

# Eastside Rail Corridor Regional Advisory Council

July 22, 2015

1:30 pm – 4:15 pm

Mercer Island Community Center

## AGENDA

1:30 Welcome and Introductions – Jane Hague, Chair

1:35 Owners' Updates - RAC Members

1:55 Funding Collaborative – John Howell, Facilitator

a. Member discussion on project preferences – delayed from 6/18 (John Howell)

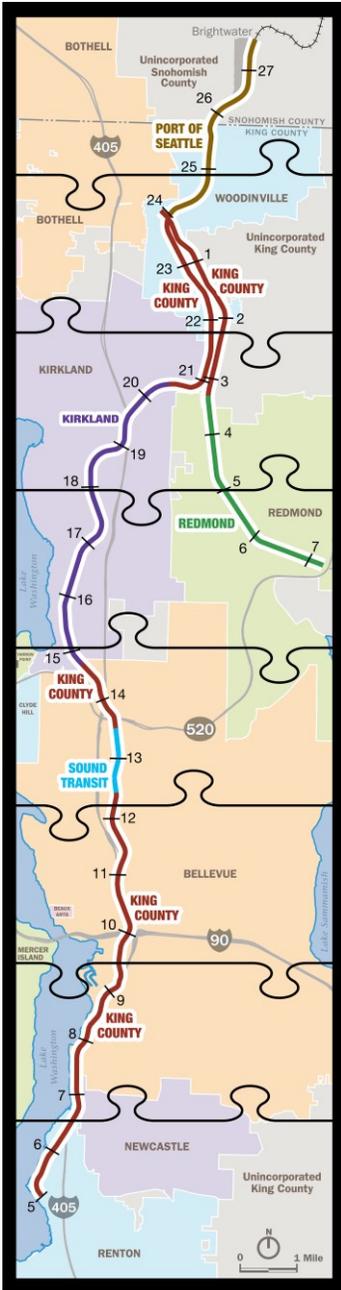
b. Panel discussion – regional recreational use leaders

- Gene Duvernoy, Forterra
- Roger Hoesterey, The Trust for Public Lands
- Ron Sher, Cascade Bicycle Club
- Maggie Walker, King County Parks Foundation
- Nicole Trimble, Philanthropy Northwest

**This panel will be the first of at least three panels convened in 2015 to discuss funding needs and opportunities of the ERC.**

4:00 Public Comment

4:15 Next steps, and adjournment



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# Memorandum 6/5/15

To: Members of the Regional Advisory Council  
From: Tom Byers and John Howell, Cedar River Group<sup>1</sup>  
Date: June 5, 2015  
RE: Designing a funding collaborative for the ERC

## Background

At the April 22, 2015 meeting, the members of the Regional Advisory Council (RAC) provided guidance to our team regarding the structure of the funding collaborative that is envisioned to help finance the development of the ERC. In keeping with that guidance, the next phase of work will be focused on two options:

1. A **free-standing organization** devoted solely to securing funding for the development and maintenance of the ERC;
2. An **alliance with an existing organization** with a compatible mission and a track record of successful fundraising.

In providing that direction, the RAC members also stressed that we should not lose sight of the potential to secure funding as a part of future transit development in the corridor, or from a major philanthropist who might want to be the primary catalyst for development of the trail. This memo is intended to identify major issues that will need to be addressed as we move closer to a decision on the structure of a collaborative. Our description of the issues is predicated on several key assumptions, each of which will need to be confirmed in future discussions with the members of the RAC:

## Key Assumptions

- There is broad agreement among the decision makers on the concept of ERC as a multi-use corridor that will include a recreational trail and space for some combination of transit, freight, and/or utility uses in the future.
- Rail (including high capacity transit) and utility uses may occur in portions of the corridor, and over an extended period of time.
- The recreational trail element will have greatest value if it extends throughout the length of the corridor and if there is continuity in terms of user-experience and connectivity to other trails and population and employment centers.
- The owners of the corridor have different ability to contribute financial resources for development, and different imperatives regarding the timing of development,

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<sup>1</sup> Additional material in this memo was supplied by members of the Principals' Staff Team.

- Funding for future transit use will come from public funding sources.
- The magnitude of the capital investment required to restore the continuity of the corridor and establish and maintain the trail elements will require funding from corporate and individual philanthropy as well as public agencies.

Key Questions

If those basic assumptions are in accord with the RAC’s views, the next step will be to address the following questions:

**A. What are the types of projects the RAC members believe could be funded through the collaborative?**

1. Trail development – interim and/or permanent



**INTERIM TRAIL**

**PERMANENT TRAIL**

2. Trail maintenance
  - Day to day activities, such as leaf blowing
  - Major maintenance (small capital projects)
  - Specialized equipment, shared ownership
3. Trail amenities such as lighting, signage, public art



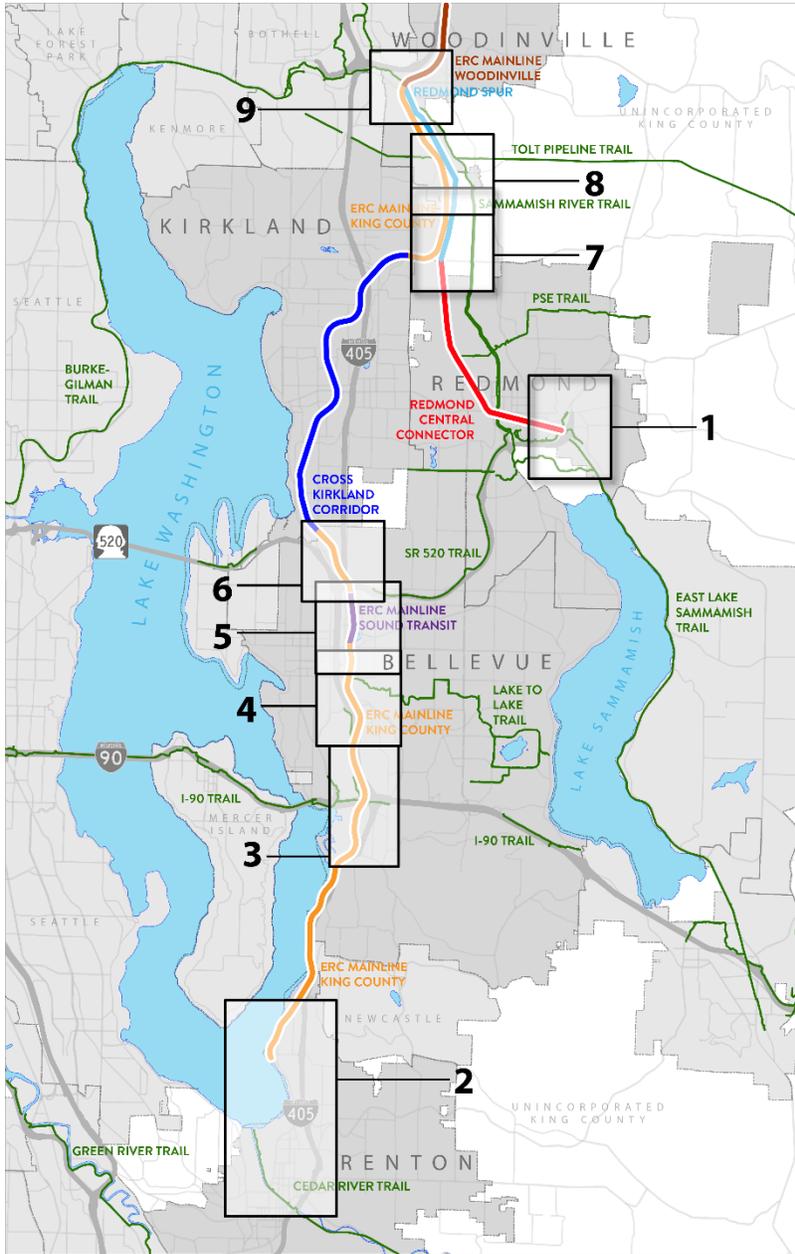
**PUBLIC ART INSTALLATIONS**

**INTERPRETIVE SIGNAGE**

4. Expanding “pinch-points” by buying additional right of way

5. Acquisition of adjacent land for trail and park purposes
6. Partnering with utilities in shared improvements by collaborative scheduling
7. Restoration of the continuity of the corridor where there are currently gaps

### Illustration of Potential Connections and Gaps



1. Redmond Central Connector to East Lake Sammamish Connection
2. Lake to Sound/Cedar River Trail Connection
3. Mountains to Sound/I-90 Trail Connection
4. I-405 Crossing, Wilburton Trestle, and Lake to Lake Trail Connection
5. Downtown Bellevue, Hospital District, Sound Transit Area Connections
6. SR 520 Trail Connection
7. Redmond Spur Connection
8. Sammamish River and Tolt Pipeline Trail Connection

**To spur discussion only, staff developed these examples of possible private funding opportunities:**

Social value: Historical significance (rail line itself and facilities, including Wilburton Trestle)

*Potential partners/funders:* People, organizations interested in heritage and historical preservation, local tourism promoters

Social value: Health

*Potential partners/funders:* Hospitals (Evergreen Medical Center, Seattle Children’s Hospital, Group Health, Overlake Hospital), outdoor products companies (REI, bike shops, sports stores)

Social value: Placemaking, real estate development

*Potential partners/funders:* Spring District (Wright Runstad), wineries, technology or other businesses or industries with employees or customers in the area or adjacent to the corridor

Social value: Environmental stewardship (wetlands, lakes, streams)

*Potential partners/funders:* People, organizations interested in environmental stewardship, such as Forterra, Mountains to Sound Greenway, Trust for Public Land, Cascade Bicycle Club, others.

**B. What do the RAC members believe are the most appropriate funding sources for the projects they envision?**

- Contributions from the corridor owners
- Contributions from other public jurisdictions
- Contributions from corporations with facilities adjacent to the corridor
- Grants from foundations and individuals
- Contributions made as mitigation for future construction impacts related to other uses

The matrix below is intended to provide you with a way of thinking about how various projects might be funded from different sources:

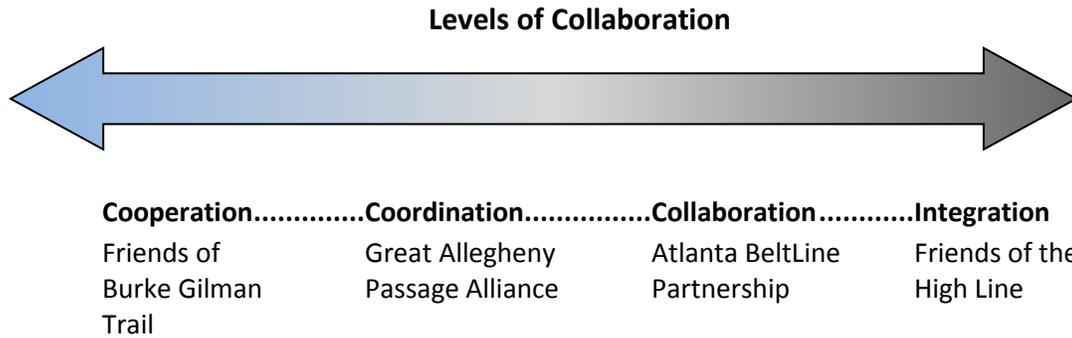
Type of Project	Funding Source				
	Corridor owners	Other public jurisdictions	Adjacent corporations	Philanthropy	Mitigation payments
1. Trail development					
2. Trail maintenance					
3. Trail amenities					
4. Land acquisition at pinch points					
5. Acquisition of adjacent land for parks					
6. Partnering with utilities					
7. Restoring corridor’s gaps					

**C. Where should the funding collaborative focus its efforts?**

- Focus entirely on philanthropy contributions and contribution from adjacent corporations
- Focus on contributions from philanthropies, adjacent corporations, and other public jurisdictions
- Serve as a vehicle for combining contribution from all the potential sources above

**D. What level of collaboration seems best suited to your projects?**

In light of the types of projects and sources the RAC envisions, what is level of collaboration that seems most likely to be successful? The graphic below illustrates the various levels of collaboration that are possible.



The following case studies illustrate how some communities have implemented varied types of funding collaboratives along this spectrum:

Case Study A: Friends of the Burke Gilman Trail (cooperation)

The Friends of the Burke Gilman Trail falls at one end of the continuum of possibilities, reflecting a cooperative model in which neighbors of the Trail have organized to protect and enhance particular trail segments and the green space within and adjacent to the corridor. They have no ownership rights, other than as citizens of the City of Seattle, which owns the trail, and their volunteer stewardship activities are carried out under an informal agreement with the Seattle Department of Parks and Recreation. They have no paid staff; their fundraising is limited and channeled through the Seattle Foundation, which acts as a fiduciary agent for the Friends. (For more information, see [www.burkegilmanvolunteers.org](http://www.burkegilmanvolunteers.org).)

Case Study B: Great Allegheny Passage Alliance (coordination)

The Great Allegheny Passage Alliance is a coalition of seven organizations that were formed as stewards of various segments of a 150-mile trail between Pittsburgh, Pennsylvania, and Cumberland, Maryland. The Passage Trail also connects to the 184-mile C&O canal towpath, providing a continuous trail system all the way to Washington, D.C. The Alliance was formed in 1995, and operates under the umbrella of a pre-existing non-profit organization, the Regional Trail Organization, that owns a 43 mile segment of the trail. Since its inception, the Alliance has raised \$80 million for the development of the trail, with 50% coming from the Commonwealth, 25% from the federal government, and 25% from philanthropy. The Alliance is governed by a 25-member board, most of whose members represent the seven partner organizations, and has been staffed for the past 20 years by a dedicated individual whose time is paid for by a small family foundation. The trail has multiple owners including the City of Pittsburgh, several counties, the Commonwealth of Pennsylvania, and the Regional Trails Organization. Each of

constituent organizations focuses on stewardship and advocacy for its own segment of the trail, and works through the Alliance to coordinate fundraising activities that apply to the trail as a whole, maintain a common website and set standards for use of trail logo (For more information, see [www.atatrail.org](http://www.atatrail.org).)

Case Study C: Atlanta Beltline Partnership (collaboration)

The Atlanta Beltline Partnership is the fundraising arm of a complex civic organization formed to develop the Atlanta Beltline Trail and associated transit, parks and affordable housing projects in a 33-mile corridor ringing Atlanta. A sister organization, Atlanta Beltline Incorporated, is responsible for the development of the project, using tax increment financing and other public funding mechanisms to build the project, with additional resources generated by the Partnership from philanthropy. Since 2007, the Partnership has generated more than \$56 million in funding from corporations, foundations and individuals. The corridor is owned by the City of Atlanta. In addition to private fundraising, the Partnership plays a leading role in public outreach and programming of the Beltline. (For more information, see [www.beltline.org](http://www.beltline.org).)

Case Study D: Friends of The Highline in New York City (integration)

Friends of The Highline is the 501(c)3 non-profit partner to the City of New York in developing, operating and maintaining the world famous 1.5 mile park/pedestrian trail developed on a disused elevated railway. Since 1999, the Friends have raised more than \$150 million. While the City Parks Department owns the facility, the Friends organization has assumed the primary responsibility for programming and operations, as well as private fundraising to sustain the Highline. (For more information, see [www.thehighline.org](http://www.thehighline.org).)

Which of these models best reflects the views of the RAC members about the level of collaboration that would be most appropriate to the ERC?

**Narrowing the options**

Based upon the RAC's discussion of the issues identified above, and the case studies, we will begin to assess the pros and cons of the two options for establishing a funding collaborative for the ERC. In theory, either of the two options could be designed to reflect the RAC's preference about the types of projects and the level of collaboration its members wish to pursue. However, each option has inherent strengths and weaknesses that could be amplified by the level of collaboration the RAC wants to achieve.

Option 1, a free-standing, sole-purpose collaborative, will require time and money to establish, and ongoing funding to support staff and meet the various responsibilities of 501(c)3 organizations (annual audits, etc.). On the positive side, such an organization would have the advantage of clarity in its purpose and branding. These characteristics suggest that this option may be best if the projects the RAC wishes to fund are large and will take a long time to complete, and require substantial amounts of private funds. This option may also be preferable

if the RAC believes the funding collaborative may eventually have ongoing responsibilities beyond fundraising, such as programming, operations and maintenance.

Option 2, an alliance with an existing organization with a compatible mission, could offer the advantages of a relatively quick start-up by building upon existing organizational infrastructure. It might also allow the ERC to draw upon the credibility the existing organization has in the community – a kind of “aura effect.” The challenges with this model revolve around clarity of purpose and branding, and the difficulty of sustaining the partner organization’s commitment to the alliance if the purposes grow beyond fundraising to include long-term obligations such as programming, operations and maintenance. For these reasons, this option may be most appropriate if the projects the RAC wishes to fund with philanthropy are relatively modest and time limited, and the RAC does not envision a long-term role for the collaborative in those areas.

The RAC members may also want to consider a hybrid of these options, in which an alliance is formed with an existing organization with the explicit goals of raising initial funding while incubating a free-standing organization over time.

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# Public Comments

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## EASTSIDE RAIL CORRIDOR REGIONAL ADVISORY COUNCIL

### July 2015 Update

#### Robert Scheuerman

INTERESTS	CONTACT
Rail use on the ERC, Public transit on the ERC	rochesch@aol.com
COMMENT	
<p>Comment to the ERC RAC on Wednesday, April 22, 2015 At January's meeting a presentation showed various cross-sections of the rail corridor. One cross-section showed a trail, 2 light rail tracks and one freight track. The Federal Railroad Administration requires a specific distance between light and freight tracks during simultaneous operations. The eastside rail corridor really isn't wide to accommodate all these rights-of-way. The FRA does allow a time difference on the same track for light and freight rail use. For instance, light rail can operate from 6 AM to midnight. Then freight can operate from 1 AM to 5 AM. West of the Rockies, Salt Lake City, San Diego Trolley to Tijuana, and North County Transit District (NCTD) east of Oceanside operate freight trains in this manner. The NCTD is an appropriated example of an operation that can be achieved in our corridor. They incorporate a trail with a single track rail line with passing tracks that allow a 15 minute service headway. And allow freight trains at night. Also, I think we need to keep in mind, since Boeing is substantially ramping up production of their 737, they may want to return to the eastside rail corridor to support a just-in-time production strategy. Robert Scheuerman Eastside Rail Now!, All Aboard Washington, Light Rail Transit Association</p>	

#### Erik Goheen

INTERESTS	CONTACT
Bicycling, Rail use on the ERC, Public transit on the ERC, Regional trail and transit connections	Erikandgo@gmail.com
COMMENT	
<p>I really appreciate the leadership moving this project forward. It is amazing what we have done improving bicycling throughout Western Washington and pedestrian accessibility. I am excited to see the progress moving forward on connecting Woodinville with Kirkland on a contiguous piece of trail. Let's improve bicycle safety with trails like this and help make daily bike commuting a possibility for everyone in King County!</p>	