



CONNECT NORTHERN CALIFORNIA

Equity Advisory Council (EAC) Meeting #3

April 18, 2023

April 2023

DRAFT-DELIBERATIVE



Agenda Item 1: Call To Order



Virtual Meeting Details



Includes
Closed
Captioning



Technical
Support
Use raise hand
button



Agenda Item 2: Roll Call



Agenda Item 3: Public Comment



Agenda Item 4: Meeting Topics



AGENDA ITEM A: Action Item

Approval of February 28, 2023, Meeting Minutes



AGENDA ITEMS B-D: Agenda Review

AGENDA ITEM B: Follow Up: Environmental Process Overview and ECO Report

AGENDA ITEM C: Introduction to the Stage Gate Process

AGENDA ITEM D: Link21 Equity Metrics: How Equity is Being Evaluated and Considered in Program Development

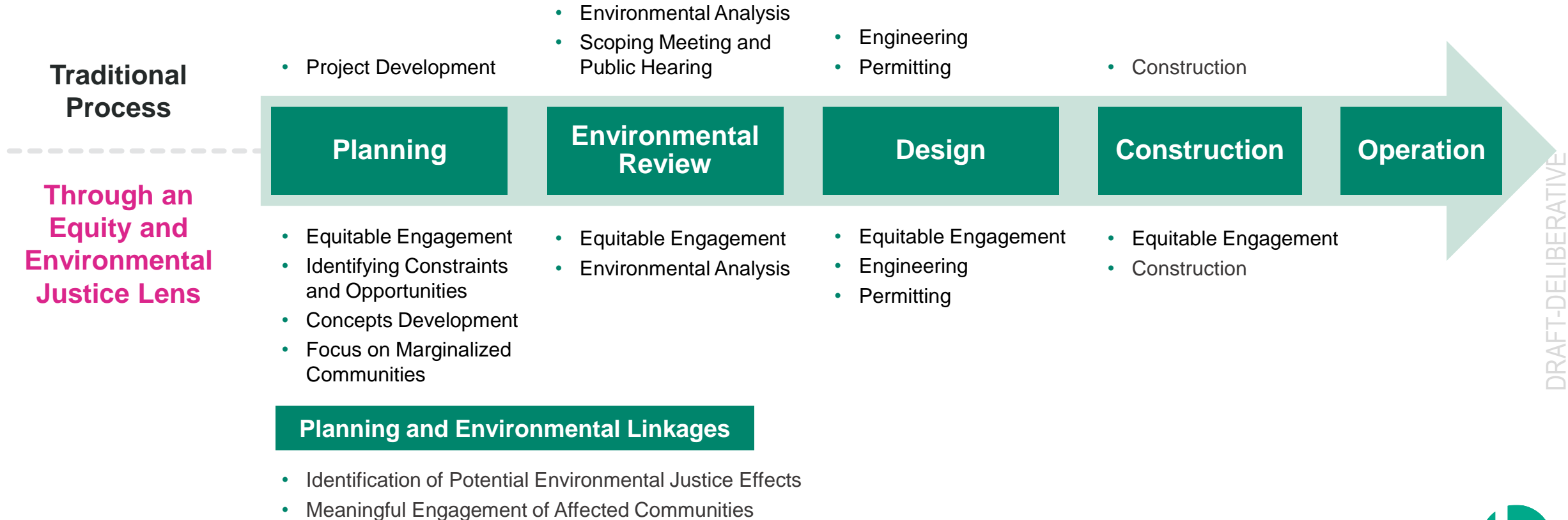




AGENDA ITEM B: Environmental Process and ECO Report Follow Up

Link21 Environmental Planning: Not Your Traditional Approach

April 2023



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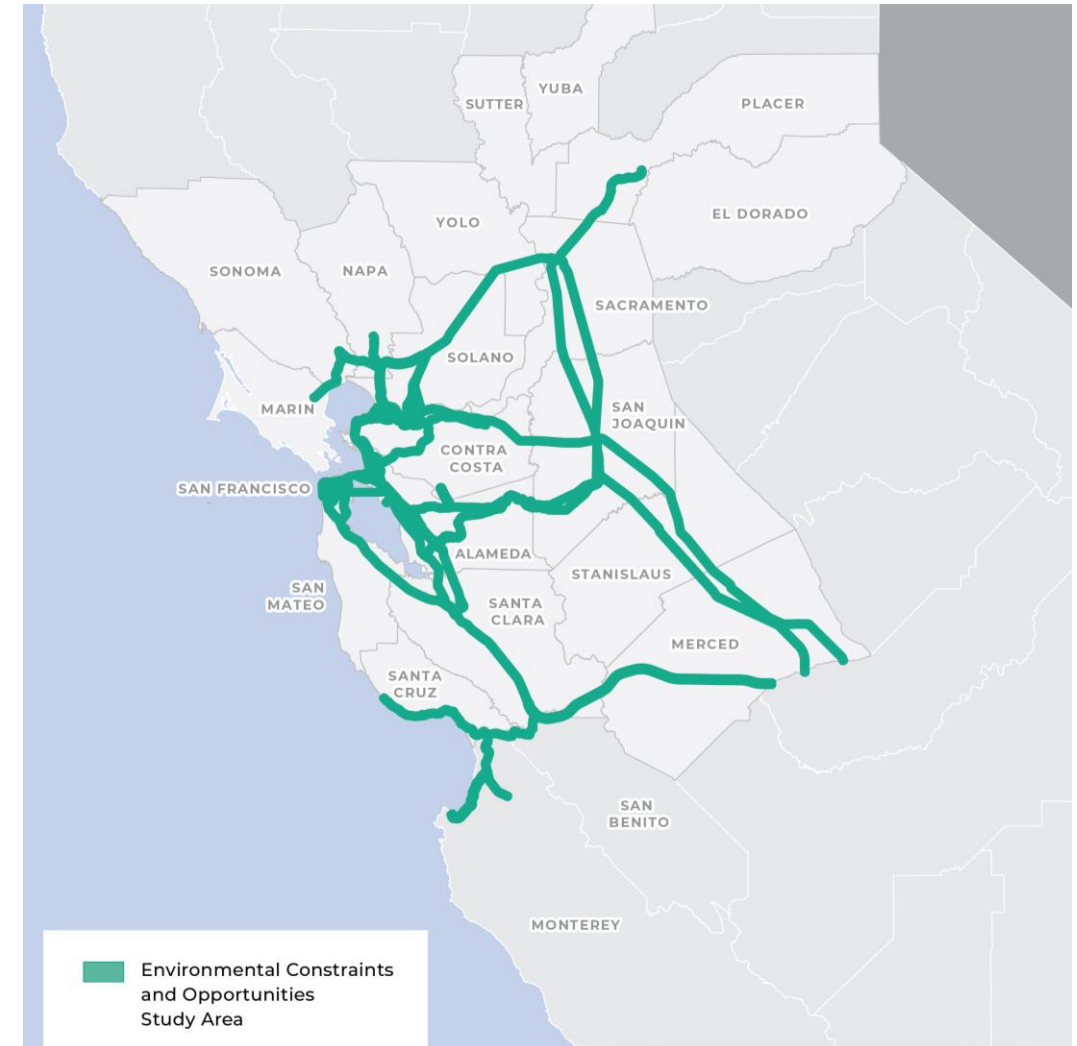
What is the Environmental Constraints and Opportunities (ECO) Report?

What:

- Report encompassing 21-county megaregion
- Identifies constraints/opportunities based on readily available data
- General characterization of critical constraints and opportunities

How data were collected:

- Geospatial data from multiple agencies
- Link21 input: market analysis data, co-creation data, technical work, other



Equity Considerations included in the ECO Work

- Identification of community resources and **priority populations (PP)**
- Identified constraints to **avoid/minimize** impacts in PP areas
- Identified opportunities to **improve** transit service to PP areas
- Considered **co-creation** input when identifying constraints and opportunities
- Prepared preliminary mapping of **environmental justice (EJ)** communities and added to ECO work on project concepts



Seeking Your Input

We are interested in hearing from you.

1. Are there additional **constraints** or **opportunities** that we should consider?
2. What are the most important constraints or opportunities to be considered and why?
3. Do you suggest any other ways, or information sources, to identify constraints and opportunities in Link21 planning?





AGENDA ITEM C: Introduction to the Stage Gate Process

Meet the Team



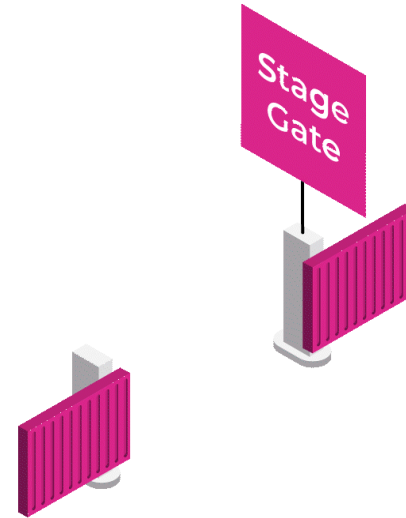
Joseph Chroston-Bell

Stage Gate Lead,
Network Rail Consulting



What are Stage Gates?

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



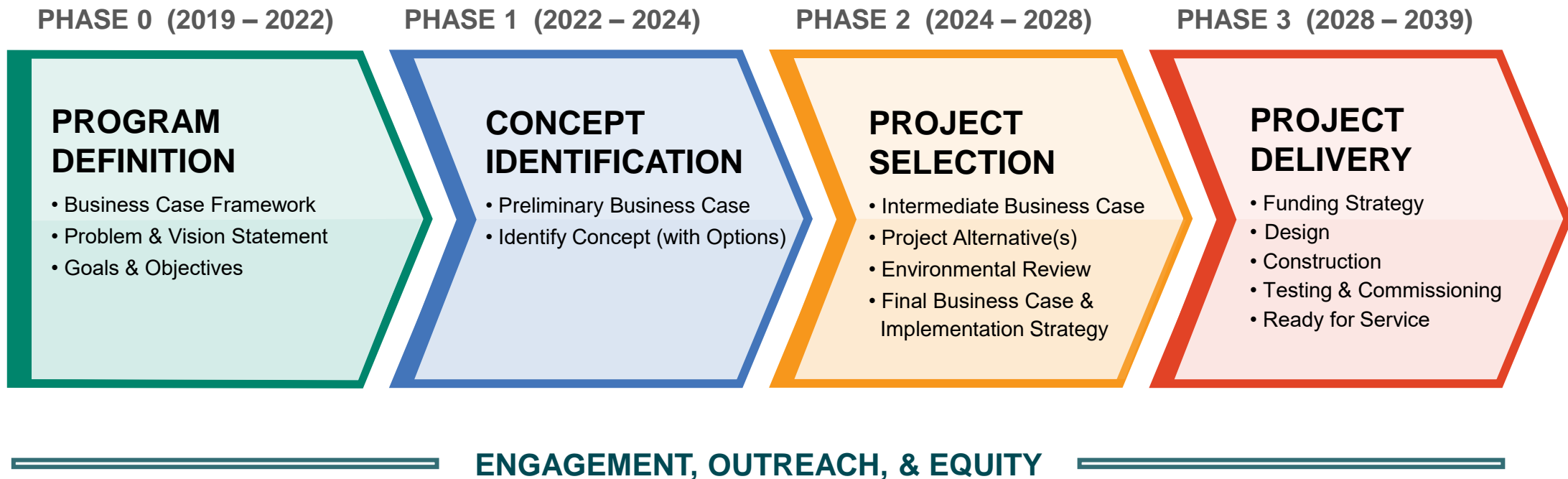
What are Stage Gates?

Stage Gates are ‘best practice’ for complex rail projects, because they provide:

- **Structure and Discipline** – Stage Gates focus work across teams to a common objective.
- **Memorialization** – Planning actions at Stage Gates are documented to help define the Project.
- **Oversight** – Link21 staff and BART/CCJPA Board members can review, approve progress, and sign-off commitment of funds to progress.
- **Strategic Confirmation** – Stage Gates confirm the Project continues to deliver goals and objectives.



Link21 Program Timeline



Adapting Stage Gates to Link21

Link21 is using Stage Gates to:



Mark key decision points between Phases, such as the initiation of Environmental Review, and secure commitments for funding through to the next Stage Gate.



Approve major documents or decisions within Phases, such as the preparation of a Draft Environmental Impact Report (EIR) or Environmental Impact Statement (EIS).



Example: Stage Gate 1

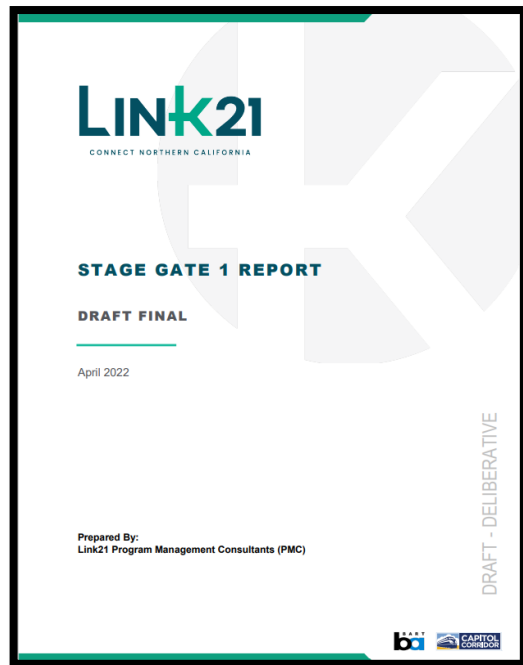


At Stage Gate 1, in April 2022, the BART and CCJPA Boards approved:

- Link21's vision, goals, and objectives
- Link21's advancement into Phase 1 based on concurrence with the four following key statements:
 - Link21's vision, goals, and objectives are appropriate, clear, and measurable, and provide a foundation for the Business Case.
 - Stakeholder and public engagement, with a focus on equity advancement, has informed the process and supports advancement into Phase 1.
 - A foundation of analytical work has been completed to develop and evaluate concepts in Phase 1.
 - The Program has the people, processes, funding and tools to support progress through Phase 1.



What did we take to Stage Gate 1?

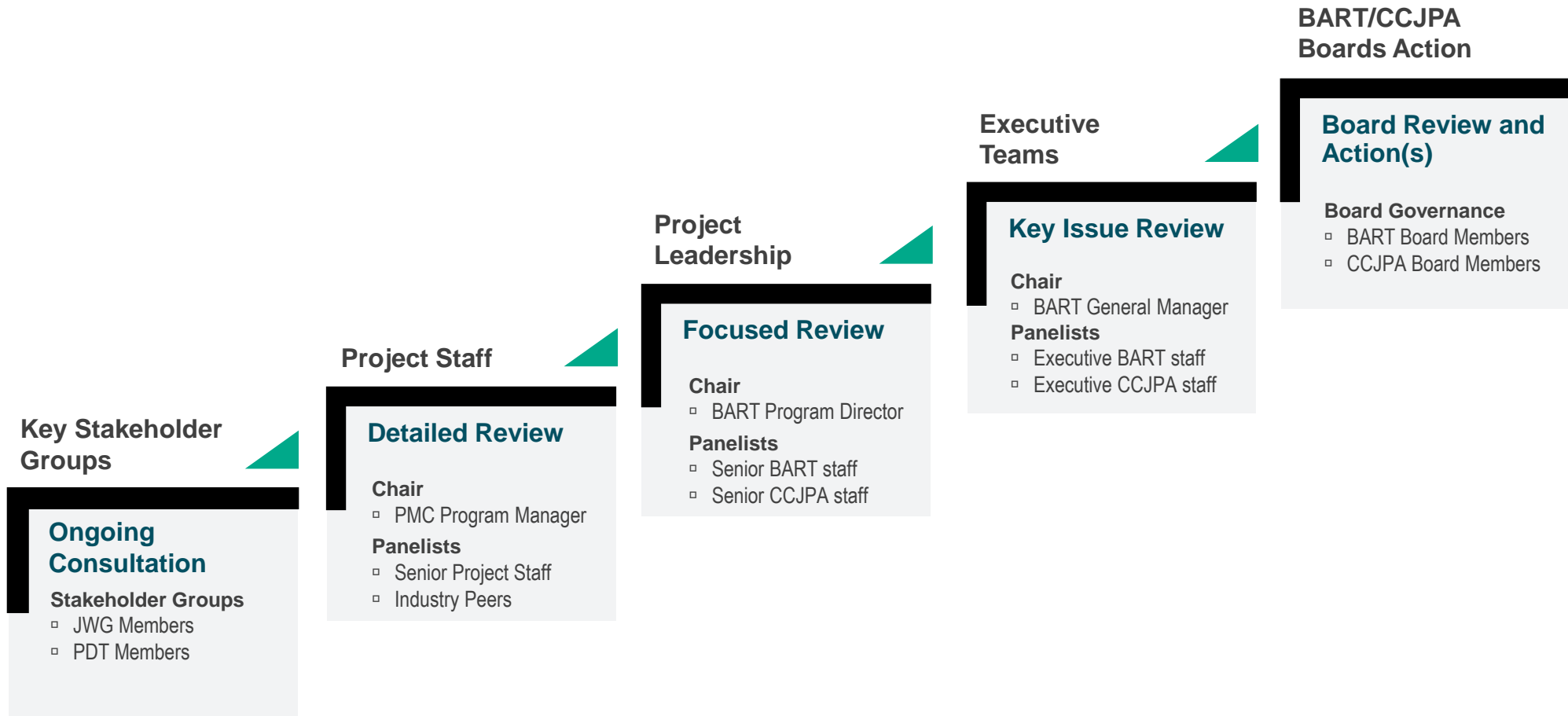


Evidence: Stage Gate Report

- A Stage Gate considers whether an action should be passed by reviewing evidence submitted by the Program.
- This evidence can be broad, including technical reports, feedback from engagement, and economic analysis.
- The Program summarized this evidence in a Stage Gate report to allow for ease of understanding.
- Evidence referenced within the text is either linked for public access online or appended at the end of the document.



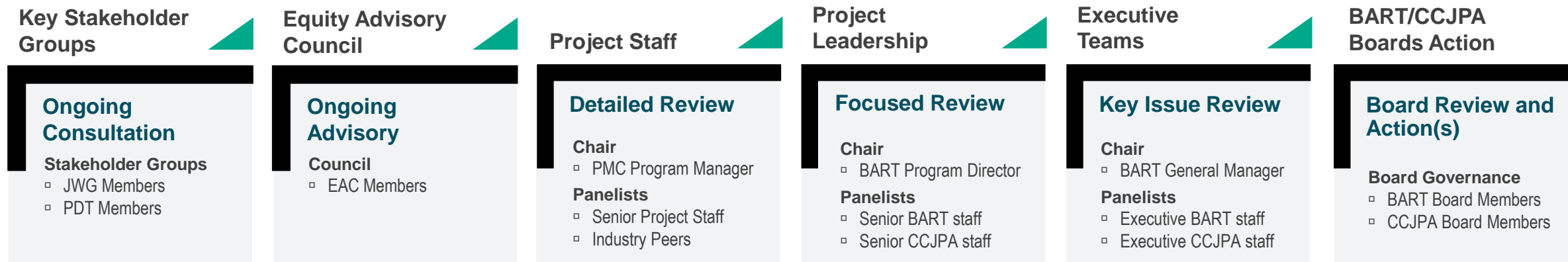
How did Stage Gate 1 work?





Looking Forward: The Role of the EAC

The role of the EAC



EAC

- The EAC will have a role to play for Stage Gate 2 and future gates too.
- Link21 will demonstrate in the Stage Gate 2 report how it has received and responded to ongoing advisory from the EAC on its work through Phase 1.
- Evidence of ongoing advisory will be documented in the form of meeting agendas, materials presented, and notes of discussion and commentary from the EAC.
- Panels and the Board will be able to access this evidence in advance of review to inform their decisions.



Coming Soon: Stage Gate 2 Definition

Stage Gate 2 Definition:

- We will come back to the EAC in due course with the latest definition of Stage Gate 2.

We will explain:

- The action we will recommend to the Board, and;
- The proposed Stage Gate 2 Report and key deliverables.

This is important because:

- It is the goal of this phase's work and drives any work we will present to you, and;
- It should frame how your ongoing advisory on Link21 will inform the eventual presentation to the Board.

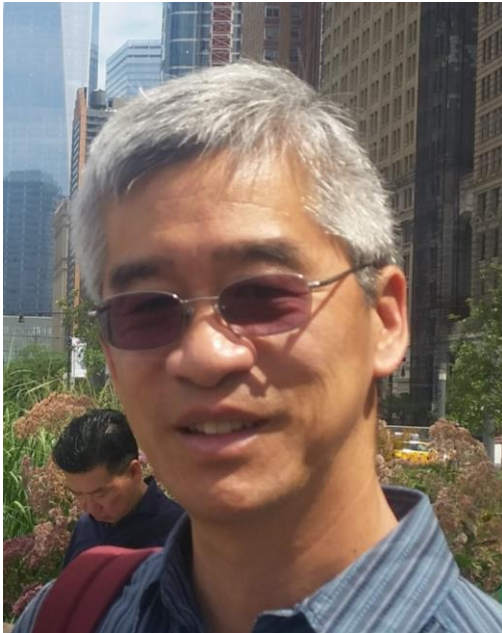




AGENDA ITEM D:

How Equity is Being Evaluated and Considered in Program Development

Meet the Team



Andrew Tang

Manager of Program
Evaluation, Link21



Emily Alter

Equity & Inclusion
Lead – North America,
Steer



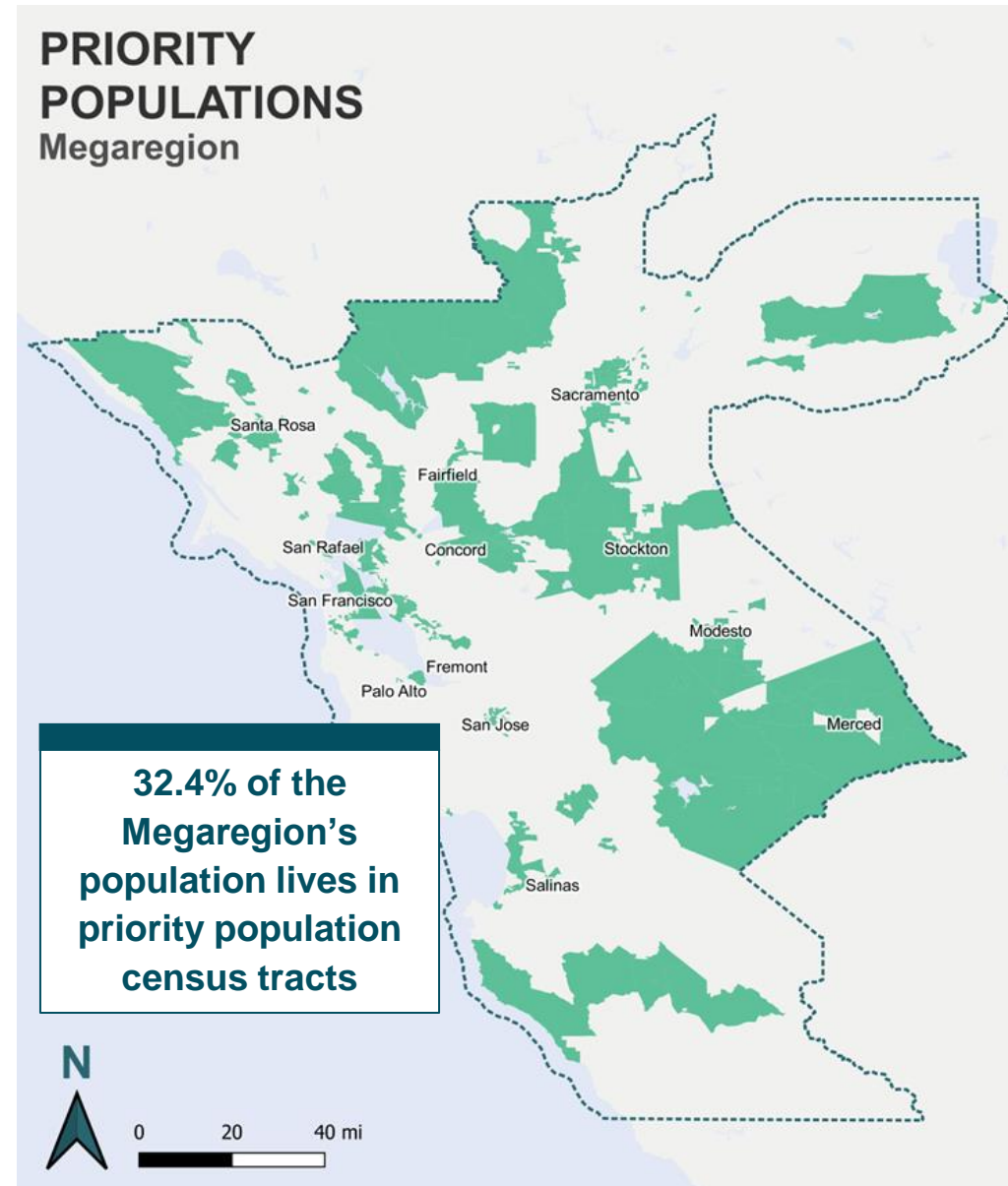
Henry Kosch

Equity Analyst, Steer



Reminder: Key Terms

- **Business Case:** A way to identify and evaluate the benefits, costs, and risks of the Link21 Program
- **Priority populations (PP):** The census tracts where residents experience the most economic, mobility, community, and health & safety burdens
- **Co-Creation:** Collaboration with community-based organizations (CBOs) and individuals from communities that have been marginalized to develop important parts of Link21




Today's Discussion

- **Background:** The six concepts shown in February are currently being evaluated by the Business Case
 - A concept is a project option for Link21 that includes a proposed crossing, stations and service information
 - Initial results of the six concepts will be discussed at the June EAC meeting
- **Today:** Using an example we want get your input on:
 - How to more equitably measure **access to jobs**
 - How to more equitably measure access to **important community resources**
 - How we are evaluating the **equity performance** of the concepts



Business Case Metrics

- A **metric** is a way to measure something
- Business Case metrics help answer questions like:
 - How well does the concepts accomplish Link21's goal and objectives?
 - How much would the concepts cost?
 - What are the risks with the concepts? 
 - The census tracts where residents experience, mobility, community, and health & safety burdens
- Community members helped define the Business Case metrics through early co-creation, polls of low-income communities and communities of color, and other public engagement

We'll introduce some of these risks later today.

Discussing displacement risk will be a topic at the June EAC meeting.



Business Case Metrics

- 30 plus metrics are being used to evaluate concepts
- Co-creation participants identified which were most important to be used to evaluate equity benefits from the project
 - Where possible, the Business Case will show these metrics by priority populations and whole population
 - Ex: 10,000 new rail trips; 4,000 of those taken by priority populations
 - More metrics will be available by priority populations in the future as tools advance



What is being Measured: Initial Priority Populations Equity Metrics

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

←
←
We'll be seeking your input on these today



Equity Metric: Measuring Access to Jobs

- **Why it is included:** People use rail for commuting to work although not everyone is able to access rail to commute to their current job and new job opportunities conveniently or equitably.
 - Identified through public input as an important outcome from Link21
 - Co-creation participants identified it as important to having equal access to opportunity
- **How it is being measured now:** Number of total jobs that can be reached on average within what feels like a 60-, 90- or 120-minute rail trip
 - Also being measured for priority populations
- **Discussion Prompt:** There is more we can think about when it comes to access to jobs, like whether a job is attainable or desirable.



Discussion Prompt

- How would you define a **desirable job**?
- How would you define an **attainable job**?
- What **industries** do you think provide desirable or attainable jobs?
- Are there other things we need to think about when it comes to **access to jobs**?



Equity Metric: Measuring Access to Important Regional Community Resources

- **Why it is included:** People use rail for more than just commuting to work. Transit dependent riders rely on rail to access other community resources and services.
- **How it is being measured now:** Number of important regional community resources that can be reached on average within what feels like a 60-, 90-, and 120-minute rail trip include:



Civic: city halls, DMVs, court houses



Health: general acute care hospitals, chronic dialysis clinics, urgent care



Open space: parks larger than 100 acres



Schools: universities, colleges, technical/trade schools



Equity Metric: Important Regional Community Resources Considerations

- Initially considered including other destinations such as:
 - Post offices
 - Primary care clinics
 - Parks under 100 acres
 - Daycares, primary schools, and secondary schools
 - Grocery stores
- Those were not included in the initial metric because:
 - Link21 is focused on regional destinations that require travel beyond your neighborhood
 - Data was not available or usable



Discussion Prompts

- Are there other **regional community resources** to access?
- What do you think it means to have **“access”** to important community resources?
 - Example: Is it about the time it takes to get there? How close the destinations are to rail stations? Being able to access multiple types of destinations in one trip? Something else?
- This metric currently groups together very different community resources, should they be **measured separately**?
 - Are there other things we should think about with community resource access?

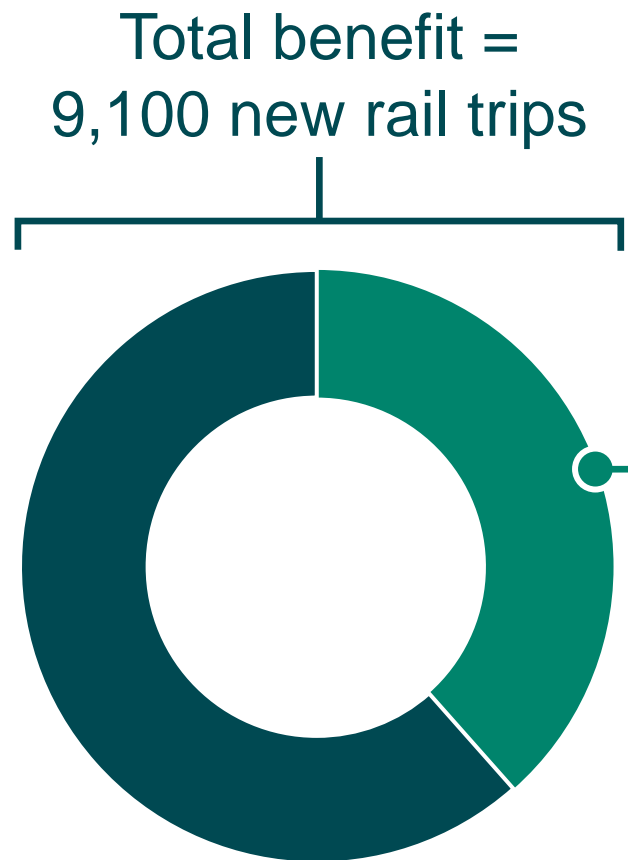


Equity Evaluation of Priority Populations Metrics

- **Equity Indicators** are ways to measure different aspects of equity
- The Business Case currently uses **multiple indicators** to understand how equitable each concept is
- We will introduce two of those equity indicators in the coming slides
- **Discussion Prompt:**
 - Which of these indicators do you feel are most important to evaluating equity?



How We Measure Equity: Hypothetical Example



Equity Indicator A: What is the total amount of concept benefits for priority populations?

- What this indicator does: Provides a sense of the size of the benefits to priority populations from the concept

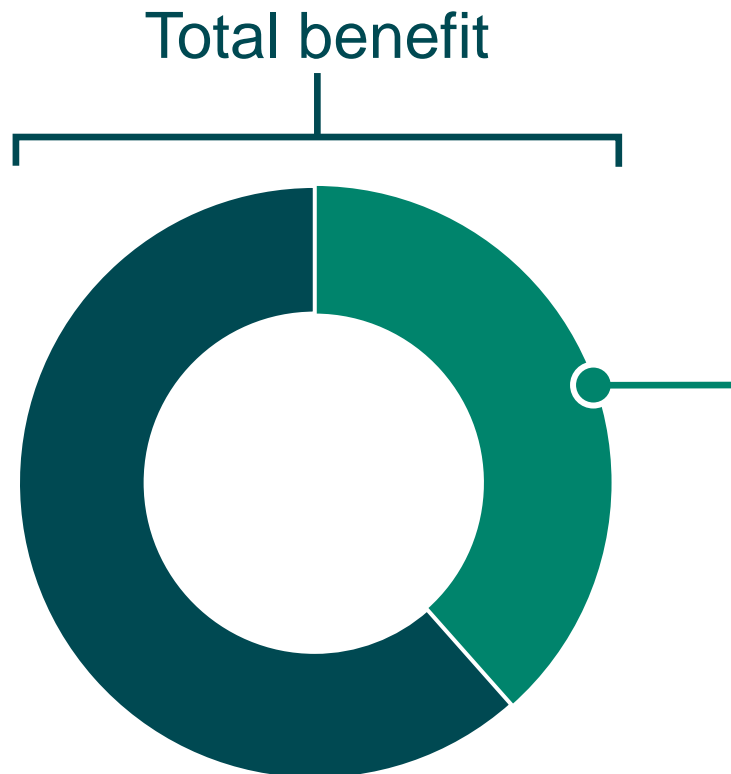
Indicator A:
Total priority population
benefit = **3,500 new rail trips**



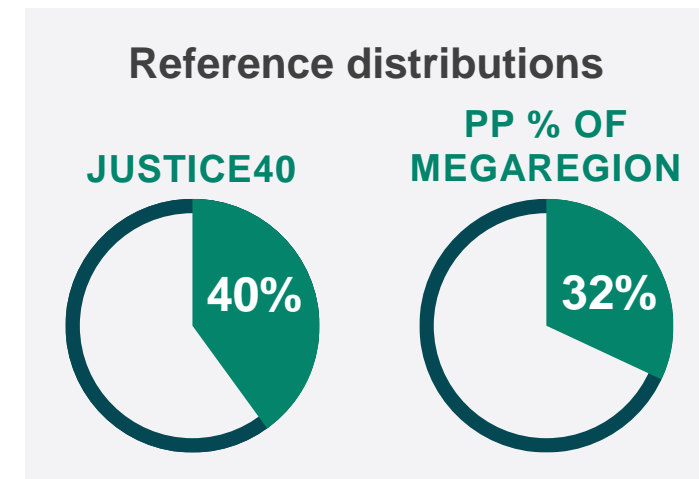
How We Measure Equity: Hypothetical Example

Equity Indicator B: What share of the concept benefits go to priority populations?

- What this indicator does: Shows us what % of the overall benefit from the concept would go to priority populations and how that compares to priority population % of the megaregion



Indicator B:
Percent of benefits to
priority populations =
38.5%




Discussion Prompt

- Is it **more important** to measure the total benefits for priority populations, such as the total number of new priority population rides, or to measure the percentage of benefits going to priority populations?
- What do you think is a good way to measure the level of **equitable outcomes** of Link21?



Equity Metrics: What are the Risks being Assessed?

- The Business case also identifies and assesses several risks
 - Engineering, construction, and operations risks
 - Environmental risks
 - Displacement risks 
 - Growth potential of station areas

Planned as a discussion topic in June

- Defining displacement
- How displacement risk is assessed in Round 1
- Anti-displacement strategies and how to assess displacement risk moving forward

- **Discussion Prompt**

- Are there specific things about displacement you'd like to talk about in June?
- Are there other risks you are interested in discussing in the future?



Agenda Item F: Public Comment



Agenda Item 5: Next Meeting Date



Agenda Item 6: Adjournment

