

LINK21 FALL 2022 ENGAGEMENT SUMMARY

DRAFT | JANUARY 2023

PREPARED BY:
LINK21 ENGAGEMENT & OUTREACH CONSULTANTS (HDR)



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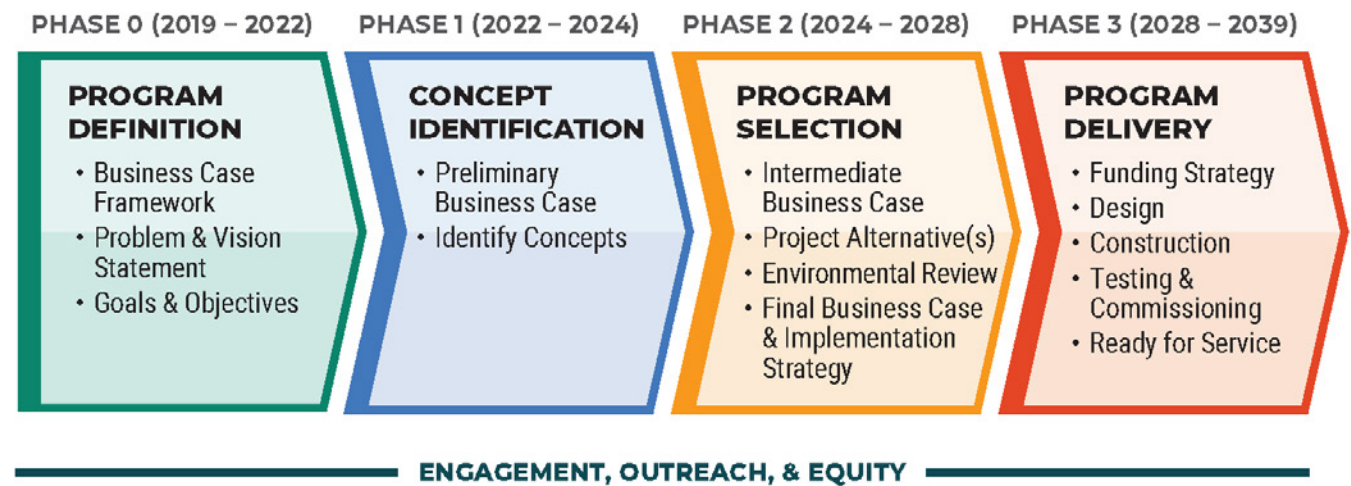
Executive Summary

Introduction

In March 2022, the Link21 Program moved into Phase 1 Project Identification. Estimated to run through mid-2024, Phase 1 builds upon early foundational work in Phase 0 and includes concept identification, evaluation, and refinement, service planning, ridership modeling, identification

of environmental constraints and opportunities, and ongoing equitable engagement activities. Current planning efforts will guide identification of a Project(s) for a new Transbay rail crossing between Oakland and San Francisco to move forward into environmental review in Phase 2.

Program Timeline



Fall Engagement Goals and Desired Outcomes

Throughout 2022, engagement and outreach to Megaregional stakeholders was conducted to share Link21 Program updates, build awareness, and seek input.

Beginning in late July, and continuing through December, the Link21 Team (Team) began focusing on education around concepts with targeted stakeholders that concluded with a series of public activities in October and November.

Goals of fall engagement milestone:

- Educate and build awareness of Phase 1 activities
- Discuss concept development
- Share example concepts for a new Transbay rail crossing
- Seek initial input on markets, potential new stations, and service preferences

Desired outcomes for fall engagement:

- Broaden Link21 participation
- Build understanding and support
- Reach key priority populations adjacent to example concepts
- Gather valuable input for consideration in exploratory concept analysis

While the outreach was centered around building awareness and education of Phase 1 efforts, it also provided opportunity for the Program to garner initial input on early crossing examples prior to exploratory analysis and identification of the initial list of concepts to move forward for further evaluation.

Concepts are built from **four key building blocks** to best serve the community.



Markets

Markets are places that could be served by a new or improved train network



Service

Enhanced train service for both the San Francisco Bay Area Rapid Transit District (BART) and the Capitol Corridor Joint Powers Authority (Capitol Corridor)



Technology

New, modern train technology for both BART and Capitol Corridor



Infrastructure

Improved infrastructure such as stations, the crossing itself, and track work

Each concept will include a new underground train crossing of the San Francisco Bay (Regional Rail, BART, or both) connecting communities in San Francisco and the Peninsula to the East Bay with more trains and better service.

Engagement Events

Megaregional stakeholders at every level of our communities ranging from elected officials to agency partners, and advocacy or community organizations were proactively engaged through a robust speakers bureau. Link21 also directly connected with target audiences and communities through a grassroots tabling effort that reached students and youth, tribal representatives, train riders, and diverse public audiences through community festivals.

As a result of the promotions and targeted grassroots engagement, Link21 successfully connected directly and **engaged with over 1,400 community members.**

In October and November, Link21 hosted three virtual meetings and four virtual office hours to provide convenient opportunities for the Megaregion to learn about the Program, engage and ask questions directly with Team members. Along with a question-and-answer session, meeting participants were polled about service needs. The poll questions and presentation were also made available on the Program website at www.Link21Program.org.



Link21 Team engaging with riders at Oakland Coliseum BART Station – October 2022

Ways People Participated in Polling



Computer



Smart Phone




Text Message




QR Code


Meet Our Speakers Panel




Sadie Graham
Link21 Program Director – BART




Camille Tsao
Link21 Program Lead – CCJPA



Nicole Franklin
Link21 Engagement & Outreach Manager – BART



Chester Fung
Link21 Planning & Engineering Delivery Manager – HNTB



Linton Johnson, Link21

Screenshot of facilitator Linton Johnson introducing panelists at East Bay focus virtual community meeting on October 26, 2022.

In-Person Engagement

COMMUNITY TABLING	STUDENT/YOUTH TABLING	IN-STATION TABLING	TRIBAL EVENT TABLING
9 Events	3 Events	9 Events	1 Event
7 Cities	3 University Campuses	6 Cities	1 City (across N. California)
750 Direct Connections	350+ Direct Connections	290 Direct Connections	40 Direct Connections

Virtual Engagement

BRIEFINGS AND PRESENTATIONS	SPEAKERS BUREAU	VIRTUAL MEETINGS/OFFICE HOURS
28 Events	7 Presentations	7 Events
21 Counties	1 State (statewide organizations)	52 Cities (across Megaregion)
150+ Direct Connections	100+ Direct Connections	181 Direct Connections

Activities by Audience

AUDIENCE	ACTIVITY
Elected officials, advocates & industry	Speakers Bureau, briefings & presentations
Link21 Working Groups (transportation and jurisdiction agency executive and staff representatives)	Presentations
Boards of Directors (BART & CCJPA)	Briefings & presentations
Train riders	In-station tabling along BART & Capitol Corridor service lines
Communities & neighborhoods	Grassroots community event tabling
Student/youth & tribal	Event tabling at universities & regional Pow Wow events
General public & stakeholders	Virtual community meetings & office hours

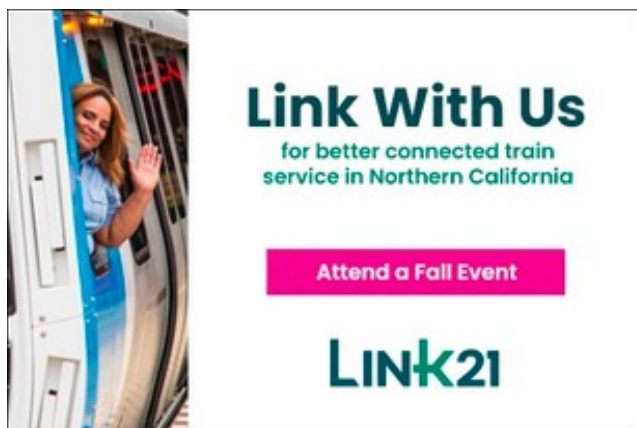
For detailed timing and location of fall engagement events, please reference **Appendix A**.

Promotion Reach

To promote all these engagement opportunities, the Program utilized a variety of tools including but not limited to the Link21 website, social media, digital media, emails, press releases, distribution of flyers.

In October and November 2022, Link21 launched two unique paid media efforts to promote virtual community meetings, virtual office hours and grassroots community tabling events. These campaigns ran across 23 media outlets and in three language channels as digital display ads: English, Spanish and Chinese. Ad messaging focused on inviting individuals throughout the Megaregion to learn more about the Link21 Program and participate in the fall events. Collectively, the entire paid media effort generated **more than 3.1 million impressions** (people who saw the ads) and **over 3,600 website visits**.

The goal of the fall 2022 paid media efforts was to drive site traffic to the Link21 Program events page.

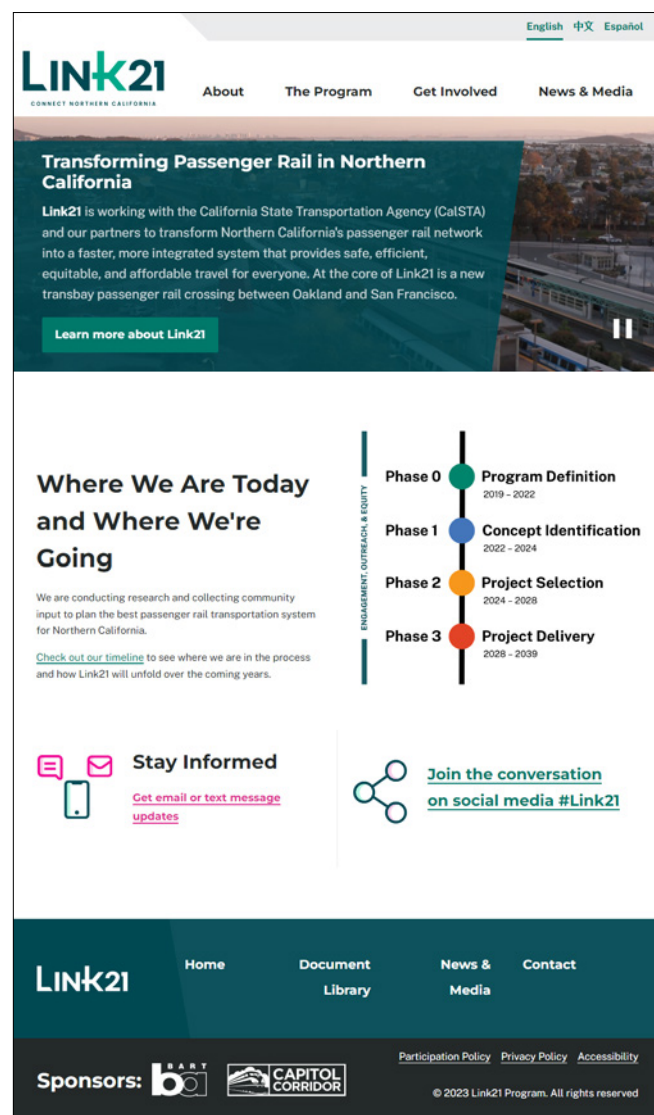


Sample Digital Ad

We surpassed the projected 2.4 million impressions by more than 31 percent.

From September to November, Link21 ran three geo-targeted ads on BART and CCJPA social platforms, and pushed five posts that had a **231,894 reach**. Lastly, the Program distributed three promotional emails to our database of over **7,000 contacts**. As a result of the promotional efforts, the Link21 website had **over 37,000 page views** and **19,000 unique sessions**.

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



Link21 Website

Polling Response

Through polling conducted at virtual meetings and via the website, we also gathered input from approximately 150 participants about desired destinations for train travel, reasons for traveling by train, and when they need to travel.

The non-scientific poll offered the opportunity to choose your top three preferences and the results are below.

TOP THREE BAY AREA CONNECTIONS WITH A NEW TRAIN CROSSING

1. San Francisco
< >
Emeryville, Berkeley, Richmond
2. San Francisco
< >
Oakland, Alameda
3. S. Peninsula, Silicon Valley, San Jose
< >
W. Oakland, Downtown, Jack London Square, Alameda

TOP THREE MEGAREGIONAL CONNECTIONS WITH A NEW TRAIN CROSSING

1. Sacramento
< >
Oakland, Alameda, East Bay
2. Sacramento
< >
San Francisco
3. Santa-Cruz, Monterey, Salinas
< >
Oakland, Alameda, East Bay

The results listed above further demonstrate and validate key markets identified through the early Market Analysis, and key input received during grassroots community events regarding desired travel destinations throughout the Megaregion.

TOP THREE REASONS FOR TRAIN TRAVEL

1. Get to airport (SMF, SFO, OAK, SJC)
2. Entertainment (concerts, sporting events & festivals)
3. Commute to work

TOP 3 TRAVEL TIMES

1. Weekends, afternoons (Noon-7pm)
2. Weekdays, rush hours (7am-10am & 4pm -7pm)
3. Weekends, night (7pm-1am)

Again, these polling results mirror our discussions within the communities of the Megaregion. While travel to work is still among the top three choices, the polling participants highlighted the need to access other key destinations including Megaregional airports, and key entertainment and event locations.

Northern California residents are on the move and often travel regularly across county lines for recreation, school, and visiting family and friends. The desire to expand train service hours through the night and on the weekends reflects the need to reach other key destinations beyond just employment.

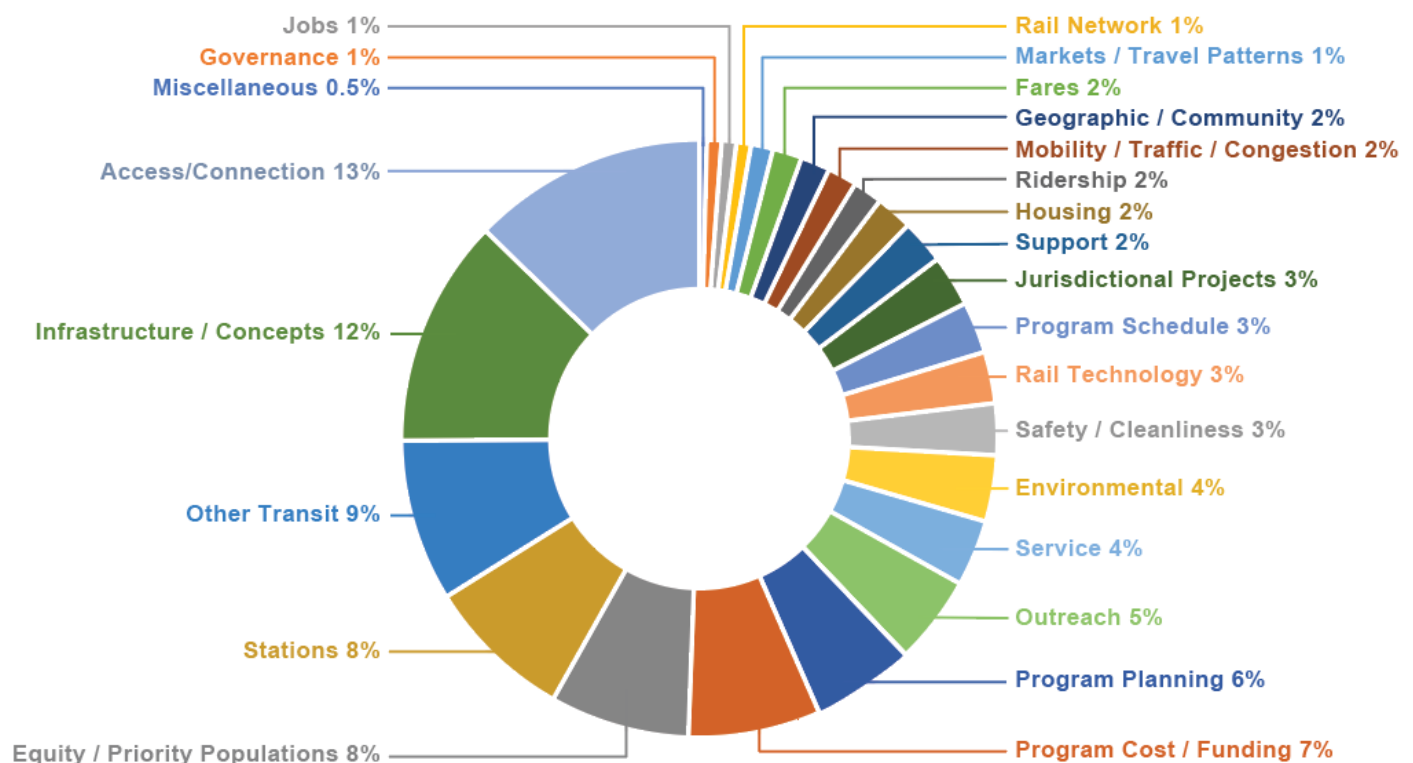
Community Input

In assessing all input received during fall engagement, some key themes were identified and reflected in the pie chart below.

As expected with a diverse population like Northern California, the input received crosses many different topics. However, in general, there was a lot of discussion not only about Link21 and a potential new crossing, but also questions about how the new crossing connects to other transit, and ties into other rail projects being planned throughout the Megaregion like the Downtown Extension Project (Portal) to the Salesforce Transit Center in San Francisco, Caltrain's electrification and service increase on the Peninsula, and California High-Speed Rail just to name a few. There was discussion and input

surrounding potential new stations and improvements to existing ones. Another common concern raised was around equity related to accessibility for priority populations and other target demographics like seniors as well as a concern of displacement or gentrification within areas that could be adjacent to future improvements.

Fifty percent of the comments were focused on access and connection across the network, concept alignments and other rail improvements, and potential new stations. There was a general appreciation for opportunities regarding one-seat rides and less transfers, more frequent service, and train electrification for future improvements, especially across the Bay.



All input received and gathered through fall engagement will be reviewed and considered by the Team to help shape the development of the initial list of concepts that will be complete in early 2023.

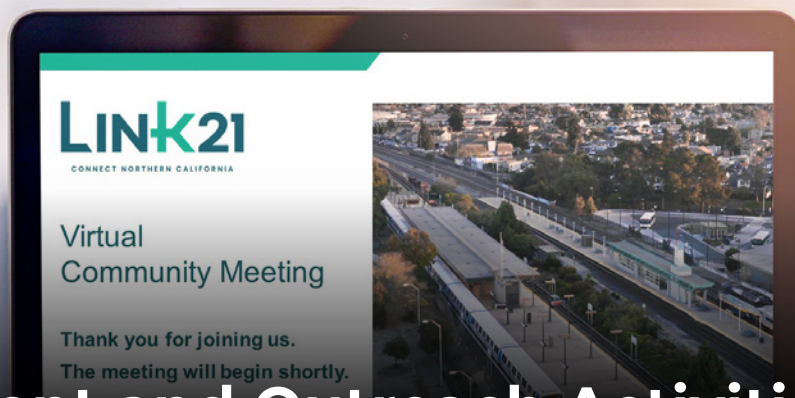
Highlights of the initial feedback include:

- General excitement about Link21
- Need for improved train service and better travel options
- Need for longer hours of operation, more frequency, easier transfers
- Desire for better connectivity and train reliability (across Bay, from areas to the east and south, and into the core Bay Area)
- Complaints related to current service (cost, safety, access, etc.)
- Questions around how the new train crossing will integrate with existing system, and other rail and transit projects currently being planned by other agencies
- Concern about project cost and long development schedule

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



Link21 Team engaging with riders at the Oakland BART 12th St/Oakland City Center Station – October 2022



Engagement and Outreach Activities

Virtual Event Details

The virtual community meetings and office hours were hosted on the free online conferencing platform Zoom where participants could join by computer or mobile device. Toll-free phone lines were established to enable participation without a computer. Both online and phone options offered interpretation in Spanish and Cantonese. Closed captioning was available when joining via computer or mobile device and watching the live presentation, and American Sign Language interpretation and other reasonable accommodations were available by request.

The events covered the same base content and were formatted to include a presentation with embedded participant polling, followed by a facilitated question and answer session where participants could ask questions of the speaker panel directly either through the zoom question and answer panel, or verbally by raising their electronic hand. The Team provided an introduction of Northern California's travel needs and future of the Program goals, showed example concepts, discussed next steps, and how participants could remain involved. See tables below for further event details and links to recordings and presentation slides.

VIRTUAL COMMUNITY MEETINGS

21-County Megaregional Focus	10/18/2022 5:30-7 pm	Event Summary Links Recording & Presentation Slides
East Bay Focus	10/26/2022 5:30-7pm	Event Summary Links Recording & Presentation Slides
San Francisco Focus	11/16/2022 5:30-7 pm	Event Summary Links Recording & Presentation Slides

VIRTUAL OFFICE HOURS

Office Hour #1	10/19/2022 Noon-1 pm	Event Summary Links Recording & Presentation Slides
Office Hour #2	10/24/2022 5:30-6:30 pm	Event Summary Links Recording & Presentation Slides
Office Hour #3	10/27/2022 4:30-5:30 pm	Event Summary Links Recording & Presentation Slides
Office Hour #4	11/17/2022 4:30-5:30 pm	Event Summary Links Recording & Presentation Slides

In-Person Event Details

As part of the Program's equitable engagement approach to reach community members where they are, the Team participated in grassroots community events across the Megaregion.

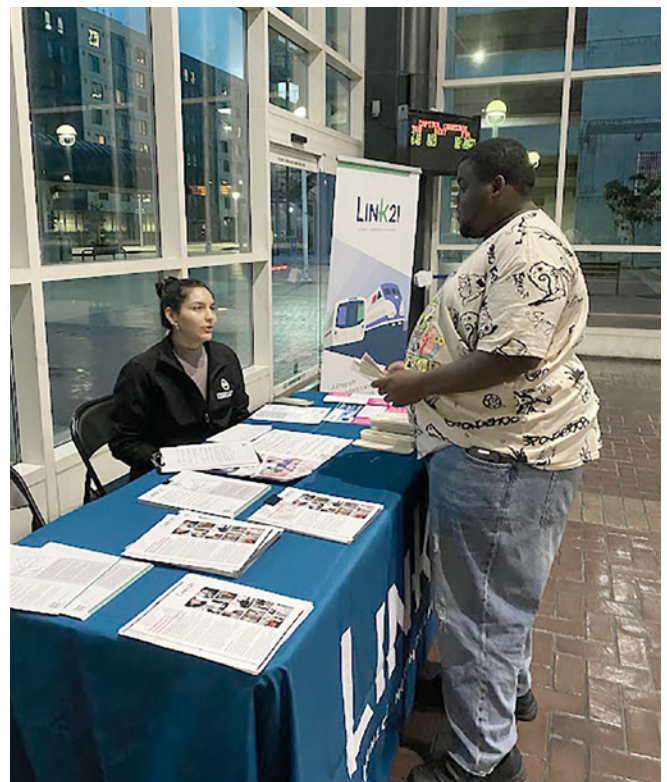
To reach train riders and promote the fall engagement activities, the Team tabled at nine BART and Capitol Corridor stations. A display board showing example concepts was present at these events along with the fall events promotional postcard, and several fact sheets (equity, general, and priority population) in English, Spanish, and Chinese as well as Link21 branded campaign collaterals. See tables to the right and below for further details about these in-person events.

IN-STATION EVENTS DETAILS

Capitol Corridor Emeryville Station	Alameda County	10/3/2022 3-7 pm
BART West Oakland Station	Alameda County	10/5/2022 3-7 pm
BART Oakland Coliseum Station	Alameda County	10/18/2022 4-7 pm
Capitol Corridor Davis Station	Yolo County	10/20/2022 6:30-8:30 am
BART 12th St/ Oakland City Center Station	Alameda County	10/26/2022 3-7 pm
Capitol Corridor Sacramento Valley Station	Sacramento County	10/27/2022 10 am-12 pm
VTA/Caltrain San Jose Diridon Station	Santa Clara County	11/1/2022 4-7 pm
Capitol Corridor Jack London Square Station	Alameda County	11/8/2022 4-7 pm
BART Balboa Park Station	San Francisco County	11/10/2022 3:30-7:30 pm



Link21 Team engaging with community member at the Portero Hill Festival in San Francisco – October 2022



Link21 Team engaging with community member at Capitol Corridor Jack London Square Station in Oakland – November 2022

GRASSROOTS COMMUNITY EVENTS

National Night Out	Santa Clara County	8/2/2022 4-7:30 pm
Merced County Certified Farmers Market	Merced County	8/20/2022 8-11am
Sunday Streets SoMa	San Francisco County	8/21/2022 11am-4pm
Elk Grove Multicultural Festival	Sacramento County	8/27/2022 8am-6pm
BART 50th Anniversary Celebration	Alameda County	9/10/2022 11am-4pm
Napa Farmers Market	Napa County	9/17/2022 8am-12pm
Sacramento Aloha Festival	Placer County	9/17/2022 9am-6pm
Grand Lake Farmers Market	Alameda County	9/17/2022 9am-2pm
Potrero Hill Festival	San Francisco County	10/15/2022 11am-4pm

Student/Youth & Tribal Stakeholders

During the fall, the Team tabled at three Bay Area universities to connect directly with students to build awareness about Link21 and understand their travel needs. The initial student/youth university outreach is part of a multi-faceted approach to proactively reach and engage this target audience that includes engaging with Megaregional youth commissions, internships, and working closely with students in a University of California, Berkeley Haas School of Business Executive MBA class to conduct target planning studies.

The first tribal event occurred at the Auburn Big Time-Pow Wow in October. As part of our ongoing commitment to equitable engagement, the Team chose to participate in this existing annual event to reach multiple tribes who participate. Tribal events are one aspect of Link21's outreach to Megaregional tribal representatives that kicked off in the fall and will continue throughout Program planning. See tables below for further details about these student/youth and tribal events.

STUDENT/YOUTH EVENTS

University of California, Berkeley Haas School of Business Executive MBA Class - Scenario Planning and Futures Thinking: tools, methods, and approaches	Virtual	6/27/2022 12pm-6pm 7/1/2022 12pm-5:15pm
California State University, East Bay Tabling	Hayward	10/11/2022 10am-2pm
San Jose State University Climate Change and Sustainability Fair	San Jose	10/18/2022 10am-1pm
San Francisco State University Tabling	San Francisco	11/9/2022 11am-2pm

TRIBAL EVENTS

Auburn Big Time-Pow Wow	Roseville	10/15/2022 9:30am-5pm
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For samples of the collateral materials used at all in-person events, reference **Appendix D**.

Government, Policy, and Advocacy Stakeholders

The Public Affairs goals during Phase 1 are to elevate Link21 within BART and CCJPA, build board support, cultivate Program champions, and educate and engage funding agencies. Partnering with a variety of transportation, transit, economic and jurisdictional agencies early and throughout planning is critical to the successful identification of rail improvements for Northern California residents. All meetings that were part of the fall 2022 engagement are shown in **Appendix A**.

Link21 Working Groups

From Program inception, partner agency working groups were established and continue to come together regularly to assist in the development of the Program. The Program Development Team (PDT) consists of Regional Rail operators as well as transportation planning and funding agency partners. The PDT represents three areas of participant agencies with an Executive group, Staff group, and Communications group.

Executive PDT

The Executive PDT provide high-level policy guidance and support for Link21. They meet biannually and/or at Program milestones such as fall 2022.

Staff PDT

The Staff PDT includes agency planning, engineering, communications, funding, and other staff that advise the Team on technical and planning issues, and collaborate to ensure that Link21 and other critical planning efforts compliment and expand benefits to

our communities. They meet quarterly and/or at Program milestones and were convened in September.

PDT Communications Working Group

In addition to the Executive PDT and Staff PDT, a PDT Communications Working Group (CWG) was formed in early 2022 and convened for the first time in the fall to be a vehicle for building engagement, aligning communication and sharing critical Link21 updates and outreach material to agencies and their constituents through a variety of established communications mediums. The goal of the PDT CWG is to provide a value-added source of information for members who disseminate updates and resources to people living and working in the 21-county Megaregion. The objective of the PDT CWG is to increase public awareness about Link21 and transportation infrastructure improvements by leveraging the audiences that follow PDT member agencies and jurisdictional public agencies.

Members heard an overview of the CWG purpose, a briefing on the Program and Megaregion projected growth, and were introduced to example concepts. The member representatives were provided information on fall engagement and asked to assist in increasing public awareness of Link21 and opportunities to engage.

Jurisdictional Working Group

The Jurisdictional Working Group (JWG) includes members from cities and counties from across the Megaregion with a strong interest in Link21. They also met in September as part of their quarterly schedule to exchange



Camille Tsao with Capitol Corridor gives Link21 presentation to American Council of Engineering Companies participants at Lake Chalet, Oakland – November 2022

information and provide timely input and guidance.

All meetings covered the following topics: Program Update, Phase 1 Overview – including Concept Development, Market Analysis Update, Planning Principles and Service Assumptions, Megaregional Context and Constraints, and Project Identification Process – plus Preliminary Concepts, Process of Evaluation/Metrics, and Partner Coordination.

Jurisdictional Briefings

The Program identified an early list of priority jurisdictions who would possibly be affected by crossing concepts. The Team prioritized that list and met with representatives of those jurisdictions to introduce them to example concepts and hear initial feedback. The first jurisdictional briefing occurred with the City of Oakland on July 25 and scheduled briefings continued with targeted jurisdiction representatives through early fall prior to the virtual

public meetings and office hours. These jurisdictions will continue to be engaged throughout development and refinement of Link21 concepts.

Government Relations & Advocacy Briefings

The Program proactively engaged with key community leaders and elected officials in the Megaregion and priority communities to build relationships and keep representatives informed of Link21 and the benefits these future rail improvements will provide to their local constituents and the Northern California Megaregion promoting equity, boosting the economy, creating jobs, and preserving our environment. Outreach focused on establishing connections, understanding unique needs of their community, and building their support for Link21. Briefings ranged from one-on-one and small group meetings to two large group presentations for staff of federal and state legislators held in October.

Appendix A.

Fall Engagement Events Timeline

BRIEFINGS & PRESENTATIONS EVENTS	
7/5/2022	Meeting with Jennifer Barrera, California Chamber of Commerce CEO and President
7/9/2022	Conference of Minority Transportation Officials 51st National Meeting & Training Conference — Navigating the Future
7/25/2022	California Alliance for Jobs Meeting
7/25/2022	City of Oakland Preliminary Concepts Meeting
7/29/2022	San Francisco Coordination Meeting
8/23/2022	Alameda County Transportation Commission Meeting
8/24/2022	San Francisco Preliminary Concepts Meeting
8/25/2022	Caltrans DRMT/District 4 Meeting
8/25/2022	City of Alameda Preliminary Concepts Meeting
8/26/2022	Caltrain Preliminary Concepts Meeting
8/31/2022	City of Berkeley Preliminary Concepts Meeting
9/1/2022	City of Emeryville Preliminary Concepts Meeting
9/12/2022	California State Transportation Agency/Caltrans Preliminary Concepts Meeting
9/13/2022	City of San Jose Preliminary Concepts Meeting
9/13/2022	Link21 Staff Program Development Team Meeting
9/16/2022	Metropolitan Transportation Commission Meeting
9/21/2022	Link21 Jurisdictional Working Group Meeting
9/21/2022	Capitol Corridor Joint Powers Authority Board Meeting
9/27/2022	Link21 Executive Program Development Team Meeting
9/28/2022	City of Alameda Transportation Commission Meeting
10/4/2022	Common Ground Meeting
10/4-10/5/2022	California State Assembly Congressional and Legislative Staff Meetings
10/5/2022	Pennsylvania Avenue Extension Project Meeting
10/6/2022	Link21 Communications Working Group Meeting
10/13/2022	Bay Area Rapid Transit District Board Meeting
10/20/2022	Bay Area Transportation Working Group Meeting
10/27/2022	Women in Transportation Northern California Chapter Meeting
10/28/2022	Business Leaders Meeting (East Bay & Bay Area)
11/9/2022	Meeting with Senator Nancy Skinner
11/15/2022	South Beach Rincon Mission Bay Neighborhood Association Board Meeting
11/17/2022	American Council of Engineering Companies: Connecting Communities, Advancing Equity
11/22/2022	Meeting with Assemblymember Lori Wilson

BRIEFINGS & PRESENTATIONS EVENTS

12/13/2022	Meeting with Assemblymember Buffy Wicks
12/15/2022	Meeting with Assemblymember Phil Ting

IN-STATION, STUDENT/YOUTH, TRIBAL & GRASSROOTS COMMUNITY EVENTS

8/2/2022	National Night Out
8/20/2022	Merced County Certified Farmers Market
8/21/2022	Sunday Streets SoMa
8/27/2022	Elk Grove Multicultural Festival
9/10/2022	BART's 50 Anniversary Celebration (Oakland)
9/17/2022	Grand Lake Farmers Market
9/17/2022	Sacramento Aloha Festival
9/17/2022	Napa Farmers Market
10/3/2022	Capitol Corridor Emeryville Station
10/5/2022	BART West Oakland Station
10/11/2022	California State University, East Bay
10/15/2022	Auburn Big Time-Pow Wow
10/15/2022	Potrero Hill Festival
10/18/2022	San Jose State University Climate Change and Sustainability Fair
10/18/2022	BART Oakland Coliseum Station
10/20/2022	Capitol Corridor Station Davis
10/26/2022	BART 12th Street/Oakland City Center Station
10/27/2022	Capitol Corridor Sacramento Valley Station
11/1/2022	VTa/Caltrain San Jose Diridon Station
11/8/2022	Capitol Corridor Jack London Square Station
11/9/2022	San Francisco State University
11/10/2022	BART Balboa Park Station

VIRTUAL COMMUNITY MEETING & OFFICE HOUR EVENTS

10/18/2022	Link21 Virtual Community Meeting: 21-County Megaregional Focus
10/19/2022	Link21 Virtual Office Hour #1
10/24/2022	Link21 Virtual Office Hour #2
10/26/2022	Link21 Virtual Community Meeting: East Bay Focus
10/27/2022	Link21 Virtual Office Hour #3
11/16/2022	Link21 Virtual Community Meeting: San Francisco Focus
11/17/2022	Link21 Virtual Office Hour #4

Appendix B. Fall Engagement Promotion Samples

- 3 Social Media Ads
- 5 Social Media Posts
- 23 Digital Ads
- Website Calls to Action & Events
- 3 Electronic Email Notifications
- Trilingual Flyer distributed at tabling events
- September Stakeholder Report

Website

The screenshot shows the Link21 website homepage. At the top, there's a navigation bar with 'English', '中文', and 'Español'. Below the 'LINK21' logo, there are links for 'About', 'The Program', 'Get Involved', and 'News & Media'. The main content area features a large image of a train with the text 'Transforming Passenger Rail in Northern California'. Below this, there's a section titled 'Where We Are Today and Where We're Going' which includes a timeline of four phases: Phase 0 (Program Definition, Started 2019), Phase 1 (Project Identification, Started 2022), Phase 2 (Project Selection, Starts 2024), and Phase 3 (Project Delivery, Starts 2028). The current phase is Phase 1. There are also calls to action like 'Stay Informed' and 'Join the conversation on social media #Link21'. The footer includes the Link21 logo, navigation links, and sponsors like BART and the Capitol Corridor.

Social Media

The screenshot shows a social media post from Bay Area Rapid Transit. The post text says: 'Hi, San Francisco! We're working to expand transit options in Northern California. Join the #Link21 Team at one of our upcoming events this fall. Your input will help identify concepts for a new transbay passenger rail crossing and other improvements.' Below the text is a video thumbnail showing a woman waving from a train. At the bottom, there's a green banner with the text 'Link With Us Attend a Fall Event' and a button that says 'Learn more'.

Digital Media

The screenshot shows a digital media flyer. It features a large image of a woman waving from a train. Below the image, there's a white box with the text 'Link With Us for better connected train service in Northern California'. At the bottom, there's a pink button that says 'Attend a Fall Event' and the Link21 logo.

Electronic Notifications




LINK WITH US FOR BETTER CONNECTED TRAIN SERVICE IN NORTHERN CALIFORNIA

Link21 Phase 1 starts with developing, evaluating and refining initial concepts to identify project(s) that will move forward into environmental review. Join us at upcoming virtual community meetings and office hours to learn more about Link21 and provide input on concepts for a new train crossing of the Bay and other improvements. Learn more at [Link21Program.org](https://link21program.org).

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 Para ver este mensaje en español, haga clic aquí

Virtual Community Meetings

21-County Megaregional Focus:
Tuesday, October 18: 5:30-7 pm
Registration Link: https://hdinc.zoom.us/join/register/WN_5h6Z7ZhOmR2W4GjxVDM6Psw

East Bay Focus:
Wednesday, October 26: 5:30-7 pm
Registration Link: https://hdinc.zoom.us/join/register/WN_wdruaB4S2uT1eZpc0n1Tw



San Francisco Focus:
Wednesday, November 16: 5:30-7 pm
Registration Link: https://hdinc.zoom.us/join/register/WN_H_KoIoHOTkm_L3xEcG0DIA

Virtual Office Hours

Wednesday, October 19: Noon - 1 pm
Registration Link: https://hdinc.zoom.us/join/register/WN_WV3HLHluQ1uKngmcfN2QaA

Monday, October 24: 5:30-6:30 pm
Registration Link: https://hdinc.zoom.us/join/register/WN_K5c7G0MJQN2uorTdwXfK0Q

Link21 Stakeholder Updates

Link21 Program Monthly Stakeholder Update

Developing Potential Concepts for Link21

Link21 is entering an important and exciting stage in the planning process! Key information that has been gathered through technical work, such as the market analysis, combined with public input provided during previous rounds of outreach, is helping to create potential Program Concepts (Concepts).

Potential Concepts will be shared in the upcoming public meetings as an introduction to how the team is developing them. It also represents a preview of the wider range of Concepts that will be shared in the future as the work progresses. Concepts will identify the places that could be served by passenger rail, the type of rail service that would improve rider experience, train technology, and what kind of infrastructure is needed to meet travel needs. The Concepts to be shared will include transbay rail crossing options (linking the San Francisco and East Bay BART and Regional Rail networks), including alignments and potential station locations, and the associated megaregional benefits.

These high-level Concepts are important because they allow us to compare and evaluate different options for Link21, refine them, and move Concepts forward for more detailed work in the future, ultimately working towards the identification of rail improvements that best address Link21's goals and objectives as well as the needs of the Northern California Megaregion.

How are Concepts Developed?

Concepts include and reflect various types of information and are built from four key building blocks: markets, service, train technology, and infrastructure.

- Markets:** The people, places, and travel corridors that could be served by a passenger rail network. This is informed by the Link21 market analysis, which examined current and future travel patterns, population demographics, activity and employment centers.
- Service:** The passenger's experience while using rail. For example, how frequently the train comes, trip travel time, and whether a transfer is needed.
- Technology:** Train technology for Link21 refers to two different types of passenger rail systems: BART (frequent trains with many stops, operating within dense urban areas, separate from the national rail network) and Regional Rail (less frequent trains serving longer distance trips, at higher speed, with fewer stops or express service).
- Infrastructure:** The physical components, such as railroad tracks and stations, that are required to connect riders to desired markets with the right type of service.

Based upon technical analyses (ridership modeling, operational options, and engineering) and ongoing input from stakeholders and the public, Concepts will continue to be refined and shared. Central community outreach will allow us to engage and hear feedback directly from the public to determine if the initial Concepts meet their travel needs or if there are other improvements to consider and include while evaluating them.

Link21 to Kick off the Next Round of Public Outreach

Link21 will begin a combination of in-person and virtual outreach activities, including virtual meetings and virtual office hours in October. This next round of outreach will focus on educating the public about Program Concept development, including results of the service improvements survey, and how all of this information will be used to support technical work and further developing and evaluating Concepts.

(Continued on page 2)

September 2022 Page 1

Trilingual Flyer




攜手同心
共創北加州更四通八達的列車服務

Link21 目前正式踏入第一階段！您的意見有助我們確定新跨灣鐵路通道及其他改善工程的概念。

歡迎參加我們今年秋天的外展活動。讓我們齊心合力，共同建立一個四通八達、公平合理且便利快捷的列車服務網，顧全世世代代的人類、環境和生活品質。

Link21 是舊金山灣區捷運局 (The San Francisco Bay Area Rapid Transit District) 與首都廊道聯合權力機構 (Capital Corridor Joint Powers Authority) 共同發起。



Vincúlese con nosotros
para conectar mejor el tren de pasajeros en el Norte de California

¡La Fase 1 de Link21 está actualmente en marcha! Sus comentarios ayudarán a identificar conceptos para un nuevo cruce de trenes de la Bahía y otras mejoras.

Acompáñenos en uno de varios eventos este otoño. Juntos, podemos crear una red de servicio de trenes conectada, equitativa y accesible que se preocupe por las personas, por el medio ambiente y por nuestra calidad de vida para las generaciones venideras.

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 Capital Corridor.

Link With Us
for better connected train service in Northern California

Phase 1 of Link21 is currently underway! Your input will help identify concepts for a new train crossing of the Bay and other improvements.

Join us at one of several events this fall. 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.

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





Appendix C.

Digital Paid Media Targeting Details


PUBLICATION ADVERTISING DETAILS			
Location	Targeting Information	Language	Publication
<ul style="list-style-type: none"> • Sac: Butte, Sutter, El Dorado, Placer, Sacramento, Yolo • Bay Area: San Mateo • Central Valley: San Joaquin, Stanislaus, Merced • South Bay: Santa Clara, Santa Cruz • East Bay Area: Solano, Contra Costa, Alameda • North Bay: Marin, Napa, Sonoma • SF Area: San Francisco 	<ul style="list-style-type: none"> • Type: Programmatic Display • Dates: First Ad Run: 10/13 – 10/27 & Second Ad Run: 11/9 – 11/16* • Age: 18–54 • Behavior: Public Transit Commuters (all language publications); Black, Indigenous, People of Color (English publications) • Context: News (local, national, general), and lifestyle 	<ul style="list-style-type: none"> • English 	<ul style="list-style-type: none"> • Sacramento Observer • Post News Group • The Reporter • Modesto Bee • Merced Sun Star • Mercury News • East Bay Times • Santa Cruz Sentinel • Napa Valley Register • Marin Independent Journal • Bohemian • Pacific Sun • SF Examiner* • SF Chronicle* • The Sun Reporter* • SF Bay View*
		<ul style="list-style-type: none"> • Spanish 	<ul style="list-style-type: none"> • CNN Español • ESPN Deportes • Univision*
		<ul style="list-style-type: none"> • Cantonese 	<ul style="list-style-type: none"> • Global China Daily • Global Times • People • Sing Tao USA*

SOCIAL MEDIA ADVERTISING DETAILS

Location	Targeting Information	Language	Platform
<ul style="list-style-type: none"> • Megaregional Focus: San Francisco, Oakland, Sacramento, Vacaville, Davis, Berkeley, Santa Rosa, San Jose, Stockton, Fairfield, Merced, Gilroy 	<ul style="list-style-type: none"> • Type: Paid Boost post • Dates: 10/12 – 10/18 • Age: 18–54 • Gender: All 	<ul style="list-style-type: none"> • Multi-lingual (automatic translation by platform) 	<ul style="list-style-type: none"> • CCJPA Facebook
<ul style="list-style-type: none"> • East Bay Focus: Oakland, Berkeley, Concord, Fremont, Richmond 	<ul style="list-style-type: none"> • Type: Paid Ad • Dates: 10/20 – 10/26 • Age: 18–54 • Gender: All 	<ul style="list-style-type: none"> • Multi-lingual (automatic translation by platform) 	<ul style="list-style-type: none"> • BART Facebook
<ul style="list-style-type: none"> • SF Focus: All of San Francisco 	<ul style="list-style-type: none"> • Type: Paid Ad • Dates: 11/11 – 11/16 • Age: 18–54 • Gender: All 	<ul style="list-style-type: none"> • Multi-lingual (automatic translation by platform) 	<ul style="list-style-type: none"> • BART Facebook

Appendix D. Fall Engagement Collateral Materials Samples

General Fact Sheet



A Transformative Program for Northern California


Link21 (formerly called New Transbay Rail Crossing) and its partners will transform the rail network serving the 21-county Northern California Megaregion, which ranges from Sacramento to Monterey, San Francisco to the Central Valley and points between. The program is currently in the early planning stages. At the core of Link21 is a new transbay crossing between San Francisco and the Oakland Area that will:

- **INCREASE** connections between affordable housing and high-quality jobs
- **ENHANCE** first, four-way, rail-to-rail, rail, 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 San Francisco Bay Area Rapid Transit District (BART) and the Capital Corridor Joint Powers Authority (Capital Corridor), with support from the California State Transportation Agency, have partnered to advance Link21.

Link21Program.org

October 2022



NORTHERN CALIFORNIA MEGAREGIONAL RAIL MAP

Connect Northern California

Looking Toward Recovery

Because of the pandemic, Northern California, the United States, and the world are facing an unprecedented health emergency with vast economic impacts, and as transit operators, have continued to provide essential services during these challenging times.

While meeting current transit demand, BART and Capital Corridor continue to look toward the future. Northern California is resilient, and the region has recovered from disasters in the past. Transportation agencies, such as the Metropolitan Transportation Commission, anticipate that the long-term trends in jobs, travel and population will not decrease due to COVID-19.

The Link21 Program has been discussed and planned for more than a decade. BART and Capital Corridor will continue to adapt and plan for a time when the pandemic is behind us. We look forward to people returning to transit as a preferred transportation option. This program will see that Northern California's transit system will meet their needs.

Equity Fact Sheet



ADVANCING EQUITY IN PUBLIC TRANSPORTATION

The plan to define and deliver benefits to priority populations

We know that past transportation and infrastructure projects have negatively impacted low-income groups and communities of color. While prioritizing benefits for wealthier and often whiter communities, these projects have displaced residents and businesses and led to environmental harm in these underserved communities.

The Link21 Program serves to deliver benefits that are needed by communities that may have been harmed by past infrastructure projects or may not have received their fair share of benefits.

Link21 has identified communities that have experienced past or present harms and designated them "priority populations." The definition focuses on two main factors: personal characteristics (such as race, gender, disability status, and others) and harms that some communities experience more than others (such as air pollution, unemployment, housing costs, and others). Link21 will revisit and refine the priority populations definition throughout the Program based on feedback from megaregional communities.

What is Link21?

Link21 will transform the passenger rail network serving the Northern California Megaregion. Our goal is to improve the quality of life for residents of the Megaregion by connecting, upgrading, and building upon the current passenger rail system, as envisioned by the California State Rail Plan.

A key project within Link21 is a new transbay passenger rail crossing between Oakland and San Francisco. The new crossing will increase capacity on the Megaregion's most congested route, facilitate new connections, reduce greenhouse gas emissions, and provide better access to opportunity and jobs.



Display Boards

LINK21 EXAMPLE CONCEPTS

A RANGE OF CONCEPTS WILL BE IDENTIFIED AND REFINED THAT INCLUDE:

- A new underground train crossing of the Bay
- Service improvements
- Connections on either side
- Other potential rail enhancements

BOTH BART + REGIONAL RAIL IN NEW UNDERGROUND CROSSING

CONCEPT A: ONE ALIGNMENT WITH TWO STRUCTURES



CONCEPT B: TWO SEPARATE ALIGNMENTS WITH TWO STRUCTURES

CONCEPT C: PLANNED TO UNDEVELOPED TRANSIT CENTER

CONCEPT D: SPUR TO UNDEVELOPED TRANSIT CENTER

CONCEPT E: BART TO NEW UNDERGROUND CROSSING

CONCEPT F: BART TO NEW UNDERGROUND CROSSING

Priority Populations Fact Sheet



PRIORITY POPULATIONS

An Updated Definition for Link21

OVERVIEW AND DEFINITION

The Link21 Program is committed to advancing equity in the Northern California Megaregion through accessible and connected passenger rail. Link21 has a goal to promote equity and livability, striving to deliver benefits needed by communities that may have been harmed previously by past infrastructure and transportation projects.

The Program's priority populations definition is one tool to help evaluate how equitably Link21 benefits and burdens could be distributed. Priority populations will receive emphasis throughout program development work. Link21's priority populations do not capture every community that experiences inequities. Instead, it is intended to complement and support other ways that equity is being considered by the Link21 program.

NEED FOR AN UPDATE

The preliminary definition combined designations used by the State, Metropolitan Transportation Commission, and local counties. However, it lacked a consistent methodology across the Megaregion and program-specific community input. The previous definition identified nearly 50% of the Megaregion as priority populations, which made it difficult to make informed equity decisions.

The Bay Area Rapid Transit District, Capital Corridor Joint Powers Authority, and other agencies at all levels of government are increasingly defining equity based on the distribution of benefits and burdens. The updated priority population definition also better aligns Link21's work with this burdened approach.



Priority Population Definition

Link21 defines priority populations as census tracts where people are most impacted by negative economic, mobility, community and health and safety outcomes.








LINK21PROGRAM.ORG

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

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