

Engagement & Outreach Summary

Quarter 2: April – June 2023



Table of Contents

Introduction	1
Engagement Goals & Desired Outcomes	3
Engagement Events & Activities	4
Linking with Link21 Across the Megaregion	4
By the Numbers: Quarter 2 Engagement Activities	5
Promotion Reach	6
Collateral Materials	7
Event Details and Input Provided	9
Community Engagement	9
Government, Agency, and Industry Engagement	17
Link21 Committees	19
Community Input	21
Appendix A. Q2 Engagement Events Timeline	24
Appendix B. Engagement Promotion Samples	26
Appendix C. Digital Paid Media Targeting Details	33
Appendix D. Collateral Materials Samples	35



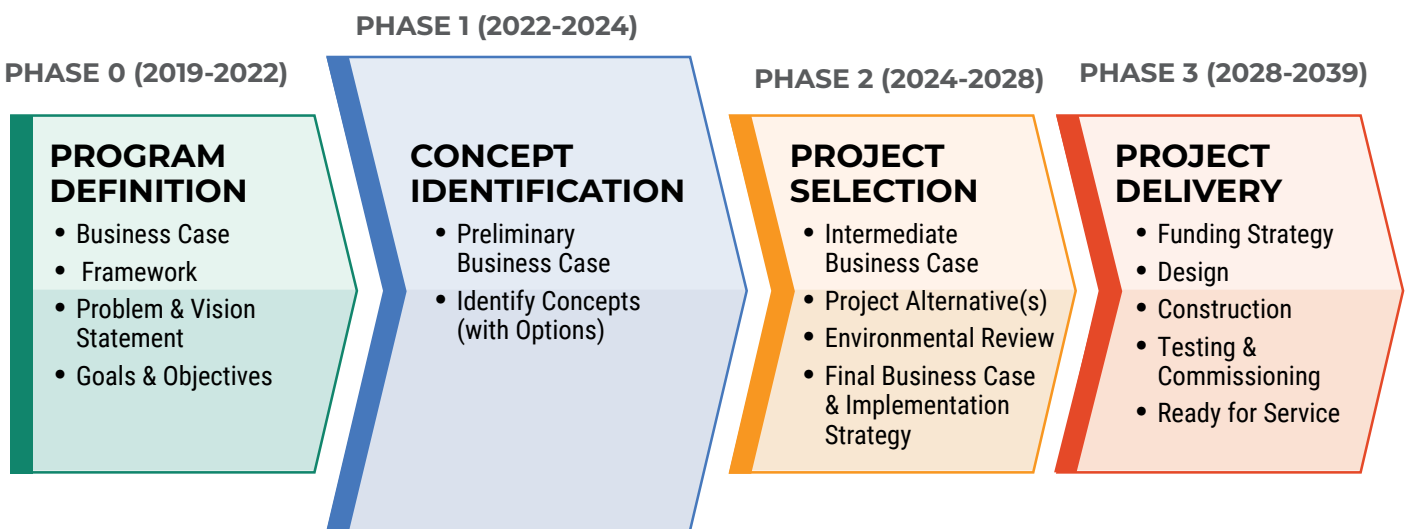
Introduction

Link21 aims to create a faster, more connected, equitable, and accessible network of train service that focuses on passengers, improving the environment, and our quality of life for generations to come. At the core of Link21 is a new train crossing between Oakland and San Francisco, unlocking better travel possibilities across the 21-county Northern California Megaregion.

Link21 is committed to equitable engagement and outreach throughout

all Program phases. During the second quarter of 2023, the Link21 Team continued engagement and outreach efforts associated with Phase 1: Concept Identification. Phase 1 builds upon early foundational work in Phase 0 and includes concept identification, evaluation and refinement, service planning, ridership modeling, identification of environmental constraints and opportunities, and ongoing equitable engagement activities.

Program Timeline



ENGAGEMENT, OUTREACH, & EQUITY

Current planning efforts will guide identification of concepts for a new train crossing, and other key rail and service improvements for both the San Francisco Bay Area Rapid Transit District (BART) and Capitol Corridor Joint Powers Authority (Capitol Corridor). Phase 1 is estimated to end at Stage Gate 2 in 2024, advancing Link21 into Phase 2 (Project Selection) where continued engagement and outreach will support the development of a project for Environmental Review.



Link21 Program Director, Sadie Graham, talking with youth participants at the Oakland Open House in June 2023.



Link21 hosted a booth at Napa's Earth Day Festival in April 2023.



Attendee at the Alameda Point Collaborative Saturday Breakfast engaging with the Link21 Team in April 2023.



Train riders at the Davis Capitol Corridor station stopping by to learn about Link21 in June 2023.



Engagement Goals & Desired Outcomes

During the second quarter of 2023, the Link21 Team proactively engaged with the diverse public, association representatives, leaders, and decision makers across the 21-county Megaregion to share Program updates, build partnerships, seek input, and obtain a clear understanding of community needs. Several virtual and in-person engagement events

were hosted for audiences across the Megaregion, as well as community-specific engagement activities in partnership with community-based organizations (CBOs) and stakeholders. After a successful launch in early 2023, the Equity Advisory Council continued meeting throughout the second quarter as a means of fostering deeper Program discussions and input.

Quarter 2: April – June 2023

Engagement Goals:

- Continue expanding awareness and engagement with audiences across the Megaregion
- Provide updates on Program progress, and continue educating and building awareness of Phase 1 activities
- Share initial concepts that were identified after exploratory analysis and next steps, as well as service improvements that the Link21 concepts could provide
- Seek input on markets, potential new stations, and service preference

Desired Engagement Outcomes:

- Broaden Link21 participation
- Gather Equity Advisory Council input on the Program
- Reach key priority populations adjacent to areas identified in initial concepts
- Obtain input on environmental constraints and opportunities
- Gather input for consideration in refining concepts, and determining train technology in the new train crossing across the San Francisco Bay



Engagement Events & Activities

Linking with Link21 Across the Megaregion

Link21 continues to expand its reach to community members through virtual and in-person touchpoints since the Program’s inception, prioritizing organizations that represent priority populations and communities who have historically been marginalized. In Quarter 2 of 2023 (Q2 2023), a variety of engagement and outreach activities were implemented with the intention of both continuing participation across the Megaregion and focusing on communities who would likely experience impacts related to the initial concepts.

Expanding on the engagement and outreach previously conducted, the Link21 Team partnered with CBOs and neighborhood organizations to implement tailored engagement, including outreach at transit stations, tabling at community events, community leader interviews plus briefings and presentations at community events and meetings. To complement the community-focused events, a series of engagement events were also hosted to link with people

across the Megaregion, including three in-person open houses, a virtual community meeting and office hour, and an online open house which began June 21 and was available 24/7 through the end of August.



Engagement Activities:

- Agency and industry presentations
- Community meetings and interviews (in-person and virtual)
- Community tabling at special events and transit stations
- Government briefings
- Link21 Committee meetings

By the Numbers: Quarter 2 Engagement Activities

	AGENCY/ INDUSTRY PRESENTATIONS	PUBLIC MEETINGS & INTERVIEWS	COMMUNITY TABLING EVENTS	GOVERNMENT BRIEFINGS	LINK21 COMMITTEE MEETINGS	TOTAL ACTIVITIES & CONNECTIONS
ACTIVITIES	11	23	14	11	4	63
CONNECTIONS*	81	702	2,542	47	38	3,410

* The number of connections is determined by counting interaction points with people who have participated in events related to Link21, such as tabling, meetings, presentations, or interviews.

For detailed timing and location of Q2 engagement events and activities, please reference **Appendix A**.



Link21 Team members shared information at the Balboa Park BART station. Outreach at transit stations was one of many engagement activities Link21 implemented in Q2 2023.



Link21 Team members also provided Link21 information to BART riders at the Powell St. station in June 2023.

Promotion Reach

To promote these engagement opportunities, Link21 used a variety of tools, including, but not limited to, the Link21 website, social media, digital media, e-blasts, press releases, electronic messaging and outreach at transit stations, and distribution of flyers.

Starting in June 2023, a paid media campaign was implemented to promote the in-person and virtual events. The campaign included online digital displays, digital news sites, and print publication ads in English, Spanish and Chinese. Advertisement messaging focused on encouraging the public and diverse communities to visit the Link21 Events Webpage for more details on how to participate in Link21 planning stages. The digital effort compiled an approximated 1,650,785 impressions

(the number of times an advertisement was seen by an online user) and 2,476 Events webpage visits. The print effort compiled an approximated 168,000 opportunities (circulation number) for people to read the Link21 advertisement. Collectively, the advertising campaign resulted in 1,818,785 impressions across all mediums.

Also starting in June 2023, Link21 began a social media campaign to promote engagement to audiences across the Megaregion. This included four geotargeted Link21 ads were ran on BART and Capitol Corridor social platforms, and three posts were pushed for a reach of 155,933 impressions. To reach Link21’s e-blast subscribers, four promotional e-blasts were distributed to Link21 database of over 5,500 people during June.

PROMOTION TYPE	DETAILS	METRIC
Digital media	Digital ads in 19 online news sites based in the San Francisco Bay Area, Sacramento area, and Central Valley	1,650,785 impressions 2,476 Events webpage visits
Print media	Print ads in nine print publications based in the San Francisco Bay Area	168,000 circulations
Social media	Four geotargeted Link21 ads and three posts BART and Capitol Corridor social platforms	155,933 impressions
Email list subscribers	Four promotional e-blasts to people who signed up to receive Link21 information	5,500+ people received eblasts

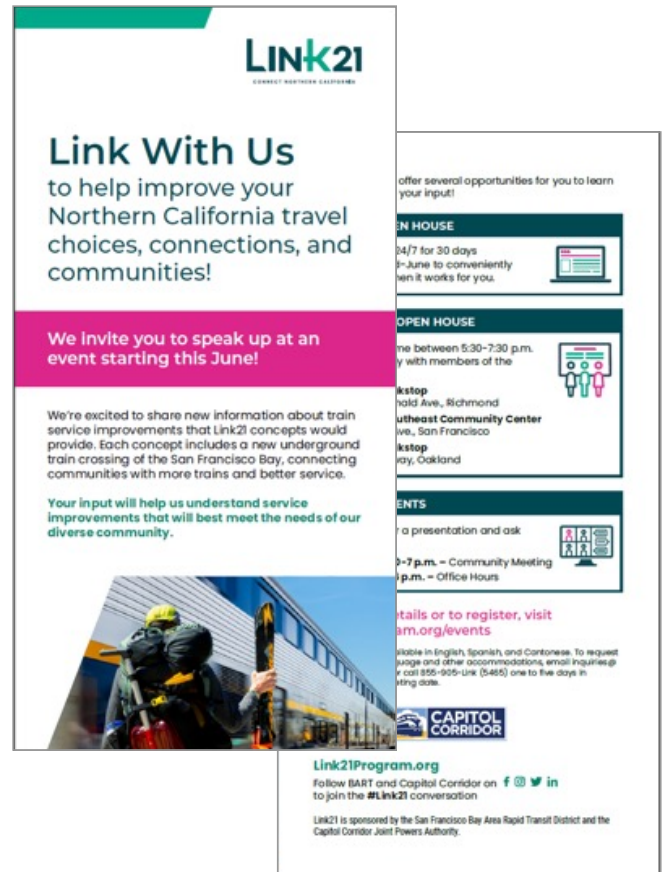
As a result of the promotional efforts described above, the Link21 website had over 25,368 page views and over 13,000 unique sessions.

For samples of promotion tools and paid media targeting details, reference **Appendix B** and **Appendix C**.



Promotional Tools:

- Program Website
- Social Media
- Traditional Media
- Electronic Notifications
- Electronic Signs in Transit Stations
- Outreach at Transit Stations
- Flyers



Digital and print versions of this flyer were distributed in English, Spanish, and Chinese to promote the June engagement events.

Collateral Materials

To support the engagement events, a suite of communication and collateral materials were prepared in English, Spanish, and Chinese and posted on the Link21 website. This included updating the Link21 [Program fact sheet](#) to provide a current understanding of the background, timeline, and process of the Program, as well as the [Equity fact sheet](#), which describes how equity is integrated into the Program's engagement and planning process.

In addition, throughout Q2 2023, new information was shared on the Program website related to the [initial concepts](#) and [service improvements](#) that the Link21 concepts could provide.

To support the in-person open houses, the Link21 Team developed a series of printed display boards. Display boards provided people with background information about Link21 so that open house attendees could view at their own pace and ask questions or interact with the Link21 Team as desired. The display boards addressed the following topics:

- What Link21 is and why Link21 is needed
- Phases of work within the Link21 Program
- Focus of the current phase (Phase 1)
- Business Case framework being used to evaluate and compare concepts

- Service planning, track type, and train technology
- Initial concepts being explored
- Early environmental work

Printed boards were supplemented by electronic displays for additional detail on key topic areas. This included service animations showing the overlay of Link21 concepts with existing BART and Regional Rail service, and videos showing improvements that Link21 could provide for various trips that begin and end in different locations within the Megaregion. Animations continue to be available on the Link21 Program website [service improvements](#) page.



Communication Materials:

- Factsheets
- Program Website
- Display Boards
- Electronic Displays

Appendix C provides examples of collateral materials developed in Q2 2023.

BUSINESS CASE

The Business Case Framework sets the Vision, Goals and Objectives for the Program, as well as process and criteria for comparing concepts. There are four cases within the Framework – each with specific criteria or metrics to measure concepts to ensure they meet Link21 Goals and Objectives.

PLANNING, ANALYSIS & DECISION METRICS

STRATEGIC CASE	ECONOMIC CASE	FINANCIAL CASE	DELIVERABILITY & OPERATIONS CASE
Does Link21 achieve the desired benefits, goals, and objectives?	What is the economic value to the Megaregion?	What are the financial implications?	How can the project be delivered and what are the key risks?
Example of Strategic Metrics <ul style="list-style-type: none"> • Travel time savings • Ridership • Reliability • Benefits to priority populations • Accessibility to rail 	Example of Economic Metrics <ul style="list-style-type: none"> • Cost effectiveness • Economic benefits 	Example of Financial Metrics <ul style="list-style-type: none"> • Capital costs • Operational and maintenance costs • Fundability 	Example of Deliverability Metrics <ul style="list-style-type: none"> • Constructability • Equitable land use • Environmental • Right-of-way

BUSINESS CASE FRAMEWORK

WE ARE HERE

```

graph LR
    A[DATA COLLECTION / EXPLORATION] --> B[ANALYSIS / REFINEMENT]
    B --> C[ANALYSIS / REFINEMENT]
    C --> D[RECOMMENDATION]
  
```

- **DATA COLLECTION / EXPLORATION:** Early concepts identified. PUBLIC INPUT.

- **ANALYSIS / REFINEMENT:** Service improvements explored. Concept benefits assessed and refined. PUBLIC INPUT.

- **ANALYSIS / REFINEMENT:** Service and train technology explored. Concept benefits assessed and refined. PUBLIC INPUT.

- **RECOMMENDATION:** Train technology in crossing and concept options identified. PUBLIC INPUT.

LINK21 | CAPITOL CORRIDOR | BART | FOLLOW BART AND CCRPA ON [Social Media Icons] | QR Code

Spring/Summer 2023

A series of printed display boards were available to view at all the in-person open houses, along with looping electronic displays to share more information about Link21.



Event Details and Input Provided

As part of the Program’s equitable engagement approach, Link21 participated in a variety of activities including events that targeted audiences extending across the 21-county Megaregion.

Community Engagement

Public Meetings: Megaregional Focus

To share Program-wide information with diverse communities across the Megaregion, the Link21 Team hosted a series of in-person and virtual events in June. All meetings that took place during Q2 2023 engagement are shown in **Appendix A**.

The Link21 In-Person Open Houses were held on June 13 in Richmond, June 15 in San Francisco, and June 21 in Oakland. The specific locations were selected due to their proximity to the concepts being considered, compliance with ADA accessibility, and ease in reaching the locations using transit.

The format for all three locations included stations for visitors to navigate around the room, learn, and ask questions.

ONLINE OPEN HOUSE

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



IN-PERSON OPEN HOUSE

Drop by anytime between 5:30-7:30 p.m. to chat directly with members of the Link21 Team.

- **JUNE 13 – Oakstop**
1503 Macdonald Ave., Richmond
- **JUNE 15 – Southeast Community Center**
1550 Evans Ave., San Francisco
- **JUNE 21 – Oakstop**
2323 Broadway, Oakland



VIRTUAL EVENTS

Attend to hear a presentation and ask questions.

- **JUNE 27, 5:30-7 p.m.** – Community Meeting
- **JUNE 29, 5-6 p.m.** – Office Hours



Link21 hosted a series of in-person and virtual events starting in June 2023 to share information about the Program with audiences across the Megaregion.

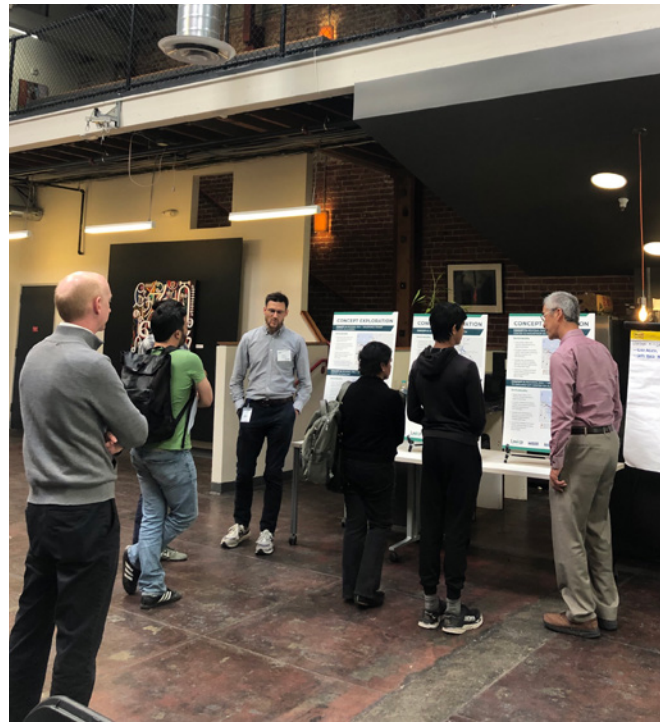
Stations were grouped by content:

- Link21 Program Overview
- Timeline and Process
- Service Improvements
- Concepts
- Environmental Activities
- Comment/Input Submittal

Stations included a combination of information on printed and electronic displays, flip charts for capturing questions, and a comments table with comment boxes for comment cards as well as a computer available for online comment submission. Link21 Team members were posted at each informational station to engage with the public and Spanish and Cantonese interpreters were also available.

Other hosted engagement events included a [Virtual Community Meeting](#) on June 27 and a [Virtual Office Hour](#) on June 29 with a combined total attendance of 22 people. Both were held via Zoom with closed captioning and simultaneous interpretation in Spanish and Cantonese. The Virtual Community Meeting included a formal presentation with a Question & Answer (Q&A) session for attendees to interact directly with the Link21 Team, while the Virtual Office Hour was exclusively a Q&A session.

On June 21, an Online Open House was also launched at [Link21OpenHouse.com](#), and linked from the Link21 website, that allowed for self-paced participation from anywhere, at any time, 24/7. This stand-alone, accessible, mobile-responsive site walked visitors through content similar to the in-person open houses, with content grouped by topic. The Online Open House continued to be live past Q2 2023, closing on August 31. By the end of June, the site received 312 unique visitors and 573 total visits.



People interested in learning about Link21 browsed informational displays and spoke with members of the Team at the Link21 Open Houses in Oakland (top) and San Francisco (bottom).



Link21 Online Open House Welcome page at Link21OpenHouse.com; the Online Open House was live June 21 to August 31, 2023.

The Online Open House included an optional survey with anonymous questions to help Link21 understand who participate in engagement efforts and the effectiveness of communication methods. Through June 30, over 100 people had responded to the survey, showing:

- The ten zip codes representing the greatest number of people who opted to participate in the survey included:
 - » 95661: Roseville
 - » 94607: West Oakland
 - » 95816: East Sacramento
 - » 94103: San Francisco – SOMA/Mission
 - » 94618: Oakland – Rockridge
 - » 94610: Oakland – Grand Lake/north of Lake Merritt
 - » 94501: Alameda

- » 94608: Emeryville
- » 94710: Albany
- » 94107: San Francisco – Potrero Hill/Dogpatch
- Over half of the respondents heard about the Online Open House via social media platforms such as Twitter, Facebook, Instagram, and LinkedIn. The Link21 website and BART or Capitol Corridor eblasts were also main sources.
- 75% of respondents regularly ride trains, including:
 - » BART: 39% of respondents
 - » San Francisco Muni: 15% of respondents
 - » Amtrak: 10% of respondents
 - » Capitol Corridor: 9% of respondents
 - » Caltrain: 8% of respondents
 - » Other: 20%



What We Heard:

Overall, the Link21 Team reached 378 people through the in-person and virtual events in June. Common questions and themes of the conversations and input with event participants included:

- **Access and connections:** Interest in new and/or improved connections between San Francisco and Sacramento, Woodland and Davis, Monterey and the Bay Area; desire for transit to better connect to airports, San Francisco's Richmond District, areas south of Salesforce Transit Center (south neighborhoods of San Francisco and Peninsula cities), west neighborhoods of San Francisco

- **Infrastructure and concepts:** Clarifications regarding where the new crossing would be; suggestions to consider a crossing further south than the concepts presented; preferences for specific concepts
- **Program cost and funding:** Questions about how the Program is funded and how future implementation would be funded considering current fiscal conditions; interest in considering ways to reduce the cost of the Program and implementing quickly due to rising costs; suggestions on funding sources, including Federal Railroad Administration and Federal Transit Administration funding
- **Train technology:** Clarifications regarding whether the new crossing would be for BART trains, Regional Rail trains, or both; interest in the type of energy used to power the train systems, such as whether the trains would be running on electricity

Public Meetings & Interviews: Community Focus

Link21 strives to partner with communities that have been marginalized to develop much needed transit benefits. As part of Link21's multi-layered engagement approach, engagement occurred at a community level with CBOs, neighborhood groups, and associations that represent communities near the crossing

concepts or where concepts could potentially have significant infrastructure impacts. These include some priority populations and communities that have historically been marginalized.

The Link21 Team wanted to connect with community organizations and community members in a way that works best for them. This involved offering a variety of engagement

tactics, tailored to facilitate meaningful dialogue about the Link21 concepts and vision related to specific communities.

In Q2 2023, partnerships between CBOs and the Link21 Team led to four community leader interviews and 12 presentations with community organizations.

What is a priority population?

The term priority population refers to census tracts in the Megaregion that experience high levels of inequitable outcomes. The Link21 Team is committed to prioritizing these communities throughout the planning of the Program. To learn more about the process the Link21 team used to update the definition, read the [Priority Populations Definition fact sheet](#).

Community leader interviews: 4 events

Link21 Team members conducted one-on-one interviews with leaders in communities where the train crossing concepts being considered would potentially impact nearby infrastructure, prioritizing communities that have been marginalized or include priority populations. The goal of these interviews was to build relationships with the leaders, seek input on the crossing concepts and community considerations, and understand context about the community places community members consider to be special. Interviews occurred with

representatives from Potrero Boosters Neighborhood Association and Potrero Hill Neighborhood House (both in San Francisco), Friends of San Antonio Park, and the Unity Council based in Oakland.

Presentations to and discussions with community organizations: 12 events

In collaboration with stakeholders and CBOs, Link21 presented at organizational meetings and events focusing on priority populations. In addition to sharing Program updates and learning from participants, this was an opportunity to both build new relationships and continue to build on existing relationships with community partners. The Link21 team met with the West Oakland Neighbors, Potrero Boosters Neighborhood Association, Rose Foundation, Community Action for a Sustainable Alameda, Longfellow Community Association, Bayview Hunters Point Mobilization for Adolescent Growth in our Communities, Asian Pacific Environmental Network, Helping Hands East Bay, Panhandle Annex Council, Prescott-Oakland Point Neighborhood, Alameda Chamber Economic Development Committee, and Soroptimist International of Modesto.



What We Heard:

Common questions and themes of the conversations and input with participants in these 16 community leader and organization events included:

- **Access and connections:**

Desire to be within walking distance of a BART or Regional Rail station or to be able to get to the train station via local transit; desire for better integration between transit systems; interest in improved connections between Oakland and cities further out from the Bay Area core, such as Richmond, Antioch, San Jose, Marin, Stockton, and Sacramento, as well as BART connections to parts of the city not currently served by BART, such as Mission Bay

- **Equity and community:**

Desire from residents of and/or people representing these communities to ensure as the San Francisco Bayview, Hunter's Point,

and Dogpatch neighborhoods are connected to transportation and part of decision making, while protecting these neighborhoods from further impacts such as rent increases, gentrification, displacement, and physical changes to places that are important to communities; tension between desire for improvements and some development while maintaining resources and support for existing communities

- » Places noted for possible development, transit hubs, and/or new stations: Diamond to Fruitvale, Eastmont, Jack London Square, East 14th Street in Oakland; Fernandez Park in Pinole; around 22nd Street Caltrain station in San Francisco
- » Places to protect and avoid changing: Bayview neighborhood in San Francisco

- **Fares:**

Desire for fare adjustments for using multiple types of transit, better integration of fares payment and purchase, making fares more affordable, better programs for people who need financial support

Tribal Engagement

The Link21 Team participated in the 52nd Annual Stanford Powwow in May as part of the Program's ongoing commitment to equitable engagement.



What We Heard:

Feedback from the 52nd Annual Stanford Powwow included:

- **Access and connections:**
Desire for connections to Salinas and Monterey County, better connection between BART and Caltrain along the Peninsula, extension past Dublin to Altamont
- **Equity, fares, and housing:**
Concerns with possible displacement and fare affordability; interest in transit improvements that support veterans
- **Support:**
Generally supportive sentiment for expanding train service

Student and Youth Engagement

While the Link21 Program did not host or participate in student or youth-specific events in Q2 2023, student and youth outreach continues to be a priority for the Program and future events will focus on the younger generations. Some high school students showed their enthusiasm for transit improvements by attending the June 21 In-Person Open House in Oakland where they were able to learn about Link21, ask questions, and provide feedback on how Link21 can better serve and involve future generations throughout the Megaregion. In addition, BART provides paid, project-based internships that help interns gain real-world experiences that foster their educational and career development goals, while gaining an introduction to transit career options that will support a future workforce pipeline. More information about BART interns supporting the Link21 Program is available on the [Link21 Student and Youth Engagement webpage](#).

Community Tabling

To help raise awareness of the Link21 Program and share information on summer engagement activities, the Link21 Team conducted outreach at transit stations and community events around the Megaregion. These included:

- Outreach at **seven different BART and Capital Corridor transit stations** in June, where Team members distributed flyers encouraging people to attend an engagement event and talk with passengers about the Link21 Program

- **Tabling at seven community events** around the Megaregion, including Alameda, Santa Clara, Napa, and Sonoma counties in collaboration with Unity Council, SOMOS Mayfair, Walk Oakland Bike Oakland, and Alameda Point Collaborative



Staff representing Link21 at the Alameda Point Collaborative Saturday Residents' Breakfast in April 2023.



What We Heard:

Common questions and themes of the conversations and input with participants in these 14 events included:

- **Access and connections:** Desire for better connections between Napa and Sacramento, Santa Rosa and Napa, Vallejo and San Francisco, Larkspur and Alameda; interest in connections to Monterey County, Alameda, Livermore, Oakland, airports, Santa Cruz, and universities such as Cal Poly, UC Davis, Sacramento State, and San Jose State; desire for BART to connect around the Peninsula; desire to consider bike accessibility and having bikes on board trains
- **Fares and service:** Desire for integration between transit agencies in terms of purchasing fares, consistency of fares, schedules, and transfers; concerns with cost of BART fares and desire for affordable fares for students and people who have low incomes; concerns about schedule and frequency of trains, desire for faster trains that come more often
- **Infrastructure and concepts:** Interest in specific concepts presented; questions about whether the crossing would be above or underground and where new stations would be located
- **Costs, funding, schedule:** Questions about the cost of the Program, and how it is being funded, and when it will be done
- **Support:** Generally supportive sentiment for transit expansion and improvements

Government, Agency, and Industry Engagement

The key goals for outreach, engagement, and ongoing collaboration with Link21 government, policy, and agency partners are to:

- Continue elevating awareness and education
- Share information and hold timely discussions about key regional planning and project efforts to maximize collective community benefits
- Cultivate partners and build champions
- Identify and seek funding opportunities

Partnering with a variety of transportation, transit, economic, and jurisdictional agencies and representatives early and throughout planning is critical to the successful identification of rail improvements for Northern California residents. All meetings that took place during Q2 2023 engagement are shown in **Appendix A**.

Jurisdictional Briefings

The Program identified an early list of priority jurisdictions who would possibly be affected by crossing concepts, including the cities of Richmond, Emeryville, Alameda, and Oakland. Engaging with priority jurisdictions continued through Q2 2023, and will continue regularly throughout the development and refinement of Link21 concepts.

Elected Officials Briefings

The Link21 Team continued to proactively engage with key community leaders

and elected officials in the Megaregion and priority communities to build relationships, and keep representatives informed of Link21. The Program identified the benefits that future rail improvements will provide to their local constituents and to the Northern California Megaregion promoting equity, boosting the economy, creating jobs, and preserving our environment. Outreach focused on establishing connections, understanding the unique needs of their community, and building their support for Link21.

In April, Link21 presented to the Capitol Corridor Joint Powers Authority Board of Directors to share Program updates, anticipated service improvements associated with the initial crossing concepts the Program is evaluating, and the steps needed to reach the next Program milestone.

Advocacy and Industry Events

In June, the Link21 Team participated in a panel at the American Public Transportation Association's Rail Conference in Pittsburgh, PA. The topic of the panel was "Regional Planning for Rail: Covering All-the-Bases." Panelists discussed a variety of factors and areas of emphasis requiring consideration during the planning and development of rail projects, such as integrating with other travel modes, corridor access, asset management, community involvement, facilities planning, and connecting to a longer-term vision and transformation.



What We Heard:

Meetings and discussions through meetings with government agencies, elected officials, and industry events touched on the following topics:

- **Access and connections:**

Interest in connections between biotech/tech industries on Peninsula/South Bay and Oakland/East Bay; interest in minimizing the number of transfers people would have to make between transit systems

- **Benefits:**

Questions about benefits Link21 would provide to specific communities or regions, such as Solano County, Oakland

- **Governance & decision-making:**

Clarifications on how Program decisions would be made and which government bodies would make the decisions

- **Infrastructure and concepts:**

- » **New stations and/or service:**

Desire for new stations and/or service in specific areas, such as the San Antonio, Grand Lake Jack London Square neighborhoods of Oakland, Castro Valley, western San Francisco

- » **Concept clarifications:**

Clarification of whether the new crossing would be under or above ground; questions and

clarifications about specific concepts presented and how they would work, could they be combined in different ways

- » **Tradeoffs and analysis:**

Requests for additional detail on benefits and tradeoffs of various concepts and train technology in the crossing

- **Coordination and outreach:**

Requests for coordination with cities and agencies on a variety of plans and projects that in progress; desire for expectations regarding involvement by jurisdictions as Link21 moves forward; questions about and suggestions for outreach and messaging topics

- **Cost and funding:**

Interest in understanding how the Program is funded and what future funding opportunities would be pursued; interest in minimizing competition between agencies for funding

- **Train technology:**

Desire for more information about cost difference and other tradeoffs between pursuing BART or Regional Rail in the crossing; question about energy source of trains

- **Service:**

Questions about the experience of riders, frequency of service, speed of trains, broader network service improvements

- **Support:**

For better connecting passenger rail in the Bay Area, public transit in general, and providing support for funding opportunities

Link21 Committees

Equity Advisory Council

The Equity Advisory Council is helping shape Link21’s planning of passenger rail improvements in the Northern California Megaregion. The Equity Advisory Council provides a space for meaningful community collaboration to advance equity throughout the development and implementation of the Link21 Program. Member responsibilities include:

- Participating in virtual meetings every other month

- Providing input on Link21 work and proposals
- Making formal recommendations to the Program team

The Equity Advisory Council met twice in Q2 2023 and had the opportunity to participate in two office hours. In addition to regular meetings, members can attend office hours to dive deeper into meeting topics. Office hours are staffed by facilitators and subject matter experts who can answer questions, capture input, and identify areas for future dialogue with the entire Equity Advisory Council.

ACTIVITY	DATE	TOPICS AND ACTIONS
Equity Advisory Council Meeting	April 18	<p>Presentation topics:</p> <ul style="list-style-type: none"> • Environmental Process Overview and Environmental Constraints & Opportunities Report (ECO) • Introduction to Stage Gate Process • Link21 Equity Metrics: How Equity is Being Evaluated and Considered in Program Development <p>Areas of input:</p> <ul style="list-style-type: none"> • Considerations and concerns about concepts, airport jobs & service industries in relation to the Program, service safety for certain identities, connectivity outside of the urban core, and round-the-clock blue collar and evening/nighttime jobs • Questions about station planning, train technology, equity metrics evaluation and reporting, priority populations benefits
Office Hour	April 25	<ul style="list-style-type: none"> • Discussion topic: Equity Metrics
Office Hour	May 2	<ul style="list-style-type: none"> • Discussion topic: Stage Gate process
Equity Advisory Council Meeting	June 20	<p>Presentation topics:</p> <ul style="list-style-type: none"> • Approval of Meeting Notes for February 28 and April 18 meetings • EAC Feedback Loop • Anti-Displacement Approach • Advancing to Stage Gate 2 • Concept Development, Service Considerations, and Initial Evaluation Results

ACTIVITY	DATE	TOPICS AND ACTIONS
Equity Advisory Council Meeting	June 20	<p>Areas of input:</p> <ul style="list-style-type: none"> • Considerations and questions related to airport jobs and industry, priority populations definition in relation to people with disabilities, levels of outreach to priority populations, anti-displacement policies, risks and effects, vacant housing issues in the Bay Area, train service and fares <p>Actions and decisions:</p> <ul style="list-style-type: none"> • Agreed to recording meetings and rotating the meeting schedule from daytime to evening times

In Q2 2023, a tracking system was developed to demonstrate how input is received, ensure member questions are responded to in a timely and sufficient manner, and document the ways that the Equity Advisory Council has broadly impacted the Program over time. Future agendas will include reporting out from the Link21 Program updating the Equity Advisory Council on actions that have been taken in response to feedback or questions that have been raised.

Meeting dates and additional information can be found on the [Link21 Equity Advisory Council webpage](#).

Link21 Program Development Team Working Groups

From Program inception, partner agency working groups were established and continue to come together regularly to assist in the development of the Program. The Program Development Team (PDT) consists of Regional Rail operators as well as transportation planning and funding agency partners. The PDT represents three areas of participant agencies with an Executive group, Staff group, and Communications group. While these groups did not meet during Q2 2023, they were engaged through Link21 email

updates and individual coordination with Link21 Team members. Agency and jurisdictional staff assisted the Link21 Team in promoting engagement events.

Jurisdictional Working Group

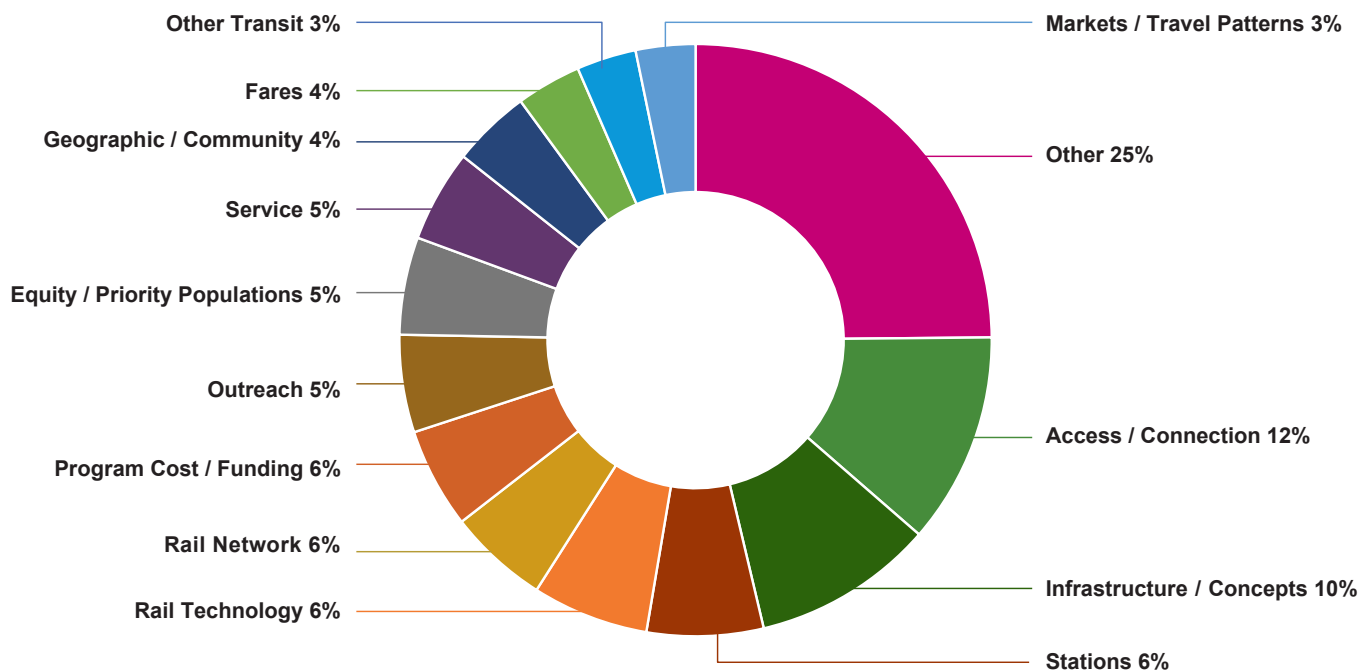
The Jurisdictional Working Group (JWG) includes members from cities and counties from across the Megaregion with a strong interest in Link21. This critical working group provides an opportunity to bring together targeted local jurisdiction representatives to share knowledge and information, listen to concerns, and work towards solutions for the region. In advance of the JWG, the Link21 meets regularly and individually with key and directly impacted local representatives. The JWG did not meet in Q2 2023 though meetings with individual jurisdictions and agency partners led to valuable discussions and feedback, which are summarized in the “Government, Agency, and Industry Engagement” Event Details section of this report.



Community Input

During Q2 2023, the Program received 512 comments from the engagement events described above or through the Link21 website comment form. The assessment of input received during Q2 2023 engagement identified 29 different key themes, though many conversations related to the concepts, connections, and improvements on which the Link21 communications and

engagement activities focused. Themes that were referenced 20 or more times among the 512 comments are captured in the pie chart below; the remaining themes are grouped together as “other,” and include mentions of safety/cleanliness, environmental, projects by other jurisdictions, ridership, planning, housing, statements of support, and more.



Key themes of comments assessed during Q2 2023. This chart shows the topics that were addressed 20 or more times among the 676 comments received in Q2 2023; the remaining themes are grouped together as “other.” Comments assessed and quantified for this Engagement & Outreach Summary include those provided during the February 28, 2023 Equity Advisory Council meetings as it was not included in Quarter 1 Engagement & Outreach Summary due to the timing of meeting minutes review and approval.

All input received will be reviewed and considered by the Program Team to help shape the ongoing development of the initial list of concepts.

Examples of feedback shared for the top five key themes are shown below.

Access and Connections

- Desire to be able to walk, bike, or ride transit to stations
- Interest in Link21 concepts providing connections to specific locations or destinations, such as North Bay, South Bay, Peninsula, Monterey County, specific East Bay and San Francisco locations, the Bay Area airports, Sacramento, Davis, Woodland, and Yolo County
- Curiosity about how Link21 concepts would connect to other local and regional transit
- Desire to minimize the number of transfers people would need to make to get to their destinations

Infrastructure and Concepts

- Interest in the differences between alignments shown in the initial crossing concepts and why those alignments are being considered as opposed to other locations further south
- Curiosity how specific concepts would benefit communities and how riders would use them
- Suggestions for crossing concept routes/alignments and where new crossing should connect

- Interest in infrastructure needed to support initial concepts presented, such as whether crossing and/or certain stations would be under or above ground

Stations

- Interest in how Link21 concepts would affect certain existing stations
- Curiosity about new stations that would be beneficial to plan for as part of Link21 and what types of trips might make them useful
- Mention of specific stations in existing rail network and how they are being used or how to improve them
- Input on how development near certain stations would change the community
- Interest in factors being considered to determine which stations to develop as part of Link21

Rail Technology

- Preference regarding track types and whether BART or Regional Rail should be pursued for new crossing
- Interest in why Link21 is no longer considering including both types of train technology in new crossing
- Mention of rolling stock technology, whether electrification is being considered as part of Link21, and fuel source for future rail

Rail Network

- Desire for regional approach to rail solutions, all being part of one rail system
- Need for better integration between rail operators in terms of service, transfers, and fares
- Preference for Regional Rail because of the ability of multiple train operators to use the same tracks and improve access to regional and national rail network
- Mentions of coordination with other train operators, such as Caltrain, California High-Speed Rail Authority, Sonoma–Marin Area Rail Transit, Valley Link

As Phase 1 continues with initial concept evaluation, the public’s input will help refine initial concepts to move forward towards a potential Link21 project that meets the needs of our growing and dynamic Megaregion.



Participants write their comments at the Link21 Open House in Oakland in June 2023.



Link21 outreach staff talks to the public at the Urban Tilth Earth Day Celebration on the Richmond Greenway Trail in April 2023.



Transit riders learn about Link21 at the Sacramento Valley Station in June 2023.

Appendix A. Q2 Engagement Events Timeline

TYPE	DATE	EVENT
Agency / Industry Presentations	4/4/2023	City of Oakland Staff
	4/5/2023	CCJPA Staff Coordinating Group Meeting
	4/11/2023	City of Oakland Staff
	5/2/2023	City of Oakland Staff
	5/12/2023	Caltrain Monthly Coordination
	5/18/2023	San Francisco Planning Coordination
	6/13/2023	APTA Rail Conference Panel Regional Planning for Rail: Covering All-the-Bases
	6/14/2023	Port of Oakland
	6/15/2023	Caltrans D4 Staff Coordination
	6/20/2023	City of Oakland Staff
	6/20/2023	Catalonia, Spain Department of Transportation
Public Meetings & Interviews	4/5/2023	J.R. Eppler (Potrero Boosters Neighborhood Association)
	4/13/2023	Edward Hatter (Potrero Hill Neighborhood House)
	4/20/2023	West Oakland Neighbors
	4/25/2023	Potrero Boosters Neighborhood Association
	5/3/2023	Rose Foundation - New Voices are Rising
	5/4/2023	Community Action for a Sustainable Alameda (CASA)
	5/5/2023	Mira Manickam-Shirley (Friends of San Antonio Park)
	5/9/2023	Longfellow Community Association
	5/11/2023	Key Community Leader - Maria Sanchez (Unity Council)
	5/12/2023	52nd Annual Stanford Powwow
	5/23/2023	Bayview Hunters Point Mobilization for Adolescent Growth in our Communities
	6/1/2023	Asian Pacific Environmental Network (APEN)
	6/1/2023	Helping Hands East Bay
	6/6/2023	Panhandle Annex Council
	6/8/2023	Prescott-Oakland Point Neighborhood
	6/13/2023	Link21 In-Person Open House: East Bay, Richmond
	6/14/2023	Alameda Chamber Economic Development Committee Meeting
	6/15/2023	Link21 In-Person Open House: San Francisco
	6/15/2023	Soroptimist International of Modesto
	6/21/2023	Link21 In-Person Open House: East Bay, Oakland
6/27/2023	Link21 Virtual Community Meeting	

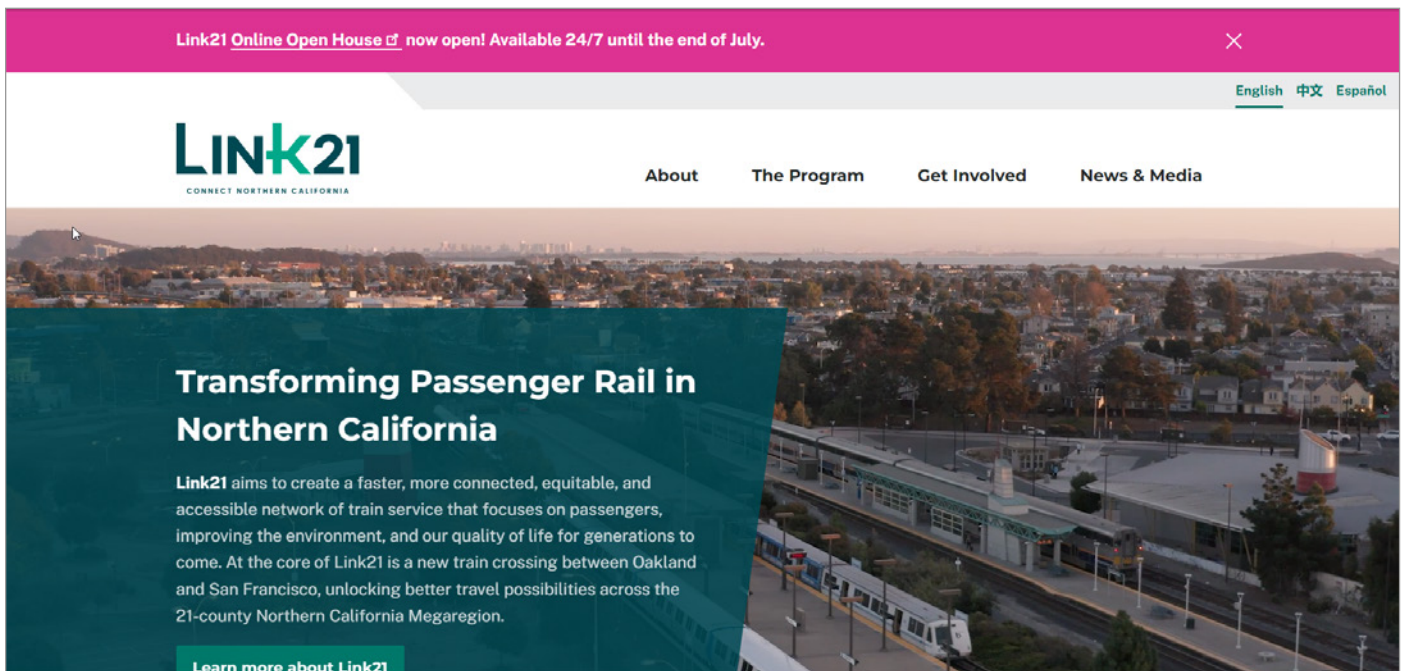
Appendix A. Q2 Engagement Events Timeline (Continued)

TYPE	DATE	EVENT
Public Meetings & Interviews	6/29/2023	Link21 Virtual Office Hour
	6/21/2023 - 8/31/2023	Link21 Online Open House
Community Tabling	4/22/2023	Earth Day Celebration on The Greenway Trail
	4/23/2023	Earth Day Napa
	4/29/2023	Alameda Point Collaborative Saturday Residents' Breakfast
	5/4/2023	The Unity Council's Resources Fair
	5/18/2023	Walk Oakland Bike Oakland's Bike to Workday
	5/21/2023	Windsor Certified Farmers Market
	6/7/2023	Emeryville Station
	6/10/2023	Balboa Park Station
	6/11/2023	Viva Calle SJ with SOMOS Mayfair
	6/14/2023	Powell St. Station
	6/15/2023	12th St. Oakland City Center Station
	6/15/2023	Sacramento Valley Station
	6/16/2023	Davis Station
6/21/2023	West Oakland Station	
Government Briefings	4/6/2023	Staff of Mayor of Oakland Sheng Thao
	4/11/2023	City of San Leandro Mayor Juan Gonzalez
	4/19/2023	CCJPA Board of Directors
	5/1/2023	City of Richmond Mayor Martinez
	5/9/2023	Senator Aisha Wahab Staff
	5/16/2023	City of Alameda Council
	5/24/2023	Staff of Congresswoman Zoe Lofgren
	5/26/2023	Supervisor David Haubert
	6/7/2023	Office of Speaker Emerita Nancy Pelosi
	6/9/2023	City of Oakland Public Works Committee Chairman and Council member Noel Gallo
6/27/2023	Staff of City of San Jose Mayor Matt Mahan	
Link21 Committee Meeting	4/18/2023	Equity Advisory Council Meeting
	4/25/2023	Equity Advisory Council Office Hour: Equity Metrics
	5/2/2023	Equity Advisory Council Office Hour: Stage Gate Process
	6/20/2023	Equity Advisory Council Meeting

Appendix B. Engagement Promotion Samples

- Social Media Ads
- Boosted Social Media Post
- Organic Social Media Posts
- Digital Ads (English, Spanish, and Chinese)
- Website Calls to Action & Events
- Electronic Email Notifications
- Trilingual Flyer distributed at tabling events
- May 2023 Stakeholder Report

Website Promotional Banner




Appendix B. Engagement Promotion Samples (Continued)

Social Media Ads, Boosted and Organic Posts

Capitol Corridor is at Norcal
June 20 · Colorado Springs, CO · 📍

Let's chat about travel choices in NorCal!
Attend the June 27th virtual community meeting to share your input on train service improvements the new Link21 concepts would provide!
More info at https://Link21program.org/_/virtual-community-meeting
#norcal #norcaltransitriders #norcalliving #Link21



LINK21
CONNECT NORTHERN CALIFORNIA

Link With Us
Help Improve
NorCal Travel Choices

LINK21PROGRAM.ORG
Virtual Community Meeting | Link21
Link With Us to help us improve your Northern California travel choices. con... [Learn more](#)

👍❤️ 80 16 comments 11 shares

👍 Like 💬 Comment ➦ Share

Capitol Corridor
@CapitolCorridor

Share your input on train service improvements in #NorCal!

The #Link21 Program wants to hear from you at a virtual or in-person event starting this June. More info at bit.ly/3PkBZEn




LINK21 **SAVE THE DATE**

2:47 PM · Jun 8, 2023 · 456 Views

1 Like

Capitol Corridor
Sponsored
ID: 2210899082436707

There's still time to get involved with #Link21!
Join our online open house to learn more and share your input on service improvements to best meet the needs of our diverse community. Get involved at Link21Program.org/events



LINK21 **DON'T FORGET!**

Appendix B. Engagement Promotion Samples (Continued)

Digital Media Ads



Link With Us

Attend an Event!



¡Vincúlese con nosotros

para ayudar a mejorar sus opciones y conexiones de viaje, y las comunidades en el norte de California!


¡Asista a un evento!



Link With Us

to help improve your Northern California travel choices, connections, and communities!


Attend an Event!



Link With Us

to help improve your Northern California travel choices, connections, and communities!

Attend an Event!



CONNECT NORTHERN CALIFORNIA

Appendix B. Engagement Promotion Samples (Continued)

Print Media Ads



攜手同心
以助優化您在北加州的旅行
選擇、加強連結並改善社區!

我們誠摯邀請您在今年 6 月開始的
活動中發言!

了解更多信息並註冊:
Link21Program.org/events



Link With Us
to help improve your
Northern California
travel choices,
connections, and
communities!

We invite you to speak
up at an event starting
this June!

Learn more and register at
Link21Program.org/events



¡Vincúlese con nosotros
para ayudar a mejorar sus opciones
y conexiones de viaje, y las
comunidades en el norte de California!


¡Le invitamos a expresarse en
un evento que comienza este
mes de junio!



Para saber más y registrarse,
visite Link21Program.org/events

Appendix B. Engagement Promotion Samples (Continued)

Electronic Notifications



Link With Us

to help improve your Northern California travel choices, connections, and communities!

This month, the Link21 Team is hosting multiple events to provide you with options for engaging with us in different ways, and learn about train service improvements that Link21 concepts could provide.

Thank you to all who have participated in our events so far. Your input will help us understand service improvements to best meet the needs of our diverse community and create a faster, more connected train service network for everyone.

Don't Miss Our Final In-Person Open House Tonight!

The last of the Link21 series of three in-person open houses is tonight. Drop by anytime between 5:30 p.m. and 7:30 p.m. to chat directly with members of the Link21 Team.

In-Person Open House
Wednesday, June 21
Oakstop in Uptown Oakland
2323 Broadway | Oakland CA 94612

Can't Make It In Person? Join Us Online!

- **Online Open House - Coming soon and open through the end of July**
 - Visit anytime, 24/7 to conveniently participate, whether it's from the comfort of your own home or even while commuting on the train. Visit the Program website for more details.
- **Virtual Community Meeting - Tuesday, June 27, 5:30-7:00 p.m.**
 - Attend to hear a presentation from the Link21 Team and ask Questions. [Register here](#)
- **Virtual Office Hour - Thursday, June 29, 5:00-6:00 p.m.**
 - Attend to ask Link21 Team members any follow up questions from previous engagement events. [Register here](#)





Join us at the event that works best for you, and check the Link21 Events webpage for more details.

About the Program

Link21 is a long-range transportation program sponsored by the San Francisco Bay Area Rapid Transit District (BART) and the Capitol Corridor Joint Powers Authority (Capitol Corridor) to transform the train network serving the 21-county Northern California Megaregion, which includes the greater San Francisco Bay Area, the Monterey Bay area, the Sacramento area, and the Northern San Joaquin Valley.

Link21 will make it more convenient for people to take BART and Regional Rail (commuter, intercity, and high-speed) throughout the Megaregion.

The Link21 integrated train system will:



	Transform the passenger experience		Promote equity and livability
	Support economic opportunity and global competitiveness		Advance environmental stewardship and protection

Get Involved!

Centered on equitable outreach throughout the 21 county Megaregion, Link21 is committed to meaningful engagement with priority populations and communities that have been historically marginalized. Link 21 provides ongoing opportunities for you to connect, actively participate, learn and provide valuable input throughout each step of the planning process.

[Leave us a comment](#)
[Get email or text message updates](#)
[Join the conversation on social media](#)
[View upcoming events](#)

LINK21

Sponsors:  

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[Manage Preferences](#) | [Unsubscribe](#) | [Privacy Policy](#)
This email has been sent on behalf of the Link21 Program.

Link21 Program
San Francisco Bay Area Rapid Transit District and Capitol Joint Powers Authority
2150 Webster Street, Oakland, CA 94612
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Appendix B. Engagement Promotion Samples (Continued)

Stakeholder Update



Stakeholder Update



June Engagement Opportunities

The Link21 Team invites you to join us in June for a Program update. For additional details, visit the [Link21 Events webpage](#).

Online Open House

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



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)



Virtual Events

Attend to hear a presentation and ask questions.

- **Tuesday, June 27, 5:30-7 pm**
Community meeting
- **Thursday, June 28, 5-6 pm** Office hours



Page 1

Exploring Service Improvements To Meet Future Travel Needs

Over the past few years, the Link21 Team has heard from community members about their desires for better, more reliable, and accessible travel options. Specifically, what is important when taking a train to get them where they need to go. Service improvements like frequency, travel time, connection, and convenience were themes that rose to the top.

At the upcoming June public events, the Link21 Team will share Link21 concepts with an emphasis on new information about service improvements that they would provide. The goal for June is to continue building awareness about Link21, share the concept development and planning progress, and seek input on service improvements that are guiding future recommendations on train technology in the crossing and advancement of concepts.

Defining train technology or train track type is an important step in identifying a future project to best achieve Link21 Goals and Objectives. Passenger rail in Northern California utilizes two train technologies on different track gauges and do not operate together. Gauge refers to the distance between the tracks and dictates the type and compatibility of vehicle(s), speed, propulsion (how trains are powered), and more. BART trains – which provide riders high frequency urban transit service – travel on broad-gauge track; and Regional Rail trains – which provide riders urban/metro (high frequency), and intercity/express (lower frequency, skip stop) service – travel on standard-gauge. To reach the Link21 desired outcome for service improvements, the Team is exploring different service and operational tradeoffs between train technologies

Link21 Program Stakeholder Update

in the crossing, and how they connect effectively to the larger network to create megaregional benefits.

Train technology, service, markets and infrastructure are what make up Link21 concepts. Through ongoing analysis and valuable stakeholder and public input, concepts will continue to be assessed and refined to identify future solutions that take into consideration the region's population, changing workforce needs and travel patterns, air quality and climate change impacts, and more.

In spring 2024, the Link21 Team will go to the BART and Capitol Corridor Boards with a recommendation of train technology and concept options for further analysis. This will include infrastructure and service enhancements for both technologies (BART broad-gauge and Regional Rail standard-gauge tracks) to create a more integrated megaregional train network.

Past/Upcoming Meetings and Presentations

June 1	Helping Hands East Bay Asian Pacific Environmental Network
June 6	Panhandle Annex Council
June 7	In-Station Tabling: Emeryville Station
June 10	In-Station Tabling: Balboa Park Station
June 11	Viva CalleSJ with SOMOS Mayfair
June 14	In-Station Tabling: Powell St. Station
June 15	Soroptimist International of Modesto In-Station Tabling: Sacramento Valley Station In-Station Tabling: 12th St Oakland City Center Station
June 16	In-Station Tabling: Davis Station
June 20	Link21 Equity Advisory Council
June 21	In-Station Tabling: West Oakland Station

Connect with Link21
www.Link21Program.org
info@Link21Program.org
 855-905-LINK (9045)



2023 Engagement Touchpoints

The Link21 Team continues to focus on reaching priority populations, megaregional leaders and communities through a multi-faceted, equitable engagement approach that starts with relationship and trust building at every level. Since January, members of the Link21 Team have partnered with targeted Community Based Organizations in a number of ways, including tabling at community events, key leadership interviews, presentations at community meetings, and co-hosting unique Link21 events.

In the first quarter alone, the **Link21 Team participated in over 40 events and achieved 367 touchpoints across the Megaregion**. Additional stakeholder engagement has included three meetings and several office hours with the Link21 Equity Advisory Council, collaboration meetings with jurisdictional partners and Link21 working groups. These critical collaborative discussions provide regular opportunity for Link21 to share Program updates, and seek valuable input that guides further refinement of concepts.



Link21 Team engaging with community members at the Indigenous Red Market on March 13, 2023.



Page 2

Appendix B. Engagement Promotion Samples (Continued)

Trilingual Flyer



¡Vincúlese con nosotros

para ayudar a mejorar sus opciones y conexiones de viaje, y las comunidades en el norte de California!

攜手同心

以助優化您在北加州的旅行選擇、加強連結並改善社區！

Link With Us

to help improve your Northern California travel choices, connections, and communities!

¡Le invitamos a expresarse en un evento que comienza este mes de junio!

我們誠摯邀請您在今年 6 月開始的活動中發言！

We invite you to speak up at an event starting this June!

Estamos entusiasmados por compartir nueva información sobre las mejoras del servicio de trenes que los conceptos de Link21 aportarían. Cada concepto incluye un nuevo paso subterráneo de trenes a través de la bahía de San Francisco, conectando comunidades con más trenes y un mejor servicio.

Sus aportes nos ayudarán a comprender las mejoras del servicio que mejor se adapten a las necesidades de nuestra diversa comunidad.

我們很高興與您分享 Link21 概念所提供的鐵路服務改進措施的新信息。每個概念都包括一個新的舊金山灣地下鐵路通道，以更多的列車和更好的服務將社區連結起來。

您的意見將幫助我們了解最能滿足我們多元化社區需求的服務改進措施。

We're excited to share new information about train service improvements that Link21 concepts would provide. Each concept includes a new underground train crossing of the San Francisco Bay, connecting communities with more trains and better service.

Your input will help us understand service improvements that will best meet the needs of our diverse community.



We're excited to offer several opportunities for you to learn more and share your input!

ONLINE OPEN HOUSE

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



我們很榮幸能為您提供眾多機會來了解更多信息並分享您的意見！

在線開放日

從 6 月中旬開始，為期 30 天，您可以全天候隨時加入，以便在適合您的時間方便地參與活動。



¡Estamos encantados de ofrecerle varias oportunidades para aprender más y compartir sus aportes!

REUNIÓN VIRTUAL

Únase en cualquier momento los 24 horas del día, los 7 días de la semana, durante 30 días a partir de mediados de junio, para poder participar cuando más le convenga.



IN-PERSON OPEN HOUSE

Drop by anytime between 5:30-7:30 p.m. to chat directly with members of the Link21 Team.



- **JUNE 13 - Oakstop**
1503 Macdonald Ave., Richmond
- **JUNE 15 - Southeast Community Center**
1550 Evans Ave., San Francisco
- **JUNE 21 - Oakstop**
2323 Broadway, Oakland

線下開放日

下午 5:30 至 7:30 之間的任何時間來訪，即可直接與 Link21 的團隊成員對話。



- **6 月 13 日 - 里士滿 (Richmond) Oakstop**, 1503 Macdonald Ave.
- **6 月 15 日 - 舊金山 (San Francisco) Southeast Community Center**, 1550 Evans Ave.
- **6 月 21 日 - 奧克蘭 (Oakland) Oakstop**, 2323 Broadway

REUNIONES EN PERSONA

Visítenos en cualquier momento entre las 5:30 y las 7:30 p.m. para conversar directamente con los miembros del equipo de Link21.



- **13 DE JUNIO - Oakstop**
1503 Macdonald Ave., Richmond
- **15 DE JUNIO - Southeast Community Center**
1550 Evans Ave., San Francisco
- **21 DE JUNIO - Oakstop**
2323 Broadway, Oakland

VIRTUAL EVENTS

Attend to hear a presentation and ask questions.



- **JUNE 27, 5:30-7 p.m.** - Community Meeting
- **JUNE 29, 5-6 p.m.** - Office Hours

線上活動

出席介紹會並提出問題。



- **6 月 27 日**，下午 5:30 至 7:00 - 社區會議
- **6 月 29 日**，下午 5 至 6 點 - 辦公時間

EVENTOS VIRTUALES

Asista para escuchar una presentación y hacer preguntas.



- **27 DE JUNIO**, 5:30-7 p.m. - Reunión comunitaria
- **29 DE JUNIO**, 5-6 p.m. - Horario de oficina

For event details or to register, visit Link21Program.org/events

Interpretation is available in English, Spanish, and Cantonese. To request American Sign Language and other accommodations, email inquiries@Link21Program.org or call 855-905-Link (5465) one to five days in advance of the meeting date.



Link21Program.org

Follow BART and Capitol Corridor on [f](#) [@](#) [in](#) to join the **#Link21** conversation

Link21 is sponsored by the San Francisco Bay Area Rapid Transit District and the Capitol Corridor Joint Powers Authority.

有關活動詳情或活動註冊，請訪問 Link21Program.org/events

提供英語、西班牙語和粵語的口譯服務。如需美國手語和其他便利服務，請在會議日期前一到五天發送電子郵件至 inquiries@Link21Program.org 或致電 855-905-Link (5465)。



Link21Program.org

在 [f](#) [@](#) [in](#) 上關注 BART 和 CCJPA 並參與 **#Link21** 對話

Link21 是舊金山灣區捷運局 (The San Francisco Bay Area Rapid Transit District) 與首府走廊聯合監管局 (Capitol Corridor Joint Powers Authority) 共同發起。

Para obtener más detalles sobre los eventos o para registrarte, visite Link21Program.org/events

Hay servicios de interpretación disponibles en inglés, español y cantonés. Para solicitar el lenguaje de señas americano u otras adaptaciones, envíe un correo electrónico a inquiries@Link21Program.org o llámeme al 855-905-Link (5465) de uno a cinco días antes de la fecha de la reunión.



Link21Program.org

Siga a BART y CCJPA en [f](#) [@](#) [in](#) y únase a la conversación de **#Link21**

Link21 es patrocinado por el Distrito de Transporte Rápido del Área de la Bahía de San Francisco y por la Autoridad de Poderes Compartidos de Capitol Corridor.

Appendix C. Digital Paid Media Targeting Details

Publication Advertising Details

LOCATION	TARGETING INFORMATION	LANGUAGE	SOURCE
<p>Digital advertisements:</p> <ul style="list-style-type: none"> • Sacramento Area: Butte, Sutter, El Dorado, Placer, Sacramento, Yolo • SF Area: San Francisco, San Mateo • Central Valley Area: San Joaquin, Stanislaus, Merced • South Bay Area: Santa Clara, Santa Cruz • East Bay Area: Solano, Contra Costa, Alameda • North Bay: Marin, Napa, Sonoma <p>Print advertisements:</p> <ul style="list-style-type: none"> • SF Area: San Francisco, San Mateo • East Bay Area: Alameda, Contra Costa 	<ul style="list-style-type: none"> • Age: 18-54 • Behavior: Public Transit Commuters • Context: News (local, national, and general), lifestyle 	<ul style="list-style-type: none"> • English 	<ul style="list-style-type: none"> • Contra Costa Herald (website) • East Bay Express (print ¼ page) • E'Ville Eye (website) • The Daily Californian (print ½ page, website, social media Instagram)
		<ul style="list-style-type: none"> • Spanish 	<ul style="list-style-type: none"> • El Tecolote (print ½ page, website) • Visión Hispana (print ¼ page)
		<ul style="list-style-type: none"> • Chinese 	<ul style="list-style-type: none"> • Sing Tao Daily (print ¼ page, magazine ½ page) • Wind Newspaper (print ¼ page)

Appendix C. Digital Paid Media Targeting Details (Continued)

Social Media Advertising Details

LOCATION	TARGETING INFORMATION	LANGUAGE	SOURCE
<ul style="list-style-type: none"> • Megaregional Focus: Oakland, Alameda, Berkeley, Hayward, San Francisco, Daly City, South San Francisco, Sacramento, Vacaville, Davis, Santa Rosa, San Jose, Stockton, Fairfield, Merced, Gilroy, Marin 	<ul style="list-style-type: none"> • Type: Boosted post • Dates: TBD depending on when the online open house launches • Age: 18-58 • Gender: All 	<ul style="list-style-type: none"> • Multi-lingual (automatic translation by platform) 	<ul style="list-style-type: none"> • CCJPA Facebook
<ul style="list-style-type: none"> • East Bay Northernmost Cities Focus: San Pablo, North Richmond, Richmond, Albany, El Cerrito, Martinez, Pinole 	<ul style="list-style-type: none"> • Type: Paid Ad • Dates: 06/07 – 06/12 • Age: 18-58 • Gender: All 	<ul style="list-style-type: none"> • Multi-lingual (automatic translation by platform) 	<ul style="list-style-type: none"> • BART Facebook
<ul style="list-style-type: none"> • SF Focus: San Francisco Peninsula or neighborhood scale geotargeting (San Francisco, Daly City, South San Francisco) 	<ul style="list-style-type: none"> • Type: Paid Ad • Dates: 06/09 – 06/14 • Age: 18-58 • Gender: All 	<ul style="list-style-type: none"> • Multi-lingual (automatic translation by platform) 	<ul style="list-style-type: none"> • BART Facebook
<ul style="list-style-type: none"> • Core East Bay Crossing Area: Oakland, Alameda, Berkeley, Hayward 	<ul style="list-style-type: none"> • Type: Paid Ad • Dates: 06/14 – 06/20 • Age: 18-58 • Gender: All 	<ul style="list-style-type: none"> • Multi-lingual (automatic translation by platform) 	<ul style="list-style-type: none"> • BART Facebook
<ul style="list-style-type: none"> • Megaregional Focus: Oakland, Alameda, Berkeley, Hayward, San Francisco, Daly City, South San Francisco, Sacramento, Vacaville, Davis, Santa Rosa, San Jose, Stockton, Fairfield, Merced, Gilroy, Marin 	<ul style="list-style-type: none"> • Type: Boosted Post • Dates: Publish organically on 06/19 on both BART and CCJPA; boost post on CCJPA from 06/20 – 06/26 • Age: 18-58 • Gender: All 	<ul style="list-style-type: none"> • Multi-lingual (automatic translation by platform) 	<ul style="list-style-type: none"> • CCJPA Facebook

Appendix D. Collateral Materials Samples

General Fact Sheet


A Transformative Program for Northern California

Link21 aims to create a faster, more connected, equitable, and accessible network of train service that cares for people, the environment, and our quality of life for generations to come. At the core of Link21 is a new train crossing between Oakland and San Francisco that will:

- Increase connections between affordable housing and high-quality jobs
- Enable fast, frequent, reliable, safe, and accessible rail service
- Improve air quality by creating alternatives to driving
- Meet the future travel demands of Northern California's growing, diverse population

The 21-county Northern California Megaregion ranges from Sacramento to Monterey, San Francisco to the Central Valley, as well as points in between. Home to more than 27 million people, the Megaregion is the fifth largest economy in the United States. The population is expected to reach 14.9 million by 2050. Travel demands across the Megaregion are expected to increase sharply in the coming decades.

For more information, visit Link21Program.org



Looking Toward Recovery

While the pandemic has changed employment trends and impacted travel patterns, Northern California's freeway system is congested and nearing capacity similar to pre-pandemic traffic. The shift toward remote work, plus the high cost of living in the Bay Area, has resulted in residents moving farther away from the urban core, placing more demands on our transportation network. This new reality, our region's population projections, and the strong need we have heard from our communities for improved train service during non-commute hours for travel beyond just work, are driving planning efforts for Link21.

To meet evolving needs, Link21 will continually assess long-term travel patterns and market trends to measure the viability of a second train crossing of the San Francisco Bay and other rail improvements. In 2023, concepts will be analyzed based on future travel scenarios that consider factors like remote work patterns, land use changes, and increased freeway tolling.

Program Phases

Phase 0 Program Definition (2019-2022)

- Business Case Framework
- Problem & Vision Statement
- Goals & Objectives

Phase 1 Concept Identification (2022-2024)

- Preliminary Business Case
- Identify Concept (with options)

Phase 2 Project Selection (2024-2028)

- Intermediate Business Case
- Project Alternative(s)
- Environmental Review
- Final Business Case & Implementation Strategy

Phase 3 Project Delivery (2028-2039)

- Funding Strategy
- Design
- Construction
- Testing & Commissioning
- Ready for Service

Program Goals and Objectives

The following four goals reflect the broad benefits that will be achieved by this program. The foundational goal—**transform the passenger experience**—serves as the catalyst to enable the other three goals to come to fruition:



- Transform the Passenger Experience**
 - Provide better service
 - Improve reliability and system performance
 - Build ridership and mode share
- Promote Equity and Livability**
 - Connect people and places
 - Improve safety, health, and air quality
 - Advance equity and protect against community instability and displacement
- Support Economic Opportunity and Global Competitiveness**
 - Improve access to opportunity and employment
 - Connect major economic, research, and education centers
 - Enable transit-supportive and equitable land use
- Advance Environmental Stewardship and Protection**
 - Increase climate change resilience
 - Reduce greenhouse gas emissions
 - Conserve resources

Our Commitment to Equity

We are committed to equitable engagement and seeking input from historically marginalized communities to inform the development of a future Link21 Program to provide enhanced train service. We will collaborate with communities to understand the lived experiences of community members, and work toward beneficial program processes and outcomes. Link21 commits to:

- Implementing a process that advances equity through all Program aspects
- Investing in accessible and accountable community engagement
- Partnering with communities that have been marginalized to minimize impacts and maximize benefits
- Ensuring disadvantaged and small businesses are key participants in Link21's development

Link21 is sponsored by the San Francisco Bay Area Rapid Transit District (BART) and the Capitol Corridor Joint Powers Authority (Capitol Corridor). The Link21 Team is also working closely with our Northern California rail partners and the state of California to ensure an integrated rail program.

  June 2023

Equity Fact Sheet

Advancing Equity In Public Transportation

Delivering Benefits to Priority Populations

Rail transportation and infrastructure projects have failed to adequately consider the needs of communities that have been marginalized. As a result, these communities often experience negative project outcomes like displacement of residents and businesses, air environmental harm while waiting and when communities tend to see more of the project benefits.

In contrast, Link21 strives to partner with communities that have been marginalized to develop much needed transit benefits. A key Program equity consideration is how well Link21 performs in creating benefits for and reducing harms to "priority populations."

For Link21, "priority populations" refers to census tracts in the Northern California Megaregion where people are most impacted by negative economic, mobility, community, health, and safety outcomes. This term was defined in partnership with communities through a community co-creation process.

What is Link21?

Link21 aims to create a faster, more connected, equitable, and accessible network of train service that cares for people, the environment, and quality of life for generations to come. At the core of Link21 is a new train crossing between Oakland and San Francisco, unlocking travel possibilities across the 21-county Megaregion. Link21 will also include train network improvements for both the San Francisco Bay Area Rapid Transit District (BART) and regional rail.

For more information, visit Link21Program.org

Equitable Processes Create Equitable Outcomes

By prioritizing open and transparent engagement with communities that have been marginalized, Link21 will be better able to design and deliver equitable train service that meets the priorities, needs, and values of megaregional communities. In addition, each team working on Link21, from environmental to planning and engineering, has an equity lead to ensure equity is central to their team's process.

Since the Link21 Program began, the team has actively partnered with local community-based organizations (CBOs) to support engagement with communities that have been marginalized. This included three rounds of co-creation, which gave community members the opportunity to directly shape important work such as Program Goals and Objectives, definition of priority populations, and identification of key mobility needs. Community members and CBOs were compensated for their partnership in this process.

As of July 2022, the Link21 Team hosted three rounds of community co-creation, which reached more than 870 community members through workshops and more than 1,600+ through surveys and polls.

In 2023 and 2024, the Link21 Team will partner with CBOs on community walking tours, workshops, presentations, surveys, open houses, and more. These events will provide community members opportunities to offer input on important Program work. Link21's engagement activities are designed to meet the accessibility needs of community members with flexible timing, locations, technology, interactive and accessible content, and smaller meetings to increase trust and accountability. In addition, the

Program is strategizing now on ways to minimize displacement within priority populations as a result of Link21.

Along with community partnerships, Link21 offers a variety of ways to engage from surveys to virtual webinars and in-person presentations, where audiences learn and provide valuable input, including through the Link21 website, email address and telephone line.

Equity Advisory Council

Link21's Equity Advisory Council (EAC) was established in February 2023. The 18-member body was selected after a public call for applications in 2022. EAC membership reflects the demographic, social, economic, and geographic diversity of the Megaregion. Committee members serve two-year terms and are compensated for their service.



The EAC provides important Link21 advisory functions, such as integrating deep community experience and knowledge from those who have lived experience with transportation and infrastructure inequities. Since the EAC meets every other month, members can provide continuous and long-term input on numerous topics.

EAC meetings are hosted online and open to the public. For more detail, visit Link21's EAC webpage or BART Register.

Partner with Link21

Link21 is actively seeking CBOs who would like to play a role in helping shape and define the Program. Learn more by visiting the Program website and contacting inquiries@Link21Program.org to express your interest.

Link21 is sponsored by the San Francisco Bay Area Rapid Transit District (BART) and the Capitol Corridor Joint Powers Authority (Capitol Corridor). The Link21 Team is also working closely with our Northern California rail partners and the state of California to ensure an integrated rail program.

  June 2023

Link21 Engagement & Outreach Summary – Quarter 2 (April-June) 2023

35

Appendix D. Collateral Materials Samples (Continued)

Phase 1 Guide

PHASE 1: CONCEPT IDENTIFICATION

2022 – 2024

WHAT HAPPENS IN PHASE 1

Phase 1 builds on the foundational work established in Phase 0 with the Business Case Framework that outlines Link21 vision, goals, objectives, process and criteria for measuring rail improvement solutions. The Program's commitment to equity continues with ongoing implementation of equitable engagement through partnerships and co-creation with community-based organizations as well as the establishment of a community member Equity Advisory Council for Link21.

Phase 1 focuses on exploring and assessing potential concepts for a new crossing of the San Francisco Bay as well as other key service and supporting infrastructure improvements for both the San Francisco Bay Area Rapid Transit (BART) and regional rail networks (Capitol Corridor is one of the operators using the regional rail network).

Concepts are informed by stakeholder and public input, the market analysis, ongoing technical studies, service planning, ridership modeling, and an environmental assessment of community constraints and opportunities.



CONCEPT DEVELOPMENT


Concepts are created from four key building blocks:

- MARKETS**
Places that could be served by an improved train network
- SERVICE**
Enhanced train service for both BART and Capitol Corridor
- TECHNOLOGY**
New, modern train technology to deliver urban | metro and intercity | express service, compatible with the train network we have today
- INFRASTRUCTURE**
Improved infrastructure such as the crossing, tracks, and stations to support improved service

Concepts include a new underground train crossing between San Francisco and Oakland (a second BART crossing or a new Regional Rail crossing) connecting communities in San Francisco and the Peninsula to the East Bay with more travel options and better service. Regardless of which train technology is in the crossing, concepts will include additional improvements to both systems.

CONCEPT IDENTIFICATION PROCESS

Concepts must be able to operate and provide benefits on their own, and not impede other regional agencies', planned and proposed projects. Concept evaluation and refinement will take several steps with analysis becoming more detailed each time. Stakeholders and the public will have opportunities to provide timely input throughout the refinement process. While the Program will not narrow down to one concept during this phase of work, the goal is to understand benefits and tradeoffs of potential improvements.



PHASE 1 CONCEPT EXPLORATION PROCESS

DATA COLLECTION / EXPLORATION	ANALYSIS / REFINEMENT	ANALYSIS / REFINEMENT	RECOMMENDATION (EARLY 2024)
Early concepts identified	Service improvements explored Concept benefits assessed and refined	Service and train technology explored Concept benefits assessed and refined	Train technology in crossing and concept options identified
PUBLIC INPUT	PUBLIC INPUT	PUBLIC INPUT	PUBLIC INPUT

In early 2024, the Program will go to the BART and Capitol Corridor Board of Directors with a recommendation of which train technology should go in the crossing. Concept options that include station and service improvements, and infrastructure to support those improvements will continue to be assessed in 2024 as the Program works to identify a project to advance to Phase 2 Environmental Review.

WHY PHASE 1 IS IMPORTANT

Phase 1 will identify potential transportation solutions to better connect our existing passenger train network and make riding the train to reach megaregional destinations a more reliable and accessible travel option. Northern California is a region where people live, work, and recreate across county lines. While we are experiencing some changes in travel patterns post-pandemic, several Northern California freeways are heavily congested and nearing capacity today.

As the region and transit ridership continues to recover, and population growth increases, people need travel options that connect them to where

they want to go quickly, safely, and affordably – whether traveling a few miles or a few counties over. During these uncertain times, Link21 will continue to focus on land use and ridership modeling to help identify concepts that are the most responsive to future needs of the Megaregion.

Phase 1 lays the groundwork for future project investments that could potentially be designed and built to preserve the quality of life for generations to come. Concepts include improvements for both BART and Regional Rail that aim to promote equity and livability, support economic opportunity, and advance environmental protection.

PROGRAM TIMELINE

PHASE 0 (2019-2022)

PROGRAM DEFINITION

- Business Case Framework
- Problems & Vision Statement
- Goals & Objectives

PHASE 1 (2022-2024)

CONCEPT IDENTIFICATION

- Preliminary Business Case
- Identify Concepts (with Options)

PHASE 2 (2024-2028)

PROJECT SELECTION

- Intermediate Business Case
- Project Alternative(s)
- Environmental Review
- Final Business Case & Implementation Strategy

PHASE 3 (2028-2039)

PROJECT DELIVERY

- Funding Strategy
- Design
- Construction
- Testing & Commissioning
- Ready for Service

ENGAGEMENT, OUTREACH, & EQUITY



HELP SHAPE OUR FUTURE

Link21 is committed to equitable engagement and is seeking input to inform the development of future rail projects. There are many ways to engage in Link21 and we want to hear from you.

Visit our website to look for ongoing opportunities to connect with us, actively participate in events, learn, and provide valuable input throughout each step of the

planning process. Together, we can create a connected, equitable, and accessible network of train service that cares for people, the environment, and our quality of life for generations to come.

To get involved, visit Link21Program.org or leave us a voicemail at 855-905-Link (5485).

Follow BART and Capitol Corridor on and join the #Link21 conversation.

Link21 is sponsored by the San Francisco Bay Area Rapid Transit District and the Capitol Corridor Joint Powers Authority. The Program Team is also working closely with our Northern California rail partners, and the State of California to ensure an integrated rail program.

Appendix D. Collateral Materials Samples (Continued)

Display Boards

WELCOME

Your participation is crucial to the success of Link21!
Please sign in and visit our stations to explore the Link21 Program and talk directly with members of the Link21 Team.

MEETING PURPOSE

- Share Link21 Program information and updates
- Build awareness of Program vision and planning process
- Answer questions and gather feedback on key Program elements

MEETING FORMAT

As an open house event, you can walk around, view information or engage with team members at your own pace.

- Visit stations to gather information on displays
- Ask questions and talk directly with Link21 Team members
- Share your feedback by filling out a comment form or visit the online meeting (available on the website) live through July 21

AVAILABLE INFORMATION

- LINK21 OVERVIEW
- TIMELINE & PROCESS
- SERVICE IMPROVEMENTS
- CONCEPTS
- ENVIRONMENTAL ACTIVITIES
- COMMENT/INPUT SUBMITTAL

For more information, visit Link21Program.org





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WHAT IS LINK21?

Link21 is a passenger rail Program that aims to improve train travel and connection of the rail network in Northern California. The centerpiece of the Program is a second train crossing between San Francisco and Oakland as envisioned in the California State Rail Plan. Link21 includes improvements to both San Francisco Bay Area Rapid Transit District (BART) and Regional Rail networks to provide safe, efficient, equitable, and affordable travel for all trips.

BENEFITS

- CONNECTED MARKETS**
Exploring opportunities to connect communities in the Megaregion
- IMPROVED SERVICE**
Increase frequency and faster travel times
Enhance access and create faster transfers between BART and Regional Rail networks
- MODERN TRAIN TECHNOLOGY**
Greener, lighter, and faster trains
Track, speed, and vehicle type
- IMPROVED INFRASTRUCTURE**
Tracks, signaling, structures, and facilities

PROGRAM GOALS

- TRANSFORM THE PASSENGER EXPERIENCE
- PROMOTE EQUITY AND LIVABILITY
- SUPPORT ECONOMIC OPPORTUNITY AND GLOBAL COMPETITIVENESS
- ADVANCE ENVIRONMENTAL STEWARDSHIP AND PROTECTION

EQUITY IS AT THE CORE OF LINK21

Link21 integrates equity into planning, analysis, and engagement through:

- Community-based organization partnerships & co-creation
- Direct and accessible outreach
- Equity Advisory Council
- Equity Vision Statement & Blueprint
- Evaluation metrics
- Priority population definition
- Program goals & objectives




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WHY LINK21?

Link21 is working to address challenges today while planning for our future.

ECONOMY, JOBS & HOUSING

- Fifth largest megaregional economy in country
- Jobs and affordable housing imbalance

ROADWAY CONGESTION & CLIMATE RISKS


- Persistent traffic - back to pre-pandemic numbers
- Climate- and health-damaging air pollution


PASSENGER RAIL SERVICE & INFRASTRUCTURE

- Inconvenient, disconnected train network with limited routes and service
- One Transbay rail crossing - limits service reliability and redundancy

4 REGIONS

- Sacramento Area
- San Francisco Bay Area
- Northern San Joaquin Valley
- Monterey Bay Area

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WORK BEING DONE

Link21 is a multi-phased, long range transportation planning program that includes close coordination with agency partners, community stakeholders, and the public throughout each phase of work. Currently in Phase 1, the Program is focused on identifying, assessing, and refining concepts for future rail project investments.

PLANNING PHASES & TIMELINE

- PHASE 0 (2019 - 2022)**
PROGRAM DEFINITION
• Business Case Framework
• Problem & Vision Statement
• Goals & Objectives
- PHASE 1 (2022 - 2024)**
CONCEPT IDENTIFICATION
• Preliminary Business Case
• Identify Concept (with Options)
- PHASE 2 (2024 - 2028)**
PROJECT SELECTION
• Intermediate Business Case
• Project Alternative(s)
• Environmental Review
• Final Business Case & Implementation Strategy
- PHASE 3 (2028 - 2039)**
PROJECT DELIVERY
• Funding Strategy
• Design
• Construction
• Testing & Commissioning
• Ready for Service

ENGAGEMENT, OUTREACH, & EQUITY

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** in the crossing dictates the type of service Link21 can provide and how we will connect to and improve service within the larger network. This is an important first step to further defining concepts that will ultimately lead to identification of a future project.



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Appendix D. Collateral Materials Samples (Continued)

Display Boards

BUSINESS CASE

The Business Case Framework sets the Vision, Goals and Objectives for the Program, as well as process and criteria for comparing concepts. There are four cases within the Framework – each with specific criteria or metrics to measure concepts to ensure they meet Link21 Goals and Objectives.

PLANNING, ANALYSIS & DECISION METRICS

STRATEGIC CASE	ECONOMIC CASE	FINANCIAL CASE	DELIVERABILITY & OPERATIONS CASE
Does Link21 achieve the desired benefits, goals, and objectives?	What is the economic value to the Megaregion?	What are the financial implications?	How can the project be delivered and what are the key risks?
Example of Strategic Metrics <ul style="list-style-type: none"> Travel time savings Ridership Reliability Benefits to priority populations Accessibility to rail 	Example of Economic Metrics <ul style="list-style-type: none"> Cost effectiveness Economic benefits 	Example of Financial Metrics <ul style="list-style-type: none"> Capital costs Operational and maintenance costs Fundability 	Example of Deliverability Metrics <ul style="list-style-type: none"> Constructability Equitable land use Environmental Right-of-way

BUSINESS CASE FRAMEWORK

WE ARE HERE

DATA COLLECTION / EXPLORATION → ANALYSIS / REFINEMENT → ANALYSIS / REFINEMENT → RECOMMENDATION (Early 2024)

PUBLIC INPUT → PUBLIC INPUT → PUBLIC INPUT → PUBLIC INPUT

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LINK21 SERVICE

Link21 is supporting two types of service to meet the different needs of travelers.

URBAN METRO	INTERCITY EXPRESS
<p>Urban Metro is a type of service that operates within metro regions at higher frequencies and medium average speeds. BART provides this service today. Caltrain will provide this type of service with its modern electrified trains starting in 2024.</p> <ul style="list-style-type: none"> More frequent trains (every 2-10 minutes) More stops/shorter distances between stations (1-5 miles apart) Medium average speeds 	<p>Intercity Express is a type of service for medium to long trips that connects regions, as well as urban and rural communities, at lower frequencies and higher average speeds. Operators like Capitol Corridor, Amtrak, San Joaquins, Altamont Corridor Express, and others provide this service on shared tracks owned by private freight rail.</p> <ul style="list-style-type: none"> Less frequent trains (every 30 minutes-1 hour+) Fewer stops/longer distances between stations (5+ miles apart) Higher average speeds, faster travel times

Conventional BART trains run on broad gauge tracks and provide high capacity urban | Metro service.

Caltrain electrified trains (service starting in 2024) run on standard gauge tracks and can provide high capacity Urban | Metro as well as express services.

eBART trains run on standard gauge tracks and provide faster capacity but require Urban | Metro service.

Capitol Corridor runs on standard gauge tracks and will operate modern zero-emission trains by 2028, providing high capacity Intercity | Express service.

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SERVICE PLANNING

Improving train service and the passenger experience is a foundational goal of Link21. As we think about service, we are focusing on a number of different service components.

SERVICE PLANNING INCLUDES:

<ul style="list-style-type: none"> ROUTES AND STOPS TRAIN SCHEDULE (hours and days) TRAIN FREQUENCY SPEED AND TRAVEL TIME 	<ul style="list-style-type: none"> TRAIN TECHNOLOGY TRACK TYPE (shared or designated tracks, standard track gauge or broad track gauge) SERVICE RELIABILITY
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TRAIN TECHNOLOGY

This table outlines differences in the two train technologies being considered in the new crossing. Both currently exist in the Bay Area and have different characteristics. While both technologies provide benefits to our riders, Link21 is exploring the trade-offs to identify a solution to meet the needs of our evolving Megaregion.

CHARACTERISTICS	BART ON BROAD GAUGE	REGIONAL RAIL ON STANDARD GAUGE
Operators	<ul style="list-style-type: none"> BART (not eBART or Oakland Airport Connector) 	<ul style="list-style-type: none"> Capitol Corridor Altamont Corridor Express Caltrain Amtrak long distance San Joaquins SMART CA High-Speed Rail eBART
Track	<ul style="list-style-type: none"> Dedicated tracks not shared with operators other than BART Broad Gauge: 9' 6" apart 	<ul style="list-style-type: none"> Often shared with Freight (private owner) and Passenger rail operators Standard Gauge: 4' 8.5" apart
Vehicle Characteristics	<ul style="list-style-type: none"> Lighter, single level, more room for standees 	<ul style="list-style-type: none"> Heavier, single or bi-level, more seating for longer distance travel
Speed	<ul style="list-style-type: none"> Max: 80 miles per hour* 	<ul style="list-style-type: none"> Max: 110-125 miles per hour*
Propulsion	<ul style="list-style-type: none"> Electric Multiple Unit powered by electrified third rail 	<ul style="list-style-type: none"> Electric Multiple Unit powered by overhead system or battery Hydrogen Multiple Unit powered by hydrogen
Service Types	<ul style="list-style-type: none"> Urban Metro 	<ul style="list-style-type: none"> Urban Metro and Intercity Express
Performance	<ul style="list-style-type: none"> Quick acceleration and deceleration ideal for frequent stopping Urban Metro service 	<ul style="list-style-type: none"> Modern trains accelerate and decelerate quickly for Urban Metro style service and are also capable of higher speeds for Intercity Express service

*The average speed will be lower based on the number of and distance between stops, as well as availability of straight track.

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CONCEPT EXPLORATION

CONCEPT E: REGIONAL RAIL — SALESFORCE TRANSIT CENTER TO MACARTHUR VIA ALAMEDA

Service Benefits:

- Offers Urban | Metro and Intercity | Express service on regional rail tracks
- Prioritizes Oakland connection to BART over shorter travel time between East Bay and San Francisco
- Creates new connection at MacArthur station in Oakland (transfer between Regional Rail & multiple BART lines)
- Connects to Salesforce Transit Center offering riders an easy trip to the Peninsula/ Silicon Valley

CONCEPT F: REGIONAL RAIL — SALESFORCE TRANSIT CENTER TO OAKLAND CITY CENTER VIA ALAMEDA

Service Benefits:

- Offers Urban | Metro and Intercity | Express service on regional rail tracks
- Prioritizes Oakland connection to BART over shorter travel time between East Bay and San Francisco
- Creates new connection in Downtown Oakland (transfer between Regional Rail & multiple BART lines)
- Connects to Salesforce Transit Center offering riders an easy trip to the Peninsula/ Silicon Valley

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Appendix D. Collateral Materials Samples (Continued)

Display Boards

CONCEPT EXPLORATION

CONCEPT C: BART — 1ST & HOWARD VIA ALAMEDA

Service Benefits:

- Increases Urban | Metro service and includes stronger connection to Intercity | Express service on Regional Rail tracks
- Creates new connection in Oakland Jack London (transfer between Regional Rail and multiple BART lines)
- Serves Market Street / Financial District in San Francisco (near Salesforce Transit Center for Regional Rail service to the Peninsula/Silicon Valley)

CONCEPT D: BART — 3RD & MISSION VIA MISSION BAY AND ALAMEDA

Service Benefits:

- Increases Urban | Metro service and includes stronger connection to Intercity | Express service on regional rail tracks
- Creates new connection in Oakland Jack London (transfer between Regional Rail and multiple BART lines)
- Serves Mission Bay / UCSF in San Francisco and 4th/Townsend station to transfer to Regional Rail service to reach Peninsula/Silicon Valley

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CONCEPT EXPLORATION

CONCEPT A: REGIONAL RAIL — SALESFORCE TRANSIT CENTER VIA ALAMEDA

Service Benefits:

- Offers both Urban | Metro and Intercity | Express service on Regional Rail tracks
- Prioritizes Oakland connection to BART over shorter travel time between East Bay and San Francisco
- Creates new connection in West Oakland (transfer between Regional Rail & multiple BART lines)
- Connects to Salesforce Transit Center offering riders an easy trip to the Peninsula/Silicon Valley

CONCEPT B: REGIONAL RAIL — SALESFORCE TRANSIT CENTER VIA OAKLAND

Service Benefits:

- Offers Urban | Metro and Intercity | Express service on regional rail tracks
- Prioritizes shorter travel time between East Bay-San Francisco over more station stops in Oakland
- Creates new connection in West Oakland (transfer between Regional Rail & BART for southbound riders)
- Connects to Salesforce Transit Center offering riders an easy trip to the Peninsula/Silicon Valley

LINK21 | CARROLL CONSTRUCTION | b3i | FOLLOW BART AND CCRA ON

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ENVIRONMENTAL

Link21 is integrating environmental, equity, and environmental justice considerations into early planning work through equitable engagement, concept development, and identifying constraints and opportunities.

ENVIRONMENTAL CONSTRAINTS AND OPPORTUNITIES (ECO) REPORT

Constraints are: Physical or social conditions that may limit Link21 from meeting its vision, goals, and objectives; limit priority populations/environmental justice communities from experiencing Link21 benefits; result in substantial impacts to people or the environment due to infrastructure development; and/or substantially increase costs and delay schedule to implement Link21.

Opportunities include: Transportation Opportunities to further the Link21 vision, goals, and objectives and increase the ability of priority populations/environmental justice communities to experience Link21 benefits. Environmental Opportunities to improve Link21 environmental performance by reducing impacts, promoting benefits, and/or providing for collaboration with other efforts to advance environmental priorities.

LINK21 ECO STUDY CORRIDORS

The ECO report identifies and characterizes constraints and opportunities in the social and natural environment across the 21-county megaregion. Topics addressed include:

- Biological resources
- Community facilities
- Community vulnerability/environmental burdens
- Cultural resources
- Existing land use
- Hazardous waste and materials
- Hydrology and sea-level rise
- Important farmland
- Major utilities
- Priority populations
- Recreation
- Sensitive receptors
- Transportation facilities

PLANNING AND ENVIRONMENTAL (PEL) LINKAGES

Planning and Environment Linkages (PEL) is a collaborative and integrated approach to transportation decision-making that:

- Considers environmental, community, and economic goals early in planning
- Uses the information developed during planning to inform the environmental review process

Link21's process is similar and includes:

- Identifying constraints and opportunities
- Engaging with local communities to help identify priority community resources and potential community opportunities

LINK21 | CARROLL CONSTRUCTION | b3i | FOLLOW BART AND CCRA ON

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LINK21PROGRAM.ORG

Follow BART and Capitol Corridor on     and join the #Link21 conversation.

Link21 is sponsored by the San Francisco Bay Area Rapid Transit District and the Capitol Corridor Joint Powers Authority. The Program Team is also working closely with our Northern California rail partners and the state of California to ensure an integrated rail program.