



NOTICE OF KINSOL TRESTLE REVITALIZATION COMMITTEE MEETING

Tuesday
March 3, 2009
Regional District Board Room
175 Ingram Street, Duncan, BC

1:30 p.m.

A G E N D A

- | | | <u>Page</u> |
|-----------|--|-------------|
| 1:30 p.m. | <u>START OF MEETING</u> | |
| 1. | <u>APPROVAL OF AGENDA</u> | 1 |
| 2. | <u>STAFF REPORTS</u> | |
| | R1 Verbal Report from the Chair on purpose and role of the Committee | N/A |
| | R2 Staff Report from Brian Farquhar regarding Kinsol Trestle Phase II
Report Review by the Ministry of Transportation | 2-37 |
| 3. | <u>DELEGATIONS</u> | |
| | D1 John Kaye and Signy Madden of Clayton Consulting – update on
Kinsol Fundraising Campaign | 38-66 |
| 4. | <u>INFORMATION</u> | |
| | IN1 Kinsol Trestle article by Tom Paterson (February 20, 2009 edition of
Cowichan Valley Citizen) | 67-69 |
| 5. | <u>NEW BUSINESS</u> | |
| 5. | <u>PUBLIC/PRESS QUESTIONS</u> | |
| 6. | <u>CLOSED SESSION</u> | |
| | Motion that the meeting be closed to the public in accordance with the <i>Community Charter</i> Part 4, Division 3, Section 90(1), subsections as noted in accordance with each agenda item. | |
| | CSD1 Verbal
Personal Information [subsection (b)] and
Freedom of Information and Protection of Privacy [subsection (j)] | N/A |
| 7. | <u>NEXT MEETING</u> | |
| 8. | <u>ADJOURNMENT</u> | |

NOTE: A copy of the full agenda package is available at the CVRD website www.cvrld.bc.ca



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STAFF REPORT

KINSOL TRESTLE REVITALIZATION COMMITTEE MEETING OF FEBRUARY 25, 2009

DATE: February 24th, 2009

FILE NO:

FROM: Brian Farquhar, Parks and Trails Manager

BYLAW NO:

SUBJECT: Kinsol Trestle Phase II Report Review by the Ministry of Transportation

Recommendation:

That this report be received for information.

Purpose:

To update the Committee of the review process underway by the Ministry of Transportation on the Kinsol Trestle Restoration Feasibility Study Phase II Report submitted by Commonwealth Historic Resource Management.

Financial Implications:

The Ministry of Transportation has committed \$1.5 million towards the Kinsol Trestle project, which includes the \$100,000 contribution towards the Kinsol Trestle Restoration Feasibility Study Phase I and II.

Interdepartmental/Agency Implications:

The Provincial Transportation and Finance Authority (TFA) is the owner of the Kinsol Trestle and the former CNR railway corridor. It is the intention of the TFA to issue a long term non-exclusive license agreement to the CVRD permitting the Regional District to rehabilitate and operate/maintain the Kinsol Trestle under the terms of the license agreement.

Background:

At the November 12, 2008, regular meeting of the Board the following resolution was passed:

"It was moved and seconded that the Board endorse the eight-bent underslung walkway truss rehabilitation design approach proposed by Commonwealth Historic Resource Management/Delcan Engineering as the basis for rehabilitating the Kinsol Trestle to retain the heritage character and provide for use of the structure by non-motorized trail users on the Cowichan Valley Trail to cross over the Koksilah River;

And further that formal application be made to the Ministry of Transportation for release of their \$1.5 million commitment towards the Kinsol Trestle rehabilitation project upon the Ministry's review of the Phase II Kinsol Trestle Restoration Feasibility Final Report, with a request that a portion of the \$1.5 million be available

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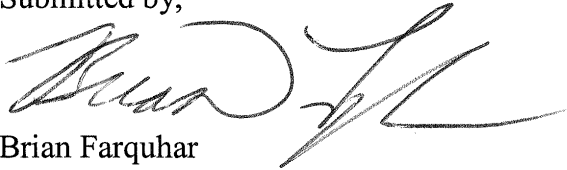
for preparation of detailed engineering design drawings and specifications as necessary for proceeding with rehabilitation of the structure, including construction of the underslung walkway truss for access by users of the Cowichan Valley Trail."

A copy of the Phase II Study Final Report presentation made by Commonwealth Historic Resource Management/Delcan at the November 12, 2008, meeting of the Board is attached for information.

To date the Ministry has been reviewing the Kinsol Trestle Restoration Feasibility Phase II Study Final Report prepared by Commonwealth/Delcan and have committed to providing a written summary of their review to the CVRD in advance of the February 25th Kinsol Trestle Revitalization Committee so that the Ministry's summary review can be brought forward to the Committee.

The Ministry's summary review and CVRD Parks staff comments will be tabled under separate cover at the meeting. In the meantime, no further action on the Board's resolution of November 12, 2008, has been taken pending receipt of the Ministry's review of the Phase II Final Report.

Submitted by,



Brian Farquhar
Parks and Trails Manager
Parks, Recreation and Culture Department

BTF/mca
Attachment

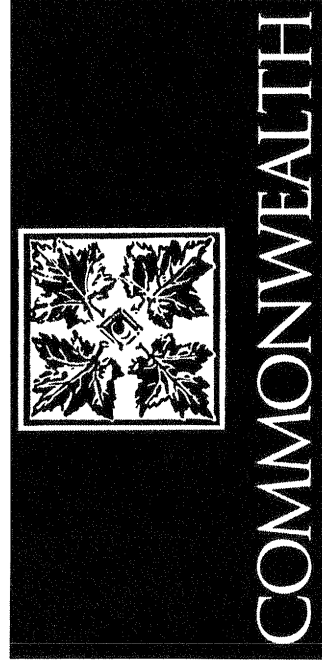
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Kinsol Trestle

Phase 2: Preliminary Design

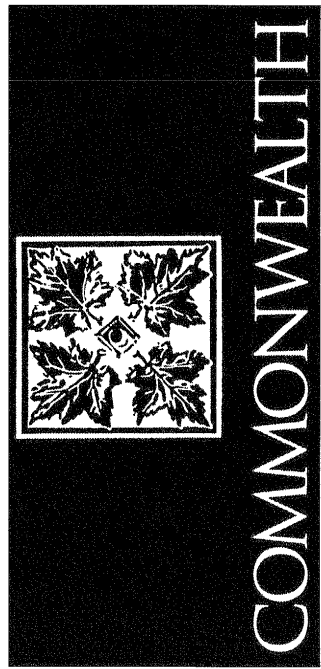
Final Report

Presentation to CVRD Board
12 November 2008



Introduction

Hal Kalman



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Phase 2: Objectives

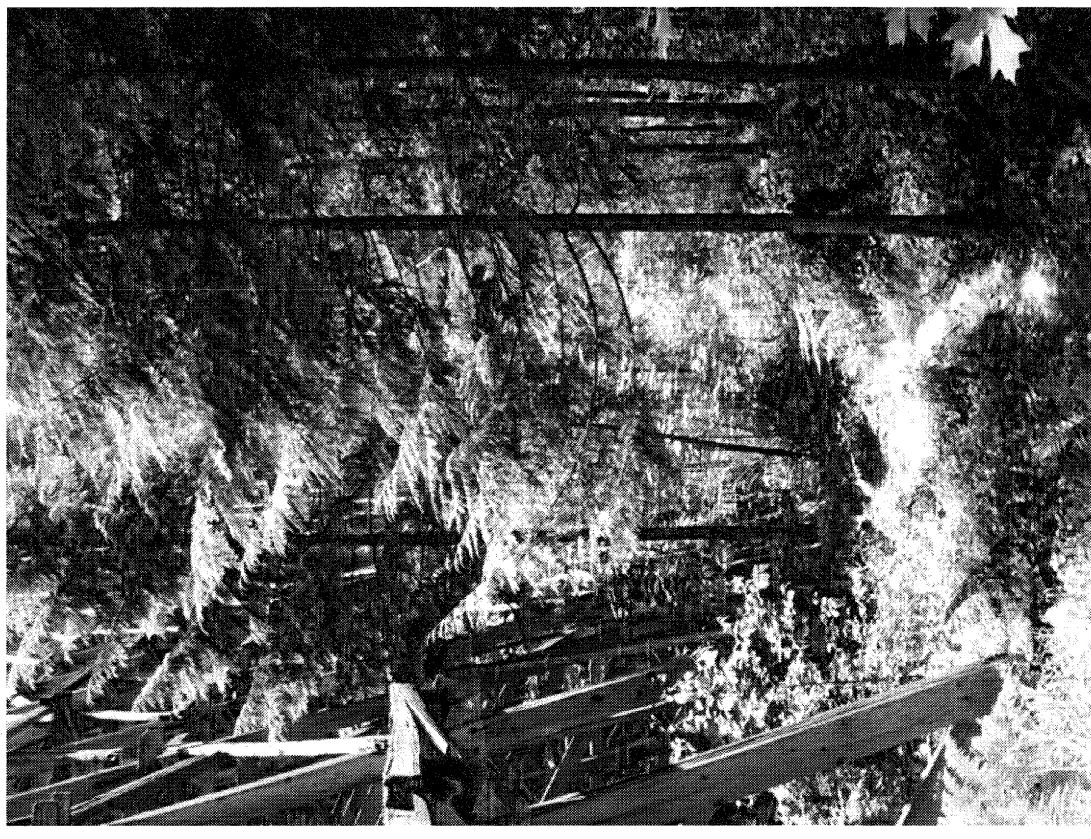
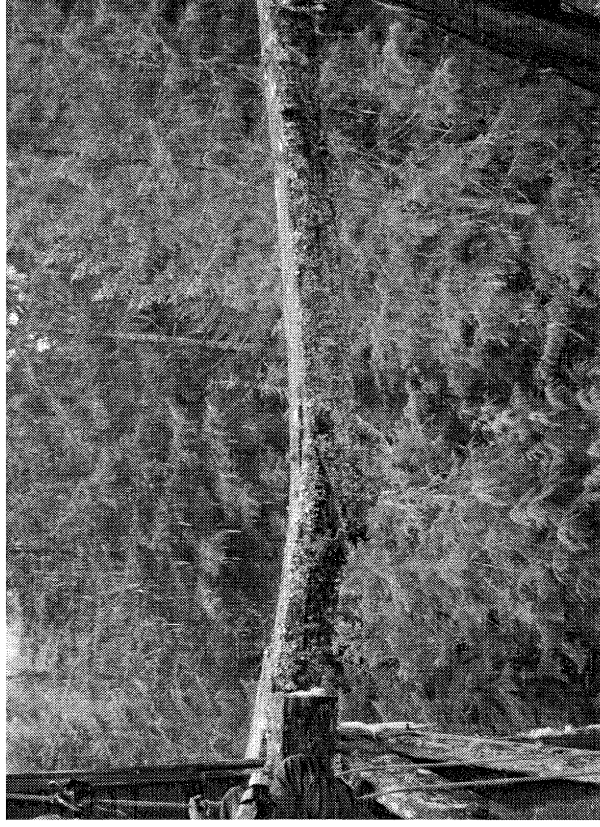
- Provide crossing for CV Trail / TC Trail
- Preserve the historic Kinsol Trestle
- Minimize cost risk / maximize cost certainty
- Annual maintenance cost < \$100K
- Minimize time for construction
- Create a destination along the Trail
- Maximize visitor experience of the Trestle

Phase 2: Process

- Met with CVRD Board twice
- Met with Working Group of Board twice
- Met with Ministry of Transportation & Infrastructure
- Discussed with BC Heritage Branch

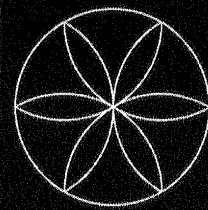
Phase 2: Site Work

- Hazard mitigation
- Vegetation obstruction removal
- Signage



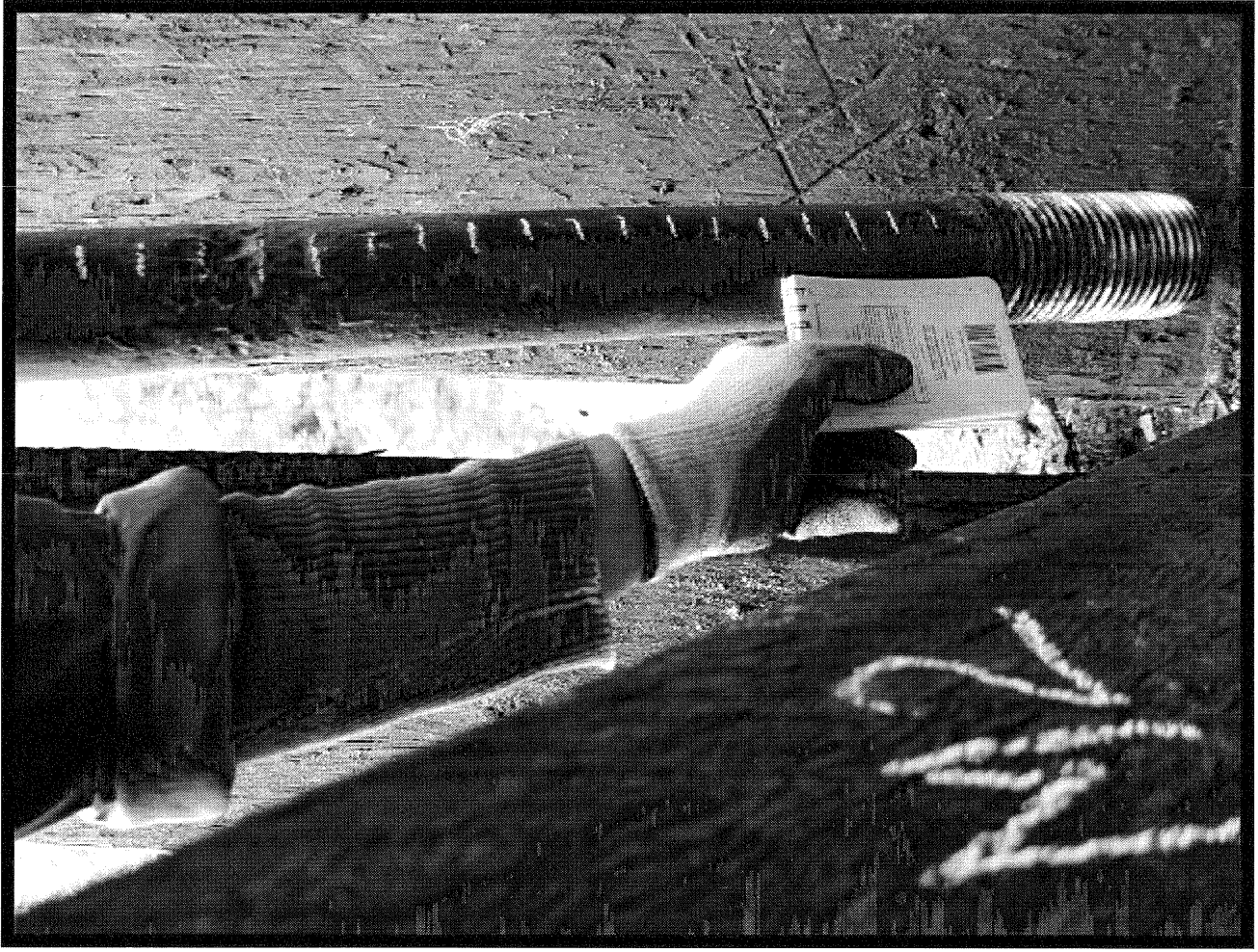
On-Site Assessment

Gordon
Macdonald



Macdonald & Lawrence
Timber Framing Ltd.

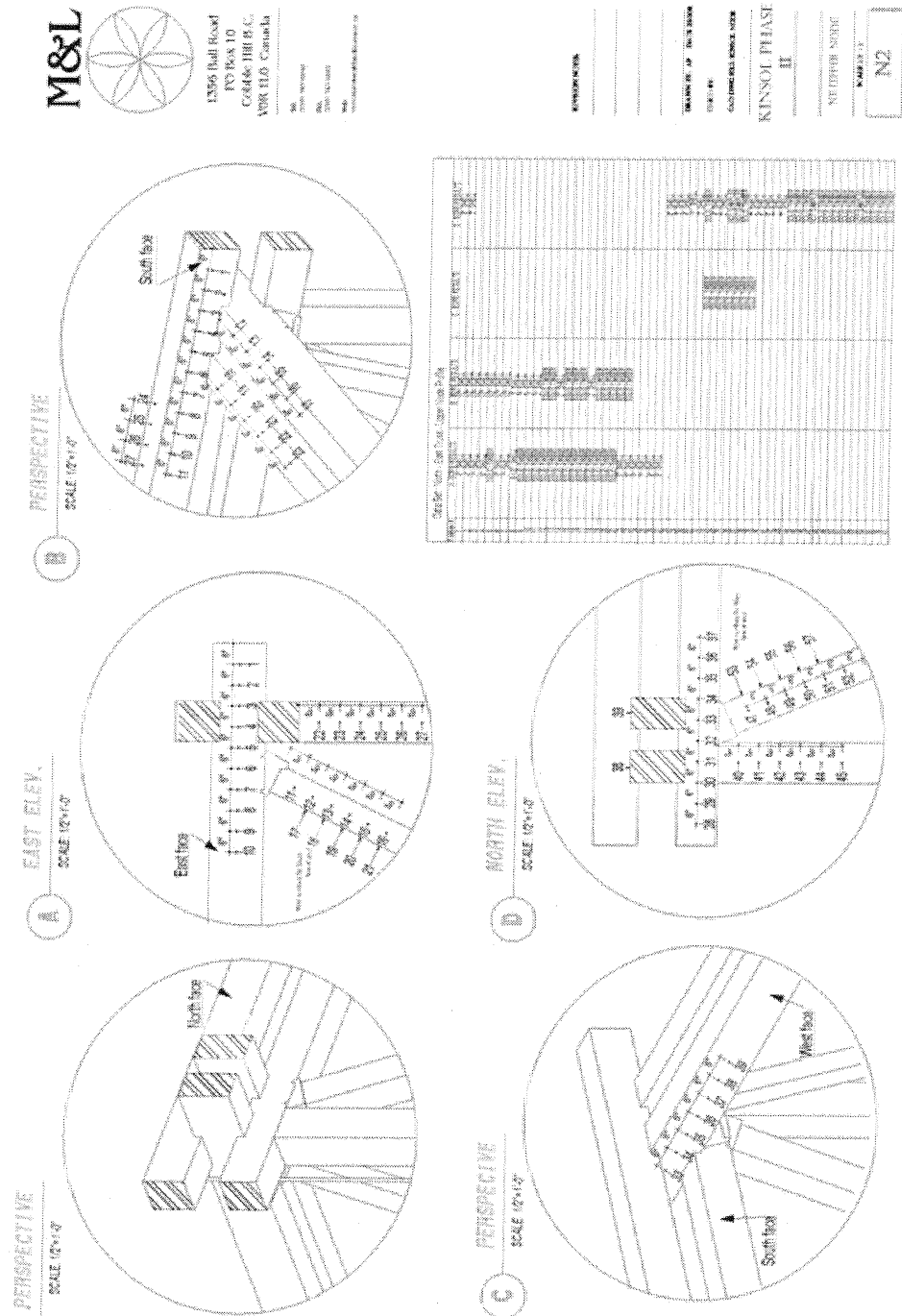
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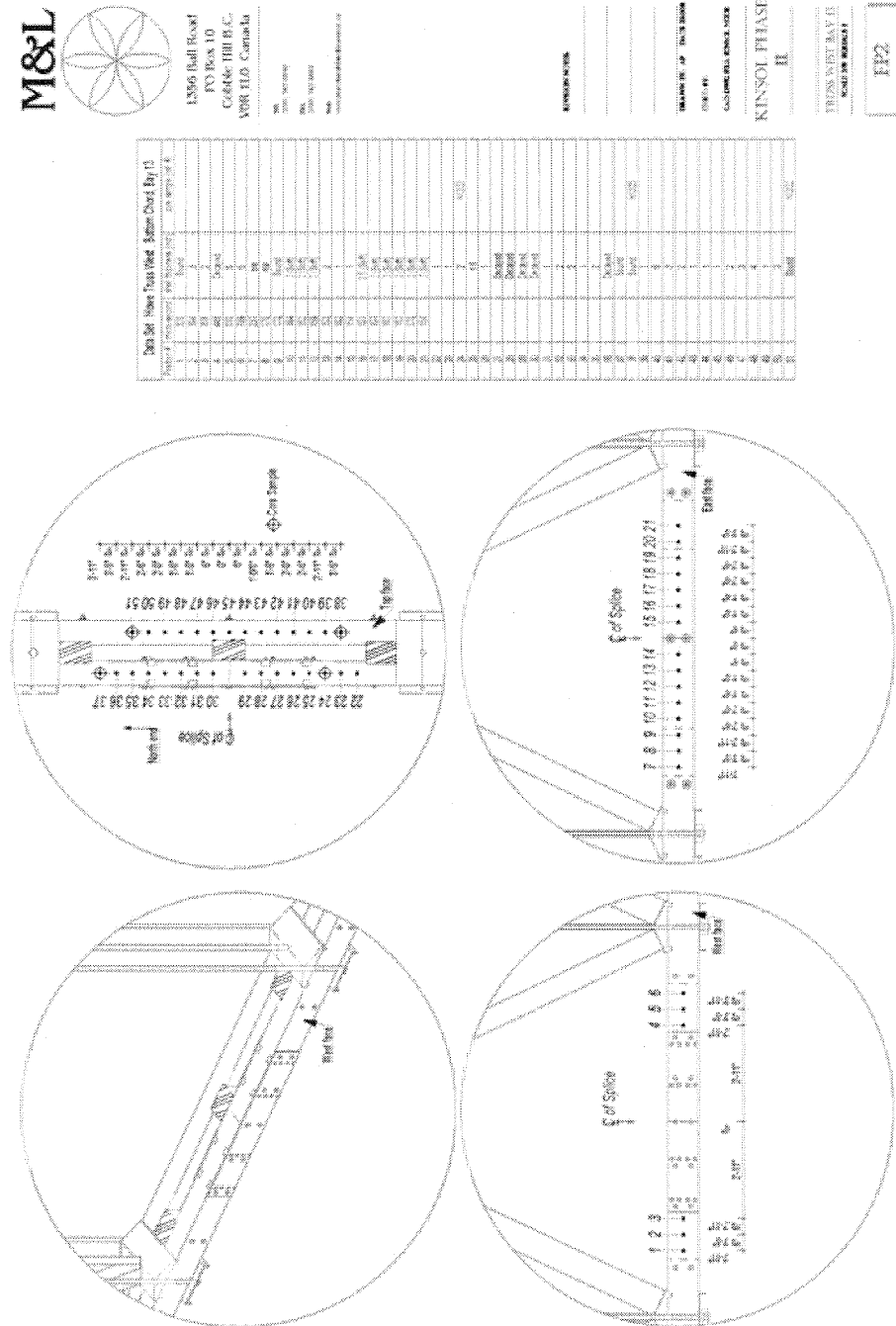
Results of Phase II Investigation – Howe Truss Assembly

- 49 tensioned rods were inspected and 13 removed to facilitate inspection, all showing minimal section loss to the metal.
- Toxicology determined that the timbers have been treated with Pentachlorophenols and remain in good condition with minimal decay.
- The metalwork is in excellent condition throughout the assembly.
- Many of the braces have been damaged as the result of vandalism.

Reporting – Connections at the Howe Trusses



Reporting – Splice Joints at the Howe Truss Bottom Chords



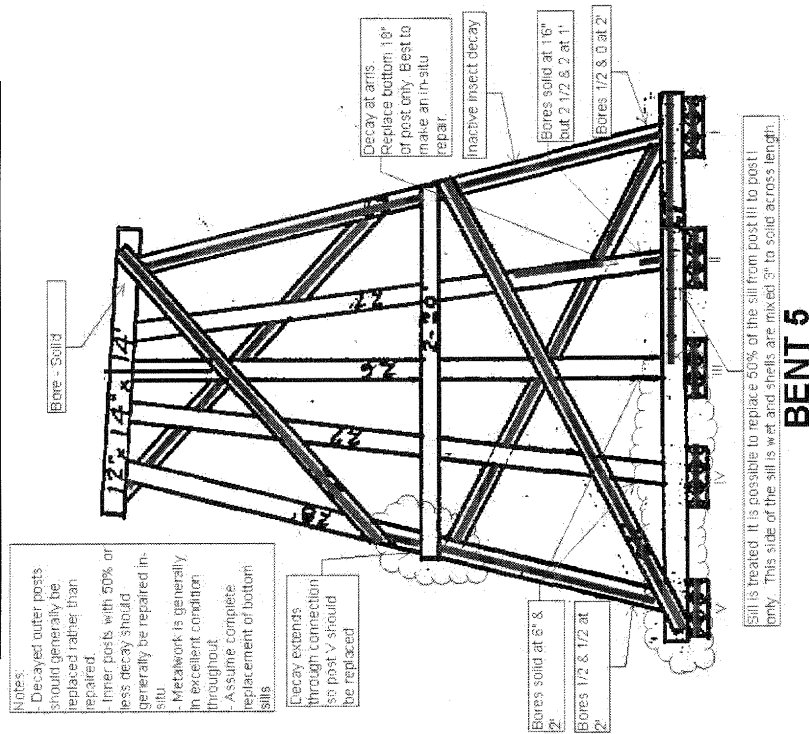
Results of Phase II Investigation –

Bents 1 to 46

- On-site meetings with C Ryzuk & Associates determined that the foundations are stable.
- 1500+ bores & 100+ cores were made throughout the structure. This showed timbers in variable condition as expected: generally more sound towards the interior of the structure.
- 118 damaged timbers were removed (mostly joists and braces). This allowed ample inspection of the metalwork which is in excellent condition.
- Structural Bents 5, 12, 34, 35, 41 were inspected in great detail. The condition of these particular bents is known for certain.
- Not surprisingly, the transverse and longitudinal braces are largely perished throughout the structure.

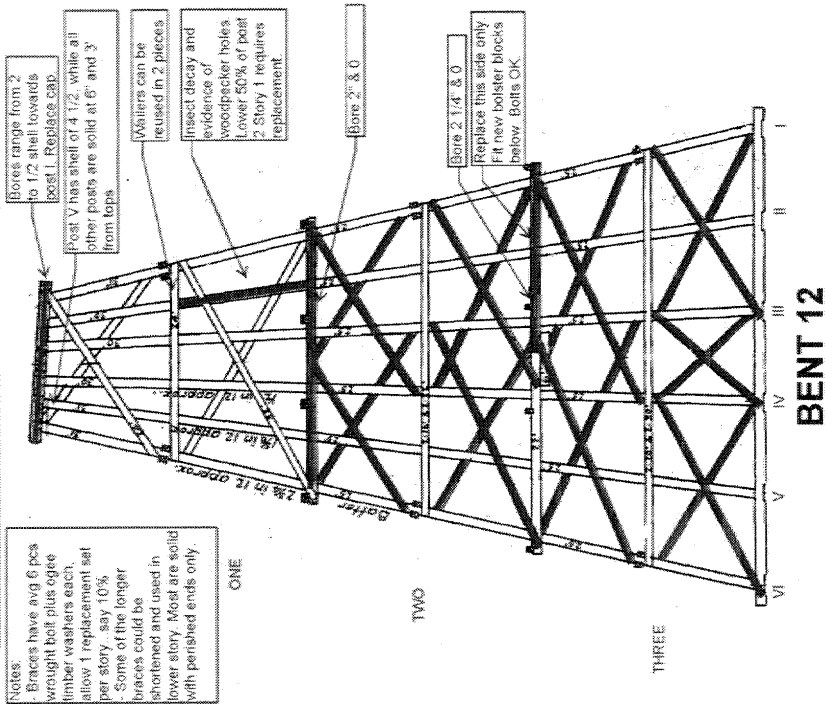
Reporting the Data - Bents

MACDONALD & LAWRENCE TIMBER FRAMING



Kinsol Treatise Feasibility Study for CVRD - Phase I

MACDONALD & LAWRENCE TIMBER FRAMING



Kinsol Treatise Feasibility Study for CVRD - Phase I

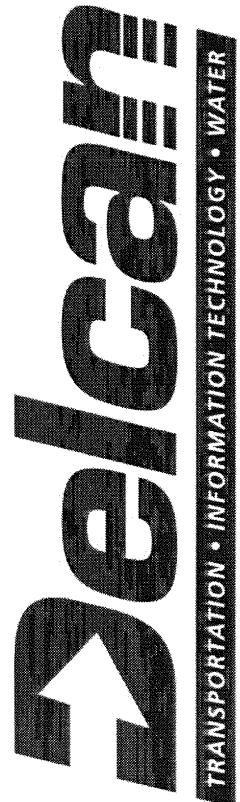
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Interim Conclusions

- Findings under Phase II are consistent with Phase I
- Repair & Rehabilitation is viable
- The proposed construction methodology is safe and practical

Preliminary Design

Joost Meyboom
Marlen Buitelaar



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Outline

- **Preliminary Design Objectives**
- **Benefits and Drawbacks of each Design**
- **Proposed Construction Methods**

Preliminary Design Objectives

Design Criteria:

1. Aesthetic Criteria
2. Functional Criteria



1. Aesthetic Criteria

- **Maintain open view from Walkway**
 - Pedestrian and Equestrian-friendly
 - Transparent railings
- **Preserve the Heritage Character of the Structure**
 - Wooden Deck and Railings Preferred
 - Overall Appearance of Structure maintained
- **Distinguish between the old and new structure**
 - Don't "copy" the existing structure

2. Functional Design Criteria

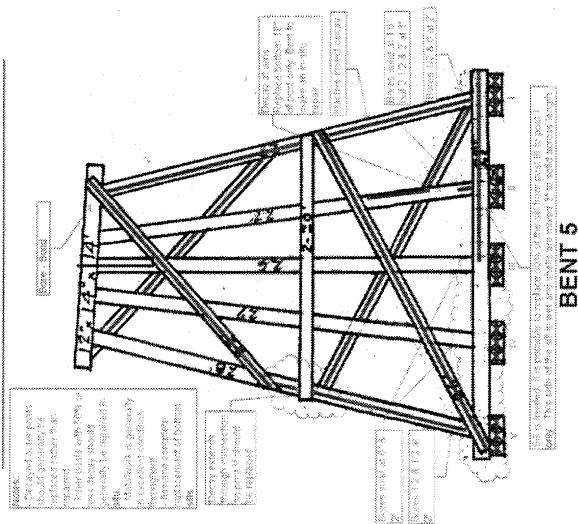
- **8 Bents Rehabilitated, 36 Maintained**
- **Low Maintenance of New Structure**
- **Minimize Weight**
- **Pedestrian Comfort and Safety**

Deck and Railing Design Standards

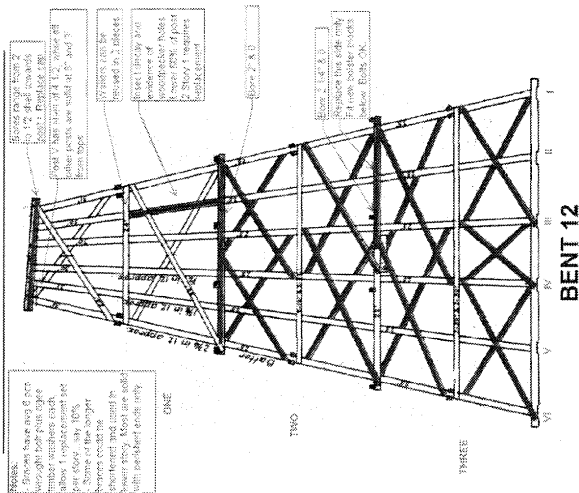
- CAN/CSA S6-06 Canadian Highway Bridge Design Code
- BC Parks Design Guidelines and Data
- CVRD Trail Standard
- Trans-Canada Trail Standard
- AASHTO Guide Specifications for Bridge Railings

Rehabilitated Bents

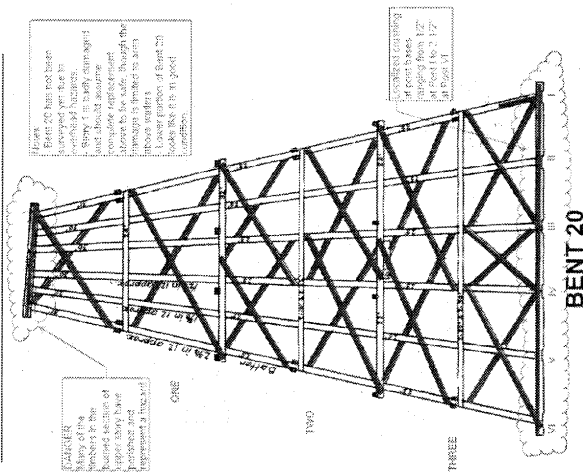
MACDONALD & LAWRENCE TIMBER FRAMING



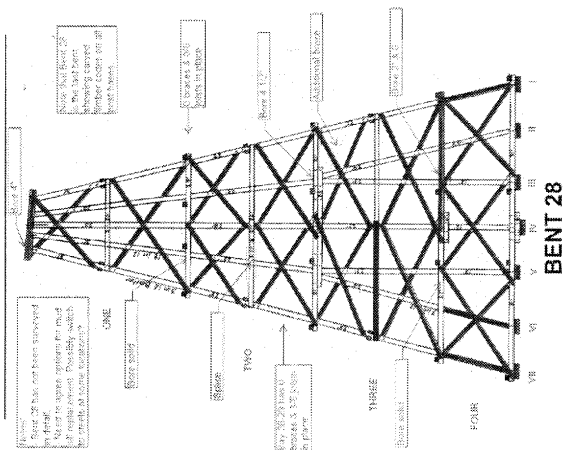
MACDONALD & LAWRENCE TIMBER FRAMING



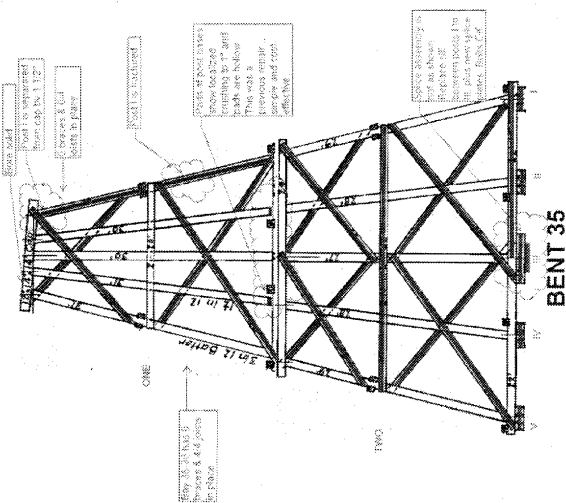
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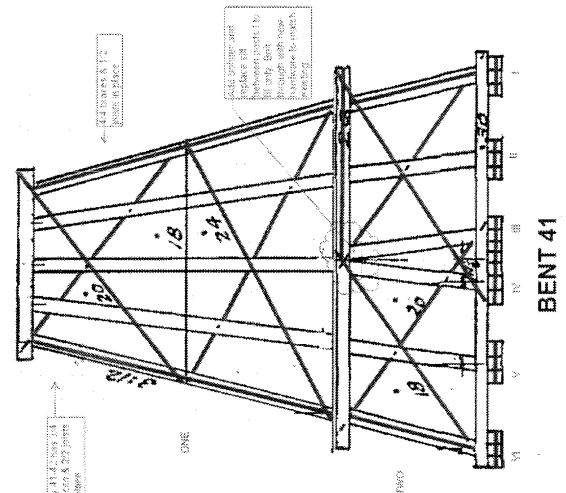
MACDONALD & LAWRENCE TIMBER FRAMING



MACDONALD & LAWRENCE TIMBER FRAMING



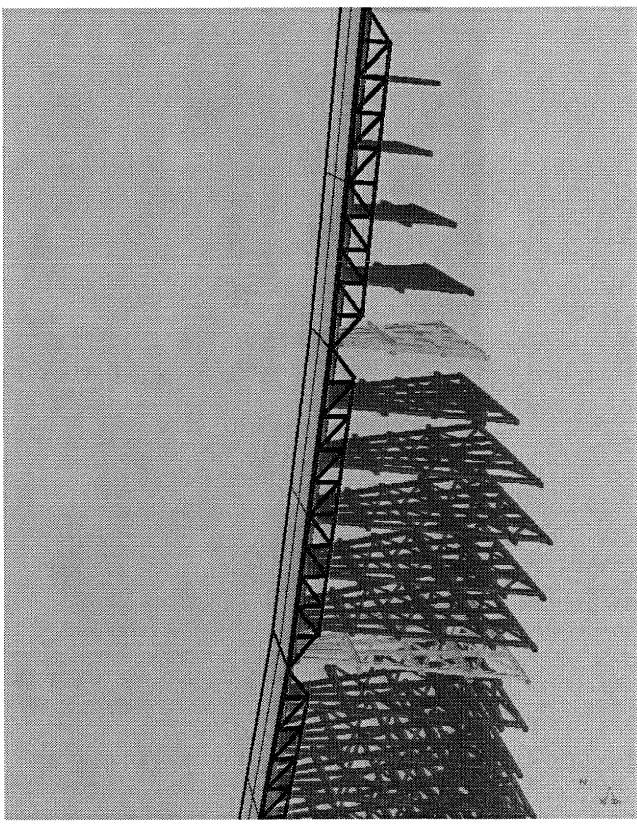
MACDONALD & LAWRENCE TIMBER FRAMING



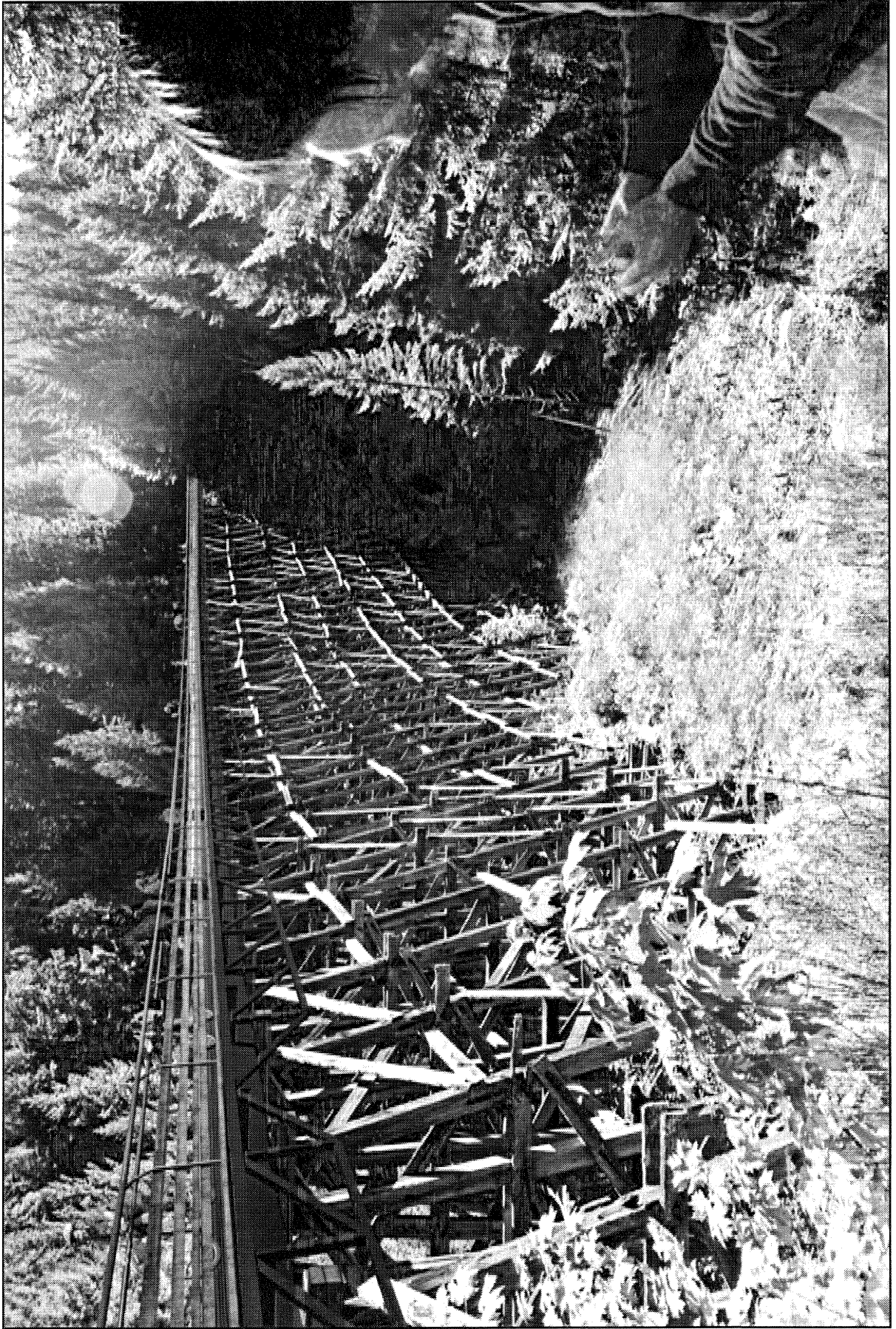
Considered Options:

- Glulam Beam
- Steel Beam
- Overhead Truss

- Recommended
Option:**
- Underslung Truss



Underslung Truss: Version 1



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Underslung Truss

Version 1

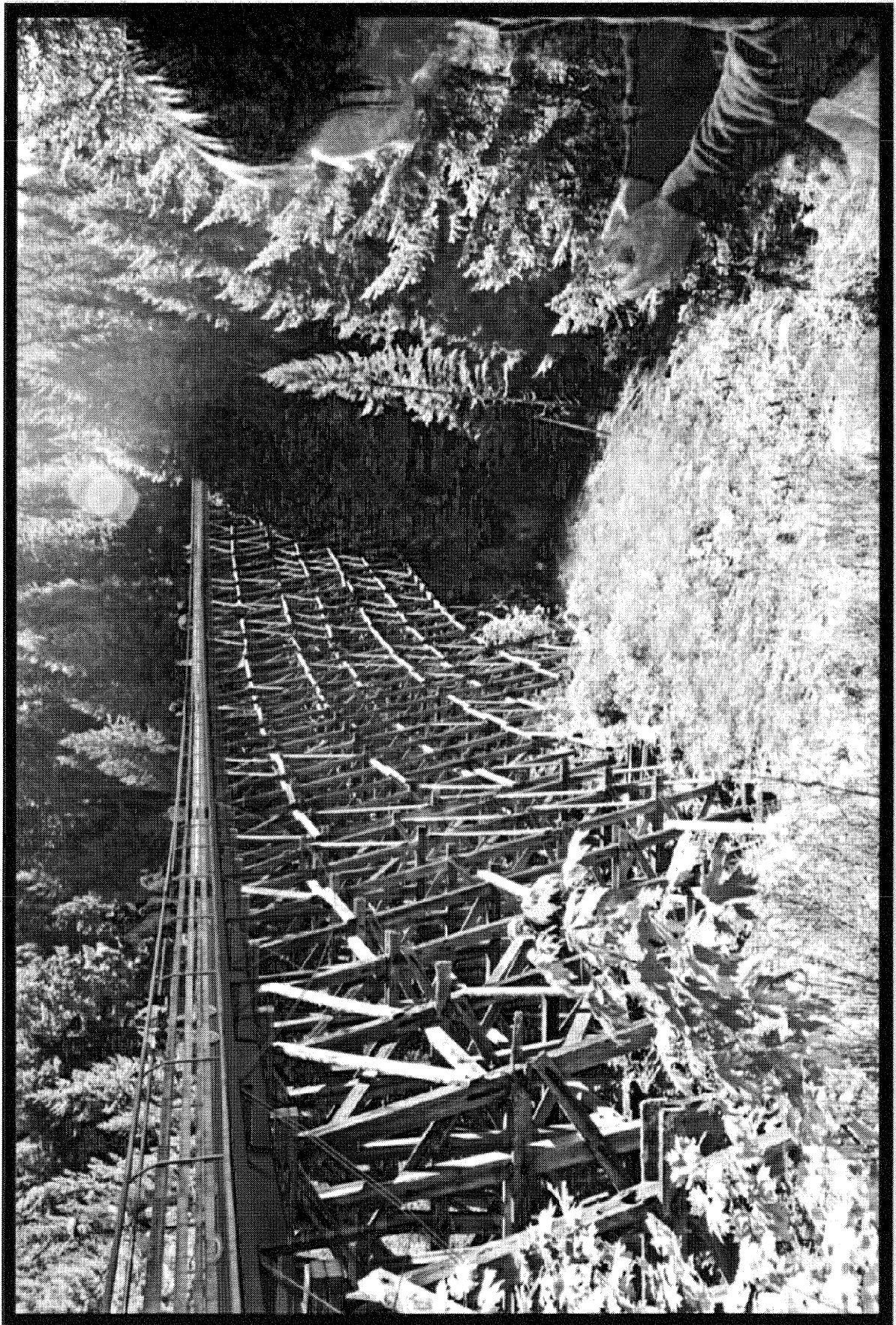
Advantages:

- **Very Low Deflection and Vibration**
- **Durable Materials**
- **Lightweight**
- **Distinct from Existing Structure**

Disadvantages:

- **none**

Underslung Truss – Version 2



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Underslung Truss

Version 2

Advantages:

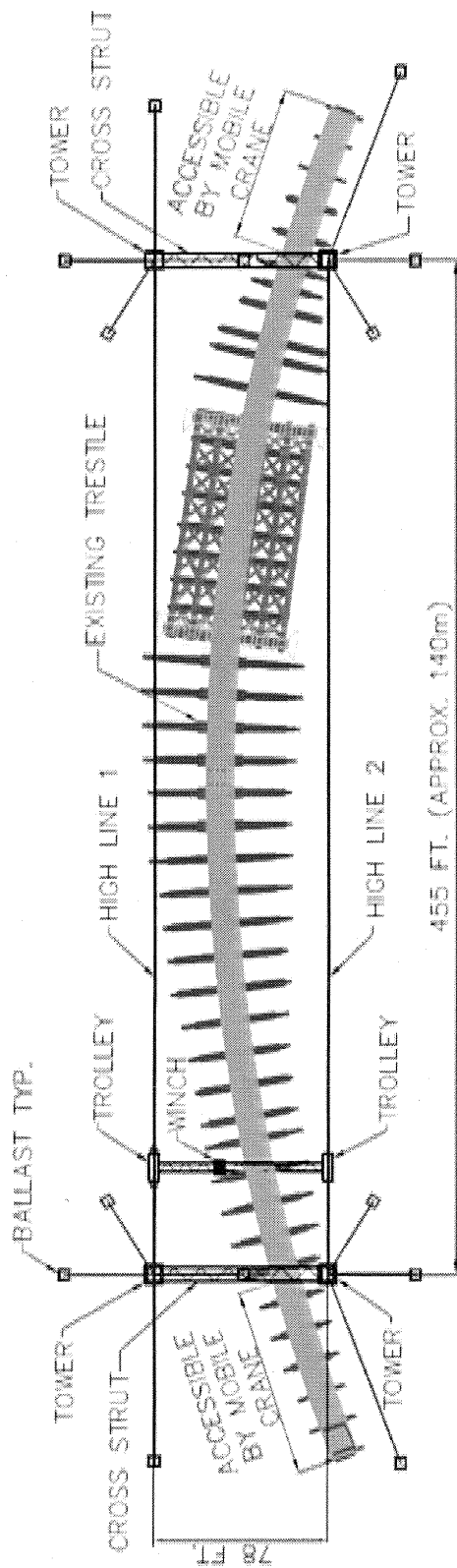
- **Low Deflection and Vibration**
- **Durable Materials**
- **Very Lightweight**
- **Distinct from Existing Structure**

Disadvantages:

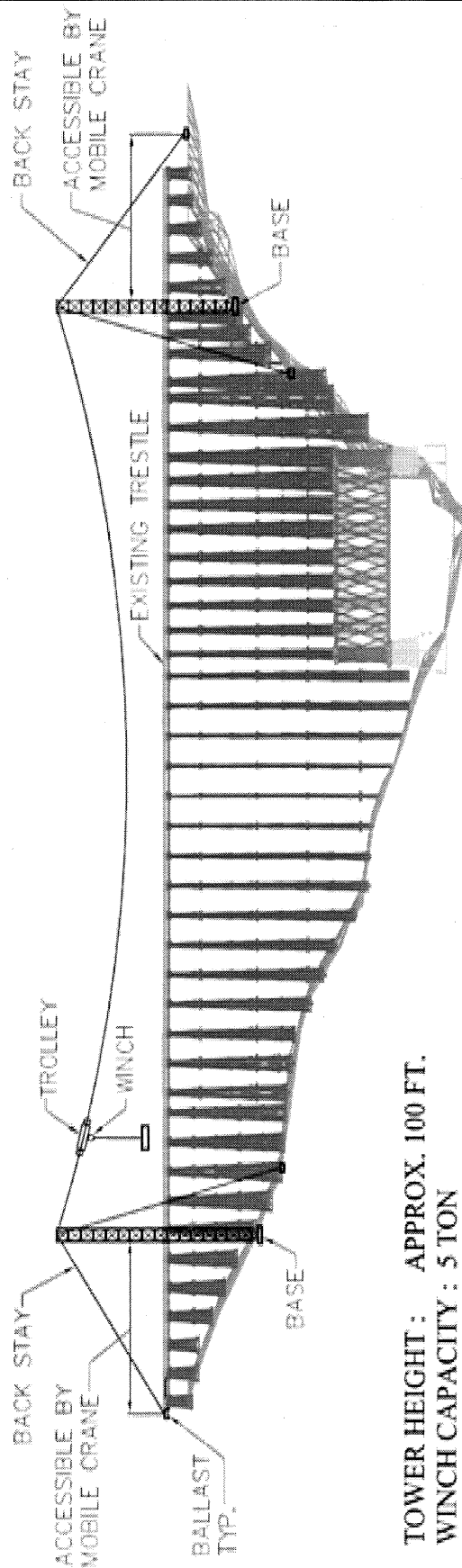
- **More difficult to construct**

Construction Method – Option 1

HIGH-LINE OPTION



PLAN



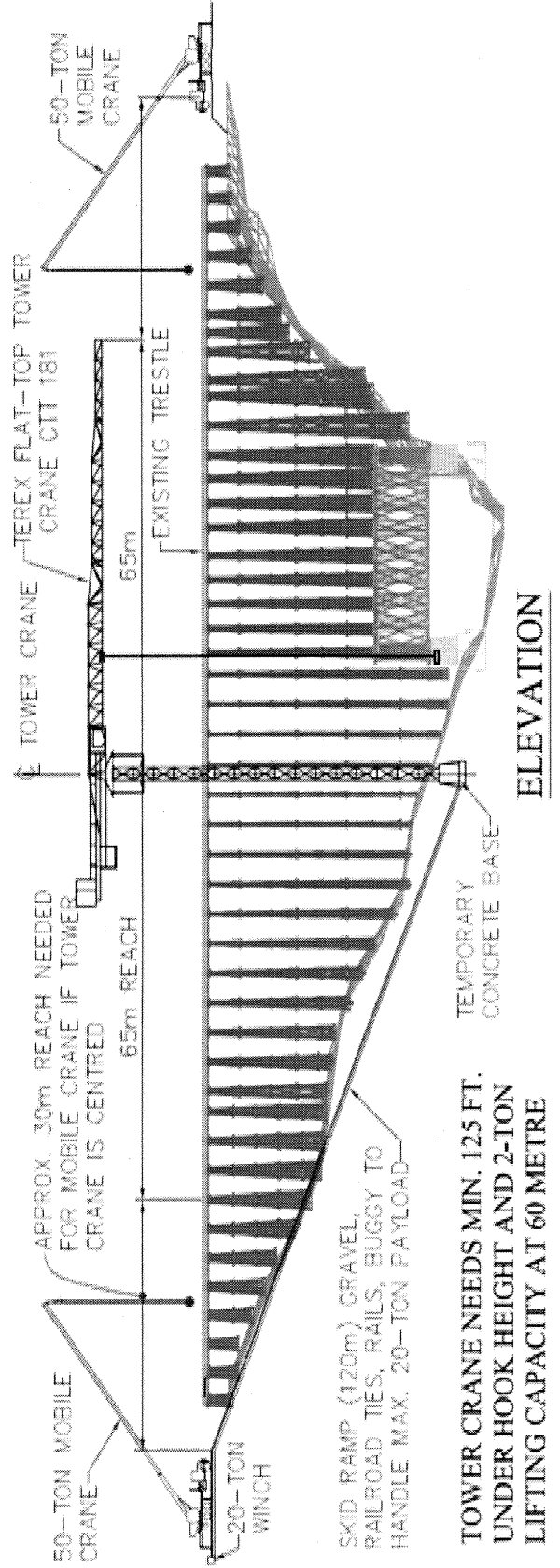
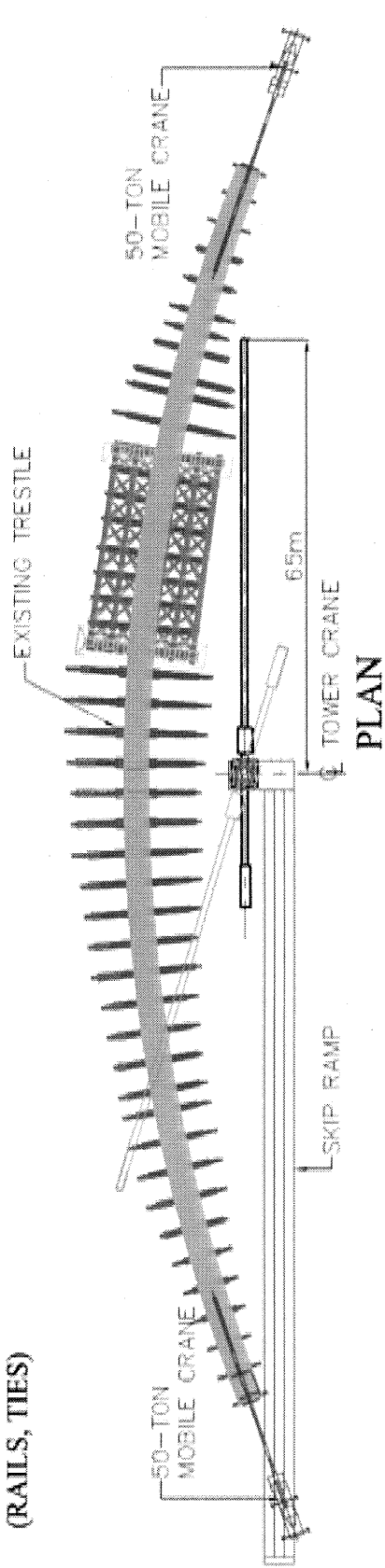
ELEVATION

TOWER HEIGHT: APPROX. 100 FT.
WINCH CAPACITY: 5 TON

Construction Method- Option 2

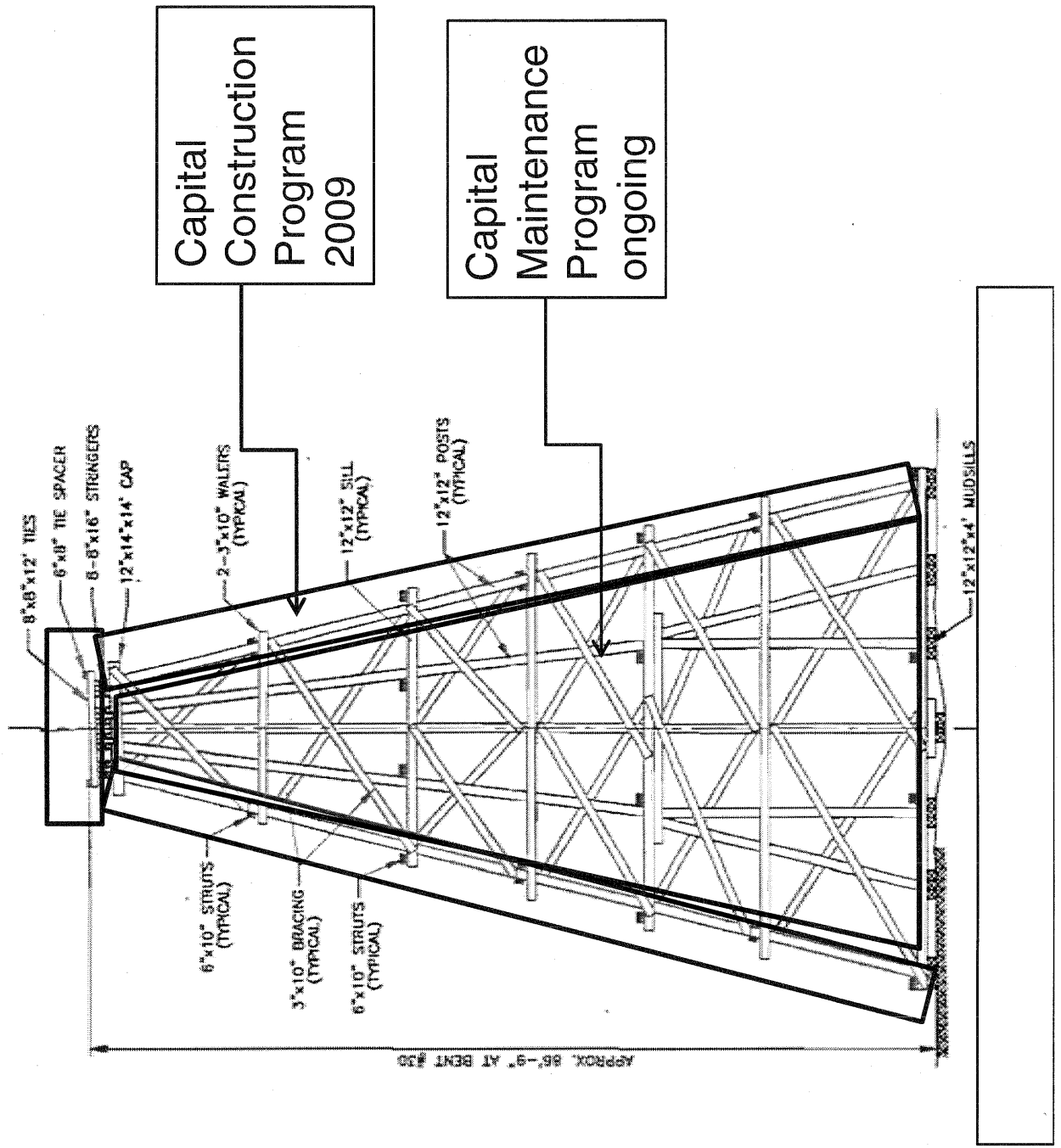
CONSTRUCTION METHOD #2

- ONE TOWER CRANE
- ONE 50-TON CRANE (MOBILE)
- SKID RAMP WITH 30-TON WINCH (RAILS, TIES)



TOWER CRANE NEEDS MIN. 125 FT. UNDER HOOK HEIGHT AND 2-TON LIFTING CAPACITY AT 60 METRE

Maintenance Scope: Inactive Bents



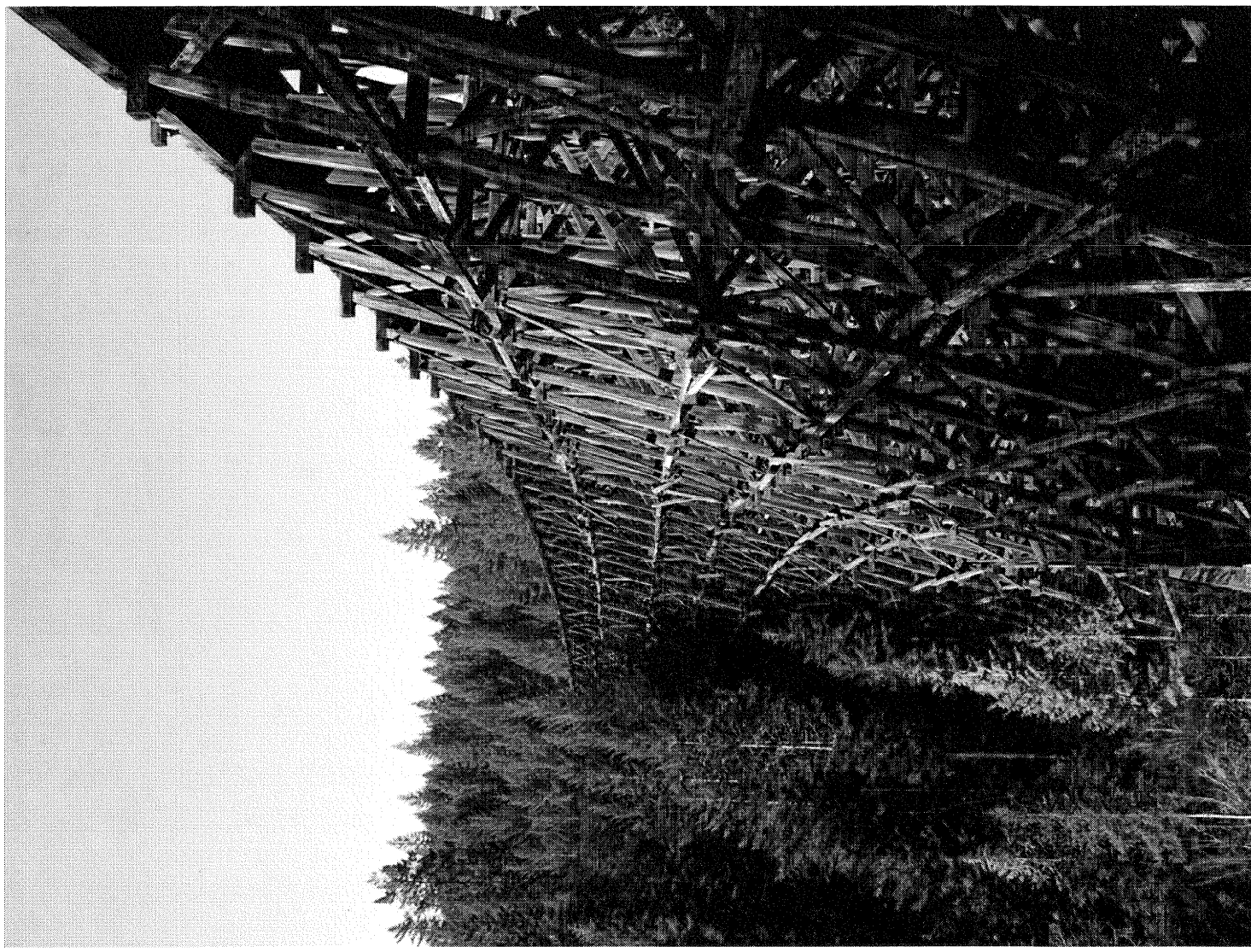
Conclusions

- **Confirmed Phase 1 Cost Estimate**
- **Recommend an Option to achieve Design Objectives:**
 - **Steel Deck Truss with Timber Deck**
 - **Rehabilitation of 8 Bents**
 - **Maintenance of 38 Bents**

Cost Considerations

Euan McLean
Quoin Project & Cost
Management Ltd.

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Kinsol Trestle Rehabilitation Cost Estimate

November 12, 2008

Summary of Costs

1. General Conditions		Underlying Steel Cable Truss Supporting Option	Underlying Steel Rigid Truss Supporting Option
2. Foundation Work		\$ 1,248,300	\$ 1,248,300
3. Heavy Timber Replacement (Material Cost)		76,500	76,500
3a Active Berths	96,748		
3b Non-Active Berths	189,239		
3c Braces & Struts	230,316	516,400	516,400
4. Labour to Install Replacement Timbers (above)			
4a Active Berths	206,459		
4b Non-Active Berths	405,735		
4c Braces & Struts	229,024	841,200	841,200
5. Misc. Work to the Howe Trusses			
6. Deck Support Truss		100,000	100,000
7. New Pedestrian / Bike Deck c/w Railings		452,200	474,300
8. Approach Work		315,500	315,500
9. Vegetation Management and Fungal Protection		95,800	95,800
10. Car Park		241,900	241,900
11. Contractor's Fee (10%)		64,500	64,500
		395,200	391,400
	Sub Total	4,347,500	4,371,800
	Contingency	652,100	655,900
	Total Construction Cost	\$ 4,999,600	\$ 5,027,600
	Total Soft Cost	760,000	763,500
	Project Total	\$ 5,759,600	\$ 5,791,100
	Annual Capital Maintenance	79,494	79,494
	PH 1 Study - Cost at Dec 2007	\$	\$ 5,735,000

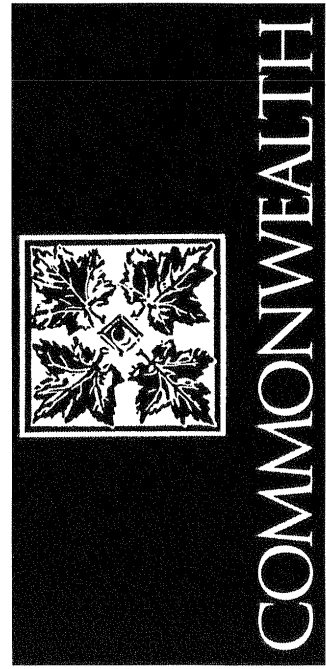
- Notes:
1. GST Excluded
 2. Costs of Financing Excluded
 3. Insurance for Course of Construction and Liability only
 4. On going maintenance and inspection costs excluded
 5. No permanent power or other utilities taken to the site
 6. Costs in current November 2008 dollars (scope to be adjusted based inflation at time of tender)

Prepared by Quin

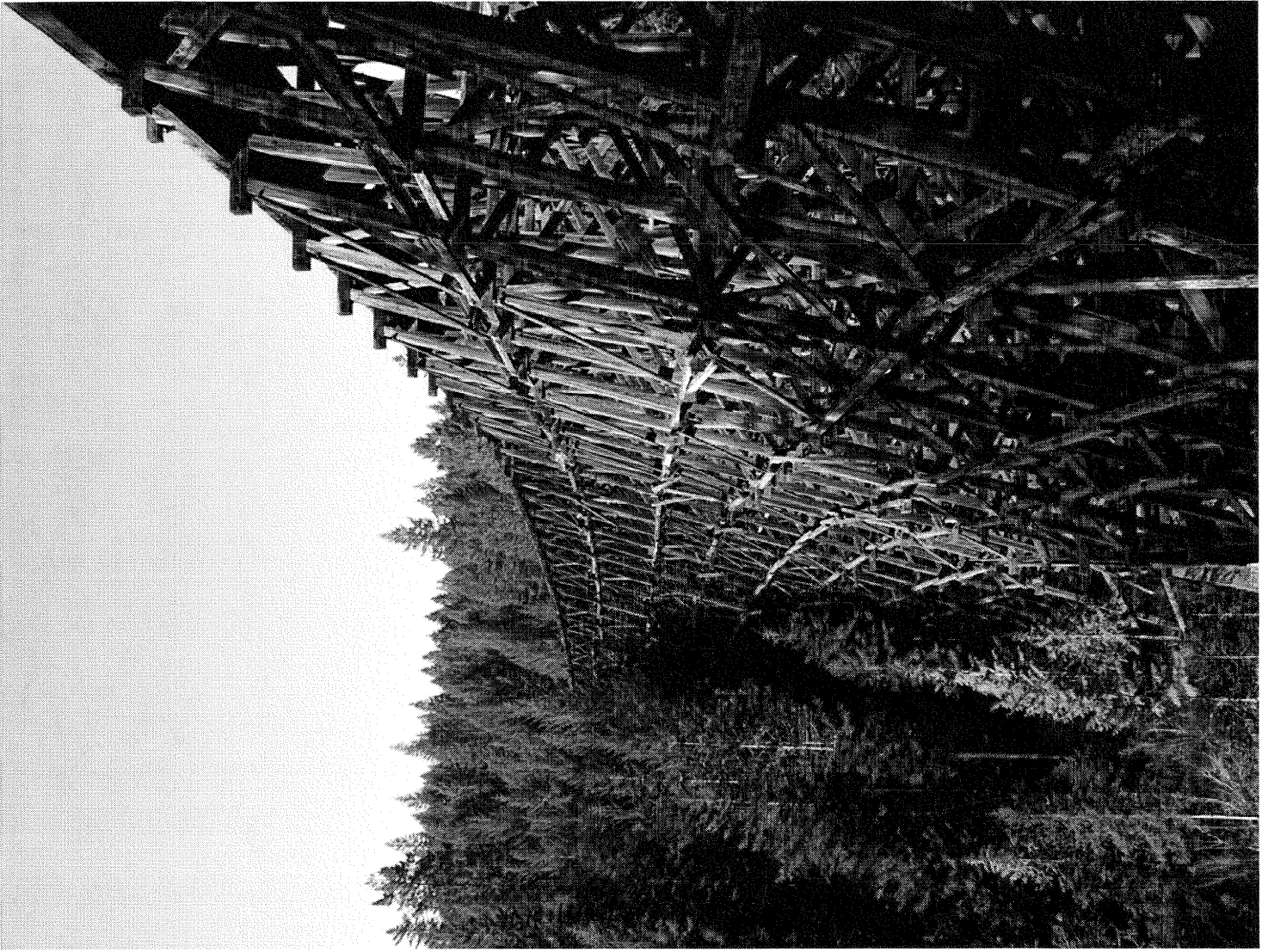
196 - PH1 Kinsol Costing Nov 08 REV5.xls

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Conclusions



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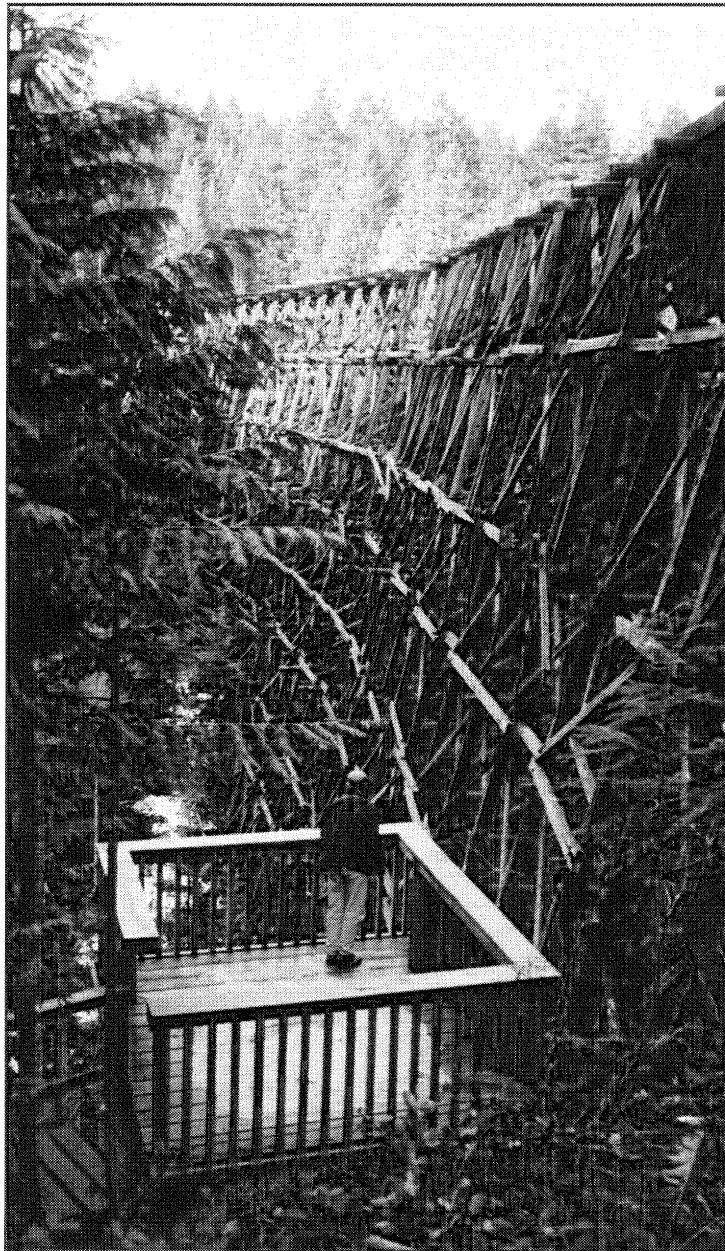
Summary

- Investigation: Howe trusses are in good condition, bents are in mixed condition
- Preliminary design: Underslung truss (two versions) supported on 8 bents
- Capital cost: Fixed at \$5.7 million, with the scope adjusted at tender to reflect actual costs / inflation
- Timeline: Construction starts Spring 2009 and continues for 9 months

Thank you very much

Questions?

D1

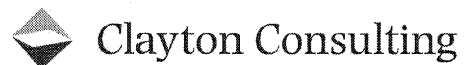


Cowichan Valley Regional District

Kinsol Trestle Campaign Study

February 2009

Prepared by:



Clayton Consulting

www.clayton-consulting.com

Nanaimo, B.C.

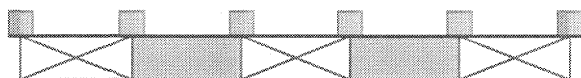
Telephone (250) 741-8184

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Confidential Appendix D - Potential Major Donors of \$50,000 or more	
Confidential Appendix E - Interview Reports	





Introduction

Previous Kinsol Campaign Feasibility Study

During the course of undertaking the Capital Campaign Feasibility Study for the Kinsol Trestle in 2005 and 2006, the consultants found considerable interest in the future of the Trestle. Public debate around the fate of the Trestle had been going on for some time.

The need to deal with the Kinsol Trestle was prompted by the desire to complete the Cowichan/Trans Canada Trail across the Koksilah River, public safety issues presented by the deteriorated physical condition of the Trestle, and the danger of an environmental disaster. The provincial Ministry of Transportation was committed to resolving the latter two concerns and encouraged the Cowichan Valley Regional District (CVRD) to take advantage of that necessity for the benefit of the Valley.

Public discussion focused on the economic opportunities and engineering for the Trestle as well as the costs for the three design alternatives. The design options had been set out in reports commissioned by the CVRD. Given that rebuilding the Trestle was deemed unreasonable at that time, the feasibility study set out to see if \$2.7 million could be raised to build a replica wooden Trestle.

The 2006 fundraising feasibility conclusions showed a good awareness of the Trestle and the alternatives for its future. There was no conclusive or widely held consensus about whether the replica or a low level crossing would be the better choice.

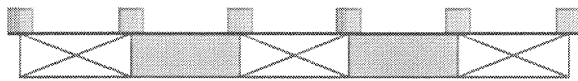
The report reflected these factors and concluded that a community based campaign would likely succeed in raising about \$1 million out of the estimated \$2.7 million cost for the replica Trestle which seemed the best approach to meet all measures – tourism, history, river crossing and cost. The study indicated that the remainder of funding would need to come from government grants and a grant from Terasen Gas for its trunk line that utilizes a considerable stretch of the trail right-of-way. The CVRD adopted the ‘replacement with a replica’ option in late 2006.

Rehabilitation of Trestle – an Updated Feasibility Study

The basis on which the CVRD planned to proceed was not well received by those who valued the Trestle as a heritage site which, in turn, tied in with its economic value for the Valley. Their persistent view encouraged the Board to commission one final study into the feasibility of rehabilitating the Trestle to restore it to its original glory in recognition of its heritage and tourism value. This evaluation, including preliminary cost estimates, concluded that it was, indeed, feasible to restore the Trestle. Accordingly, a more detailed engineering evaluation was commissioned.

The cost for the full rehabilitation was firmly estimated at \$5.7 million and a design method of achieving that was proposed. Based on the revised evaluation, the CVRD concluded conditional





arrangements for government and economic agency funding that will provide \$4.1 million for the rehabilitation project as follows:

Ministry of Transportation & Infrastructure	\$1.6 million
BC Government LocalMotion program	\$1.5 million
Island Coastal Economic Trust	\$1.0 million

With this background and level of support, the CVRD decided to rehabilitate the Kinsol Trestle. The work to finalize plans to achieve that goal is currently underway and includes continuing engineering and fundraising studies. This Kinsol Trestle Campaign Study is a preliminary segment of the fundraising program for the rehabilitation of the Kinsol Trestle.

The community based funding will need to be \$1.6 million, and this has been rounded to \$2 million to accommodate fundraising costs and the creation of an endowment to provide funds for ongoing Trestle maintenance.

In September, Clayton Consulting outlined to the CVRD a three-part process to build a fundraising campaign for the Kinsol Trestle rehabilitation:

- A) Feasibility Study Revisit/Building Campaign Structure and Plans
- B) Building Campaign Team/Quiet Phase of Solicitation
- C) Public Campaign

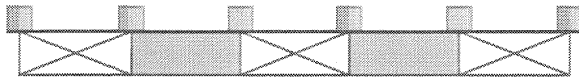
Clayton Consulting was contracted for the first stage (Part A) to work with the CVRD to revisit the work done two years ago and to determine if sufficient interest and leadership existed in the community to complete a capital fundraising campaign to raise the \$2 million. New interviewees were identified and more work was done to refine and expand the list of prospective donors.

Signy Madden, a partner in Clayton Consulting, and her associate John Kaye, carried out the interviews and other work involved to produce this report and to build the campaign in its early stages.

The deliverables for Part A were for the consultants to work with the CVRD and its partners in the campaign to:

1. Finalize a budget for the three parts of the campaign.
2. Establish and formalize a relationship through which the Cowichan Foundation will act as campaign sponsor for the CVRD.
3. Arrange for administrative support with Community Futures Cowichan. Create a job description and establish guidelines for donor and other data files.
4. Research foundation grants. (The heritage aspect of the project opens this up in a way that was not possible in the feasibility study two years ago.)
5. Prepare terms of reference for the Campaign Leadership Committee, including the Chairperson.





6. Prepare a revised draft Case Statement.
7. Set appointments and review campaign/Case Statement with those who were surveyed in 2005/06 and encourage their support for the campaign.
8. Identify potential Campaign Leaders and Major Donors through facilitating a meeting of Cowichan Foundation board members and other community members.
9. Meet with various prospects to obtain commitments where possible or determine likely level of support.
10. Make preliminary recommendations on a Communications Plan and its costs to support the campaign.
11. Revise the gift chart.
12. Report on a proposed gift chart, develop recommendations for Campaign Cabinet and confirm campaign costs.

Some of the work outlined in Part B of the campaign process has already been completed in this first stage of the campaign including:

1. Seek and arrange appointment of the Campaign Chair and four to eight additional Campaign Cabinet members.
2. Research and recommend a donor database software system.

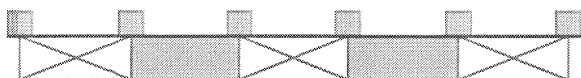
Of the items included in Part A, the preparation of a full Case Statement was deferred to Part B and an abbreviated version was prepared and used in the course of completing interviews (Item 4 above – see **Appendix A**).

Recognizing the commitment of the CVRD to rehabilitate the Trestle, the current fundraising feasibility study has sought to confirm earlier findings and to set the stage for continuing work to launch a community fundraising program that will allow the project to proceed. The purpose of Part A of the campaign has been, therefore, to provide a final evaluation of project funding possibilities and arrangements and their cost, and to confirm that proceeding with a fundraising campaign and rehabilitation of the Trestle at this time is a reasonable step for the CVRD to take.

Conditions for an Ideal Capital Campaign

A capital campaign is an organized, intensive fundraising effort to secure, first of all, major gifts, and then gifts from a broad constituency of donors for a specific purpose such as constructing or renovating a building, building an endowment, purchasing land or, in this case, the rehabilitation of the Kinsol Trestle. There are standard methods recognized and used within the fundraising industry for running capital campaigns and each organization tailors these standards to suit its situation and conditions.





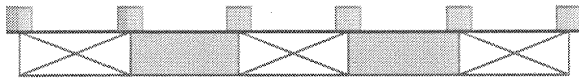
A capital campaign is usually conducted after donors have been cultivated for a few years through an annual campaign and the donors are used to giving to that particular cause if not for a particular building or project. Usually, key campaign volunteers are identified and their involvement secured so that the organization has a positive, respected profile in the community. It is even better if the donors and general public are familiar with the purpose for the campaign and the solution that the project will provide. High profile volunteers from the community are recruited to lead and run the campaign. They, in turn, ask their peers to make significant gifts.

Creating a capital campaign from scratch without a previous donor base to call upon and long term volunteers already committed to the cause is a challenging but not an impossible task. For the Kinsol Trestle campaign, the consultants and community volunteers are taking on a campaign from scratch.

At this point it is worth noting the ideal conditions for a capital campaign. There are 15 conditions that earmark the ideal capital campaign. The more conditions that are met, the more readily successful the campaign is likely to be.

1. **Reputation:** The credibility and reputation of the organization is high in the community or communities being served and especially among prospective major donors.
2. **Strength/Capacity of Board:** The Board is well respected, some members provide leadership gifts and all members make a gift to the campaign.
3. **History of Service:** The organization has a long history of successfully delivering programs and services that the capital campaign will reinforce.
4. **Strategic Plan:** The organization has a well defined strategic plan outlining how long-term objectives will be achieved and connecting the capital campaign to that vision.
5. **Satisfied Clients/Volunteers:** The organization has a large number of satisfied former clients/volunteers who may be considered donor prospects.
6. **Awareness of Need:** There is a high public awareness of and sympathy for the community need that the organization and the project address.
7. **Timing:** There are not too many capital campaigns taking place in the community or communities competing at the same time for the same donors.
8. **Donor Base Depth:** The organization has a large donor base of annual or past major gift donors who might be interested in the campaign, and has a track record of fundraising success.
9. **Campaign Prospect Pool:** From the donor base or donors identified externally, there is a pool of affluent individuals and philanthropic businesses, service clubs and foundations that can be approached for support.
10. **Volunteer Leadership:** A group of volunteer canvassers can be identified who have a profile of both influence and affluence and are willing to commit to the campaign. The volunteer canvassers have the ability to give gifts that are large enough to inspire, lead and motivate others to give gifts of a similar size.





11. **Staff:** The Executive of the organization and its fundraising department or foundation are well respected and can motivate volunteers and donors.
12. **Case Statement:** There is a compelling case for support presented in a clear and compelling way that fits logically with the organization's overall strategic plan.
13. **Communications Plan:** There is a well defined communications plan to support the development efforts and adequate funding to carry out that plan.
14. **Campaign Direction:** There is excellent campaign direction through either internal development staff or external consultants.
15. **Campaign Funds Available:** There are funds available to cover the feasibility study and the campaign costs that can range from 10-15 per cent of the fundraising target.

At the end of this document, the consultants will provide the list again along with an assessment of the conditions that exist for the Kinsol Trestle campaign and what steps have been taken to create the best conditions possible. The consultants use this comparison so that readers of this report understand the grounding for the conclusions and recommended next steps. Much of the work in the next stage (Part B) of the campaign, and the associated campaign costs, are planned to get as close to ideal campaign conditions as possible.



Executive Summary

This report outlines the results of interviews with 33 individuals, service club members, government bureaucrats and politicians, representatives from businesses, potential construction contractors and foundations. These prospects represent a cross-section of potential donors and others who are prominent business people or individuals of affluence and influence who the consultants, the CVRD, Community Futures Cowichan staff and Cowichan Foundation members felt might be interested in the Kinsol project. They were selected based on the view that their knowledge of the community and their personal or corporate commitment would facilitate a successful campaign over a relatively short period of time.

From the interviews and various meetings with members of the Cowichan Foundation and Community Futures Cowichan staff, **the consultants are able to confirm that the decision for the campaign to move forward to raise \$2 million has good prospects for success.** There is still work to be done to solidify the gift chart but initial work has already begun to cultivate donors at all levels of gifts. Work on in-kind gifts will need to be coordinated with contracting decisions, although sponsorship arrangements can be negotiated together with other major gifts.

The consultants were able to achieve most of the desired outcomes in Part A of the campaign including facilitating a partnership between the CVRD and the Cowichan Foundation in order for the Foundation to carry out the Kinsol Trestle Campaign. Also as a result of the work over the past few months, **Community Futures Cowichan has come on board to provide the administrative support for the campaign and to be the campaign head office.**

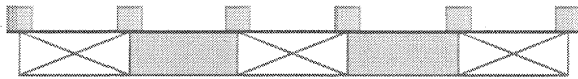
Other achievements include the **recruitment of most members for the campaign cabinet and a Chairperson.**

The consultants have provided Brian Farquhar of the CVRD with several confidential addendum documents arising from the work leading to this report. These include:

- a list of potential campaign prospects which constitutes the start of a database for use in the campaign;
- a list of prospective major donors;
- summary notes from a series of prospect interviews that were conducted; and,
- a list of people identified to be recruited for the campaign leadership team.

Given the confidential nature of the interviews and the delicate nature of laying the groundwork for a successful campaign, the consultants are not releasing these documents with this report and they are not to be made available to the public, the media or for any purposes other than the Kinsol campaign. **Release of these documents could seriously undermine the next stages of the campaign.** The list of campaign prospects is the property of the Cowichan Foundation and will remain so at the conclusion of the campaign.





There is, clearly, a general community feeling that the project should proceed, and the involvement of the Cowichan Foundation broadens the level of acceptance for fundraising in the community and adds connections that will help it to succeed. There appear to be adequate funding opportunities to pursue and the interviews disclosed a number of volunteers who will add to the support and involvement of the Cowichan Foundation.

One of the strongest conclusions from the interviews concerns the willingness of potential suppliers, professionals and contractors to support the campaign. The campaign and the decisions of the CVRD should seek to reinforce this community sentiment by making the Kinsol project, to the greatest extent possible, a Cowichan Valley undertaking. The economic benefits to the community will be greatest if the construction is underway soon.

The current economic situation is reason to question the timing of a campaign; however, we detect no local or continent-wide trend of public abandonment of funding for worthwhile and traditional community and charitable endeavours. In some cases recently, the experience has been of greater generosity intended to help overcome economic adversity.

Nonetheless, the consultants did find that the Kinsol campaign will be made up of fewer major gifts and will need more emphasis on the community-wide campaign for gifts in the \$1,000 to \$50,000 range.





Case Statement

To run a good fundraising campaign there is a need for a written presentation that summarizes why the campaign is being undertaken. This document, referred to as the Case Statement, must not only set out the background and need but must also convey a sense of urgency – that it is worthwhile, necessary and timely for this work to be done. Why should a donor contribute to your campaign rather than to other causes? Why should the media pay attention to the cause? The messages contained in the Case Statement should answer these questions and more. The case messages must be uppermost in the minds and hearts of campaign volunteers so that they are prepared to consistently articulate its salient points to prospective donors, the media and the general public.

An effective Case Statement for the Kinsol capital campaign must answer: ‘Why must this structure be rehabilitated? What are the community needs that require the reconstruction of this Trestle? How will a new Trestle make the community better able to serve its citizens and businesses? Are the community’s needs and priorities being met? Are the interests of a wider community legitimate and, if so, are those interests being served?’

As was the case two years ago when Clayton Consulting conducted the first feasibility study, there are three reasons a capital campaign is being mounted for the Kinsol Trestle.

One is that the Kinsol Trestle is currently impassable and must either be removed or made sound for public safety reasons and in order to ensure environmental integrity for the Koksilah River canyon below. The Kinsol was last repaired over 25 years ago, has suffered a fire and is now in need of more than routine maintenance.

The second reason a campaign is needed is that the Kinsol Trestle is now the only missing link in an otherwise uninterrupted trail experience between Shawnigan Lake and the Town of Lake Cowichan, which, it is anticipated, will soon be extended northward and also south to connect with the Victoria area Galloping Goose Trail. The Cowichan Valley Trail and its Trestles are an integral part of the 16,000-kilometre Trans Canada Trail recreational corridor that will link Canada from coast to coast. In order to create an uninterrupted Trans Canada Trail experience in the Cowichan Valley, and to maximize the tourism potential of the trail, the Kinsol Trestle crossing must be re-established.

The third, and perhaps most compelling reason for this capital campaign, is to preserve this marvel of engineering, the largest wooden Trestle in Canada and the British Commonwealth and one of the largest heavy timber structures in the world. The Kinsol Trestle and former rail corridor are a significant legacy and represent an important part of the region’s industrial heritage and the age of steam engines and rail logging on Vancouver Island.

Rehabilitating the Trestle for all of these reasons is deemed to be important for the ongoing economic development of the region.

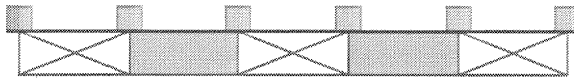




For the feasibility stage of the campaign, the consultants created an abbreviated Case Statement (**Appendix A**). This case version was used by the consultants during the interviews with prospects.

The Case Statement will be rewritten and redesigned to incorporate the feedback heard during the latest interviews and to include information such as recognition opportunities, campaign leadership, a chart of potential gifts and their sources, and a campaign timeline.





Research Methodology

During a feasibility study, the consultants do not interview everyone who might have the capacity to give to the cause. This kind of detailed work is part of the actual capital campaign. The purpose at the feasibility stage is to select a meaningful cross-section of potentially interested individuals and organizations, and to gauge the strengths and weaknesses of a proposed campaign based on the results of the interviews.

Interviews are also conducted to try and identify sources of major donor gifts. Major gifts are usually the key to any successful campaign. Major gifts establish credibility and give the campaign leaders a sense of accomplishment and confidence. Major gifts also set the tone for other donors' giving patterns.

The process the consultants followed to identify campaign prospects and campaign cabinet members included:

- Reviewing research from the study done two years ago and conducting new research to find, assess and eliminate or confirm prospective donors and campaign cabinet members (**Appendix C**);
- Researching foundations using the BIG Online database and the foundations' Web sites, and developing a short list of foundations to contact or research further;
- Contacting prospective donors and campaign members to set up interviews;
- Conducting interviews;
- Bringing an initial group of campaign cabinet members together to review prospects and suggest names for further interviews;
- Conducting more interviews;
- Reviewing construction components to identify in-kind and sponsorship opportunities; and,
- Reviewing publicly available donor lists from other charities.

Several meetings were held to qualify lists of prospects. Prospects were assessed at the various meetings based on their perceived ability to make a significant gift, their past involvement in community affairs, and their knowledge of people in the community who might meet one or both of those criteria. In-kind and sponsorship groups were selected for similar reasons and, in addition, some connection or interest in an element of the rehabilitation work. Similarly, foundations, government and community development organizations were contacted after the research and after reviewing our past experiences with such organizations to determine if grants for the Kinsol project might be forthcoming.

The entire list of prospects was turned into the beginning of a campaign database. A copy of this database is continually updated and regularly made available to the CVRD management and Cowichan Foundation members involved in building the campaign (**Appendix B**). It is considered to be confidential information.





The consultants would like to thank the staff of CVRD, Cowichan Foundation board members, Community Futures Cowichan and all those who were interviewed for their assistance with the foregoing and other elements of this study.

Method of Interview

The consultants telephoned or e-mailed prospects to arrange interviews. Most of the interviews were completed in person with the rest being conducted during these initial calls or subsequently by phone.

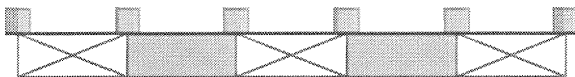
The Kinsol project history, plans for Trestle rehabilitation, government funding and the proposed Kinsol campaign were reviewed with each prospect. Leading from this discussion, the interviews then focused on answering questions and determining the prospect's level of interest in being involved in the campaign as a volunteer and as a donor. In-kind contributions, corporate gifts and sponsorship and the terms of reference for volunteers were reviewed, as deemed appropriate.

The consultants tried to determine each prospect's potential financial and time commitment to the campaign. If a prospect was not interested, the consultant then tried to determine the reason they were not interested.

Number of Prospects Interviewed

Thirty-three people were interviewed including representatives from government (provincial and federal bureaucrats and local politicians), service clubs, chambers of commerce and economic development groups, corporations (small, medium and large businesses, including some who are potential construction contractors), First Nations, community foundations, media, marketing and communications professionals, and other individuals known to be community-minded. Several people on the list did not respond to our attempts to set up a meeting or declined being interviewed.

In the process of doing the interviews and conducting further research, the consultants compiled a list of twelve names of potential major donors and/or volunteers for use in the campaign. This list has been provided to Brian Farquhar as **Appendix D** and should be considered as confidential information.

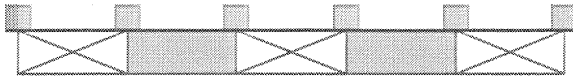


Interview Results and Comments

The consultants have provided Brian Farquhar with confidential in-depth comments from the interviews. These constitute **Appendix E**. The following is a summary of what the consultants discovered during those interviews.

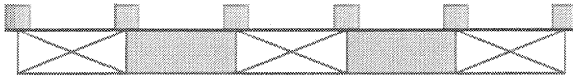
- Now that a decision has been made to rehabilitate the Trestle, there is virtually no questioning or opposition to the project.
- Without exception, there is agreement that a crossing must be provided to complete the Cowichan/Trans Canada Trail, to preserve the Trestle as a heritage structure or for the advantages it will bring for the Valley economy through tourism. Many supporters saw advantages in all three purposes and some were also keen about the improvement of recreational opportunities for Valley residents.
- It was apparent that the heritage aspects of rehabilitating the Trestle were most widely accepted. This reflects the history and significance of logging in the Cowichan Valley, the pioneer days of hauling logs by train using steam locomotives. People also recognized the engineering achievement of the Trestle and its place as one of the most significant and awesome heavy timber structures in the world.
- There was some enquiry about the legitimacy of the cost estimates to rehabilitate the Trestle and whether the rehabilitation would be fully and effectively covered by the proposed scope of the project.
- Unlike the earlier fundraising feasibility interviews, there was little questioning of whether or not the proposed \$2 million could be raised. There was some questioning about the terms and conditions for the \$4.1 million of government support, which the consultants addressed.
- The involvement of the Cowichan Foundation and the administrative arrangements with Community Futures Cowichan were seen as positive factors.
- In-kind gifts of lumber, equipment, labour, and professional fees will make up a significant portion of the campaign gifts. The willingness of potential contractors to support the project in this manner reflects their interest in securing the work as well as a spirit of community involvement.
- In the course of interviews it was determined that significant campaign contributions would arise from sponsorship in cash and in-kind gifts covering entire elements of the project. For example, it appears that a consortium can probably be arranged to build the Trestle pathway and another to supply timbers, both at minimal cost.
- Cash gifts from financial institutions, local companies, service clubs, individuals and the provincial gaming fund will make up the balance.
- There were only two major gifts (over \$50,000) from individuals forthcoming, although other potential donors in this category have been identified. Efforts are underway to develop fruitful relationships with these individuals and organizations.
- There was good support for gifts at the \$1,000 and \$5,000 levels.
- Over the course of the interviews the consultants developed a strong feeling for making this a truly Cowichan Valley project. The negative reaction to contracting the work





outside the Valley would, we judge, have a considerable negative impact, particularly in current economic conditions, on the goodwill towards Kinsol and that, in turn, on the fundraising results. We have had conversations with the CVRD staff to present this position and to begin finding ways to make 'buy local' a part of the campaign and the contracting.





Building Campaign Capacity: Governance/Administration

Following recommendations in our earlier report we have secured campaign arrangements with the Cowichan Foundation and with Community Futures Cowichan. These partnerships will be important, particularly in the case of the Foundation, to demonstrate the involvement of a respected organization associated with gifts for community and charitable activities in the Cowichan Valley. And, in the case of Community Futures, to provide further information about the community as well as the administrative support needed for the campaign. In both cases it will be advantageous to have these functions and representation in the community separate from the CVRD.

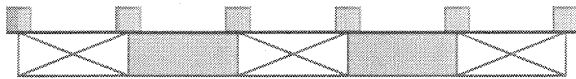
The initial draft of the agreement between the CVRD and the Foundation was based on our experience with the requirements of a fundraising campaign. These terms were amended to meet the views of both parties, followed by approval and signing in early February of 2009. As well as acknowledging the benefit of the Foundation's longstanding relationship with the community, the agreement outlines that all gifts will be received and receipted by the Foundation, that the campaign database will be transferred to the Foundation when the campaign is concluded, and that the Foundation Board will nominate four members for the Campaign Cabinet. The personal involvement of these cabinet members in determining the campaign strategy and their knowledge of the community will be invaluable.

Similarly, we offered terms of reference for the administrative tasks needed in a fundraising campaign. These were converted into an agreement between Community Futures and the CVRD which provides for routine work such as mailings, printing, organizing meetings, banking, gift receipts, maintenance of a database, dealings with members of the public interested in the campaign, and assistance in organizing Kinsol events.

Taken all together the foregoing provides a high degree of readiness for conducting a fundraising campaign together with the involvement of:

- Brian Farquhar, Parks and Trails Manager, and other CVRD staff acting as liaison to the campaign team and offering a direct connection to the Trestle rehabilitation plans and costs;
- Clayton Consulting providing professional fundraising advice, campaign organization, support for volunteers and involvement in building donor relationships;
- The Cowichan Foundation to provide a campaign presence in the community and the benefit of their reputation and knowledge from working on behalf of the community, and;
- Community Futures Cowichan to hold the whole together administratively.





Campaign Cabinet

The consultants identified a list of 22 community members that would make a good campaign team with the requisite profile and capacity to give and influence gifts. Most of these individuals took part in the feasibility study and several of them have agreed to be involved. This list, along with a list of the key potential major donors, has been given to Brian Farquhar at the CVRD as part of the confidential addenda to this report and is labelled **Appendix C**.

In order to consolidate the interest of volunteers and to further establish a strong base for the campaign, the consultants compiled terms of reference for cabinet members. Eleven nominees for cabinet have been identified during the course of the feasibility work and of these four are from the Cowichan Foundation. An inaugural meeting has been held to confirm these nominations. The consultants will work with the Campaign Cabinet to identify additional prospective members and recruit those needed for an effective team.





Lead Gifts/Gift Chart

Professional fundraisers use "gift charts" to determine whether enough prospects have been identified in each gift category to eventually reach the campaign target. Feasibility studies such as this one and the early work of a campaign involve efforts to identify 40-50 per cent of the gift chart prospects.

The gift chart can be pictured as a pyramid with a few large gifts at the top, many more gifts in the middle range (which for the Kinsol Trestle campaign would be \$5,000 to \$50,000), and the bottom of the chart as the wide base of the pyramid made up of people giving \$100 to \$5,000 gifts.

It is easier and more efficient to ask one person who can afford to give \$500,000 or several to make a gift of \$250,000 to a campaign than to ask 500 people to give \$1,000. The work it takes by staff and volunteers to solicit 500 gifts of \$1,000 is far more than what it takes to raise one or a few larger gifts of \$100,000, \$250,000 or \$500,000. The more broadly based campaign also entails more marketing and administrative costs.

Traditionally, most campaigns aim for gift charts using the 80/20 rule. This rule says that 80 per cent of the funds raised will come from 20 per cent of the donors making gifts. This translates into the top portion of the pyramid or gift chart providing 80 per cent of the gifts.

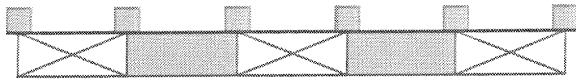
Larger organizations that have been fundraising for a while and have many of the ideal campaign conditions in place (such as hospitals, university foundations and national brand health charities) have the benefit of a mature, diversified fundraising program, a recognizable brand, many experienced staff, a board of directors that has both affluence and influence, experienced canvassers, lots of donor/volunteer prospects, and a fair budget for fundraising costs. These charities work on a gift chart which translates into 90 per cent of the money coming from 10 per cent of the people.

In campaigns like this one for the Kinsol Trestle that are starting from scratch without the benefit of a large and established donor base, the gift chart is usually flatter and more on the 60/40 or 50/50 ratio. The relative small size of the population of the CVRD to draw upon for major donors and the current state of the economy also play into a flatter gift chart scenario.

The likelihood of a 60/40 ratio was borne out in the research done in this feasibility study. The consultants identified some larger gifts for the top of the gift chart. Many more of the gifts, however, will need to come from the middle of the chart in the \$5,000 to \$50,000 range. The emphasis will be on in-kind donations both for soft and hard costs of construction in this mid-range of gifts. This flatter gift chart will thus necessitate more gift 'asks' by volunteers and staff for the campaign and may result in higher campaign costs in Part C of the campaign than estimated in the fall of 2008 for Part C. If the costs are higher, they will still be within the limit of 10-15 per cent of the campaign target which is the industry standard.

Below is a suggested gift chart for the Kinsol Trestle campaign in two formats. The first shows a breakdown of where the gifts are most likely to come, Cash vs. In-Kind. The second lists the





more traditional gift charts showing the number of gifts that will need to be secured in the varying gift categories to reach the targets of Cash and In-Kind donations.

\$2 Million Target Broken Down by Source of Funds - CASH vs. IN-KIND

CASH

Major Gift Cash

\$ 500,000 Gas Line/Corporate/Federal Government
\$ 250,000 Community – Major Donors (\$50,000 to \$100,000 range)
\$ 100,000 Gaming
\$ 75,000 Foundations – Heritage and Recreational Interests

Community – General Campaign

\$ 325,000

Subtotal CASH - \$1,250,000

IN-KIND

Contractor Donations

\$125,000 Hard Cost In-Kind
\$150,000 Soft Cost In-Kind

Sponsorship In-Kind Donations

\$475,000 Wood Donations, Service Clubs, etc.

Subtotal IN-KIND - \$750,000

CAMPAIGN TOTAL - \$2 million

Gift Chart for \$1,250,000 Cash Portion of Campaign

1 gift of \$500,000	\$500,000
2 gifts of \$100,000	\$200,000
3 gifts of \$50,000	\$150,000
4 gifts of \$25,000	\$100,000
6 gifts of \$10,000	\$60,000
20 gifts of \$5,000	\$100,000
32 gifts of \$2,500	\$80,000
40 gifts of \$1,000	\$40,000
40 gifts of \$500	\$20,000

Cash Total \$1,250,000



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Gift Chart for \$750,000 In-Kind Portion of Campaign

Arranging gifts in-kind from contractors and sponsors will entail numerous ‘asks’ to those who are contracted to do work on the Trestle project and those who will be providing professional and general contract services.

1 gift of \$300,000	\$300,000
1 gift of \$150,000	\$150,000
3 gifts of \$50,000	\$150,000
3 gifts of \$25,000	\$75,000
2 gifts of \$10,000	\$20,000
3 gifts of \$5,000	\$15,000
6 gifts of \$2,500	\$15,000
16 gifts of \$1,000	\$16,000
18 gifts of \$500	\$9,000

In-Kind Total \$750,000

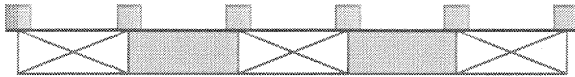
In all cases it must be noted that the gifts will result from the cultivation of interest and relationships between donors and the project. Building such connections thoroughly will take time and patience before a gift is confirmed.

A search for community, family and corporate foundation prospects was conducted using the Canadian Directory to Foundations and Grants compiled by Imagine Canada and the BIG Online foundation database. Many foundations were eliminated as prospects through this research or through interviews including the Real Estate Foundation of BC and the Victoria Foundation.

With the re-orientation of the project to one of rehabilitation rather than replacement, there is more work that can be done to cultivate gifts from organizations and foundations dedicated to heritage projects. A number of other foundations have been identified and will be explored as the campaign proceeds. These are foundations that have an interest in environmental issues or recreation, such as the Mountain Equipment Co-op fund. The foundations are not likely to give major gifts to the campaign but might contribute some gifts from \$1,000 up to \$10,000.

Two other factors came to light during the interviews that could help to achieve the \$2 million funding target. One is the possibility of Terasen Gas making donations to the Kinsol Trestle campaign as a community commitment and in lieu of payment for gas line right of way arrangements. This was initially raised in the 2006 study report. With the support of the CVRD the consultants have begun the process of developing a relationship with Terasen that will hopefully result in a large contribution over the next few years. CNR, the original owner and donor of the trail right-of-way to the Ministry of Transport, is also a possible heritage based donor, and this possibility is similarly being pursued as part of the consulting process and relationship building involvement.





Campaign Communications Plan

A strategic communications plan is vital to support the fundraising efforts in a capital campaign. In a campaign developed from scratch such as that for the Kinsol Trestle, a communications plan is even more important since prospective donors need to understand the role of the Cowichan Foundation as well as the value of rehabilitating the Trestle.

Some of the groundwork for the communications plan was laid when the consultants and Community Futures Cowichan worked with CVRD staff and politicians to arrange the event in the fall to announce the Island Coastal Economic Trust commitment to the Trestle. At that time, a media list was developed and relationships were started with the media.

The consultants have developed a draft communications plan for the campaign that will need to be reviewed and approved by the Campaign Cabinet. This includes identification of goals, key messages, the kinds of materials and communication vehicles needed as well as volunteer and staff resources required.

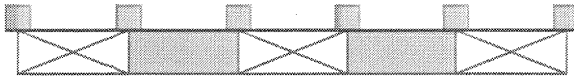
The goals are relatively simple:

- Generate interest, awareness and excitement about rehabilitating the Trestle and the various economic, historic and recreation benefits that will result;
- Support the efforts of the campaign cabinet to solicit and secure gifts for the campaign;
- Continue building and consolidating major donor, contractor and sponsor support;
- Provide great recognition for donors; and,
- Increase awareness and appreciation of the Cowichan Foundation thus laying the groundwork for the Foundation's efforts after the Kinsol campaign has concluded.

In the course of meeting these goals there will be requirements for a variety of printed and media material. This will include the Case Statement, press releases concerning major gifts and other milestones of the campaign, events to mark aspects of the campaign and to recognize major donors and sponsors, a release about the Cabinet members and their role, construction news, development of a Web site and some advertising about the campaign and its successes. All communications will be undertaken to keep the public informed and interested, to engage and thank supporters and volunteers, and to provide encouragement for gifts that will secure the \$2 million funding target.

Regular reports to the Kinsol Trestle sub-committee of the CVRD will be part of the communications plan as well as ongoing liaison work with CVRD staff.





Campaign Work Plan Part B and Preliminary Part C

In September 2008, the consultants submitted a draft budget and work plan for the three parts of the campaign to the CVRD. The three parts of the campaign were:

- A) Feasibility Study Revisit/Building Campaign Structure and Plan
- B) Building Campaign Team/Quiet Phase of Solicitation
- C) Public Campaign

This report completes the work carried out by the consultants in Part A.

A work plan and budget for Part B was accepted by the CVRD providing for the consultants to work with the Campaign Cabinet and Campaign Assistant at Community Futures to:

1. Seek and arrange appointment of additional Campaign Cabinet members as needed;
2. Purchase and set up a donor database;
3. Further research major gift and foundation prospects; develop relationships and solicit initial round of major gifts;
4. Finalize communications plan and develop Web site and print materials for the campaign including full Case Statement;
5. Train Campaign Leaders including the Board Chairperson;
6. Establish policy and a program for gift acceptance and stewardship;
7. Provide regular progress briefings to CVRD staff and Board as required; and,
8. Prepare for public launch of the campaign including kickoff event, launch of Web site, etc.

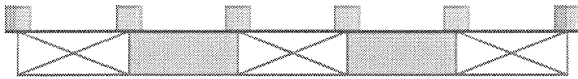
The timeline for Part B of the campaign will be March to June 2009.

At the conclusion of Part B, the consultants will advise the Campaign Cabinet and the CVRD as to the anticipated costs to complete Major Gift, Contractor and Sponsor fundraising and to conduct the final public portion of the campaign. As discussed under the section dealing with the gift chart, the amount of effort and the costs will depend on the number of asks that must be made. The research conducted in Part B will give us a firmer gift chart and a clear indication of the number of asks and length of time to complete the campaign.

The expected timeline for the final Part C of the campaign is July 2009 to December 2010. The work plan for Part C for the consultants and the campaign team will include:

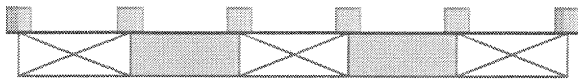
1. Oversee, support and assist Campaign volunteers as they solicit gifts for the campaign;
2. Prepare, submit and follow up on grant requests to foundations, service clubs, government, major gift and other prospects;





3. Oversee administration, stewardship and reporting;
4. Arrange periodic PR and advertising to encourage support and to report on Campaign successes;
5. Update campaign printed material;
6. Recruit and train new volunteers as needed;
7. Seek and ensure thorough follow up with new donor prospects;
8. Arrange campaign celebration and Thank You event; and,
9. Oversee transfer of records and systems to Cowichan Foundation.





Conclusions

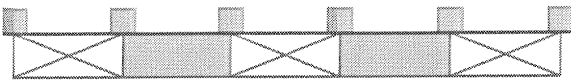
Below is a summary of the conclusions from Part A of the campaign:

1. There is sufficient support evident to confirm the decision to move forward with a campaign to raise \$2 million of the \$5.7 million needed for the Kinsol Trestle rehabilitation and to provide additional funds for fundraising and endowment purposes.
2. The \$2 million goal should adequately cover project construction costs and hopefully provide for reimbursement to the CVRD for campaign costs. Any further excess will be entrusted to the Cowichan Foundation to manage as an endowment for defraying ongoing maintenance costs for the Trestle.
3. The Campaign Cabinet will need to determine a strategy for the campaign and use its knowledge of the community to develop relationships that will result in gifts from individuals and businesses in the Cowichan Valley. This aspect of the campaign is already well underway.
4. The campaign will benefit from the agreement with Cowichan Foundation for fundraising sponsorship and with Community Futures Cowichan for administrative support. The CVRD has committed to underwrite the costs of the Cowichan Foundation and Community Futures as well as the costs of ongoing advice and professional support to be provided by Clayton Consulting. These costs may be recovered from campaign contributions if those exceed the costs of rehabilitation.
5. In order to capitalize on community interest and to support the campaign, the Case Statement should focus on heritage, recreational and tourism benefits within the community.
6. The gift chart is comprised of \$1,250,000 in cash donations or grants, and an additional \$750,000 to come from in-kind contractor and sponsor donations of both soft and hard construction costs. Considerable work needs to be done in the next few months to confirm a number of major gifts in both categories.
7. Considerable support has been indicated by potential contractors. To the greatest extent possible, if not entirely, the construction work should be undertaken by local businesses and professionals. This will be a strong reflection of confidence in the community and its interest in achieving a successful rehabilitation of the Trestle. The strongest economic impact from the project will occur with an early start to construction.
8. It is estimated that the campaign would require a further eighteen months of work.

Our final review of the ideal conditions for a capital campaign and where the Kinsol Campaign stands going forward is as follows:

Reputation: *The credibility and reputation of the organization is high in the community and especially among prospective major donors.*





The Cowichan Foundation has a long history of serving the community through raising money for scholarship, etc.

Strength/Capacity of Board: *The Board is well respected, some members provide leadership gifts and all members make a gift to the campaign.*

The members of the Cowichan Foundation Board of Directors are well known community business members and individuals. Appointees to the Campaign cabinet will, similarly, have a good community profile. Campaign Cabinet members will each make a gift to the campaign.

History of Service: *The organization has a long history of successfully delivering programs and services that the capital campaign will reinforce.*

The Cowichan Foundation has a good reputation although it is not well known by all in the District. The CVRD Parks and Trails division has a solid track record of developing and managing facilities and trails.

Strategic Plan: *The organization has a well defined strategic plan outlining how long-term objectives will be achieved and connecting the capital campaign to that vision.*

A number of design alternatives have been considered for the Kinsol Trestle. The CVRD has selected a design which meets worthwhile criteria in a practicable manner. The CVRD has planned for the long-term maintenance of the Trestle and has a good track record of managing facilities and trails.

Satisfied Clients/Volunteers: *The organization has a large number of satisfied former clients/volunteers who may be considered donor prospects.*

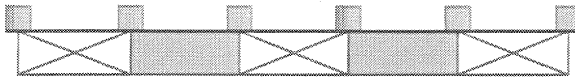
This is not the case with the Kinsol Campaign or the Cowichan Foundation, so measures have been taken to identify and cultivate donor prospects.

Awareness of Need: *There is a high public awareness of and sympathy for the community need that the organization and the project address.*

The Trestle issues have been in the media and the public eye for many years. There is a large group of people who want to see the rehabilitation take place for reasons of history, recreation, completion of the Cowichan/Trans Canada Trail system and for economic benefits to the Cowichan Valley. Executing the campaign communications plan will increase awareness about the community fundraising campaign.

Timing: *There are not too many capital campaigns taking place in the communities competing at the same time for the same donors.*





At this time there are not too many competing campaigns although ongoing work by the Cowichan District Hospital Foundation, Vancouver Island University, the United Way and the Forest Discovery Centre have been considered by the consultants.

Donor Base Depth: *The organization has a large donor base of annual or past major gift donors who might be interested in the campaign, and has a track record of fundraising success.*

The donor base is growing. Much of Part A of the program outlined in this report has been spent identifying and cultivating prospects for the Kinsol campaign. The list now totals roughly 200 names of individuals, businesses and community organizations.

Campaign Prospect Pool: *From the donor base or donors identified externally, there is a pool of affluent individuals and philanthropic businesses, service clubs and foundations that can be approached for support.*

A number of donors have been interviewed who have indicated they would provide substantial gifts. These donors and others are reflected in the gift chart which is part of this report.

Volunteer Leadership: *A group of volunteer canvassers can be identified who have a profile of both influence and affluence and are willing to commit to the campaign.*

The leadership team will be effective around the community in making major gift and other 'asks' for the Kinsol campaign. The work to date has identified only a few potential major donor organizations which will provide individuals in a leadership role. There is work to be done in Part B to enlist more individuals interested in making a large gift.

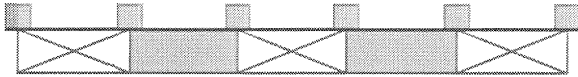
Staff: *The Executive of the organization and its fundraising department or foundation are well respected and can motivate volunteers and donors.*

Campaign Cabinet nominees are all successful in the community. Clayton Consulting, its principals and associates have extensive experience in organizing, managing and participating in major capital campaigns and will utilize this experience as consulting managers in planning and executing the Kinsol campaign. The Campaign Assistant is already in place at Community Futures.

Case Statement: *There is a compelling case for support presented in a clear and compelling way that fits logically with the organization's overall strategic plan.*

The case is clear and well understood. The background for the Kinsol project is compelling and a significant base of government funding support has been arranged. An abbreviated Case Statement is attached as Appendix A. This will be developed into a full Case Statement for use during the campaign.





Communications Plan: *There is a well defined communications plan to support the development efforts and adequate funding to carry out that plan.*

There is a draft plan. Details will be developed throughout Phase B of the program.

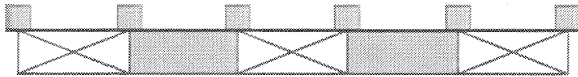
Campaign Direction: *There is excellent campaign direction through either internal development staff or external consultants.*

Campaign leadership will be provided by Clayton Consulting in concert with the Campaign Cabinet.

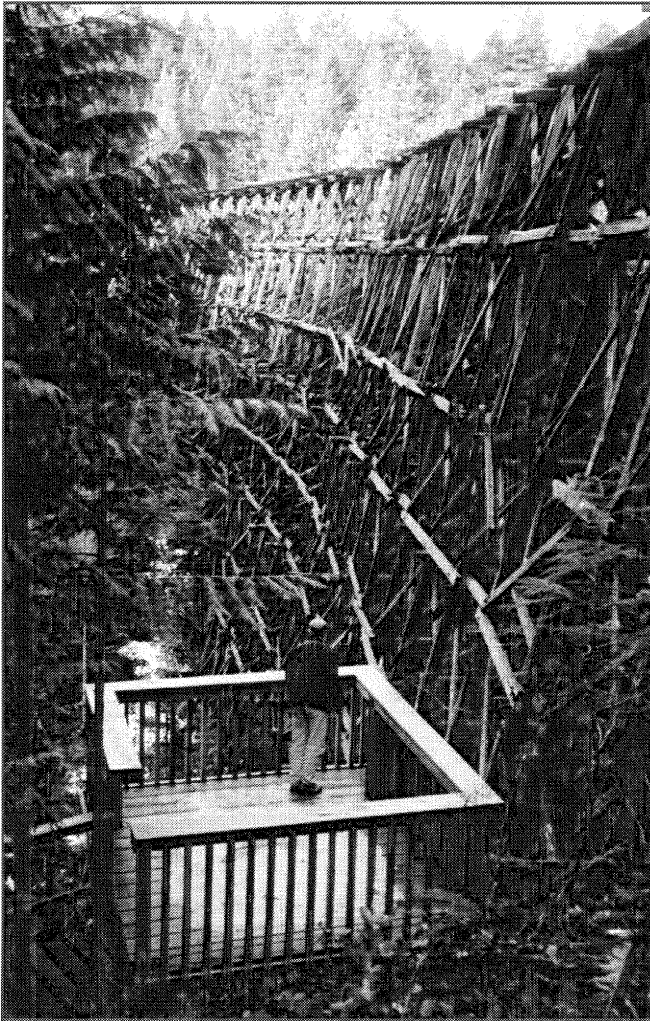
Campaign Funds Available: *There are funds available to cover the feasibility study and the campaign costs that can range from 10-15 per cent of the fundraising target.*

The CVRD is committed to underwriting the campaign costs. The \$2 million goal for the campaign includes enough funds to reimburse campaign costs.





Appendix A – Abbreviated Case Statement



Kinsol Trestle to be Saved

And Returned to its Original Splendour

Once again, this historic crossing of the Koksilah River will become an icon of the Cowichan Valley, reminding residents and tourists of the era when steam locomotion supported logging, then the economic backbone of the Valley. Grants totaling \$4.1 million have been committed to meet the rehabilitation cost of this historic treasure.

**A \$2 million fundraising campaign
is currently underway to
complete the funding package.**

Rehabilitation

There are three compelling reasons to support the decision to proceed with the Kinsol's rehabilitation.

1. Heritage

The Trestle is one of the largest and most spectacular wood timber structures in the world. At 614 feet in length and standing 145 feet above the river, the Kinsol is an awesome structure. Yet, it is also an aesthetically pleasing sight with its unusual, gentle curve

reaching to meet the forest on both sides of the river canyon. Such an engineering marvel deserves to be preserved to remind us of the ability of engineers and contractors in dealing with the wilderness almost 100 years ago, as well as the rich forestry history of the Cowichan Valley.

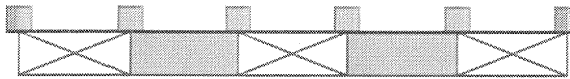
2. The Trans Canada Trail

When rehabilitation has been completed, the Trestle will fill a gap in the Trans Canada Trail

which links our country from coast to coast. In doing so, biking, hiking and equestrian users will have increased enjoyment of the Cowichan Valley Trail without the 7-kilometer bypass that is currently a significant barrier. For the more adventuresome, the Trail will eventually connect with the Galloping Goose segment of the Trans Canada Trail which continues through Victoria and, eventually, to the ferry terminal at Swartz Bay. Once all the trails on Vancouver Island are linked, a unique



Clayton Consulting



tourism experience will be available that will lend itself to many marketing opportunities as well as much enjoyment for the users.

3. Tourism

The return of the Kinsol to its former glory, combined with the completion of the Trail connection, will increase the spotlight on the numerous tourism features of the Cowichan Valley. This graceful yet towering structure will attract visitors from around North America and overseas, taking its rightful place among other successful Cowichan Valley attractions, such as the winery tours, the BC Forest Discovery Centre, Cowichan Bay and the grand scenery of the Valley.

Feasibility & Engineering

Extensive engineering analysis has proven that the rehabilitation of the Kinsol is feasible. Unsound timbers will be replaced, eight structural piers will be reinforced, and a

new trail for hikers, runners, bikers and equestrian traffic will replace the rail deck. The joining of the Kinsol Trestle to the Trans Canada Trail will also entail landscaping improvements that will include visitor information kiosks that reflect the proud history of the Trestle and the contribution of those who have participated in making its rehabilitation possible.

Funding & Fundraising

Engineering analysis has confirmed the rehabilitation cost to be \$5.7 million (factored in 2008 dollars). A total of \$4.1 million has already been committed by the BC Ministry of Transport and Infrastructure (\$1.6 million), the provincial government's LocalMotion program (\$1.5 million) and by the Island Coastal Economic Trust (\$1 million). The \$2 million fundraising goal will provide \$1.6 million to complete the rehabilitation work. The remainder will be retained as an endowment to cover ongoing maintenance costs and will also

be allocated to cover the costs of the fundraising campaign.

To meet the \$2 million goal, the Cowichan Valley Regional District has entered into a fundraising arrangement with the Cowichan Foundation. For many years the Foundation has been a focal point of support for community ventures and needs. This experience will be invaluable in helping to raise the \$2 million that will ensure the Kinsol's rehabilitation.

Contributions are expected through the in-kind support of suppliers and contractors, through contributions from Cowichan Valley residents, through the efforts of community service organizations, and from corporations and foundations who value the preservation of this nationally historic structure. Further support will come from Cowichan Valley Community Futures which will provide administrative support for the project as further evidence that this will truly be a community effort. ■

Rehabilitation of the Kinsol Trestle is a proud and valuable undertaking for the Cowichan Valley, its recreational opportunities, its heritage and its tourism. We encourage you to contribute to making the Kinsol Trestle, once again, a lively part of the Cowichan Valley community.

For more information on the Kinsol Trestle fundraising campaign contact:

Clayton Consulting - John Kaye at 250.812.4432 or Signy Madden at 250.741.8184.

This is no time to change our minds

Well, that didn't take long. Hardly had the dreaded word recession taken hold of the public consciousness than the Cowichan Valley Regional District has announced a "conservative" budget in tune with the times. Approved in 2008 but on hold for further consideration are Safer Futures, Social Planning, the Parkland Acquisition Fund and maintenance for the Kinsol Trestle.

I'd have bet my life on the latter coming under renewed scrutiny. Our heritage, a challenge to protect and to preserve at best of times, is always one of the first to go on the chopping block in the name of "budgetary restraint."

And perfectly timed for Heritage Week, Feb. 16-22, too.

What is it about our national heritage — our national identity, our very DNA as Canadians — that makes it a red flag to those who crunch the numbers on our behalf? As if we can make conscious decisions to place our priceless cultural assets on hold, then just pick up where we left off when times are better. For that matter, so-called good economic times don't guarantee funding for heritage preservation, either. It's always a struggle to get our elected leaders to understand that our cultural heritage is an asset. The record shows that Heritage Tourism is not

just having reason to feel good about our heritage, it is good business.

With logging in the dumpster, some even suggesting its grave, it has long been predicted that our future lies in tourism. Vancouver Island already is established as a destination real estate market, a phenomenon that will not be reversed, only slowed, by economic stalemate.

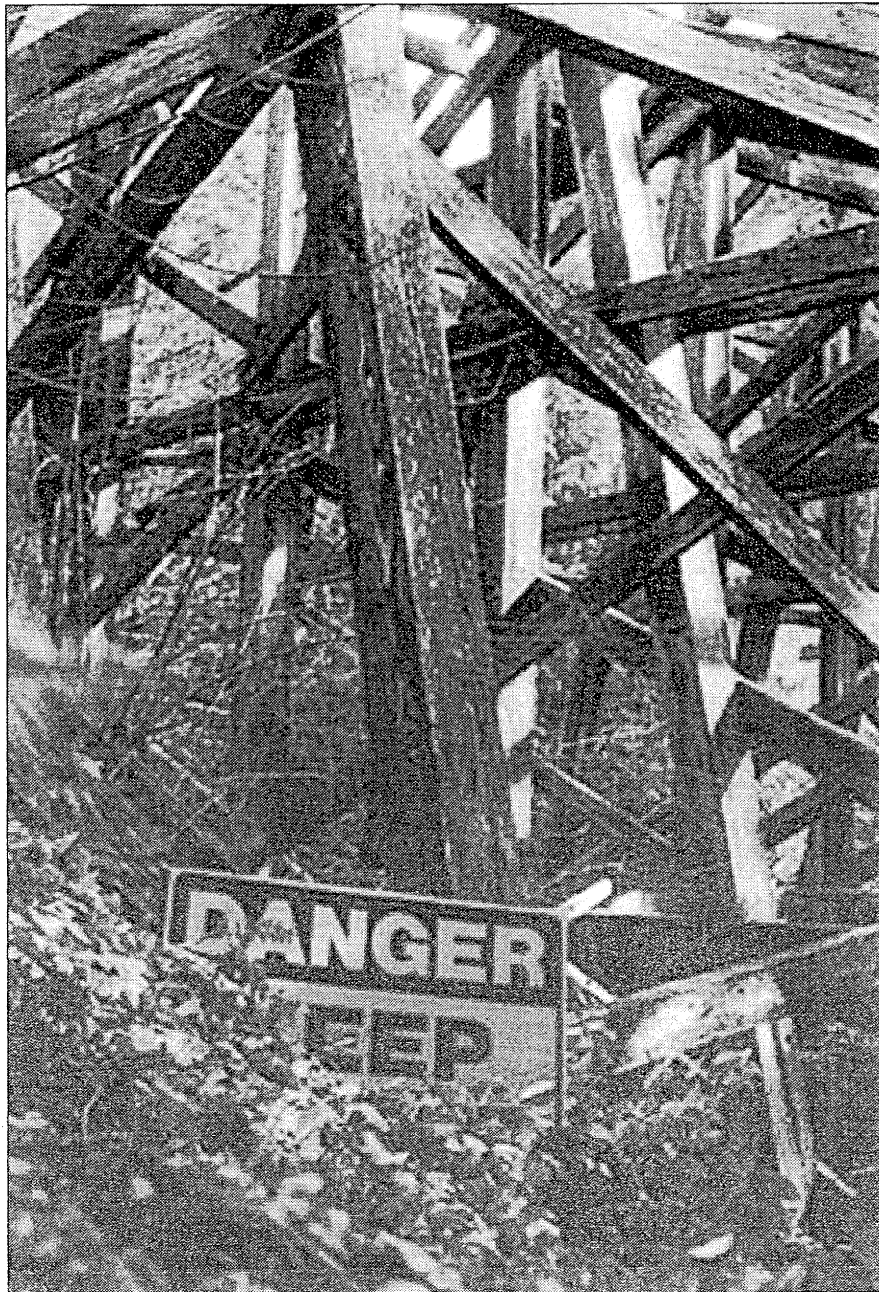


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Am I suggesting that education, health, family service needs, jobs and a healthy business environment are not critical to our society's well-being? Of course not. But, with all levels of government on the same page for funding for "infrastructure" through deficit spending, I will argue that our heritage

structures rate the same consideration as other publicly funded utilities. The latter can, and are, replaced as necessary. Heritage, once lost, is gone forever.

For six years the provincial government has followed a policy of "devolution" of publicly owned heritage properties. An editorial in the current issue of the Heritage B.C. Quarterly addresses the fact that a dozen heritage properties, including internationally acclaimed Barkerville, have been contracted to private management with inadequate government subsidy. Not one, according to a recent study undertaken on behalf of the B.C. Heritage Branch by



For years, Danger signs have greeted visitors to the neglected Kinsol Trestle. With \$4 million in the bank, a fundraising program about to be launched and spring weather upon us, the job of rehabilitation should get under way not be shelved by CVRD budgetary second guessing. —TWP

Commonwealth Historic Resource Management Ltd. (which has played a major role in working towards rehabilitation of the Kinsol Trestle), is generating sufficient revenues to meet their contractual obligations.

“As a consequence, the integrity of the historic resources is being placed at risk by insufficient investment and maintenance. Site operations are considered to (be) unsustainable. *Without meaningful change* (my italics —TWP) many of the properties — which are important to the heritage of British Columbia and the economies of their

communities — are destined for closure and failure.”

I repeat: Properties that are important not just to B.C.’s heritage but to the economies of their communities!

Heritage isn’t just about nostalgia or sentiment, it’s about attracting visitors to the areas in question and providing jobs for those who live there. Is that not bottom line enough for even archly-conservative financiers? The Cowichan Valley is blessed — blessed with having the largest surviving

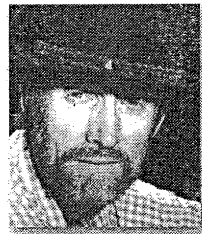
Kinsol Trestle tourist attraction

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railway trestle on the Island, one of the largest, in fact, on the continent and in the Commonwealth. Bigger, better and far more attractive than the proven people-getters of the Kettle Valley Railway.

Better yet, it's on the Cowichan Valley stretch of the Trans Canada Trail. Can we ask for more tourism potential than this? The Trail, upon completion, will effectively run from Sidney to Nanaimo. The crown jewel of it all is the Kinsol Trestle.

Google tourist and visitor sites on the Island and see which Island site repeatedly comes up as Mecca for hikers and cyclists. Ask our local B&B operators which Valley attraction is high on the radar for visitors? Or



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which attraction they recommend to the physically active and outdoors enthusiasts among their clientele? A Shawnigan bed and breakfast operator told me of an Australian visitor who budgeted \$14,000 for his two-week vacation in Canada. His first stop: the Kinsol Trestle, despite the fact that a lengthy detour is necessary to cross the Koksilah River because of its present semi-derelict state. Once

it is repaired and hikers, cyclists and equestrians can cross it, and the connection via the Malahat to the Greater Victoria's Galloping Goose thus completed, the Trail's popularity will soar ever higher.

There's over \$4 million in the bank now, courtesy of the B.C. Ministry of Transport, for the Kinsol's rehabilitation. The CVRD committed in September to launch a fund-raising drive for \$1.5 million with which to complete the project and to establish a seed fund for ongoing maintenance. This is no time for the CVRD to renege. We are too far down the road now to turn our backs on not what is our past, but our future.

There were those who opposed or scornfully dismissed the creation of the Galloping Goose Trail and Chemainus' Murals program. But look at the results: the Galloping Goose draws 650,000 users a year, and Chemainus is a world-wide tourist destination.

The future, for those who want to put it so bluntly as jobs, jobs, jobs, is in Heritage Tourism. Traditional industries just aren't cutting it, nor are they likely to do so in the immediate future. There were tourists back in the Great Depression of the Dirty '30s, you know. They simply stayed closer to home, which is all the more reason for us to finish the job of completing the Cowichan Valley's stretch of the Trans Canada Trail by rehabilitating the Kinsol Trestle. And when the economy turns around, as it always does, the tourists will again flock from afar.

(Re)build it and they will come.

For more T.W. Paterson visit www.cowichanchronicles.com

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