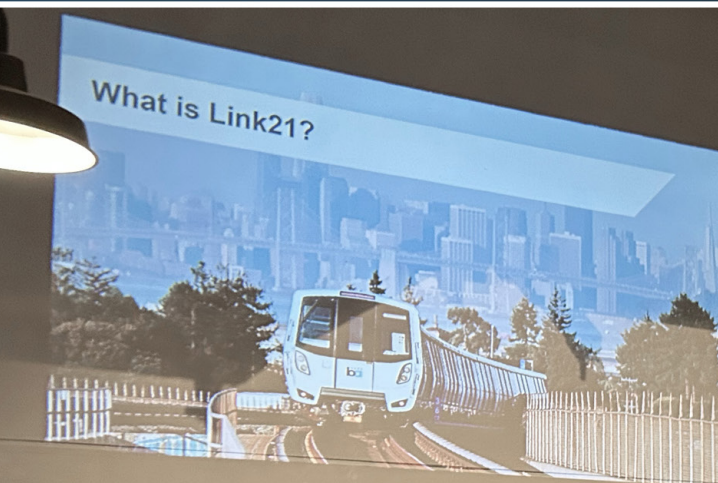


## Engagement & Outreach Summary

Quarter 4: October – December 2023



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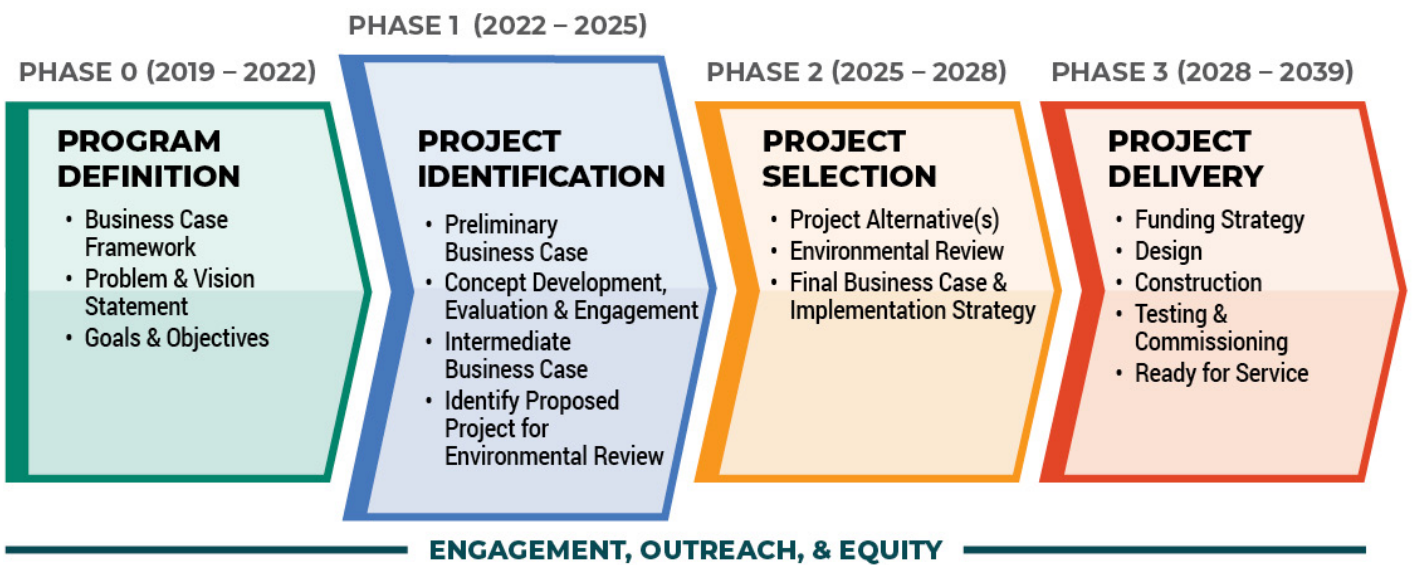
# Introduction

Link21 aims to create a faster, more connected, equitable, and accessible train network that focuses on riders, improving 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 better travel possibilities across the 21-county Northern California Megaregion.

The Link21 Program is committed to equitable engagement and outreach throughout all Program phases.

During the fourth quarter of 2023 (Q4), the Link21 Team continued engagement and outreach efforts associated with the Project Identification phase, which builds upon earlier foundational work in the Program Definition phase. The timeline below further defines aspects of the Program phases.

## Program Timeline





## Engagement Goals and Desired Outcomes

In Q4, the Link21 Program Team continued equitable engagement and outreach activities with megaregional communities to collect critical input. These included targeted interactions with agency partners and elected officials, as well as focused efforts to connect with priority population communities. The Link21 Team actively collaborated with community-based organizations (CBOs) to organize

community events, and maintained ongoing collaboration with the Equity Advisory Council (EAC). Efforts also featured a blend of in-person and virtual engagements, such as community and in-station tabling events, detailed briefings, cooperative projects with students, and the continued offering of Link21's Online Open House.

### Quarter 4: October – December 2023

#### Engagement Goals:

- Evaluate concepts and seek input for project advancement recommendation
- Expand awareness and engagement with audiences across Megaregion
- Provide progress updates and build awareness of Phase 1 activities
- Share initial concepts, service improvements, and concept benefits and trade-offs
- Seek input on markets, potential new stations, and service preferences

#### Desired Outcomes:

- Gather input on service improvements and environmental constraints and opportunities to refine concepts
- Address concerns raised by EAC and key partners
- Expand participation (specifically from priority populations) and general knowledge of Link21's importance to future Megaregion



## Engagement Events and Activities

### Engagement Across the Megaregion

In Q4 2023, the Link21 Team implemented and/or participated in a variety of engagement and outreach activities to reach people across the Megaregion, with a particular emphasis on communities most likely to be affected by the initial concepts.

Building on previous engagement efforts, the Link21 Team continued to partner with CBOs and neighborhood organizations through community tabling at special events and transit stations, community leader interviews, and briefings and presentations at community-hosted events and meetings. The Link21 Team also partnered with UC Berkeley's Department of City and Regional Planning students to explore research project ideas.

Link21's second Online Open House launched on Nov. 17 and was open through Dec. 15 to provide an additional method for engaging with megaregional audiences.

### Engagement Activities:

- Agency and industry presentations
- Community meetings and interviews (in-person and virtual)
- Community tabling at special events and transit stations
- EAC meetings
- Government briefings
- Link21 committee meetings
- Link21 Online Open House

## By the Numbers: Quarter 4 Engagement Activities

	ELECTED OFFICIAL & POLICY LEADER BRIEFINGS	AGENCY/INDUSTRY PRESENTATIONS	LINK21 COMMITTEE MEETINGS	COMMUNITY EVENTS	PUBLIC MEETINGS & INTERVIEWS	TOTAL ACTIVITIES & CONNECTIONS
ACTIVITIES	1	24	6	9	5	45
CONNECTIONS*	1	425	142	146	1,696	2,410

\* Connections are determined by the number of people interacted with at events hosted or participated in by Link21, including community tabling events, meetings, presentations, and interviews. For detailed timing and location of Q4 engagement events and activities, please refer to **Appendix A**.

### Promotion Reach

To promote these engagement opportunities, the Link21 Team used a variety of tools, including the Link21 website, BART and Capitol Corridor’s social media channels, digital media advertising, e-blasts, press releases, and electronic messaging and outreach at transit stations.

Starting in October 2023, a paid media campaign was implemented to promote virtual events. The campaign included digital advertisements in English, Spanish, and Traditional Chinese in 19 news sites. Advertisement messaging focused on encouraging viewers to visit the Link21 Events webpage for details on how to participate in Link21 planning stages. The digital advertising campaign yielded approximately **1,624,721 impressions** (the number of times an advertisement was seen by an online user) and resulted in **2,383 visits** to the [Link21 Events webpage](#). Overall, the Link21 website received more than **28,900 page views** and **14,723 unique sessions** in Q4.

In October 2023, the Link21 Team also conducted a social media campaign to promote awareness and engagement across the Megaregion.

Paid social media focused on geotargeting areas around addresses of active CBO partnerships to reach priority populations. Two ads and two boosted posts ran on BART or Capitol Corridor social platforms, yielding a reach of **384,456 impressions**. In addition, four promotional e-blasts were sent to more than **34,000 email subscribers** in the Link21 database.

#### Promotional Tools

- Link21 website
- Social media
- Digital media
- Electronic signage at transit stations
- Outreach at transit stations
- Flyers and posters

PROMOTION TYPE	DETAILS	METRIC
Digital media	Link21 ads in 19 online news sites based in San Francisco Area, East Bay, South Bay, North Bay, Sacramento Area, and Central Valley	1,624,721 impressions 2,383 visits to Link21 Events webpage
Social media	Four geotargeted Link21 paid social (two ads and two boosted posts) on BART or Capitol Corridor social platforms	384,456 impressions
Email list subscribers	Four promotional e-blasts to people who signed up to receive Link21 information	34,355 subscribers

Please refer to **Appendix B** for samples of promotional materials, and **Appendix C** for paid media targeting details.

## Collateral Materials

To support the aforementioned engagement, events, and other ongoing outreach, materials were made available in English, Spanish, and Traditional Chinese. Collateral materials were distributed and displayed at events and published on the Link21 website. Please refer to **Appendix D** for samples of collateral materials distributed in Q4.

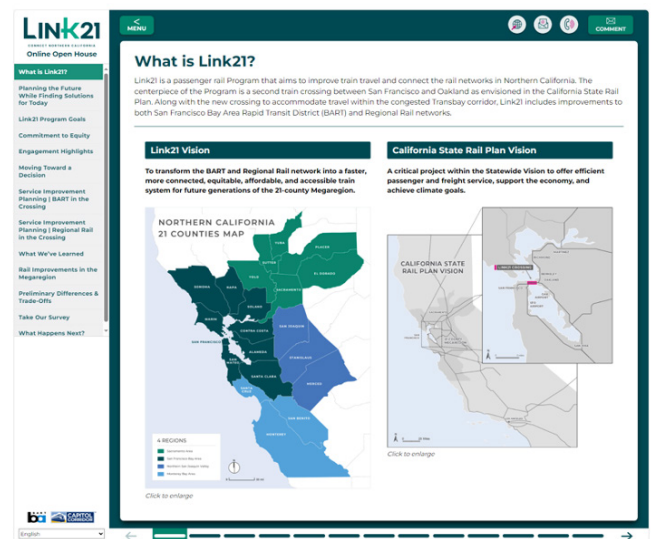
Additionally, Link21 materials were adapted into the fall 2023 Online Open House. This interactive self-guided public meeting enabled audiences to learn more about Link21 through animated maps and engaging Program information.

Topics covered included:

- Program Goals and Objectives
- Commitment to Equity
- Engagement Highlights
- Moving Toward a Decision
- Service Improvement Planning for BART and Regional Rail



Link21 Equity Fact Sheet



Example from Q4 Online Open House Digital Displays – What is Link21?



## Event Details and Input Provided

### In-Person Open House and Events

**Jack London Improvement District Open House** was held at the beginning of October and co-hosted with Oakland Alameda Access Project, Oakland Alameda Estuary Bridge, Jack London Business Improvement District, and Lake Merritt Transit-Oriented Development. The event included presentations on various Oakland-based projects and provided a forum for attendees to ask questions and discuss projects directly with project representatives.

**Transit on Tap** was hosted at the local eatery Arthur Mac’s Tap and Snack in Oakland and provided an opportunity for local advocacy groups to connect with the Link21 Team. Attendees from the Link21 Program represented a wide cross section of technical expertise in land use, environmental review, community engagement, and Program evaluation.

**Bay Area Council Transportation Committee: Future of Rail in Bay Area and Beyond** hosted Link21 Program Director Sadie Graham (BART) and Program Manager Camille Tsao (Capitol Corridor) with representatives from the California High Speed Rail Authority and the Transbay Powers Authority. The panelists presented their megaprojects and discussing what the future holds for the three largest capital transit projects in the state.



Logo and coaster created for the Link21 Transit on Tap event for transit advocates in Oakland on Oct. 25, 2023.



**UC Berkeley's Transportation Studio** students collaborated with BART staff to explore potential Link21 research projects. Students presented results to BART in November 2023 including one project called the [Transportation Insecurity Assessment Tool](#) that processed census data and analyzed residents' access to opportunities against socioeconomic barriers.



Students in the UC Berkeley Transportation Studio presented projects on equity solutions for Link21 in Berkeley, CA on Nov. 29, 2023.



## What We Heard:

Input from Q4 2023 in-person events included:

### Equity/Priority Populations

- Project impact and future service considerations for historically disadvantaged communities like West Oakland
- Environmental justice in a dual-technology crossing

### Rail Network

- Comparison and integration of Regional Rail to BART

### Outreach

- Need for community engagement and advocacy for enhanced stations

### Governance

- Governance considerations for Sacramento Valley Station and rail expansion
- Challenges with escalating costs, stakeholder accommodations, and communications

## Virtual Events

In early November 2023, the Link21 Program Team hosted a Virtual Community Meeting and a Virtual Office Hour, followed by an Online Open House that was available from Nov. 17 to Dec. 15, 2023. These virtual events were designed to expand awareness, provide Program updates, and share initial concepts as well as seek input on markets, potential new stations, and service preferences.

The Virtual Community Meeting attracted a diverse audience, with 62% of attendees coming from ZIP codes identified as containing priority populations.

### 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, please see the [Priority Populations Definition Fact Sheet](#).

The Online Open House attracted more than **1,600 new visitors and 240 new survey responses**. Of these survey respondents, 79% were from the nine-county Bay Area, 19% were from the 12-county Megaregion, and the remaining 2% were from other parts of the state or were left blank. One significant finding is that almost

70% of respondents think “a new regional rail crossing that enables a broader, more connected passenger rail network in Northern California that links key megaregional destinations” is more important to them than “a new BART crossing that enables increased frequency of trains on all BART lines in the East Bay to San Francisco.”



Landing page for the Link21 fall 2023 Online Open House launched Nov. 17 and was open through Dec. 15, 2023.

In addition to this online survey, public opinion research was conducted resulting in **1,255 participants** from the 21-county Northern California Megaregion. When respondents were asked which of two given features of Link21 is more important:

- **53% chose** a new regional crossing that enables **a train trip without transferring** between Sacramento, San Francisco, the Peninsula, the East Bay and other destinations throughout Northern California
- **21% chose** a new crossing that enables **increased frequency and capacity** of BART train service



## What We Heard:

Input from Q4 2023 virtual events included:

### Geographic / Community

- Desire for Program to seek input from historical experts and residents with lived experience in communities which may be affected by new station development
- Desire for the Program to recognize and correct past harms by infrastructure development, and prevent further harm

### Outreach

- Desire for meaningful engagement and effective communication, highlighting the importance of substantive community input
- Emphasis on project development advancements and communication

### Housing

- Concerns about rising costs and a call for early affordability measures
- Emphasis on affordable housing and stable communities while balancing rider needs and equity

### Environmental

- Advocacy for optimizing current infrastructure, incorporating best practices, and prioritizing environmental concerns to reduce pollution and avoid adverse impacts

### Governance

- Leverage local, state, and federal public investments on other rail projects through better connections

### Equity / Priority Populations

- Need for thorough evaluation and planning to prevent harm to communities
- Consider equity, livability, and economic opportunities as differentiators and trade-offs in crossing options

### Infrastructure / Concepts

- Recognize importance of seamless connectivity, last-mile solutions, and findings from successes and mistakes of past transportation projects
- Exploration of rail speed and technology, deliverability, financial considerations, integration of Caltrain electrified trains, parallel rail lines, and equity issues between Peninsula and East Bay

## Government, Policy, and Agency 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

In Q4, Link21 continued to partner with transportation, transit, and economic agencies and policy leaders to discuss the key goals listed above. Collaboration included meetings with Caltrain, CALSTA, Port of Oakland, and others. All meetings that took place during Q4 2023 are shown in **Appendix A**.

## Jurisdictional Staff Briefings

In January 2023, the Link21 Team identified a list of priority local jurisdictions that could possibly be affected by Link21 concepts, including the cities of Richmond, Emeryville, Alameda, Oakland, and San Francisco. Throughout the year, Link21 continued to prioritize regular engagement with these jurisdictions as well as other jurisdictions in the Bay Area. In Q4 2023, the Link21 Team met with staff from these five jurisdictions, as well as Sacramento and Berkeley. The Program will continue to

meet with these jurisdictions throughout the development and refinement of Link21 concepts.

## Industry Events

In Q4 2023, the Link21 Team participated in several events with key Industry Interest Groups in the form of presentations, panel discussions, and other gatherings. In October 2023, Link21 Program leaders joined Bay Area Council Transportation Committee's meeting on the "Future of Rail in Bay Area and Beyond," and discussed how Link21 plans to connect the 21-county Northern California Megaregion. On Dec. 4, 2023, Link21 Program Director, Sadie Graham, participated in "Embedding Equity into Decision Making," a panel discussion held by planning consultant Steer to discuss how Link21 prioritizes equity throughout all Program planning steps. The full list of industry events that took place during Q4 2023 engagement are shown in **Appendix A**.



Bay Area Council Transportation Committee: Future of Rail in Bay Area and Beyond event featuring panelists from Link21 in San Francisco on Oct. 17, 2023.



## What We Heard:

Conversations and meetings with jurisdictional staff, key agency partners, policy leaders, and industry groups touched on the following topics:

### Program Cost and Funding

- Interest in understanding Link21 funding structure and opportunities

### Environmental

- Interest in Environmental Impact Report (EIR) process and duration

### Outreach

- Interest in outreach strategy, public participation in feedback, and plans for future community surveys and other outreach in coming phase of work

### Equity / Priority Populations

- Interest in the role of the EAC and feedback incorporation

### Markets / Travel Patterns

- Questions about current and future service patterns, and the Program's impact on the level of service across the Bay

### Ridership

- Interest in pandemic impacts on ridership and consideration of these impacts in future ridership projections for BART and Regional Rail

### Service

- Interest in improved service that is faster, more reliable, and goes further

### Stations

- Questions regarding route choice for future project; interest in alignment and station options in specific locations such as Bayview, Alameda, Port of Oakland, and Jack London Square

### Rail Network

- Questions about integration with existing rail systems, and potential connections with future rail, including future western San Francisco extension, High Speed Rail, and Downtown Rail Extension

### Access / Connection

- Interest in supporting connections in statewide markets, and megaregional travel demand in the Bay Area reaching surrounding areas like Sacramento

### Construction

- Concerns about construction impact and disruption to the community and built infrastructure, such as Howard Terminal

### Program Schedule

- Questions about the approach to the 2024 technology recommendation and factors in decision making process

### Other Transit

- Questions about extent of future collaboration between Link21 Program and relevant agencies

## Link21 Committees

### Program Development Team Working Groups

From Program inception, partner agency working groups were established and continue to come together regularly to assist in Program planning. The Program Development Team (PDT) consists of Regional Rail operators and agencies in transportation planning and funding. These represent three key areas of participant agencies: Executive, Staff, and Communications. The Staff PDT Group met on Oct. 31, 2023. The Executive and Communications PDT Groups did not meet in Q4 2023 and are scheduled to reconvene in Q1 of 2024.

### Jurisdictional Working Group

The Jurisdictional Working Group (JWG) includes members from cities and counties 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 met on Nov. 1, 2023, in addition to the regular meetings with individual jurisdictions and agency partners that took place. The JWG will reconvene in Q1 of 2024.

## Equity Advisory Council

The EAC provides a space for meaningful community collaboration to advance equity throughout the development and implementation of the Link21 Program.

Member responsibilities include:

- Participating in bimonthly virtual meetings
- Providing input on Link21 work and proposals
- Making formal recommendations to the Program Team

The EAC conducted two meetings in October and November 2023. The EAC also had the opportunity to participate in two office hour sessions staffed by facilitators and subject matter experts who answered questions, collected input, and identified areas for future dialogue.



## What We Heard:

Input from EAC members in Q4 2023 included:

### Equity / Priority Populations

- Interested in more information about Link21's anti-displacement work timeline and how the EAC is taken into consideration in the entire Program
- Expand transit discount programs for priority populations

### Fares

- Implement equitable and affordable fare policies
- Need for fare integration programs to include EBT and discount fare card users

### Housing

- Consider lessons learned by planners involved in Valley Link project and BART Grove Shafter work to avoid duplicating harmful policies
- Search for alternatives where possible to avoid displacement

### Stations

- Interest in how displacement is being looked at regarding potential new stations
- Desire for a basic level of services to be available in stations including unified ticket kiosks

### Service

- Stagger maintenance for both crossings to ensure there is always a transit option for transbay travel
- Interest in understanding limitations of service for both technologies
- Simplify commutes with a seamless transfer system among all transit agencies

### Community Input

- Provide public opportunities to participate in anti-displacement discussions

ACTIVITY	DATE	TOPICS
Equity Advisory Council Meeting	Oct. 17	<ul style="list-style-type: none"> <li>• Program responses to EAC member feedback</li> <li>• Proposed Bylaw amendments</li> <li>• Concept trade-offs and benefits</li> <li>• Anti-displacement focus statement</li> </ul>
Equity Advisory Council Office Hour	Nov. 7	<ul style="list-style-type: none"> <li>• Concept benefits and trade-offs</li> </ul>
Equity Advisory Council Office Hour	Nov. 14	<ul style="list-style-type: none"> <li>• Anti-displacement focus statement and working group discussion</li> </ul>
Equity Advisory Council Meeting	Nov. 28	<ul style="list-style-type: none"> <li>• Follow up to previous EAC member feedback</li> <li>• Update and proposed Bylaw amendments</li> <li>• Proposed anti-displacement subgroup</li> <li>• Fare presentation</li> <li>• Engagement and outreach approach</li> </ul>

Additional information about the EAC can be found at [Link21Program.org/program/equity/equity-advisory-council](https://Link21Program.org/program/equity/equity-advisory-council)

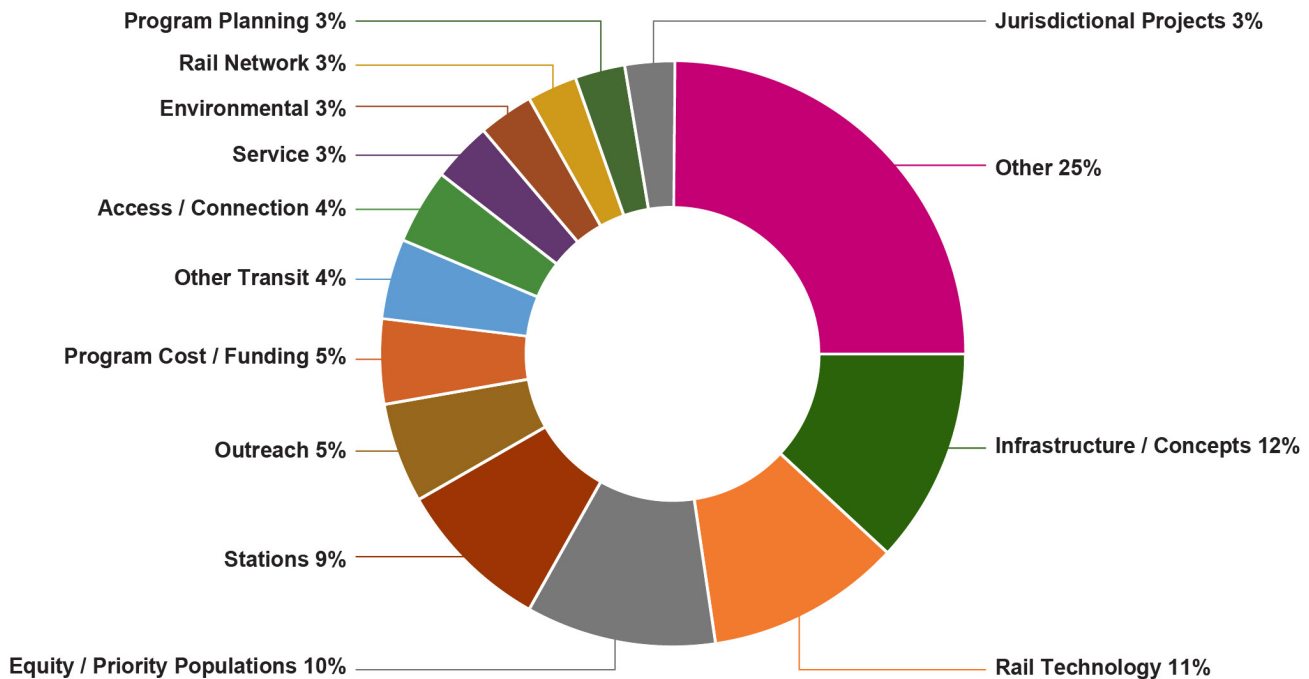




## Community Input

The Program received 362 comments across all mediums, including in-person engagement events and the Link21 website, covering 29 key themes relating to Link21 concepts, connections, and improvements. Individuals could submit multiple comments and some comments can be classified into multiple categories, where appropriate.

Themes that were mentioned 10 or more times among the 362 comments are captured in the pie chart below. The remaining themes are grouped together as “other” and include mentions of housing, governance, construction, ridership, Program schedule, jobs, and more.



As the Program moves closer toward a crossing technology decision, many of the top comment categories shown in the above pie chart are related to crossing technology, as well as equity considerations for communities near potential new or improved stations.

All input received is being reviewed and considered by the Program Team to help shape the ongoing development of the Link21 concepts.

Examples of feedback on the top five key themes are identified as:

### **Equity / Priority Populations**

- Desire for Program to take into consideration:
  - » Impacts to historically disadvantaged communities
  - » Accessibility needs for commuters with disabilities, such as tactile wayfinding and elevators
  - » Racial disparities in transit usage and access
- Concern regarding:
  - » Displacement of residents through gentrification exacerbated by new development
  - » Displacement through eminent domain
- Interest in learning more about:
  - » Whether community benefits, such as free Wi-Fi and daycare services, will be part of Link21 station upgrades
  - » What factors are utilized to determine a priority area

### **Infrastructure / Concepts**

- Interest in:
  - » Concepts that improve megaregional connections to Bay Area
  - » Understanding whether proposed BART alignments could change as Link21 progresses
  - » Learning about a potential crossing in southern Bay Area
  - » Knowing where the two ends of the new crossing will be located in San Francisco and East Bay
  - » Concern regarding alignments proposed through Alameda not being efficient

### **Outreach**

- Desire for a tool that can simulate trips with the proposed concepts and compare travel times, transfers, and benefits (access to new locations, etc.)
- Interest in learning more about what portions of Link21 will require voter support from the public
- Concern regarding a lack of representation and community outreach to the Monterey Bay region

## **Rail Technology**

- Desire for a dual-technology crossing of both Regional Rail and BART
- Interest in learning more about:
  - » The possibility of BART adopting standard gauge technology throughout the region
  - » How Caltrain electrification is incorporated into Link21

## **Stations**

- Desire for more amenities at stations that elevate the passenger experience, such as restaurants, convenience stores, and coffee shops
- Interest in learning more about:
  - » Where new station locations are being considered
  - » How land use policies around existing stations can be modified for more transit incorporated communities

# Appendix A.

## Q4 Engagement Events Timeline

TYPE	DATE	EVENT
Elected Officials and Policy Leaders	11/20	Steve Cohn (Sacramento) Briefing
Agency / Industry Presentations	10/3	Alameda CTC Briefing (staff)
	10/3	Emeryville Staff Briefing
	10/4	City of Alameda Briefing
	10/6	Caltrain Staff Briefing (staff)
	10/10	American Association of State Highway and Transportation Officials (AASHTO) Council on Rail Transportation's 2023 Annual Meeting
	10/10	City of Oakland Staff Meeting
	10/12	San Francisco Coordination Meeting
	10/16	City of Sacramento Briefing
	10/17	California State Transportation Agency (CALSTA) Briefing (staff)
	10/17	Bay Area Council Transportation Committee: Future of Rail in Bay Area and Beyond
	10/18	BART Business Advisory Council Presentation
	10/25	Transit on Tap
	10/26	Asian American Architects and Engineers (AAAE) 44th Annual Dinner Gala
	10/31	SJSU/MTI Webinar - Fixing Our Broken Transit Planning Process
	11/3	Caltrain Staff Meeting (staff)
	11/14	City of Oakland Staff Meeting
	11/27	City of Oakland Staff Outreach Meeting
	11/30	City of Richmond Staff Meeting
	12/4	Embedding Equity Into Decision-Making Webinar
	12/7	Port of Oakland Briefing (staff)
12/12	City of Oakland Staff Meeting	
12/14	San Francisco Coordination Meeting	
12/15	Megaregional Workshop with San Francisco	
12/20	City of Berkeley Meeting	
Link21 Committee Meetings	10/17	EAC Meeting
	10/31	Staff PDT
	11/1	JWG
	11/7	EAC Office Hour: Concept Benefits/Trade-Offs
	11/14	EAC Office Hour: Link21 Anti-Displacement Approach
	11/28	EAC Meeting

# Appendix A.

## Q4 Engagement Events Timeline (cont.)

TYPE	DATE	EVENT
Community Events	10/2	Jack London Improvement District Community Open House
	10/12	San Francisco Human Rights Commission (staff)
	10/23	Creating Restorative Opportunities (CROP)
	10/24	In-Station Tabling: Davis Station
	10/26	In-Station Tabling: Emeryville Station
	10/27	In-Station Tabling: Sacramento Valley Station
	11/9	Dogpatch Neighborhood Association
	11/16	Neighborhood Centers Together
	11/29	UC Berkeley Dept. of City and Regional Planning/Link21 - Final Studio Presentations
Public Meetings and Interviews	10/3	Key Community Leader Interview - Dr. Nzinga (BAMBD)
	10/26	Key Community Leader Interview - Lonnie Tuck (CEO)
	11/1	Virtual Community Meeting
	11/6	Virtual Office Hour
	11/17	Online Open House (November 17-30)

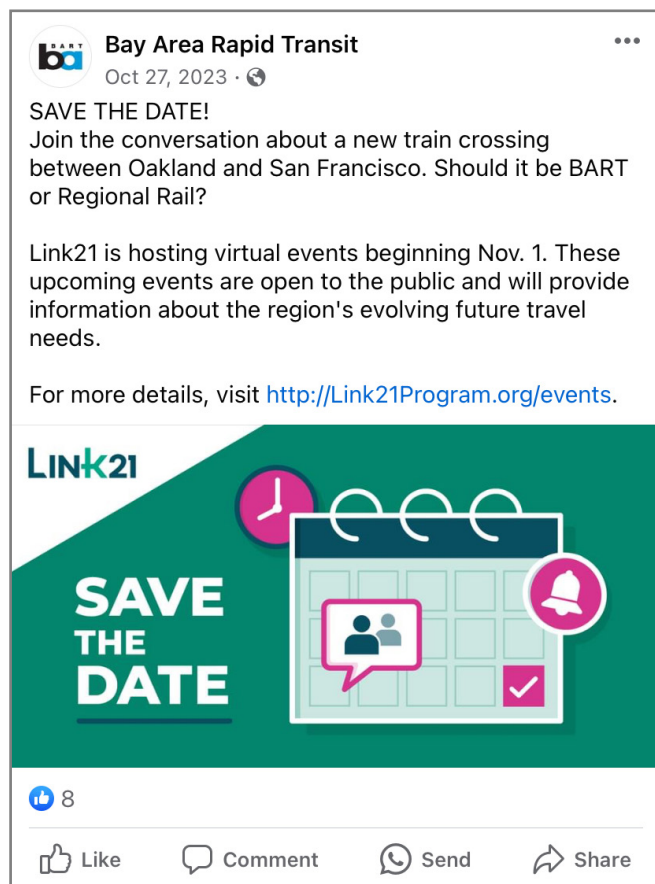
# Appendix B. Engagement Promotion Samples

- Social Media Organic Posts, Boosted Posts, and Ads
- Social Media Graphics
- Social Media Ads
- Digital Ads (English, Spanish, and Traditional Chinese)
- Website Calls-to-Action
- Electronic Email Notifications
- Stakeholder Update
- Trilingual Poster and Flyer

## Social Media Boosted Posts, Ads, and Organic Posts

The Link21 Program ran cross-platform social media content on BART and Capitol Corridor accounts during Q4 2023, including paid social media ads (Facebook and Instagram), boosted posts (Facebook and Instagram), and organic posts (Facebook, Instagram, X, and LinkedIn).

### Boosted Posts/Ads: Facebook



**Bay Area Rapid Transit**  
Oct 27, 2023 · 🌐

**SAVE THE DATE!**  
Join the conversation about a new train crossing between Oakland and San Francisco. Should it be BART or Regional Rail?

Link21 is hosting virtual events beginning Nov. 1. These upcoming events are open to the public and will provide information about the region's evolving future travel needs.

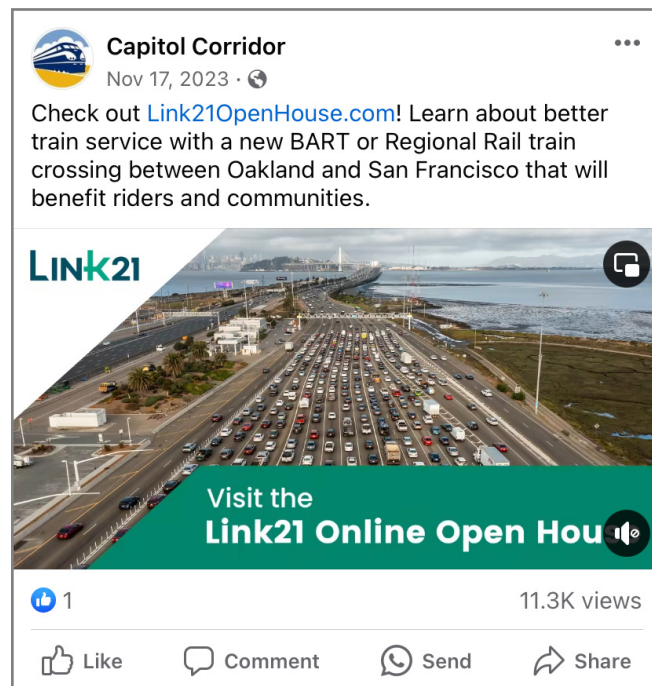
For more details, visit <http://Link21Program.org/events>.

**LINK21**

**SAVE THE DATE**

8

Like Comment Send Share



**Capitol Corridor**  
Nov 17, 2023 · 🌐

Check out [Link21OpenHouse.com](http://Link21OpenHouse.com)! Learn about better train service with a new BART or Regional Rail train crossing between Oakland and San Francisco that will benefit riders and communities.

**LINK21**

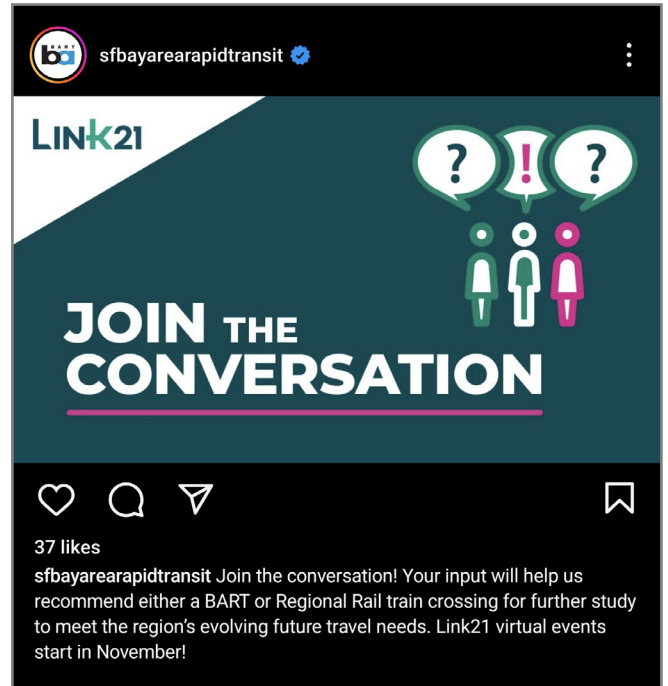
Visit the **Link21 Online Open House**

1 11.3K views

Like Comment Send Share

## Boosted Posts/Ads: Instagram

BART only; Capitol Corridor Instagram feed did not include any Link21 posts.



## Boosted Posts/Ads: X (formerly Twitter)

**Capitol Corridor** @CapitolC... · 11/27/23

Join the conversation today! Visit [Link21OpenHouse.com](https://Link21OpenHouse.com) to take our survey and help shape future passenger train connections in Northern California.




7 4 2 477

**BART** @SFBART · 10/27/23

**SAVE THE DATE!**

Join the conversation about a new train crossing between Oakland and San Francisco. Should it be BART or Regional Rail?

Link21 is hosting virtual events beginning Nov. 1. For more details, visit [Link21Program.org/events](https://Link21Program.org/events).




7 4 24 64K

## Boosted Posts/Ads: LinkedIn

**BART**  
27,411 followers  
2mo

Join the conversation! Your input will help us recommend either a BART or Regional Rail train crossing for further study to meet the region's evolving future travel needs. Link21 virtual events start in November!

Sign up to stay informed: <https://lnkd.in/gWHhupft>.




7

Like Comment Repost Send

**Capitol Corridor Joint Powers Authority**  
1,276 followers  
1mo

Thank you! Your input will help us recommend either a new BART or Regional Rail train crossing for further study to meet the region's future travel needs. For more ways to engage with Link21 and learn how it will improve train travel in Northern California, visit [Link21Program.org](https://Link21Program.org).



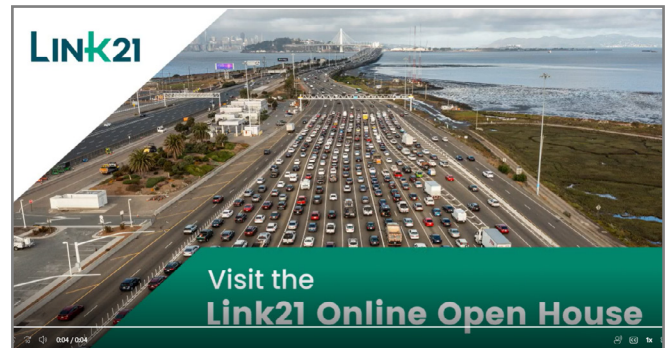
11

Like Comment Repost Send



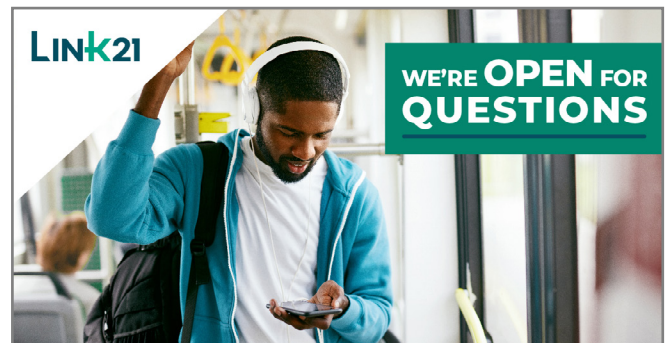
## Boosted Posts/Ads: Animated Graphics

The Link21 Team created four animated social media graphics in versions for Facebook and Instagram (two for paid social ads and two for boosted posts).




## Organic Social Media Graphics

The Link21 Team created seven organic social media graphics in versions for Facebook, Instagram, X, and LinkedIn.




# Digital Paid Media Ads

300 x 600




**Link With Us**  
Help us connect Northern California with better train service for future generations.

Join the Conversation!




300 x 250




**Link With Us**  
Help us connect Northern California with better train service.

Join the Conversation!




320 x 50




**Link With Us**

Join the Conversation!




728 x 90




**Link With Us**

Join the Conversation!



**2023**  
FALL DIGITAL ADS CAMPAIGN  
English



300 x 600



**攜手同心**  
幫助我們以更好的列車服務連接北加州。

參與對話！



300 x 250



**攜手同心**  
幫助我們以更好的列車服務連接北加州。

參與對話！



320 x 50



**攜手同心**

參與對話！



728 x 90



**攜手同心**

參與對話！



**2023**  
FALL DIGITAL ADS CAMPAIGN  
Chinese



300 x 600



**Únase con Nosotros**  
Ayúdenos a conectar el norte de California con un mejor servicio de trenes para las generaciones futuras.

¡Únase a la conversación!



300 x 250



**Únase con Nosotros**  
Ayúdenos a conectar el norte de California con un mejor servicio de trenes.

¡Únase a la conversación!



320 x 50



**Únase con Nosotros**

¡Únase a la conversación!



728 x 90



**Únase con Nosotros**

¡Únase a la conversación!



**2023**  
FALL DIGITAL ADS CAMPAIGN  
Spanish



## Website Calls-to-Action Promotional Banner

Link21's Online Open House is now open! Available 24/7 through December 15!

English 中文 Español

**LINK21**  
CONNECT NORTHERN CALIFORNIA

About The Program Get Involved News & Media

### Transforming Passenger Rail in Northern California

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.

## Electronic Email Notifications Sample E-Blast

**From:** Link21 Program <do-not-reply@link21program.org>  
**Sent:** Monday, December 11, 2023 12:16 PM  
**Subject:** Online Open House Closes Dec. 15

### There's Still Time to Link With Us! Online Open House Closes Dec. 15

There's one week left until Link21's Online Open House closes on December 15 so head over to [Link21OpenHouse.com](https://link21openhouse.com) to link with us and join the conversation! Conveniently participate anytime from your desktop or mobile device to learn how riders and communities across Northern California will benefit from a more connected BART or Regional Rail network that includes a new crossing between Oakland and San Francisco.

Based on your input and ongoing analysis, we will identify a preliminary Project for recommendation to the BART and Capitol Corridor Boards of Directors in early 2024. The preliminary Project will name the specific train technology (BART or Regional Rail) within the new crossing, plus options for further study such as station locations and alignment.

It's an important time to engage with Link21 to help us reimagine a future megaregional transportation system that serves as a lifeline to connect us to where we want and need to go. Together, let's transform our train network, and make it the more reliable and accessible travel option of choice for future generations to come.

---

#### 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:

**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. Link21 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 updates](#)  
[Join the conversation on social media](#)  
[View past events](#)

**Sponsors:**

[Link21Program.org](https://link21program.org)  
[Privacy Policy](#)

**This email has been sent on behalf of the Link21 Program.**

Link21 Program  
San Francisco Bay Area Rapid Transit District  
and Capitol Corridor Joint Powers Authority  
2150 Webster Street, Oakland, CA 94612  
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If you would like to unsubscribe please click [here](#).

# Stakeholder Update

## October 2023



### What Type of Train Service in the New Crossing? Moving Toward a Decision in Early 2024

Link21 is approaching an important milestone that will identify what type of train service should operate in the future train crossing between Oakland and San Francisco. All concepts being considered for Link21 improve service, increase train trips across the Bay, create access, travel reliability, and better integration between the BART and Regional Rail train networks, however there are differences to consider.

For example, a second BART crossing would result in a significant increase in service frequency to communities currently served by BART within the East Bay and to San Francisco, while also offering opportunity to serve additional areas in parts of Oakland, Alameda and San Francisco. This service with higher frequency of trains and shorter distances between stations stopping at each is provided by BART and Caltrain on the Peninsula with their new electrified vehicles.



Regional Rail in the crossing creates faster and more frequent service between Richmond and the Oakland Coliseum to San Francisco and the Peninsula, while also creating the opportunity for a one-seat ride without transfer on longer distance trips like Sacramento to San Francisco. This type of service is provided by Capitol Corridor, also Caltrain, Altamont Corridor Express, and San Joaquins just to name a few.



Capitol Corridor will operate zero emission trains in the future.

Through this fall, the Program will continue to evaluate concepts and seek input that will lead to a recommendation for consideration of a Preliminary Project to be advanced by the San Francisco Bay Area Rapid Transit (BART) and Capitol Corridor Joint Powers Authority (Capitol Corridor) Boards of Directors. Understanding the benefits and trade-offs of these two options as riders, communities, and the 21-County Megaregion is a big part of the discussion over the next few months.

Input from stakeholders and community members is an important part of development and analysis to understand preferences or priorities between the benefits and differences offered by BART or Regional Rail in the new train crossing. Following this important milestone decision, Link21 will continue to evaluate and refine Project alternatives, such as station locations and access. This transformational rail Program requires the continued partnership and engagement with megaregional agencies and the public to refine and identify the Project over the next two years that will be advanced into environmental review.

### Link with Us This Fall to Join the Conversation

Participate in an event or look for Link21 in your community to learn more and help connect Northern California with better train service for future generations.

#### Virtual Events

- Attend to hear a presentation and ask questions.
- **Wednesday, Nov. 1, 6-7:30 pm**  
Community meeting
- **Monday, Nov. 6, 6-7 pm**  
Office hour



#### Online Open House

Join anytime 24/7 for 30 days starting in early November, to participate when it works for you.



### Continuing Connections in 2023

Throughout 2023, the Link21 Team has continued to prioritize robust engagement by building, and strengthening relationships with communities and stakeholders across the Megaregion. So far in 2023, the Program Team has participated in over 140 events, connecting with over 6,300 people in total. Engagement events have included tabling at transit stations and in communities, interviews with community leaders, meetings with jurisdiction and agency partners, co-hosted events with community-based organizations, in-person open houses, virtual meetings, and the launch of Link21's first Online Open House.



BART's Equity Programs Administrator, Tim Lohrenz, presents on Link21 to Potrero Dogpatch Merchants Association in July 2023 at Popito, a local neighborhood restaurant.

The Program Team continues to connect with government officials and community partners across multiple regions, as well as focusing on member feedback and equity metrics with the Link21 Equity Advisory Council. Key themes from public input include potential environmental and equity impacts, integration with other existing and planned projects, safety, connections, and new access provided by a new crossing. The Link21 Team's commitment to inclusive engagement remains steadfast as input is gathered, concerns are addressed, and concepts are refined for a more accessible and inclusive transportation future.

### Past / Upcoming Meetings and Presentations

9/15	Old Oakland Farmers' Market
9/16	Transit Month - Meet the BART Anime Mascots
9/23	Native American Health Center Powwow
9/30	Equity 4 Black Berkeley People's Assembly
10/2	Link21 and Jack London Improvement District hosted Community Open House
10/10	American Association of State Highway and Transportation Officials (AASHTO) Council on Rail Transportation's 2023 Annual Meeting
10/12	San Francisco Human Rights Commission
10/17	Bay Area Council, Transportation Committee: Link21, Downtown Rail Extension, High-Speed Rail presentation Link21 Equity Advisory Council Meeting
10/18	BART Business Advisory Committee
10/26	Asian American Architects and Engineers (AAAE) 44th Annual Dinner Gala

### Connect with Link21

Link21Program.org  
Info@Link21Program.org  
855-905-LINK (9046)



## Trilingual Poster and Flyer

During Q4 2023, the Link21 Team produced a trilingual flyer and poster as digital PDFs for distribution through e-blasts and on the website, and as printed copies distributed to the public through CBOs across the Megaregion and at community tabling and transit station events. These promotional materials included information about engagement opportunities for the public to learn more about Link21, ask questions, and provide comments.



**LINK21**  
CONNECT NORTHERN CALIFORNIA

### Link With Us

Help us connect Northern California with better train service for future generations.

We're excited to share how a new BART or Regional Rail train crossing between Oakland and San Francisco will benefit riders and communities, plus how they differ.

Join the Conversation!

### 攜手同心

幫助我們連接北加州，為子孫後代提供更好的列車服務。

我們很高興與大家分享往返屋崙 (奧克蘭) 和舊金山的新 BART 或區域鐵路通道將如何使乘客和社區受益，以及它們有何不同。

參與對話!

### Únase con Nosotros

Ayúdenos a conectar el norte de California con un mejor servicio de trenes para las generaciones futuras.

Estamos encantados de compartir cómo un nuevo cruce de trenes BART o Tren Regional entre Oakland y San Francisco beneficiará a los pasajeros y a las comunidades, además de sus diferencias.

¡Únase a la conversación!

#Link21  
f @ t in

VISIT: [Link21Program.org/events](http://Link21Program.org/events)

LINK21 is sponsored by the San Francisco Bay Area Rapid Transit District and the Capitol Corridor Joint Powers Authority.  
LINK21 是由舊金山灣區捷運局 (BART) 與聯邦政府鐵路聯合體 (Capitol Corridor) 共同發起。  
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.



## Link With Us

Help us connect Northern California with better train service for future generations.

**Join the Conversation!**

For event details, visit [Link21Program.org/events](https://Link21Program.org/events)



We're excited to share how a new BART or Regional Rail train crossing between Oakland and San Francisco will benefit riders and communities, plus how they differ. Your input will help us identify either a BART or Regional Rail crossing recommendation for further study to meet the region's evolving future travel needs.

### VIRTUAL EVENTS

Visit the website to register for Zoom, or join by phone in English: (877) 388-2841.

**November 1, 6-7:30 pm** Community Meeting  
**November 6, 6-7 pm** Office Hour

### ONLINE OPEN HOUSE

Visit [Link21OpenHouse.com](https://Link21OpenHouse.com) anytime 24/7 for 30 days, starting in early November, to participate when it works for you.



**Can't make the events?** Link21 will be in local communities. Visit the website for more details.

To request American Sign Language and other accommodations, email [inquiries@Link21Program.org](mailto:inquiries@Link21Program.org) or call **(855) 905-Link (5465)** at least three days in advance of the meeting date.

**Link21Program.org**  
Follow BART and Capitol Corridor to join the **#Link21** conversation



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

**Digital Flyer**  
**Traditional Chinese**



**LINK21**  
CONNECT NORTHERN CALIFORNIA

## 攜手同心

幫助我們連接北加州，  
為子孫後代提供更好的列車服務。

**參與對話!**

有關活動詳情，請瀏覽  
[Link21Program.org/events](https://Link21Program.org/events)



我們很高興與大家分享往返屋崙 (奧克蘭) 和舊金山的新 BART 或區域鐵路通道將如何使乘客和社區受益，以及它們有何不同。您的意見將幫助我們確定新通道的 BART 或區域鐵路提議，以便進行下一步研究，從而滿足該地區不斷變化的出行需求。

### 線上活動

瀏覽網站註冊 Zoom，或透過電話加入粵語版本：  
(877) 388-2843。

11月1日，下午6點至7:30 社區會議  
11月6日，下午6點至7點 辦公時間

### 在線開放日

11月初開始，之後的30天內，您可以全天候隨時瀏覽 [Link21OpenHouse.com](https://Link21OpenHouse.com)，以便在適合您的時間參與活動。



### 無法參與活動嗎？

Link21 將深入當地社區。  
請瀏覽網站以了解更多詳情。

如需美國手語和其他便利服務，  
請在會議日期至少三天前發送電子郵件至  
[inquiries@Link21Program.org](mailto:inquiries@Link21Program.org)  
或致電 (855) 905-Link (5465)。

[Link21Program.org](https://Link21Program.org)

關注 BART 和 CCJPA 並參與 #Link21 對話



Link21 是由舊金山灣區捷運局 (BART)  
與首府走廊號聯合監管處 (Capitol Corridor) 共同發起。





# LINK21

CONNECT NORTHERN CALIFORNIA

## Únase con Nosotros

Ayúdenos a conectar el norte de California con un mejor servicio de trenes para las generaciones futuras.

**¡Únase a la conversación!**

Para obtener más detalles sobre el evento, visite [Link21Program.org/events](https://Link21Program.org/events)



Estamos encantados de compartir cómo un nuevo cruce de trenes BART o Tren Regional entre Oakland y San Francisco beneficiará a los pasajeros y a las comunidades, además de sus diferencias. Su opinión nos ayudará a identificar una recomendación de cruce de BART o de Tren Regional para su estudio posterior con el fin de satisfacer las futuras necesidades de viaje en evolución de la región.

### EVENTOS VIRTUALES

Visite el sitio web para registrarse en Zoom, o únase por teléfono en español: (877) 388-2842.

**1 de noviembre, 6-7:30 pm** Reunión comunitaria

**6 de noviembre, 6-7 pm** Horario de oficina

### JORNADA DE PUERTAS ABIERTAS EN LÍNEA

Visite [Link21OpenHouse.com](https://Link21OpenHouse.com) a cualquier hora las 24 horas del día durante 30 días, comenzando a principios de noviembre, para participar cuando mejor le convenga.



### ¿No puede asistir a los eventos?

Link21 estará en las comunidades locales. Visite el sitio web para obtener más detalles.

Para solicitar el lenguaje de señas americano y otras adaptaciones, envíe un correo electrónico a [inquiries@Link21Program.org](mailto:inquiries@Link21Program.org) o llame al (855-905-Link (5465) al menos tres días antes de la fecha de la reunión.

[Link21Program.org](https://Link21Program.org)

Siga a BART y CCJPA para unirse a la conversación de [#Link21](https://twitter.com/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.

## Paid Media and Social Media Advertising Details

### Paid Digital Media Advertising Details

LOCATION BY COUNTY	TARGETING INFORMATION*	LANGUAGE	SITE TARGETING*
<ul style="list-style-type: none"> <li>• <b>Sacramento Area:</b> Butte, El Dorado, Placer, Sacramento, Sutter, Yolo</li> <li>• <b>San Francisco Area:</b> San Francisco, San Mateo</li> <li>• <b>Central Valley Area:</b> Merced, San Joaquin, Stanislaus</li> <li>• <b>South Bay Area:</b> Santa Clara, Santa Cruz</li> <li>• <b>East Bay Area:</b> Alameda, Contra Costa, Solano</li> <li>• <b>North Bay Area:</b> Marin, Napa, Sonoma</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Type:</b> Digital Display (Programmatic)</li> <li>• <b>Timeframe:</b> Oct. 26 - Nov. 30, 2023</li> <li>• <b>Age Range:</b> 18-54</li> <li>• <b>Behavior Targeting:</b> (All Languages) Public Transit, Commuters, Ride-Share, Navigation Map</li> <li>• <b>Audience Targeting:</b> (English Only) Black, Indigenous, and People of Color (BIPOC)</li> <li>• <b>Context Targeting:</b> News/Info, Lifestyle, Travel, Events (Local)</li> </ul>	English	<ul style="list-style-type: none"> <li>• Sacramento Observer</li> <li>• Post News Group</li> <li>• The Vacaville Reporter</li> <li>• Modesto Bee</li> <li>• The Stockton Record</li> <li>• Merced Sun Star</li> <li>• Mercury News</li> <li>• East Bay Times</li> <li>• Santa Cruz Sentinel</li> <li>• Napa Valley Register</li> <li>• Marin Independent Journal</li> <li>• Bohemian</li> <li>• Pacific Sun</li> </ul>
		Spanish	<ul style="list-style-type: none"> <li>• CNN Español</li> <li>• ESPN Deportes</li> <li>• Univision</li> </ul>
		Traditional Chinese	<ul style="list-style-type: none"> <li>• Global China Daily</li> <li>• Global Times</li> <li>• People's Daily Online</li> </ul>


\* Site Targeting does not guarantee digital display advertisements ran on these listed sites; rather, these sites were given spending preference when inventory became available. All digital display advertisements were targeted on a programmatic basis, not a native basis.

## Paid Social Media Advertising Details

LOCATION	TARGETING INFORMATION	LANGUAGE	SOURCE
<p><b>Megaregional Focus:</b> CBO addresses in the following cities:  Alameda, Berkeley, Daly City, Davis, Emeryville, Gilroy, Hayward, Marin, Merced, Oakland, Richmond, Sacramento, San Francisco, San Jose, Santa Rosa, South San Francisco, Stockton</p>	<ul style="list-style-type: none"> <li>• <b>Type:</b> Paid Ad</li> <li>• <b>Dates:</b> 10/27 – 10/31</li> <li>• <b>Age:</b> 18-58</li> <li>• <b>Gender:</b> All</li> </ul>	<p><b>Multilingual</b> (automatic translation by platform)</p>	<p>BART Facebook and Instagram</p>
<p><b>Megaregional Focus:</b> CBO addresses in the following cities:  Alameda, Berkeley, Daly City, Davis, Emeryville, Gilroy, Hayward, Marin, Merced, Oakland, Richmond, Sacramento, San Francisco, San Jose, Santa Rosa, South San Francisco, Stockton</p>	<ul style="list-style-type: none"> <li>• <b>Type:</b> Boosted Post</li> <li>• <b>Dates:</b> Published as organic post on 10/31; boosted post on 11/1 – 11/6</li> <li>• <b>Age:</b> 18-58</li> <li>• <b>Gender:</b> All</li> </ul>	<p><b>Multilingual</b> (automatic translation by platform)</p>	<p>BART Facebook and Instagram</p>
<p><b>Megaregional Focus:</b> CBO addresses in the following cities:  Alameda, Berkeley, Daly City, Davis, Emeryville, Gilroy, Hayward, Marin, Merced, Oakland, Richmond, Sacramento, San Francisco, San Jose, Santa Rosa, South San Francisco, Stockton</p>	<ul style="list-style-type: none"> <li>• <b>Type:</b> Boosted Post</li> <li>• <b>Dates:</b> Published as organic post on 11/17; boosted post on 11/17 – 11/22</li> <li>• <b>Age:</b> 18-58</li> <li>• <b>Gender:</b> All</li> </ul>	<p><b>Multilingual</b> (automatic translation by platform)</p>	<p>Capitol Corridor and BART Facebook</p>
<p><b>Megaregional Focus:</b> CBO addresses in the following cities:  Alameda, Berkeley, Daly City, Davis, Emeryville, Gilroy, Hayward, Marin, Merced, Oakland, Richmond, Sacramento, San Francisco, San Jose, Santa Rosa, South San Francisco, Stockton</p>	<ul style="list-style-type: none"> <li>• <b>Type:</b> Paid Ad</li> <li>• <b>Dates:</b> 12/04 – 12/10</li> <li>• <b>Age:</b> 18-58</li> <li>• <b>Gender:</b> All</li> </ul>	<p><b>Multilingual</b> (automatic translation by platform)</p>	<p>Capitol Corridor Facebook and Instagram</p>

# Appendix D. Collateral Materials Samples

## General Fact Sheet English




### 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 12.7 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](https://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**  
2022-2025

- Preliminary Business Case
- Identify Preliminary Project (concept with options)

**Phase 2 Project Selection**  
2025-2028

- 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

## Traditional Chinese



### 北加州的轉型計劃

Link21 旨在創建一個更快、聯繫更緊密、公平且便利的列車服務，可關心大家、環境和子孫後代的生活質量。Link21 的核心是新建一條連接奧克蘭 (奧克蘭) 和舊金山的鐵路通道，從而：

- 增加可負擔住房和優質工作之間的交通連接
- 提供快速、班次多、可靠、安全且方便的鐵路服務
- 改善空氣品質，創造開車的替代方案
- 滿足北加州日益增長的多元人口對未來的交通需求

由 21 個縣組成的北加州大都市圈範圍從沙加薩羅延伸到蒙特雷，從舊金山延伸到中谷，並包括中間的各個地點。大都市圈擁有超過 1,270 萬人口，是美國第五大經濟體。預計 2050 年前人口將達到 1,490 萬。未來幾十年，整個大都市圈的出行需求預計將急劇增加。

For more information, visit [Link21Program.org](https://Link21Program.org)



### 展望復甦

雖然大流行改變了就業趨勢並影響了出行方式，但北加州的高速公路系統仍然擁堵，最近大流行的交通流量、向遠程工作的轉變，加上東灣區的高昂生活成本，導致居民搬遷到離城市中心更遠的地方，對我們的交通網絡提出了更多的要求。這一新現實、我們地區的人口預測以及我們從社區聽到對於改善非通勤時間、非工作行程列車服務的強烈需求，都在推動 Link21 的規劃工作。

為了滿足不斷變化的需求，Link21 將繼續評估長期出行模式和市場趨勢，以衡量跨越舊金山灣的第二條鐵路的可行性和其他鐵路改進措施。2023 年，我們將考慮過程工作模式、土地使用變化和高速公路收費增加等因素，根據其影響下的未來出行狀況對概念進行分析。

### 計劃階段

**起步階段**  
2019-2022

- 定義計劃
- 營運企劃案架構
- 問題和願景陳述
- 目標和目的

**第一階段**  
2022-2024

- 確立概念
- 初步營運企劃案
- 確立概念 (帶選項)

**第二階段**  
2024-2028

- 選定項目
- 中期營運企劃案
- 項目替代方案
- 環境評估
- 最終營運企劃案和實施策略

**第三階段**  
2028-2039

- 執行項目
- 資金策略
- 設計
- 施工
- 測試和試運行
- 準備服務

### 計劃目標和目的

從以下四個長期目標可展現該計劃能實現的廣泛效益。轉變乘客體驗的基本目標是實現另外三個目標的重要催化劑。

- 轉變乘客體驗**
  - 提供更好的服務
  - 改善可靠性和系統效能
  - 建立乘客量和客流分擔率
- 促進公平性和宜居性**
  - 連接民眾和地點
  - 改善安全性、健康和空氣品質
  - 促進公平性，防止社區不穩定和搬遷
- 帶動經濟增長並提高全球競爭力**
  - 增加獲得機會和就業機會
  - 連接主要的經濟、研究和教育中心
  - 實現支援公共交通、促進公平的土地使用
- 推動環境管理和保護**
  - 提高氣候變遷適應力
  - 減少溫室氣體排放
  - 節約資源


### 我們承諾實現公平

我們致力於公平參與並尋求歷史上的被邊緣化的社區的意見，為未來制定的 Link21 計劃提供資訊，以提供更好的列車服務。我們將與社區合作，了解社區成員的親身體驗，並努力實現有益的計劃流程和成果。Link21 承諾：

- 實施一個透過計劃各個方面促進公平的程序
- 投入資源來創造便捷、負責的社區參與方式
- 與被邊緣化的社區合作，盡量減少影響，實現利益最大化
- 確保弱勢小企業是 Link21 發展的主要參與者





Link21 由舊金山灣區捷運局 (BART) 和首府走廊聯合營運處 (Capitol Corridor) 共同發起。Link21 團隊也會與我們北加州鐵路合作夥伴和加州當局密切合作，以確保鐵路計劃的完整一致性。

2023 年 6 月



### Un programa transformador para el norte de California

Link21 tiene como objetivo crear una red de servicios ferroviarios más rápida y más conectada, equitativa y accesible que cuide de las personas, el medio ambiente y nuestra calidad de vida por muchas generaciones. El eje central de Link21 es un nuevo cruce ferroviario entre Oakland y San Francisco que logrará lo siguiente:

-  Aumentará las conexiones entre las viviendas asequibles y los empleos de alta calidad.
-  Permitirá un servicio de trenes rápido, frecuente, confiable, seguro y accesible.
-  Mejorará la calidad del aire creando alternativas a los desplazamientos en automóvil.
-  Responderá a las futuras demandas de desplazamiento de la creciente y diversa población del norte de California.


La megaregión del Norte de California, que comprende 21 condados, abarca desde Sacramento hasta Monterey, pasando por San Francisco hasta el Valle Central, así como puntos intermedios. Con más de 12.7 millones de habitantes, la megaregión es la quinta economía más importante de Estados Unidos. Se prevé que la población alcance los 14.5 millones en 2050. Se prevé que la demanda de viajes en toda la megaregión aumente considerablemente en las próximas décadas.

**De cara a la recuperación**

Aunque la pandemia ha cambiado las tendencias de empleo y ha afectado los patrones de desplazamiento, el sistema de autopistas del norte de California está congestionado y se acerca a una capacidad semejante a la del tráfico anterior a la pandemia. El cambio hacia el trabajo a distancia, sumado al elevado costo de la vida en el Área de la Bahía, ha provocado que los residentes se alejen del núcleo urbano, lo que supone una mayor exigencia para nuestra red de transporte. Esta nueva realidad, las proyecciones de población de nuestra región y la fuerte necesidad que nuestros comunidades nos han transmitido de mejorar el servicio ferroviario durante las horas no laborales para los desplazamientos que no se limitan al trabajo, están impulsando los iniciativas de planificación de Link21.

Para satisfacer las necesidades cambiantes, Link21 evaluará continuamente los patrones de viaje a largo plazo y las tendencias del mercado para medir la viabilidad de un segundo cruce ferroviario en la bahía de San Francisco y otros mejoras ferroviarias. En 2023, se analizarán conceptos basados en situaciones de viajes futuros que tengan en cuenta factores como los patrones de trabajo a distancia, los cambios en el uso del suelo y el aumento del peaje en las autopistas.

Para obtener más información, visite [Link21Program.org](https://Link21Program.org)



### Fases del programa

Participación, divulgación y equidad

- Fase 0 Definición del programa**  
2019-2022
  - Marco del caso de negocios
  - Declaración de la visión y del problema
  - Metas y objetivos
- Fase 1 Identificación de conceptos**  
2022-2024
  - Caso de negocios preliminar
  - Identificar el concepto (con opciones)
- Fase 2 Selección de proyectos**  
2024-2028
  - Caso de negocios intermedio
  - Alternativo(s) del proyecto
  - Revisión Ambiental
  - Caso de negocios final y estrategia de implementación
- Fase 3 Entrega del proyecto**  
2028-2039
  - Estrategia de financiación
  - Diseño
  - Construcción
  - Pruebas y puesta en marcha
  - Listo para el servicio

### Metas y objetivos del programa

Las siguientes cuatro metas reflejan los amplios beneficios que logrará este programa. La meta fundacional (**transformar la experiencia del pasajero**) actúa como catalizador para permitir que las otras tres metas den resultados.


- Transformar la experiencia del pasajero**
  - Brindar un mejor servicio
  - Reforzar la confiabilidad y el rendimiento del sistema
  - Aumentar el número de usuarios y la cuota de modos de transporte
- Promover la equidad y la habitabilidad**
  - Conectar a las personas y los lugares
  - Reforzar la seguridad, la salud y la calidad del aire
  - Promover la equidad y proteger a las comunidades de la inestabilidad y el desplazamiento
- Apoyar las oportunidades económicas y la competitividad global**
  - Mejorar el acceso a las oportunidades y el empleo
  - Conectar a los principales centros económicos, de investigación y educativos
  - Permitir un uso del suelo equitativo y favorable al transporte público
- Fomentar la gestión y protección del medio ambiente**
  - Reforzar la resistencia al cambio climático
  - Reducir las emisiones de gases de efecto invernadero
  - Conservar los recursos

### Nuestro compromiso con la equidad

Estamos comprometidos con la participación equitativa y la búsqueda de aportaciones de las comunidades históricamente marginadas para informar el desarrollo de un futuro Programa Link21 que ofrezca un mejor servicio ferroviario. Colaboramos con las comunidades para comprender las experiencias que viven sus miembros y trabajar para conseguir procesos y resultados del programa que sean beneficiosos. Link21 se compromete a lo siguiente:

- Aplicar un proceso que fomente la equidad en todos los aspectos del programa
- Invertir en una participación comunitaria accesible y responsable
- Asociarse con comunidades marginadas para minimizar los efectos y maximizar los beneficios
- Garantizar que las empresas desfavorecidas y las pequeñas empresas sean participantes clave en el desarrollo de Link21

Link21 está patrocinado por el Distrito de Transporte Rápido del Área de la Bahía de San Francisco (BART) y el Autoridad de Buses Compartidos de Capitol Corridor (Capitol Corridor). El equipo de Link21 también colabora estrechamente con nuestros socios ferroviarios del norte de California y con el estado de California para garantizar un programa ferroviario integrado.



Junio de 2023

## Equity Fact Sheet English



### Advancing Equity in Public Transportation

#### Delivering Benefits to Priority Populations

Post transportation and infrastructure projects have failed to adequately consider the needs of communities that have been marginalized. As a result, those communities often experience negative project outcomes like displacement of residents and businesses, and environmental harm while weather and winter 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](https://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 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 Registrar.

#### 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](mailto: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

# Traditional Chinese



## 促進公共交通公平性

**造福重點人口**

過去的交通和基礎設施項目未充分考慮被邊緣化社區的需求。因此，這些社區面臨項目所產生的負面影響，如房屋租金上漲和環境退化，而更富裕和白人更多的社區往往從項目中受益更多。

相比之下，Link21 努力與被邊緣化的社區合作，提升他們的參與度。計劃公平性的一些關鍵因素是 Link21 在為「重點人口」增加服務和減少負面影響的承諾。

對於 Link21 而言，「重點人口」指北加州大都會區的部分人口群體，包括非裔、西班牙裔、美國原住民、華裔、韓裔和安南裔等。Link21 還考慮這些社區共同發展與社區合作定案。

**Link21 是什麼？**

Link21 旨在創建一個更快、聯繫更緊密、公平且便利的列車服務，可關心人、環境和子孫後代的生活質量。Link21 的核心是新建一條貫通舊金山（舊金山）和舊金山的鐵路通道，讓人們可以在由 21 個縣組成的大都會區內自由出行。Link21 還將改進舊金山灣區捷運局 (BART) 和區域鐵路的列車。





如需更多資訊，請訪問 [Link21Program.org](https://Link21Program.org)

## 公平流程產生公平結果

Link21 透過優先與被邊緣化社區進行公開透明的合作，將能更好地設計和提供公平的列車服務，滿足大都會區社區的優先事項、需求和價值觀。此外，從事 Link21 工作的每個團隊（包括環境、規劃和工程）都有一名公平領導，確保公平成為其團隊流程的核心內容。

自從啟動 Link21 計劃以來，該團隊與當地社區組織 (CBO) 積極合作，協助與被邊緣化社區的合作。這包括計劃共創，使社區成員有機會直接參與重要工作，比如計劃目標和目的、定義重點人口以及確定關鍵流動性需求。社區成員和社區組織 (CBO) 也在此過程中獲得了經驗。

截至 2022 年 7 月，Link21 團隊舉辦了三輪社區共創發展活動，透過工作坊接觸了超過 870 名社區成員，透過調查和投票接觸了超過 1,600 名社區成員。

2023 年和 2024 年，Link21 團隊將與社區組織 (CBO) 合作開展社區漫步、工作坊、演講、調查、開放日等活動。這些活動將為社區成員提供重要計劃工作發表意見的機會。Link21 的參與活動旨在透過靈活時間、地點、技術、互動和可訪問內容以及小組會議來滿足社區成員的使用需求，從而提升信任和責任感。此外，該計劃目前正在制定盡量減少因 Link21 所導致重點人口搬遷的戰略。

除社區合作夥伴關係外，Link21 還提供從調查到虛擬工作坊和現場演講等多種參與方式，受眾可以透過 Link21 網站、電子郵件和電話聯繫等方式加深了解並提供寶貴意見。



Link21 由舊金山灣區捷運局 (BART) 和首府非裔發展聯盟 (Capitol Corridor) 共同發起。Link21 團隊也會與我們的北加州鐵路合作夥伴和加州當屆密切合作，以確保鐵路計劃的完整性。

2023 年 6 月

# Spanish



## Fomento de la equidad en el transporte público

**Proporcionar beneficios a las poblaciones prioritarias**

Los proyectos anteriores de transporte e infraestructura no han tenido en cuenta adecuadamente las necesidades de las comunidades que han sido marginadas. Como resultado, estas comunidades suelen experimentar resultados negativos derivados de los proyectos, como el desplazamiento de residentes y empresas y el daño ambiental, mientras que las comunidades más ricas y de blancos tienden a beneficiarse más de los proyectos.

Por su parte, Link21 se esfuerza por asociarse con las comunidades que han sido marginadas para desarrollar los beneficios de transporte que tanto se necesitan. Una consideración clave de equidad del programa es el desempeño de Link21 a la hora de generar beneficios para las "poblaciones prioritarias" y reducir los daños a éstas.

Para Link21, "poblaciones prioritarias" es un término que hace referencia a las zonas censales de la megaregión del Norte de California, donde las personas se ven más afectadas por los resultados negativos relacionados con la economía, la movilidad, la comunidad, la salud y la seguridad. Este término se definió en asociación con las comunidades a través de un proceso de cocreación comunitaria.

**¿Qué es Link21?**

Link21 tiene como objetivo crear una red de servicios ferroviarios más rápida y más conectada, equitativa y accesible que cuide de los personas, el medio ambiente y la calidad de vida por muchos generaciones. El eje central de Link21 es un nuevo cruce ferroviario entre Oakland y San Francisco, que abre las posibilidades de viajar por la megaregión de 21 condados. Link21 también incluirá mejoras en la red de trenes tanto para el Distrito de Transporte Rápido del Área de la Bahía de San Francisco (BART) como para el tren regional.





Para obtener más información, visite [Link21Program.org](https://Link21Program.org).

## Los procesos equitativos crean resultados equitativos

Si Link21 da prioridad a la participación abierta y transparente con las comunidades que han sido marginadas, estarán en mejores condiciones de diseñar y ofrecer un servicio ferroviario equitativo que cumpla con las prioridades, necesidades y valores de las comunidades de la megaregión. Además, cada equipo que trabaja en Link21, desde el medioambiental hasta el de planificación e ingeniería, cuenta con un líder de equidad que garantiza que la equidad sea fundamental en los procesos de su equipo.

Desde que comenzó el Programa Link21, el equipo se ha asociado activamente con organizaciones comunitarias (CBO) locales para fomentar la participación de las comunidades que han sido marginadas. Esto incluyó tres rondas de creación conjunta que dieron a los miembros de la comunidad la oportunidad de dar forma directa a trabajos importantes, como las metas y objetivos del programa, la definición de las poblaciones prioritarias y la identificación de las necesidades clave de movilidad. Los miembros de la comunidad y las CBO recibieron una compensación por su colaboración en este proceso.

Hasta julio de 2022, el equipo de Link21 había organizado tres rondas de creación conjunta comunitaria, que llegaron a más de 870 miembros de la comunidad a través de talleres y a más de 1600 mediante encuestas y sondeos.

En 2023 y 2024, el equipo de Link21 colaborará con las CBO en visitas guiadas a pie por la comunidad, talleres, presentaciones, encuestas, jornadas de puertas abiertas, entre otras actividades. Estos eventos brindarán a los miembros de la comunidad la oportunidad de ofrecer su opinión sobre el importante trabajo del programa. Las actividades de participación de Link21 están diseñadas para satisfacer las necesidades de accesibilidad de los miembros de la comunidad por medio de horarios flexibles, ubicaciones, tecnología,

contenido interactivo y accesible, y reuniones más pequeñas para reforzar la confianza y la responsabilidad. Además, el programa está elaborando estrategias para minimizar el desplazamiento dentro de las poblaciones prioritarias como resultado de Link21.

Junto con las asociaciones en la comunidad, Link21 ofrece diversas formas de participar, desde encuestas hasta seminarios web virtuales y presentaciones presenciales, donde el público puede aprender y proporcionar información valiosa, incluso a través del sitio web de Link21, su dirección de correo electrónico y la línea telefónica.

**Consejo Asesor de Equidad**

El Consejo Asesor de Equidad (EAC) de Link21 se estableció en febrero de 2023. El organismo de 18 miembros fue seleccionado tras una convocatoria pública de solicitudes en 2022. Los miembros del EAC reflejan la diversidad demográfica, social, económica y geográfica de la megaregión. Los miembros del comité cumplen mandatos de dos años y reciben una compensación por su servicio.

El EAC desempeña importantes funciones consultivas para Link21, como la integración de experiencias y conocimientos profundos de miembros de la comunidad que han experimentado en carne propia las desigualdades en materia de transporte e infraestructura. Dado que el EAC se reúne cada dos meses, los miembros pueden brindar información continua y a largo plazo sobre numerosos temas.

Las reuniones del EAC se celebran en línea y están abiertas al público. Para obtener más información, visite la página web del EAC de Link21 o el Legistar de BART.

**Asóciase con Link21**

Link21 busca activamente a CBOs que deseen desempeñar un papel para ayudar a dar forma y definir el programa. Para obtener más información, visite el sitio web del programa y póngase en contacto con [Inquiries@Link21Program.org](mailto:Inquiries@Link21Program.org) para expresar su interés.



Link21 está patrocinado por el Distrito de Transporte Rápido del Área de la Bahía de San Francisco (BART) y la Autoridad de Poderes Compartidos del Capitol Corridor (Capitol Corridor). El equipo de Link21 también colabora estrechamente con nuestros socios ferroviarios del norte de California y con el estado de California para garantizar un programa ferroviario integrado.

Julio de 2023

# Phase 1 Guide

## English

### 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 (Capital 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 Capital 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.



#### 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](https://Link21Program.org) or leave us a voicemail at 855-905-Link (5465).



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

Link21 is sponsored by the San Francisco Bay Area Rapid Transit District and the Capital 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.



#### 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



In early 2024, the Program will go to the BART and Capital 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

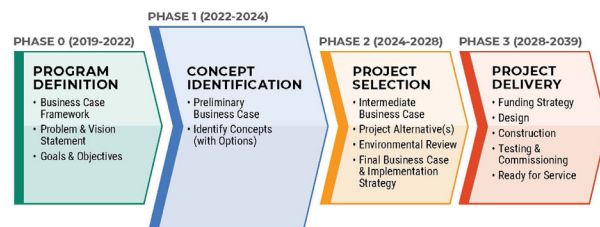
Phase 1 will identify potential transportation solutions to better connect our existing passenger train network and make riding the train to reach megaregional destinations a more reliable and accessible travel option. Northern California is a region where people live, work, and recreate across county 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



ENGAGEMENT, OUTREACH, & EQUITY

## 第一階段：確立概念

2022 - 2024



### 第一階段會發生什麼

第一階段繼續深化完善起步階段建立的基礎工作，並透過「營運企劃案架構」來概述 Link21 的願景、目標、目的、流程和衡量鐵路改進解決方案的標準。該計劃繼續秉持公平的承諾，透過與社區組織的夥伴關係和共同創造，以及為 Link21 建立社區成員公平諮詢委員會，持續實施公平參與。

第一階段的重點是探索和評估一系列潛在概念，包括舊金山灣的新交叉口，以及舊金山灣區域鐵路 (BART) 和區域鐵路網絡 (首府走廊就是使用區域鐵路網絡的運營商之一) 的其他關鍵服務和配套基礎設施改進。

概念的資訊來源包括：利益相關者和民眾意見、市場分析、進行中的技術研究、服務規劃、客流量建模以及關於社區限制和機會的環境評估。

#### 概念發展

概念由四個關鍵部份構建而成：



**市場**  
可以使用改進後的列車網路來提供服務的地方



**服務**  
加強 BART 和首府走廊的列車服務



**技術**  
新型現代列車技術以提供都市 | 大都會和 城際 | 直通服務，與當前使用的列車網路相容



**基礎設施**  
改善基礎設施 (如交叉口、軌道和車站) 以支援改善服務

概念包括在舊金山和屋崙 (奧克蘭) 之間新設一個地下鐵路通道 (第二個 BART 交叉口或新的區域鐵路交叉口)，將舊金山和半島的社區與東灣連接起來，提供更多的旅行選擇和更好的服務。無論在交叉口採用哪種列車技術，概念都將包括對兩個系統的額外改進。



### 幫助塑造我們的未來

Link21 致力於公平參與，並正在徵詢意見，以為未來鐵路項目的發展提供依據。參與 Link21 的方式有很多種，我們希望聽您的意見。

訪問我們的網站，尋找與我們保持聯絡的機會，積極參與活動，增加了解，並在規劃過程的每個步驟上提供有價值的意見。我們可以一起創建互聯、公平且可及的列車服務網路，體現人文關懷、環保理念並提升子孫後代的生活質量。



如欲參與，請訪問  
Link21Program.org  
或致電 855-905-Link  
(5465) 給我們留言。



在 f @ 上關注 BART 和 CCJPA 並參與 #Link21 對話。

Link21 由舊金山灣區域鐵路和首府走廊聯合監管處共同發起。計劃團隊也會與我們的北加州鐵路合作夥伴和加州當局密切合作，以確保鐵路計劃的完整一致性。



### 概念確立過程

概念必須能夠獨立運作並提供效益，同時不得妨礙其他區域機構計劃中的和擬議的項目。概念的評估和完善將分步進行，透過每次的分析，其將愈加詳細。利益相關者和公眾將有機會在整個改進過程中及時提供意見。雖然在此工作階段該計劃的範圍不會縮小到一個概念，但目標是瞭解潛在改進的益處和權衡。



### 為什麼第一階段很重要

第一階段將確定潛在的交通解決方案，以更好地連接我們現有的客運列車網路，使乘坐列車到達大都市圈目的地成為更可靠、更方便的旅行選擇。在北加州，人們跨縣生活、工作和娛樂。雖然疫情後我們的出行模式發生了一些變化，但北加州的幾條高速公路目前嚴重擁堵並接近容量飽和。

隨著地區和公共交通客流量的持續復甦，以及人口日益增長，人們需要快速、安全且負擔得起的旅行選擇以到達目的地——無論是幾英里還是幾百英里。在這些不確定的時期，Link21 將繼續專注於土地利用和客流量建模，以幫助確定最能滿足大都市圈未來需求的概念。

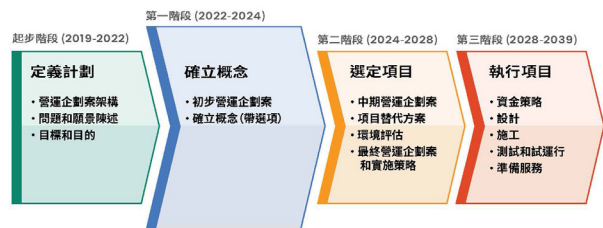
第一階段為未來有可能投入設計和建造的項目投資奠定了基礎，以保證未來子孫後代的生活質量。概念包括對 BART 和區域鐵路的改進，旨在促進公平和宜居性，支援經濟機會，推進環境保護。

### 第一階段概念探索流程



在 2024 年初，該計劃將提交給 BART 和首府走廊董事會，並提議交叉口應採用哪種列車技術。概念選項 (包括車站和服務改進以及支援這些改進的基礎設施) 將在 2024 年繼續進行評估，該計劃將努力確定一個項目以推進至第二階段的環境評估。

### 計劃時間表



參與 / 外展 / 公平性



# FASE 1: IDENTIFICACIÓN DE CONCEPTOS

2022-2024



## QUÉ OCURRE EN LA FASE 1

La Fase 1 se basa en el trabajo fundacional establecido en la Fase 0, con el Marco del caso de negocios que esboza la visión, las metas, los objetivos, el proceso y los criterios de Link21 para medir las soluciones de mejora ferroviaria. El compromiso del programa con la equidad continúa con la aplicación en curso de la interacción equitativa a través de asociaciones y cocreaciones con organizaciones comunitarias, así como el establecimiento, para Link21, de un Consejo Asesor de Equidad de miembros de la comunidad.

La Fase 1 se centra en explorar y evaluar posibles conceptos para un nuevo cruce de la Bahía de San Francisco, así como otras mejoras a servicios claves e infraestructuras de apoyo, tanto para el Transporte Rápido del Área de la Bahía de San Francisco (BART) como para las redes regionales de trenes (Capitol Corridor es uno de los operadores que utilizan la red regional de trenes).

Los conceptos se basan en los aportes de las partes interesadas y el público, el análisis de mercado, los estudios técnicos en curso, la planificación de servicios, la modelización de la cantidad de usuarios y una evaluación ambiental de las limitaciones y oportunidades de la comunidad.

### DESARROLLO DE CONCEPTOS

Los conceptos se crean a partir de cuatro elementos claves:

**MERCADOS**  
Lugares que podrían recibir los servicios de una red ferroviaria mejorada

**SERVICIO**  
Servicio ferroviario mejorado para BART y Capitol Corridor

**TECNOLOGÍA**  
Nueva y moderna tecnología ferroviaria para ofrecer servicio metropolitano e interurbano | servicio expreso, compatible con la red ferroviaria actual

**INFRAESTRUCTURA**  
Infraestructura mejorada, tal como el cruce, las vías y las estaciones, como apoyo a la mejora del servicio

Los conceptos incluyen un nuevo cruce subterráneo de trenes entre San Francisco y Oakland (un segundo cruce de BART o un nuevo cruce de tren regional) que conecte comunidades de San Francisco y La Península con el este de la Bahía mediante más opciones de viaje y un mejor servicio. Independientemente de la tecnología ferroviaria que haya en el cruce, los conceptos incluirán mejoras adicionales a ambos sistemas.



## AYUDE A FORMAR NUESTRO FUTURO

Link21 está comprometido con la participación equitativa y está buscando aportes para contribuir al desarrollo de futuros proyectos ferroviarios. Hay muchas maneras de participar en Link21 y queremos conocer su opinión.

Visite nuestro sitio web para buscar oportunidades continuas de conectarse con nosotros, participar activamente en eventos, aprender y brindar valiosos aportes en cada paso del proceso de planificación.

Juntos, podemos crear una red de servicios ferroviarios conectada, equitativa y accesible que cuide de las personas, el medio ambiente y nuestra calidad de vida para las generaciones venideras.



Para participar, visite [Link21Program.org](https://Link21Program.org) o déjanos un mensaje de voz al 855-905-Link (5465).



Siga a BART y CCJPA en [f](#) [@](#) [t](#) [v](#) 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. El equipo del programa también está trabajando estrechamente con nuestros socios ferroviarios del norte de California y el estado de California para garantizar un programa ferroviario integrado.

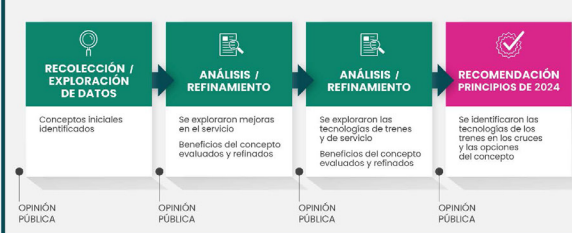


## PROCESO DE IDENTIFICACIÓN DE CONCEPTOS

Los conceptos deben poder funcionar y proporcionar beneficios por sí mismos, y no obstaculizar los proyectos planificados y propuestos de otras agencias regionales. La evaluación y el perfeccionamiento de los conceptos se llevarán a cabo en varias etapas, con un análisis cada vez más detallado. Las partes interesadas y el público tendrán la oportunidad de brindar aportes oportunos en todo el proceso de perfeccionamiento. Aunque el programa no se limitará a un concepto durante esta fase de trabajo, el objetivo es comprender los beneficios y las compensaciones de las posibles mejoras.



### PROCESO DE EXPLORACIÓN DE CONCEPTOS DE LA FASE 1



A principios del 2024, el programa se presentará a la Junta Directiva de BART y Capitol Corridor con una recomendación sobre la tecnología ferroviaria que se utilizará en el cruce. En el 2024, a medida que el Programa trabaje para identificar un proyecto que avance a la Fase 2 - Revisión Ambiental, se seguirán evaluando las opciones conceptuales que incluyan mejoras a las estaciones y los servicios, así como a la infraestructura de apoyo a dichas mejoras.

## POR QUÉ ES IMPORTANTE LA FASE 1

La Fase 1 identificará posibles soluciones de transporte para conectar mejor nuestra actual red de trenes de pasajeros y hacer el viajar en tren para llegar a destinos megarregionales una opción de viaje más fiable y accesible. El norte de California es una región donde la gente vive, trabaja y se divide atravesando las fronteras de los condados. Mientras estamos experimentando algunos cambios en los patrones de desplazamiento tras la pandemia, varias autopistas del norte de California están hoy muy congestionadas y rozando su capacidad.

A medida que la región y la cantidad de usuarios del transporte público siguen recuperándose y aumenta el crecimiento demográfico, las personas necesitan opciones de viaje que las conecten con el lugar al que desean ir de forma rápida,

segura y asequible, tanto si se desplazan unas pocas millas como si lo hacen a varios condados de distancia. En estos tiempos de incertidumbre, Link21 seguirá centrándose en la modelización del uso del suelo y de la cantidad de usuarios para ayudar a identificar los conceptos que mejor respondan a las necesidades futuras de la megarregión.

La Fase 1 sienta las bases para futuras inversiones en proyectos que podrían diseñarse y construirse para preservar la calidad de vida de las generaciones venideras. Los conceptos incluyen mejoras tanto para BART como para el tren regional, que tienen como objetivo promover la equidad y la habitabilidad, apoyar las oportunidades económicas y avanzar en la protección del medio ambiente.

## CALENDARIO DEL PROGRAMA



PARTICIPACIÓN, DIVULGACIÓN Y EQUIDAD



[LINK21PROGRAM.ORG](https://www.link21program.org)

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

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