



CONNECT NORTHERN CALIFORNIA

# Equity Advisory Council (EAC) Meeting #4

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June 20, 2023

June 2023

DRAFT-DELIBERATIVE



# Agenda Item I: Call To Order

# Virtual Meeting Details



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Includes  
Closed  
Captioning



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Technical  
Support  
Use raise hand  
button

# Agenda Item II: Roll Call

# Agenda Item III: Public Comment

# Agenda Item IV: Meeting Topics

# AGENDA ITEM A-C: Action Items

**AGENDA ITEM A:** Approval of February 28, 2023, Meeting Minutes

**AGENDA ITEM B:** Approval of April 18, 2023, Meeting Minutes

**AGENDA ITEM C:** Recording Future Zoom Meetings

# AGENDA ITEMS D-F: Agenda Review

**AGENDA ITEM D:** Follow-up to Previous EAC Feedback

**AGENDA ITEM E:** Link21 Anti-Displacement Approach

**AGENDA ITEM F:** Advancing to Stage Gate 2

**AGENDA ITEM G:** Concept Development, Service Considerations, and Initial Evaluation Results



**AGENDA ITEM D:**  
Follow-up to Previous EAC Feedback

# Summer Public Events

## In-Person Open House

Drop by anytime between 5:30–7:30 pm to chat directly with members of the Link21 Team.



- **Tuesday, June 13**  
**Oakstop at Richmond Food Hall**  
(1503 Macdonald Ave, Richmond, CA 94801)
- **Thursday, June 15**  
**Southeast Community Center in Bayview**  
(1550 Evans Ave., San Francisco, CA 94124)
- **Wednesday, June 21**  
**Oakstop in Uptown Oakland**  
(2323 Broadway, Oakland, CA 94612)

## Online Open House

Join anytime 24/7 for 30 days starting in mid-June to conveniently participate when it works for you.



## Virtual Events

Attend to hear a presentation and ask questions.

- **Tuesday, June 27, 5:30–7 pm**  
Community meeting
- **Thursday, June 29, 5–6 pm**  
Office hours



**AGENDA ITEM E:**  
Link21's Anti-Displacement Approach

# Outline of Discussion

- **Hear** your perspectives on displacement
- Panel discussion covering **research on displacement** and Link21's **approach to anti-displacement**
- EAC **discussion**

## QUESTION #1

What does displacement mean to you?

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Go to [menti.com](https://www.menti.com)  
and use code  
**4371 9789**

## QUESTION #2

What are your concerns related to Link21 and displacement?

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Go to [menti.com](https://www.menti.com)  
and use code  
**4371 9789**

# Panel Discussion



**Darin Ranelletti**

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Land Use Planning Manager,  
Link21 Program, BART



**Karen Chapple**

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Professor Emerita of City and  
Regional Planning, UC Berkeley  
and Director of the School  
of Cities, University of Toronto



**Sarah McMinimy**

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Business Case Analyst –  
Equity, Steer



**Dena Belzer**

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President,  
Strategic Economics

# Discussion

- In your experience, what types of policies and programs have worked to **keep community members in place**?
- What has **not worked**?
- What should Link21 do to **assess and reduce** potential **cultural displacement**?
- How can Link21 **support** anti-displacement strategies **implemented by non-government organizations**?



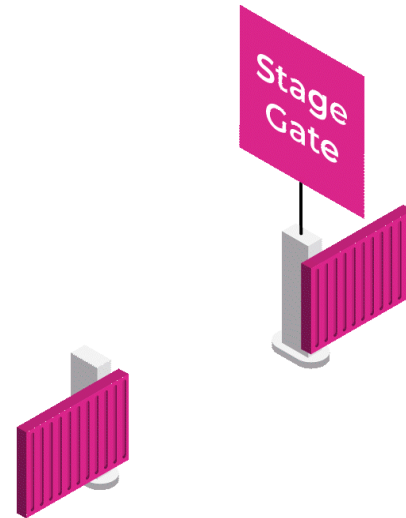
**10-MINUTE BREAK**

# **AGENDA ITEM F:** Advancing to Stage Gate 2

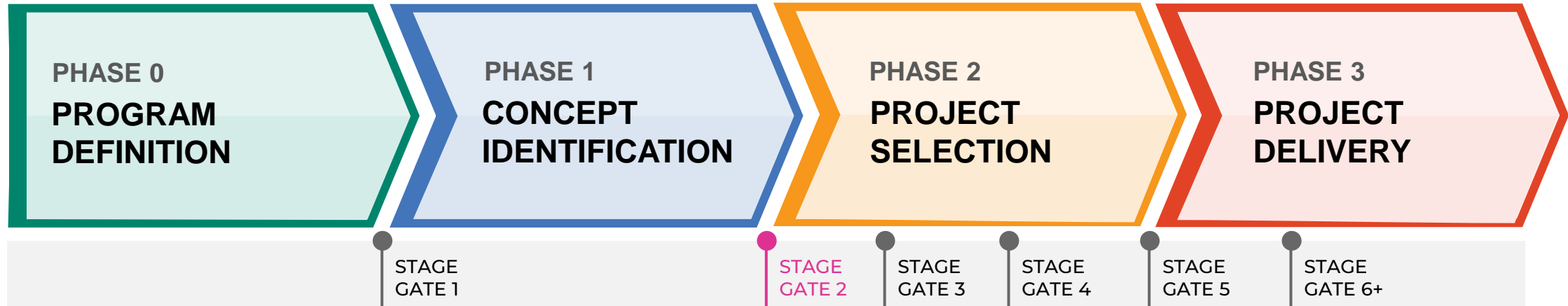
# Reminder: Stage Gates

## What are Stage Gates?

When a Stage Gate is passed successfully, it effectively closes one phase of a Project lifecycle and opens the next.



# Stage Gate 2



**At Stage Gate 2 (April 2024) we will present to the BART and CCJPA Boards to:**  
*“Advance a recommended Concept into Phase 2 (Project Selection) and develop a Project proposal for Environmental Review”.*

**In practice this means the Boards will be making some important decisions:**

- **Technology choice for the crossing** – BART or Regional Rail in the new transbay crossing.
- **Geographic extent** – Identifying the boundaries of Link21’s investment.
- **Concept options** – Also advancing options associated with the concept for further development, engagement, refinement and evaluation.

# Stage Gate 2 Statements

## Statements:

When presenting evidence at Stage Gate reviews, advancement will be based on whether our evidence satisfies four themed statements. These are written to challenge us to deliver high quality ahead of the Board action.

- **Development & Evaluation** – *“Completed robust development and evaluation to confirm the Megaregional need, and to recommend a Concept for advancement in line with the vision, goals, and objectives approved at Stage Gate 1”*
- **Engagement & Outreach** – *“Engaged stakeholders and the public across the Megaregion have directly shaped the development and recommendation of a Concept for advancement”*
- **Equity** – *“Fully implemented the Equity commitment through the whole development process and has recommended a Concept that advances equity”*
- **Readiness** – *“Secured people, processes, funding and tools to readily deliver Stage Gate 3”*

# Reminder: The role of the EAC

Key Stakeholder Groups	Equity Advisory Council	Project Staff	Project Leadership	Executive Teams	BART/CCJPA Boards Action
<p><b>Ongoing Consultation</b></p> <p><b>Stakeholder Groups</b></p> <ul style="list-style-type: none"> <li>• JWG Members</li> <li>• PDT Members</li> </ul>	<p><b>Ongoing Advisory</b></p> <p><b>Council</b></p> <ul style="list-style-type: none"> <li>• EAC Members</li> </ul>	<p><b>Detailed Review</b></p> <p><b>Chair</b></p> <ul style="list-style-type: none"> <li>• PMC Program Manager</li> </ul> <p><b>Panelists</b></p> <ul style="list-style-type: none"> <li>• Senior Project Staff</li> <li>• Industry Peers</li> </ul>	<p><b>Focused Review</b></p> <p><b>Chair</b></p> <ul style="list-style-type: none"> <li>• BART Program Director</li> </ul> <p><b>Panelists</b></p> <ul style="list-style-type: none"> <li>• Senior BART staff</li> <li>• Senior CCJPA staff</li> </ul>	<p><b>Key Issue Review</b></p> <p><b>Chair</b></p> <ul style="list-style-type: none"> <li>• BART General Manager</li> </ul> <p><b>Panelists</b></p> <ul style="list-style-type: none"> <li>• Executive BART staff</li> <li>• Executive CCJPA staff</li> </ul>	<p><b>Board Review and Action(s)</b></p> <p><b>Board Governance</b></p> <ul style="list-style-type: none"> <li>• BART Board Members</li> <li>• CCJPA Board Members</li> </ul>

## EAC

- Link21 will demonstrate in the Stage Gate 2 report how it has received and responded to ongoing advisory from the EAC on its work through Phase 1.
- Evidence of ongoing advisory will be documented in the form of an EAC report, outlining how the EAC's advisory has influenced work done and Stage Gate 2.
- Panels and the Board will be able to access this evidence in advance of review to inform their decisions.

**AGENDA ITEM G:**  
Concept Development,  
Service Considerations  
and Initial Evaluation Results

# Meet the Team



**Camille Tsao**

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Link21 Program Lead,  
Capitol Corridor



**Andrew Tang**

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Manager of Program  
Evaluation, Link21



**Emily Alter**

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Equity & Inclusion Lead –  
North America, Steer



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# How are we identifying rail solutions?



# Phase 1 Focus

## What We Are Doing

- Identifying potential **service improvements**
- Assessing benefits of different **train technologies** to achieve desired service
- Collecting early **environmental data and input** to guide concept exploration, evaluation and refinement

## Where We Are Heading

- **Understanding benefits** and tradeoffs of concepts and **making a decision** on which train technology will be used in the new Bay crossing

## Why It Matters

- **Defining train technology** affects the passenger experience Link21 can provide and how we will connect to and improve service within the larger train network.
- This is an important first step to further define concepts that will ultimately lead to identification of a future project.

# Guided by Link21 Business Case

## Framework for Planning, Analysis & Decisions



### Strategic Case

Does Link21 achieve the desired benefits, goals, and objectives?

#### Example Metrics

- Travel time savings
- Ridership
- Reliability
- Benefits to priority populations
- Accessibility to rail

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### Economic Case

What is the economic value to the Megaregion?

#### Example Metrics

- Cost effectiveness
- Economic benefits

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### Financial Case

What are the financial implications?

#### Example Metrics

- Capital costs
- Operational and maintenance costs
- Fundability

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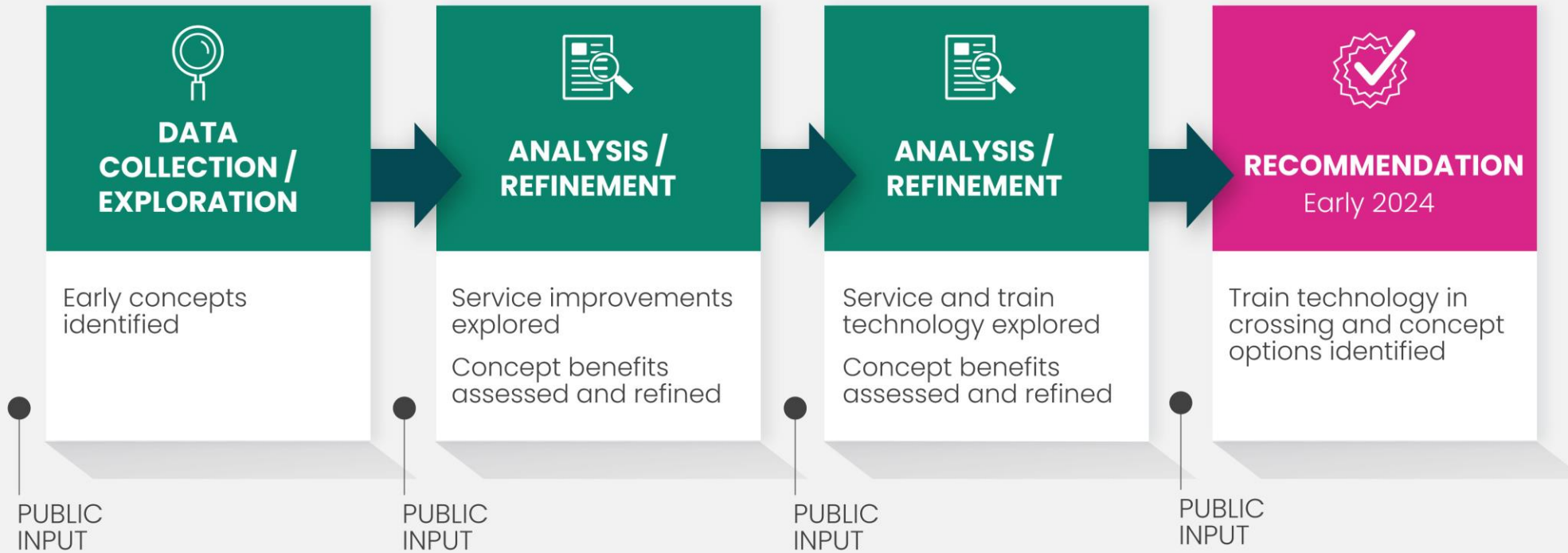
### Deliverability & Operations Case

How can the project be delivered and what are the key risks?

#### Example Metrics

- Constructability
- Equitable land use
- Environmental
- Right-of-way

# PHASE 1 CONCEPT EXPLORATION PROCESS



# What progress has been made so far?





# Phase 1 Progress



## Public Engagement

- Equity Advisory Council
- Equitable engagement activities
- Focus on priority populations
- Listen, learn and gather input



## Early Environmental

- Data Collection — social & natural resources
- Identify environmental constraints and opportunities to support concept development
- Identify potential Environmental Justice effects and benefits



## Planning

- Service improvement options
- Concept exploration, evaluation and ongoing refinement
- Ridership modeling and preliminary cost estimates

# Concept Exploration To-Date

## Understanding Benefits and Tradeoffs

### Markets

Community access, ridership potential, project boundaries, and integration with existing network

### Service

Routes, frequencies, stops, transfers, schedule

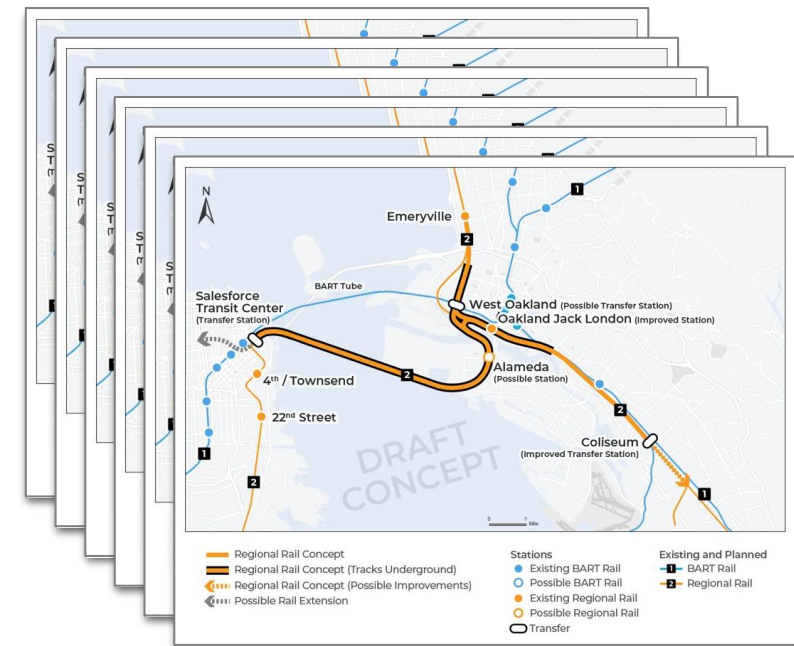
### Technology

Train technology within the crossing:

- BART (broad-gauge track)
- Regional Rail (standard-gauge track), or both

### Infrastructure

Potential features such as underground structures and stations, as well as construction method consideration and impacts



What will service look like with Link21?



# Link21 Service Planning

Improvements to service and passenger experience is a foundational goal



**Routes and Stops**



**Train Technology**



**Train Schedule**

(hours and days)



**Track Type**

(shared or designated tracks, standard track gauge or broad track gauge)



**Train Frequency**



**Service Reliability**



**Speed and Travel Time**

# Link21 Supports Two Service Types

Meeting Different Travel Needs

## Urban | Metro



Operates within metro regions at higher frequencies and lower average speeds

BART provides this service today and Caltrain to provide with modern electrified trains in 2024

- **More frequent trains** (every 2-10 minutes)
- **More stops/shorter distances** between stations (1-5 miles apart)
- **Medium average speeds**

# Link21 Supports Two Service Types

Meeting Different Travel Needs

## Intercity | Express



Medium to long trips connecting regions and rural communities

Capitol Corridor, Amtrak, San Joaquins, Altamont Corridor Express and others provide this service on shared tracks owned by private freight rail



- **Less frequent trains** (every 30 minutes-1 hour+)
- **Fewer stops/longer distances** between stations (5+ miles apart)
- **Higher average speeds,** faster travel times

# Example Trains and Service



Conventional BART trains run on **Broad-Gauge tracks** and provide high-capacity **Urban | Metro service**



Caltrain electrified trains run on **Standard-Gauge tracks** and can provide high-capacity **Urban | Metro and express service**



eBART trains run on **Standard-Gauge tracks** and provide lower capacity but frequent **Urban | Metro service**



Capitol Corridor runs on **Standard-Gauge tracks** and will operate modern zero-emission trains by 2035, providing high-capacity **Intercity | Express service**

# Improving Service: Regional Rail in Crossing

**30**

Trains / Hour

**Existing BART Crossing  
Urban | Metro Service**

Potential number of trains in new crossing:

**14**

Trains / Hour

**Future Crossing  
Urban Metro Service**

+

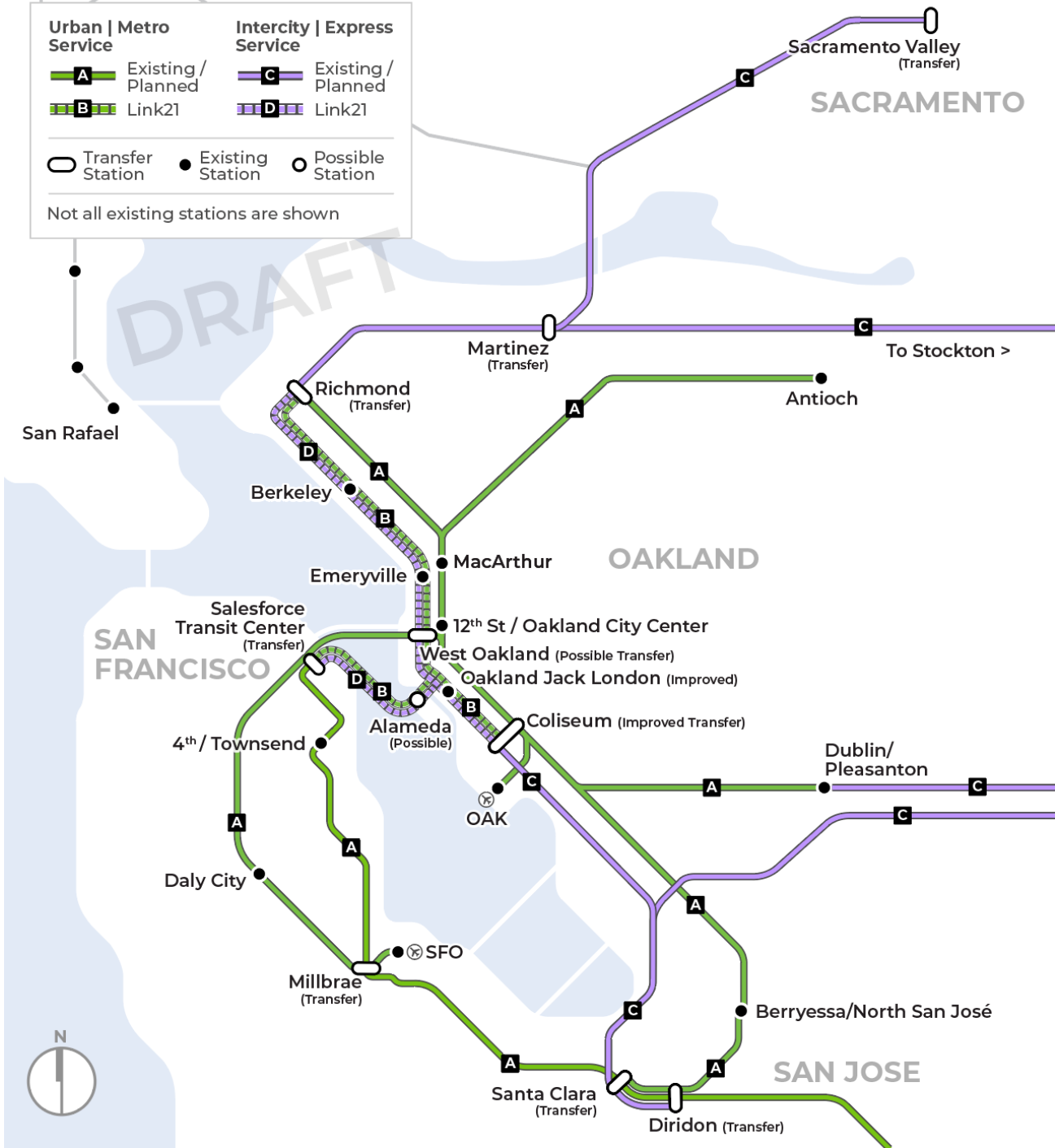
**2**

Trains / Hour

**Intercity | Express Service**

Urban   Metro Service		Intercity   Express Service	
	Existing / Planned		Existing / Planned
	Link21		Link21
	Transfer Station		Existing Station
			Possible Station

Not all existing stations are shown





# Improving Service: BART in Crossing

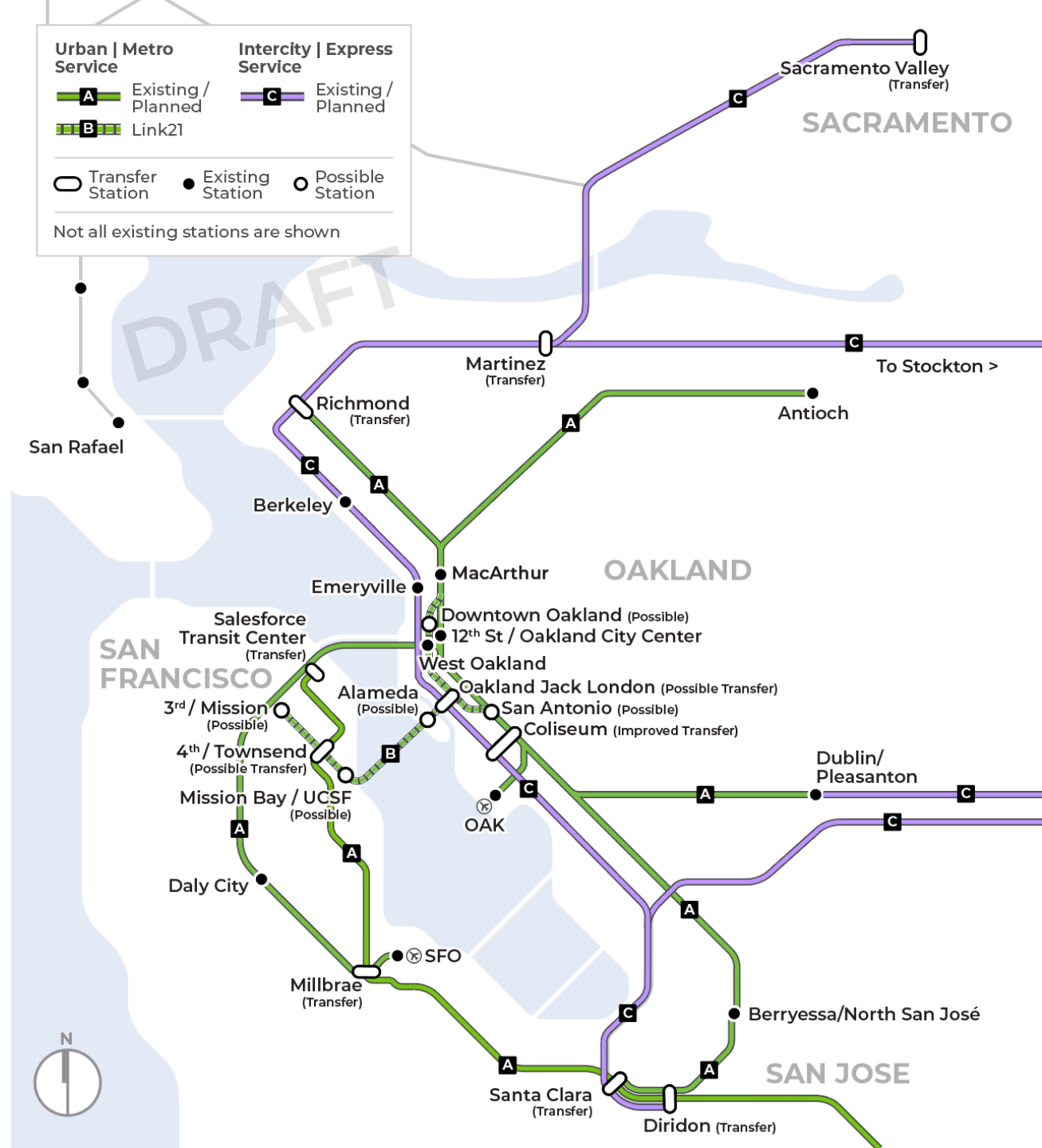
**30**  
Trains / Hour

Existing BART Crossing  
Urban | Metro Service

Potential number of trains in new crossing:

**24**  
Trains / Hour

Future Crossing  
Urban Metro Service



# What We've Learned



# What We've Heard

## Input Confirms Diverse Megaregional Travel Needs

### Travel beyond access to jobs

- To airports, entertainment, or to visit family and friends

### Connection to megaregional destinations

- Sacramento to East Bay and/or San Francisco
- Santa Cruz/Salinas/Monterey to Oakland/East Bay

### Better, more reliable travel options across the Bay

- San Francisco to Oakland/Alameda/Emeryville/Berkeley
- Peninsula/Silicon Valley/San Jose to East Bay

### Extended service hours and increased frequency

- Evening, overnight and weekend hours



# What We've Learned

## Either BART or Regional Rail in crossing could:

- Meet travel demand between San Francisco and Oakland by 2050
- Improve passenger reliability and provide needed redundancy
- Enable increased train frequency that can grow ridership — must be balanced with operating costs & larger fleet
- Provide benefits to priority populations across the network in different ways
- Reduce potential future crowding in existing BART crossing
- Supports other rail improvements/projects by connecting them to the new rail crossing

**Concepts benefit riders throughout Megaregion beyond the crossing & support Link21 Goals and Objectives**

# What We've Learned

## BART (Broad-Gauge) in the crossing

### Improves Service and Passenger Experience

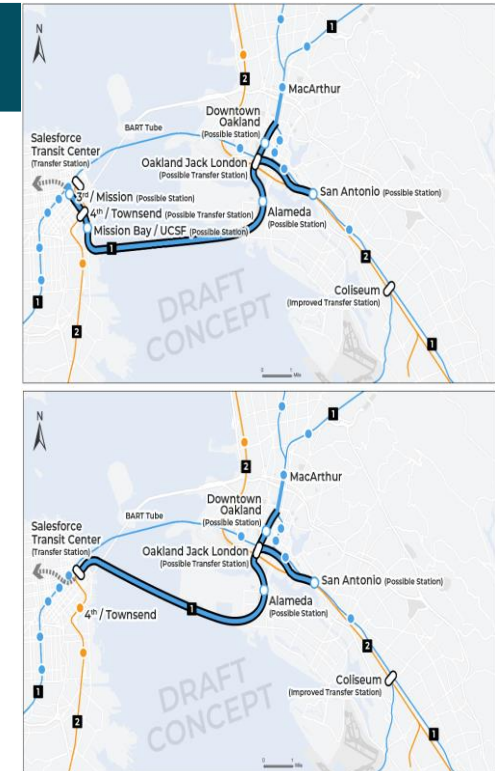
- Benefits Transbay Regional Rail riders with new central transfer in Oakland
- Increased frequency on all East Bay lines distributes benefits across communities

### Enhances Access

- Benefits priority populations along BART network

### Generates additional ridership

- New access in San Francisco's Mission Bay & Alameda



# What We've Learned

## Regional Rail (Standard-Gauge) in the crossing

### Improves Service and Passenger Experience

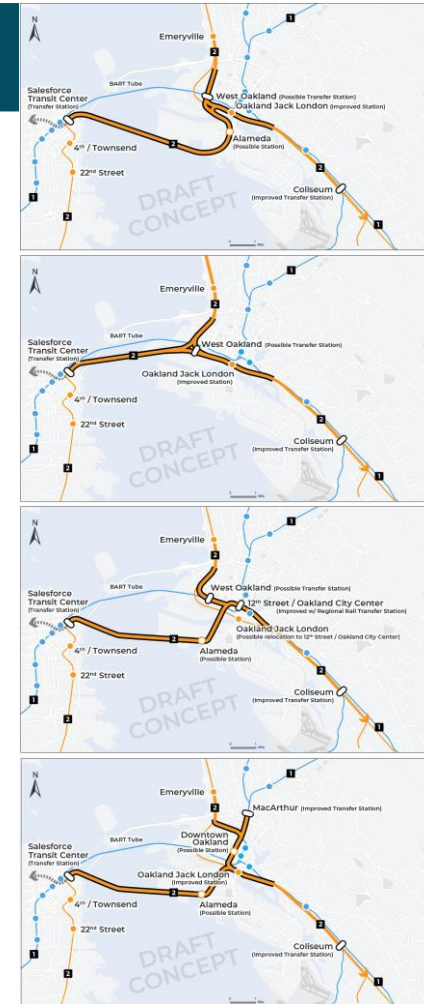
- Potential one-seat ride across Bay to San Francisco/Peninsula (no transfer)
- Benefits priority populations with service south of Salesforce Transit Center

### Enhances Access

- Compatible with other operators & projects (e.g. Caltrain Electrification & Downtown Extension)
- Transbay service to Richmond serves strong markets (further north has greater land use & environmental risks)

### Generates additional ridership

- Extending Caltrain service through new crossing to East Bay
- Increasing Transbay service south of Salesforce Transit Center



## REMINDER - WHAT IS BEING MEASURED:

# Initial Priority Populations Equity Metrics

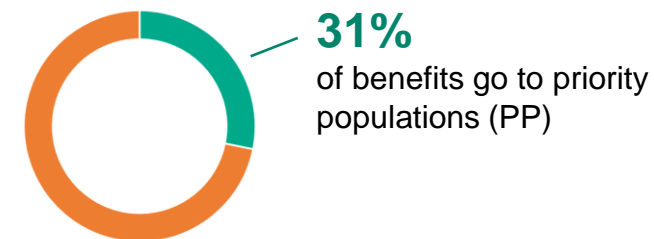
Equity Metric	What It Helps Answer
Average perceived travel time savings	On average, how much faster do people feel their trips are with Link21?
New rail trips – the number of daily new rail trips from 6:00 – 10:00 a.m.	How many more people will ride rail with Link21?
Number of people within 0.5 miles of a new rail station	How many more people will be close to a rail station with Link21?
Number of jobs reachable within what feels like a 90-minute rail trip	On average, how many more jobs could people get to because of Link21?
Number of important community resources reachable within what feels like a 60-, 90-, and 120-minute rail trip	How many more important community resources (schools, parks, healthcare, government buildings) could people get to because of Link21?

# Initial Evaluation Results: What We've Learned

## Equity Benefits from a BART Crossing

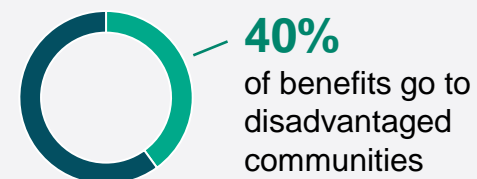
- Concepts spread benefits broadly across the BART network to both the whole population and priority populations
- A concept that serves Mission Bay provides greater overall benefits to priority populations than one that goes directly to downtown San Francisco
- Concepts that provide more service or shift service to lines with higher priority population densities in the East Bay generally increase priority population benefits, though they create service imbalances in the BART network

## Average BART Proportion of Equity Benefits

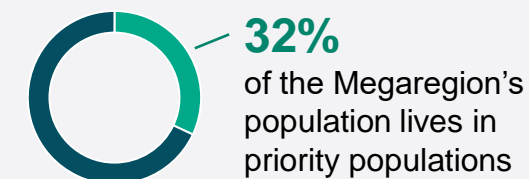


## Benchmarks for Comparison

### Justice40 Initiative



### PP% of Megaregion



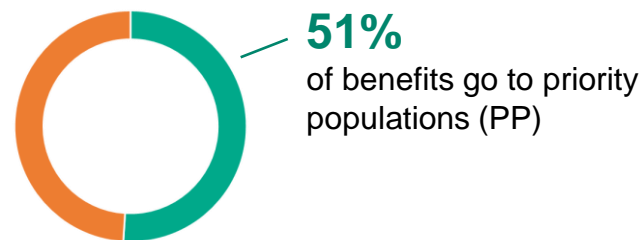


# Initial Evaluation Results: What We've Learned

## Equity Benefits from a Regional Rail Crossing

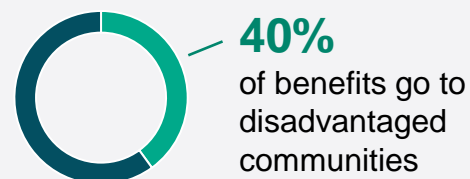
- Concepts accumulate benefits along corridors with improved Regional Rail service, including some with high proportions of Priority Populations, such as the Emeryville/Berkeley/Richmond corridor and the Jack London/Coliseum corridor.
- The addition of an Alameda station provides marginal additional benefits to priority populations
  - This additional station increases travel times for riders coming from the Emeryville/Berkeley/Richmond, many of whom are priority populations
- Extending service to Millbrae, including a Bayview station, provides significant additional benefits to priority populations and increases their overall share of benefits

## Average Regional Rail Proportion of Equity Benefits

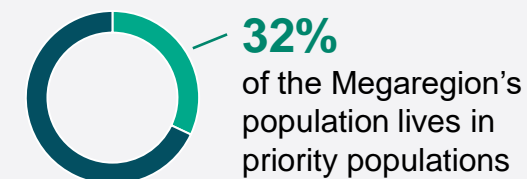


## Benchmarks for Comparison

### Justice40 Initiative



### PP% of Megaregion



# Next Steps/Discussion Prompts

- Do any of these findings affect the way you think about the tradeoffs between Regional Rail and BART?
- What other information about Regional Rail and BART do you think is necessary to make an informed decision about train technology in the new transbay rail crossing?

# Agenda Item H: Public Comment

# Agenda Item V: Next Meeting Date

# Remaining EAC Meetings for 2023

Dates & Times	Proposed Change
August 22, 2023 1 – 3:30 p.m.	NA
October 17, 2023 1 – 3:30 p.m.	Move time to: 6-8:30 p.m.
December 12, 2023 1-3:30 p.m.	Move date to: November 28, 2023

# Agenda Item VI: Adjournment