

Eastside Rail Corridor Funding Commission

The Eastrail Partnership: FINAL Business Plan (Updated 04/03/2019)

About this plan

This plan provides a framework for establishing an independent entity to support development of the Eastside Rail Corridor (ERC). For this business plan, we are calling the entity the Eastrail Partnership, recognizing it is likely to transition to a new name once established.

Purpose of the Eastrail Partnership

The purpose of the Eastrail Partnership is to maximize the value of the ERC to all King County residents by supporting the Connect, Construct, Complete strategy.

The Eastrail Partnership will be a trusted partner of the ERC Regional Advisory Council (RAC) and take a supportive and complementary approach to achieving the best possible development of the ERC.

Key Functions of the Eastrail Partnership

Communications and stakeholder engagement

- Activate the Eastrail brand
- Supplement public outreach conducted by King County and the Cities of Redmond and Kirkland, including:
 - Implement programs and events to build public support for development of the ERC
 - Publicize progress on developing the ERC trail to inspire private sector and community support

Fundraising and partnerships

- Establish guidelines for fundraising and joint partnerships according to best practices
- Raise funds from the private sector to implement the ERC
- Work with RAC jurisdictions to help identify and create opportunities for private sector partnership
- Establish partnerships with communities and businesses; for example, facilitate corporate sponsorships and joint ventures

Advocacy

- Advocate for resources and policies to support Connect-Construct-Complete, including the 2019 Parks Levy (on the ballot in August 2019)
- Conduct public opinion research and analysis for ballot measures
- Assist with trail-supportive policy development



Eastrail Partnership Leadership Committee

The Leadership Committee—comprised of 12-17 members—will serve as the leadership body of the Eastrail Partnership. Many of the existing Trail Funding Commission members have indicated they are interested in being represented on this committee.

Membership characteristics:

- Community leaders along the length of the ERC corridor, including and especially representation from historically underserved or under-represented communities
- Major employers and property owners with an interest in or proximity to the ERC trail
- Businesses related to trail usage (such as those providing retail or hospitality services to trail users)
- Community leaders from organizations that support parks, trails, and/or open space

Types of expertise

- Diversity, equity, and inclusion
- Policy and land use
- Public-private partnerships
- Non-motorized transportation
- Tourism
- Financial management
- Fundraising

Organizational Structure

Governance

- The Eastrail Partnership will be a sponsored project by another organization—such as the King County Parks Foundation—to minimize startup costs and enable the Eastrail Partnership to stand up quickly.
- The Leadership Committee will direct the Eastrail Partnership activities, in consultation with the RAC and host organization.
- Over time, if it makes sense, the Eastrail Partnership can spin off from host organization.

Funding

- Funding would include private sector and philanthropic investments and public funding.
- There would be a clear and documented financial reporting structure to track Eastrail Partnership functions supported by public funding. Publicly supported functions will be finalized with RAC engagement and can include activities such as establishing the Leadership Committee, hiring staff, outreach, fundraising, sponsorships, and policy development. It is expected that functions supported by private funding may include advocacy and ballot measure development and opinion research and analysis.
- RAC members would provide a total public sector commitment of \$100,000 to cover a portion of the cost of functions appropriate for public funding.

- Over the first year of operation the Eastrail Partnership will raise \$100,000 in private sector contributions. We anticipate approximately \$50,000 from the King County Parks Foundation and \$50,000 from other private sector organizations.

Expected Staffing

- 1 FTE
- Key characteristics of staff lead
 - Strong organizational skills
 - Strong transactional skills
 - Knows ERC-related businesses and key personnel
 - Knows ERC communities
 - Well-reasoned judgement
 - Refined project execution skills

Budget

\$200,000 for year ONE spending allocations.

Timeline

The timeline below illustrates the proposed first year activities of the Eastrail Partnership, including those that will be supported solely by private funds.

Month 1	2	3	4	5	6	7	8	9	10	11	12	Percentage of Year 1 budget
Develop financial tracking and reporting structure	Recruit and onboard staff lead											15%
		Develop communications and stakeholder engagement plan and collateral				Implement communications and stakeholder engagement plan						35%
				Develop organizational funding/execution plan								35%
							Secure an exemplary corporate sponsorship and joint venture					15%