



CONNECT NORTHERN CALIFORNIA

# Connecting Northern California

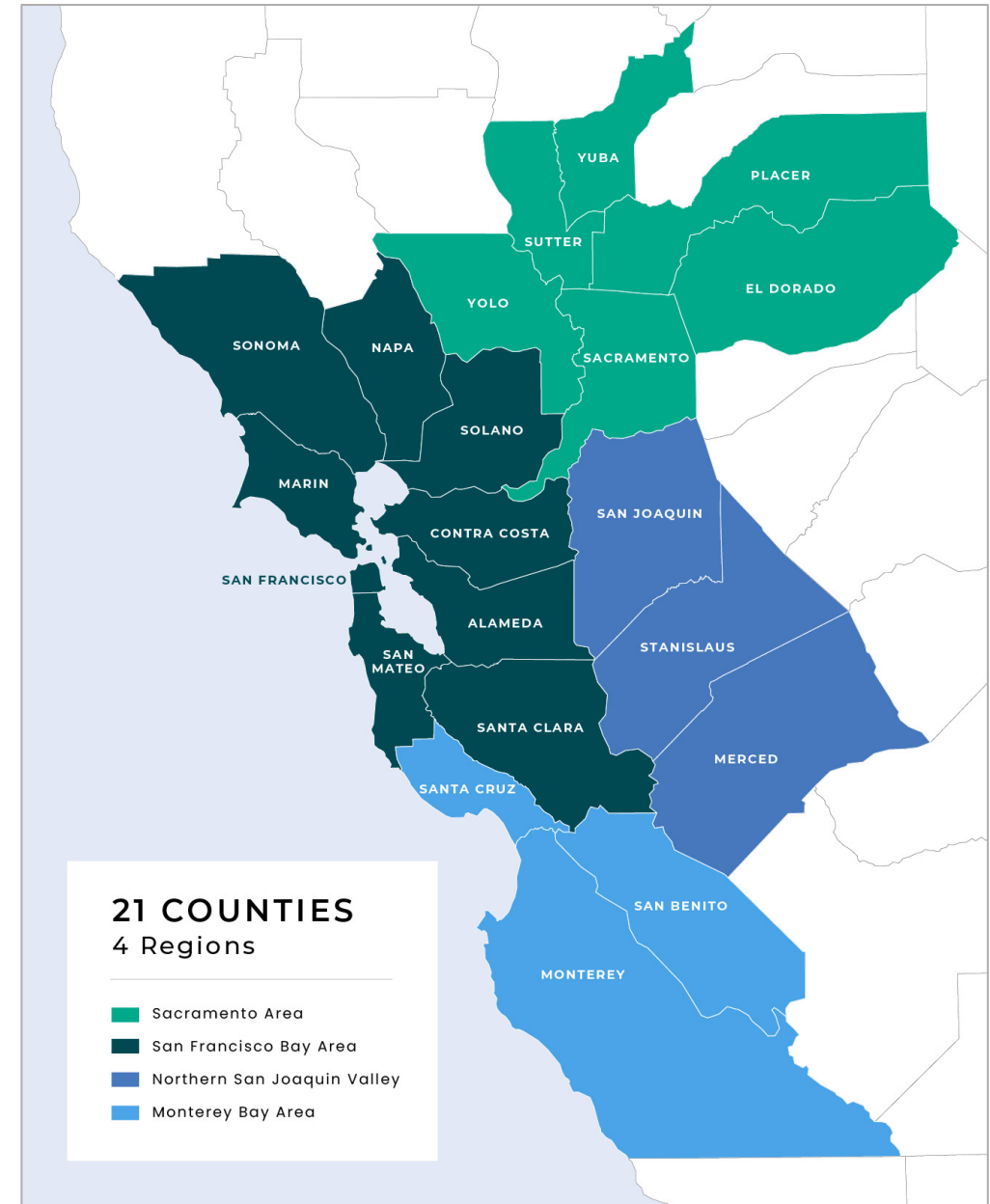
SPUR Digital Discourse

February 23, 2021



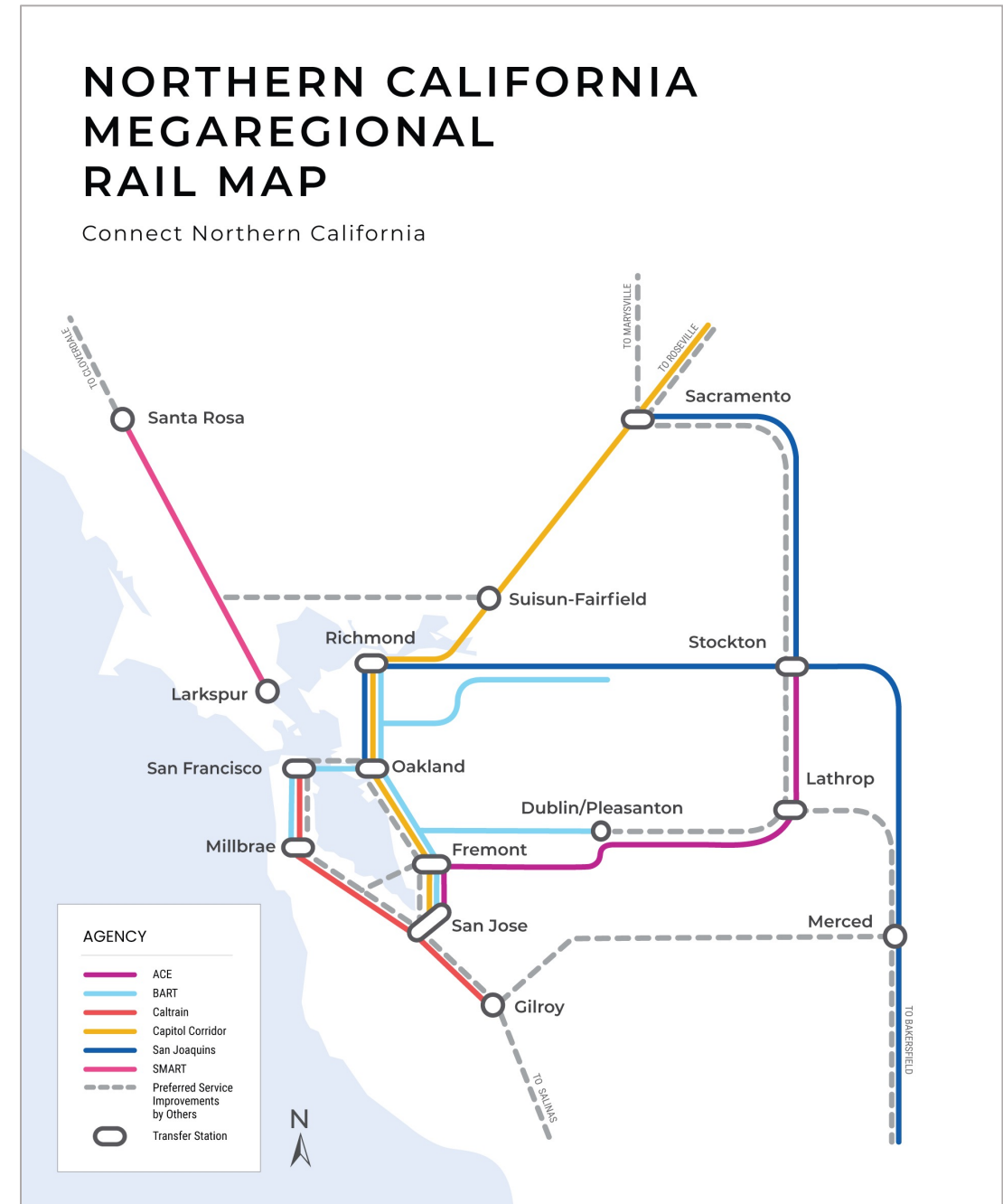
# The Need for the Link21 Program

- Persistent traffic congestion
- Inconvenient, disconnected rail service and limited routes
- Unreliable travel times
- Crowded BART trains
- Climate- and health-damaging air pollution



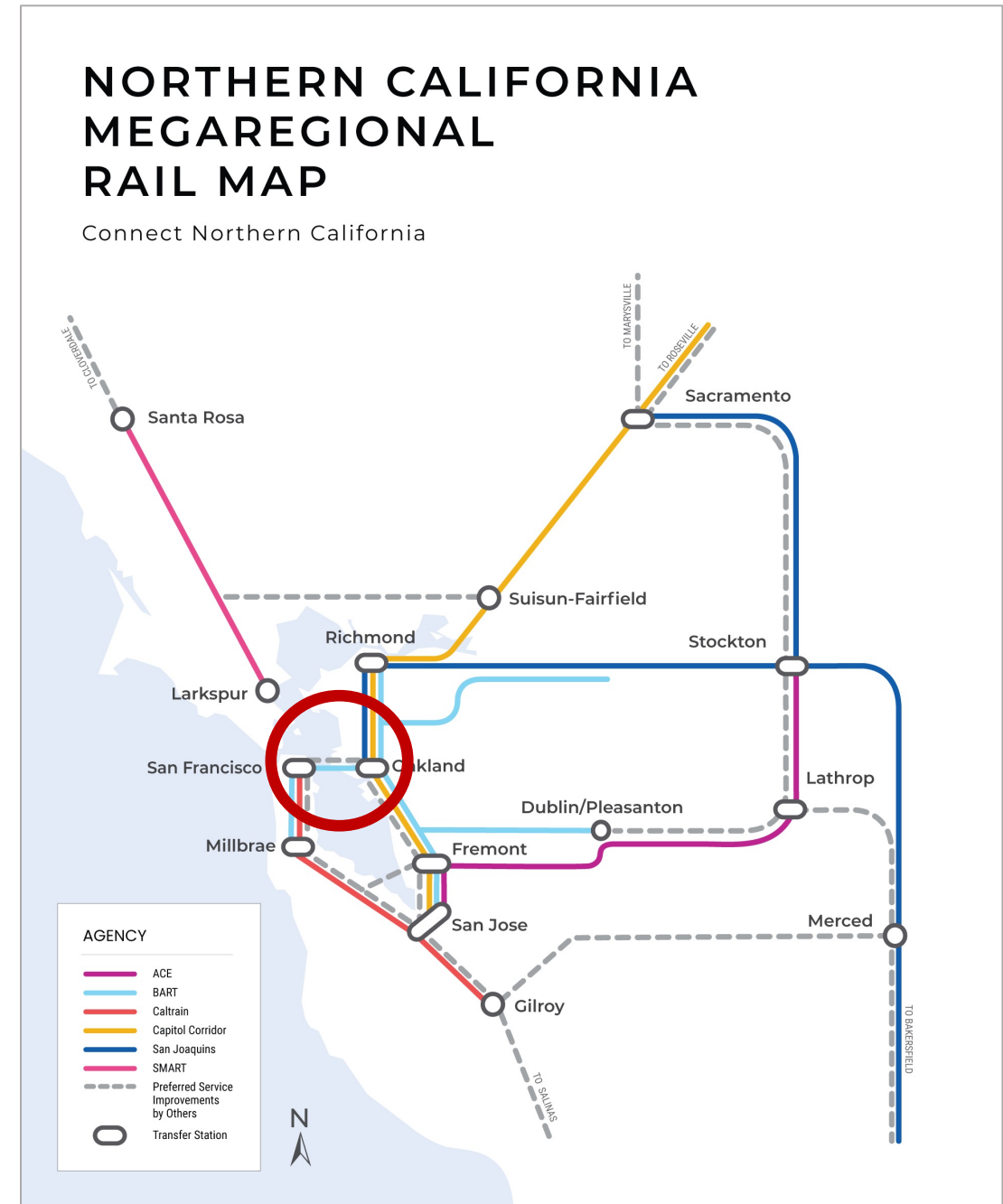
# Link21:Vision

Link21 is a *program of projects* that will transform the passenger rail network in the Northern California Megaregion into a **faster**, more **integrated** system that provides a safe, **efficient**, **equitable**, and **affordable** means of travel for all types of trips.



# New Transbay Rail Crossing: Unlocks the Megaregion's Potential

A *major project* within the Link21 Program is a new transbay passenger rail crossing between Oakland and San Francisco.





# Major Infrastructure Investments (such as Link21) Have Major Returns

- **Near-term jobs creation:** design, construction, supply chain jobs and economic activity
- **Long-term vitality:** economic development, sustained growth and efficiency
- **Total economic impact:** 5 times what is invested<sup>1</sup>

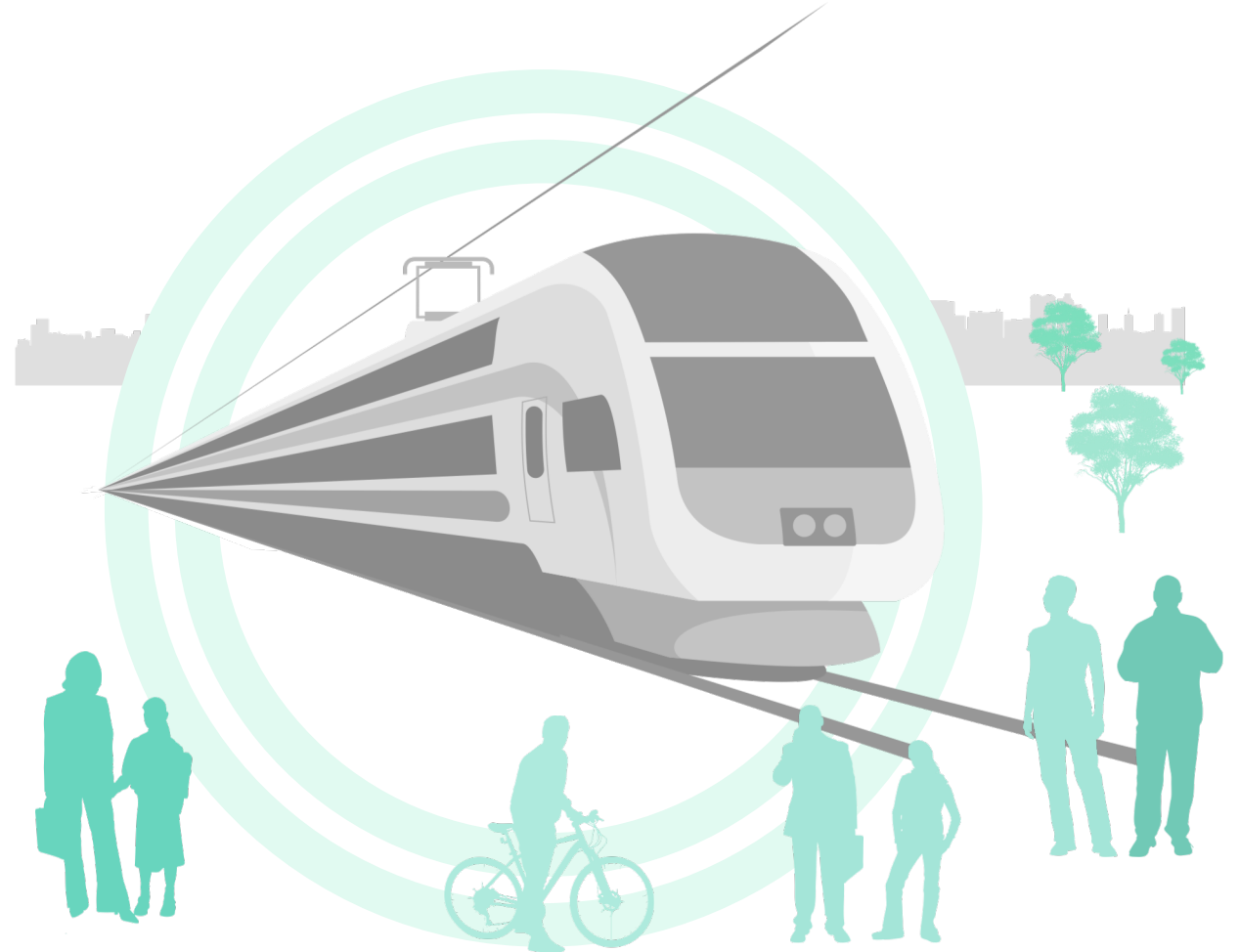
**377,000** jobs  
**\$145 billion** economic benefits



<sup>1</sup>American Public Transportation Association (2020), *Economic Impact of Public Transportation Investment - 2020 Update*

# Link21 will Enable Clean and Green Transportation

- Link21 is the top-ranked transit project in MTC's Plan Bay Area 2050 for regional GHG reduction goals
- An optimized rail network will provide convenient alternatives to driving
- Air quality will be improved; greenhouse gases will be reduced



# Link21 Commitment to Equity



- Prioritize engaging communities that have been systemically marginalized
- Benefit those who need it most:
  - Transit dependent riders
  - Those harmed by past transportation projects
  - Those with limited access to important resources like housing or job opportunities
- Partner with these groups every step of the way to avoid harms and create needed benefits



# Goals and Objectives



## TRANSFORM THE PASSENGER EXPERIENCE

- Provide better service
- Improve reliability and system performance
- Build ridership and mode share



## ENHANCE COMMUNITY AND LIVABILITY

- Connect people and places
- Improve safety, health and air quality
- Advance equity



## SUPPORT ECONOMIC GROWTH AND GLOBAL COMPETITIVENESS

- Improve access to opportunity and employment
- Connect major economic, research and education centers
- Enable transit-supportive land use



## ADVANCE ENVIRONMENTAL STEWARDSHIP AND PROTECTION

- Increase climate change resilience
- Reduce greenhouse gas emissions
- Conserve resources



# What is a Business Case?

*Decision-making framework of analyses to guide us in developing a program that meets the goals and objectives.*



# Why a Business Case for Link21?

- Superior outcomes for complex projects
- Alternatives based on desired benefits (strategic goals and objectives)
- Transparent and evidence-based decision-making
- Evaluation tools and analysis right-sized for the required decision



# Link21's Four-Part Business Case



## STRATEGIC CASE

**What are the Megaregion benefits?**

- Passenger Experience
- Community, Livability, and Equity
- Economic Growth and Competitiveness
- Environmental Stewardship
- Land Use



## ECONOMIC CASE

**What are the economic costs and benefits?**

- Benefit/Cost Analysis
- User benefits
- Business and Employment



## FINANCIAL CASE

**What is the financial viability?**

- Revenue Generation
- Cost Effectiveness
- Funding Opportunities
- Financing Options



## DELIVERABILITY & OPERATIONS CASE

**What is required to deliver and operate the project?**

- Governance
- Project Risks
- Construction and Operations
- Network Functionality





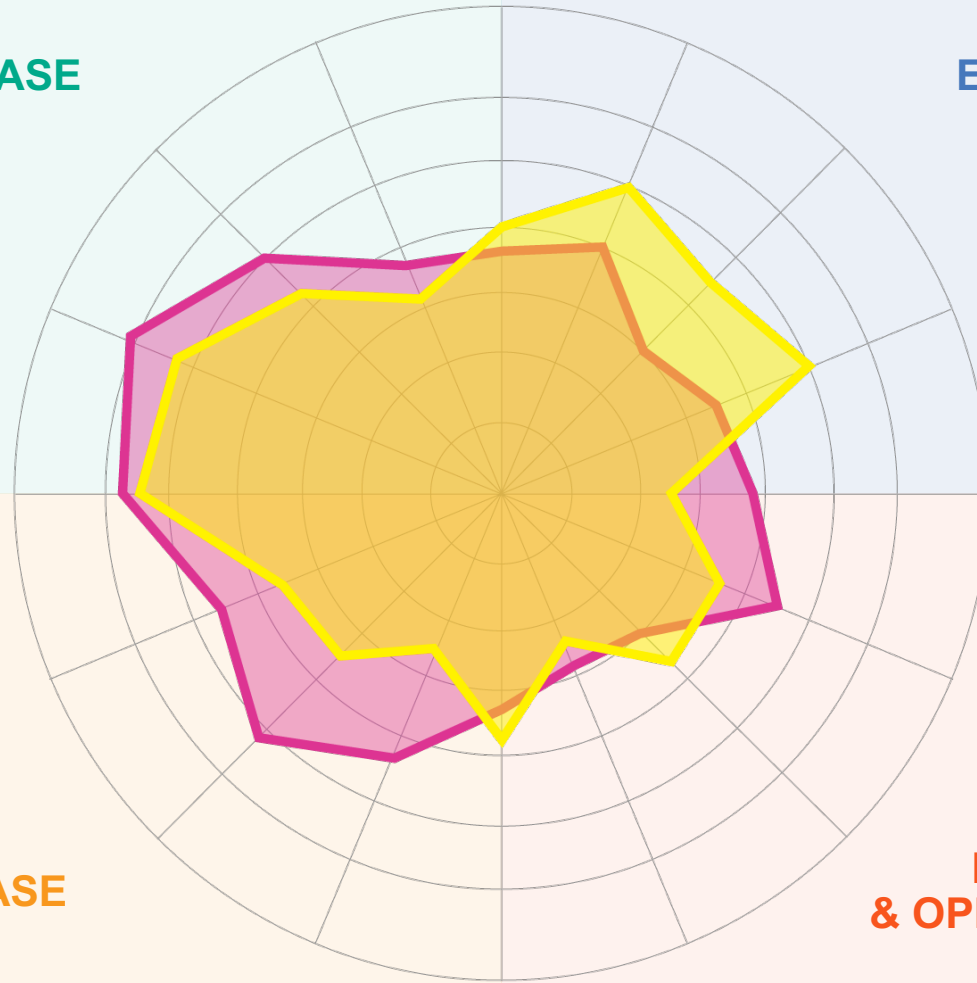
**STRATEGIC CASE**

**ECONOMIC CASE**



**FINANCIAL CASE**

**DELIVERABILITY  
& OPERATIONS CASE**

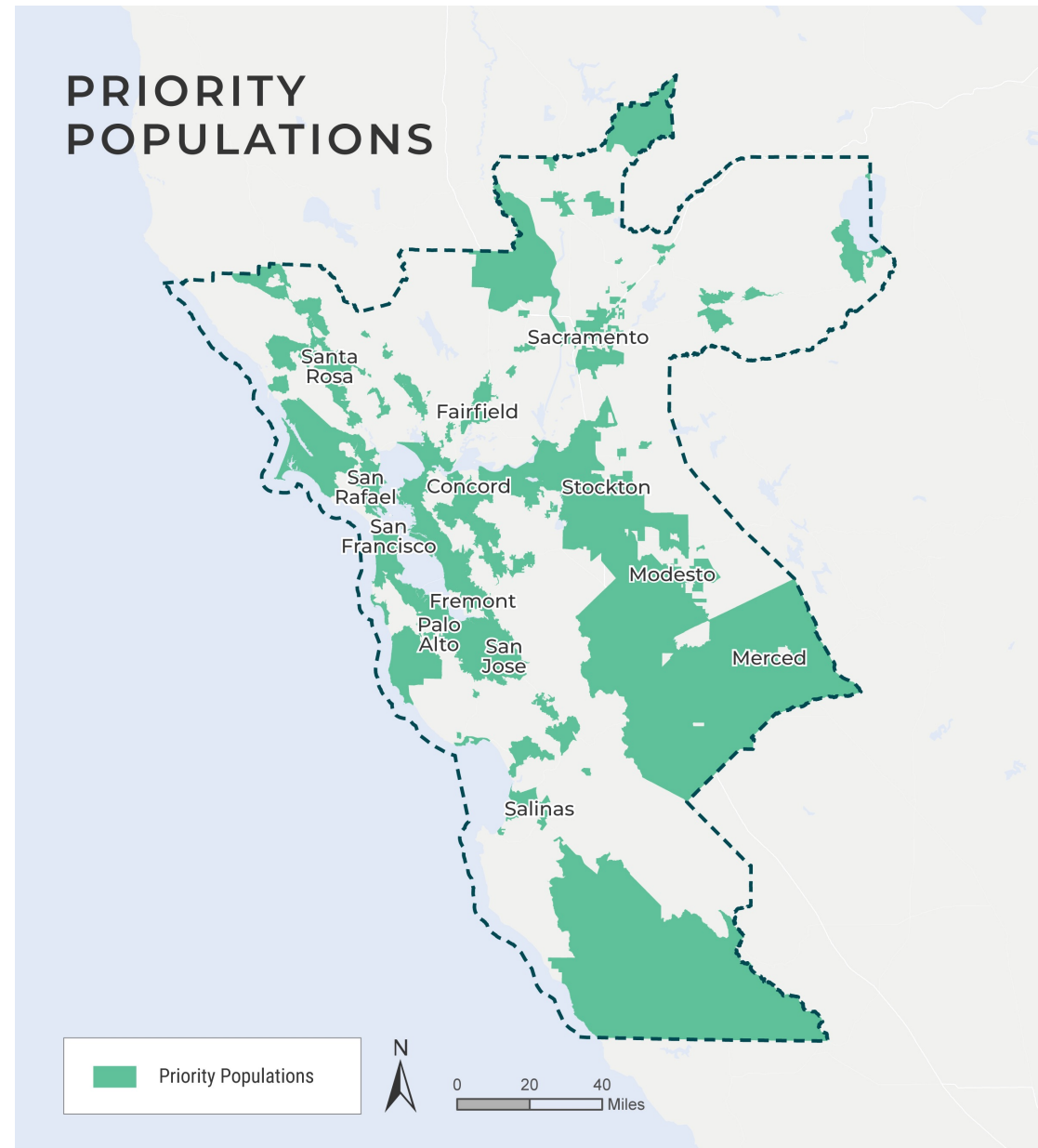


# Equity



## ENHANCE COMMUNITY AND LIVABILITY

- Connect people and places
- Improve safety, health and air quality
- Advance equity





# Metrics



## ENHANCE COMMUNITY AND LIVABILITY

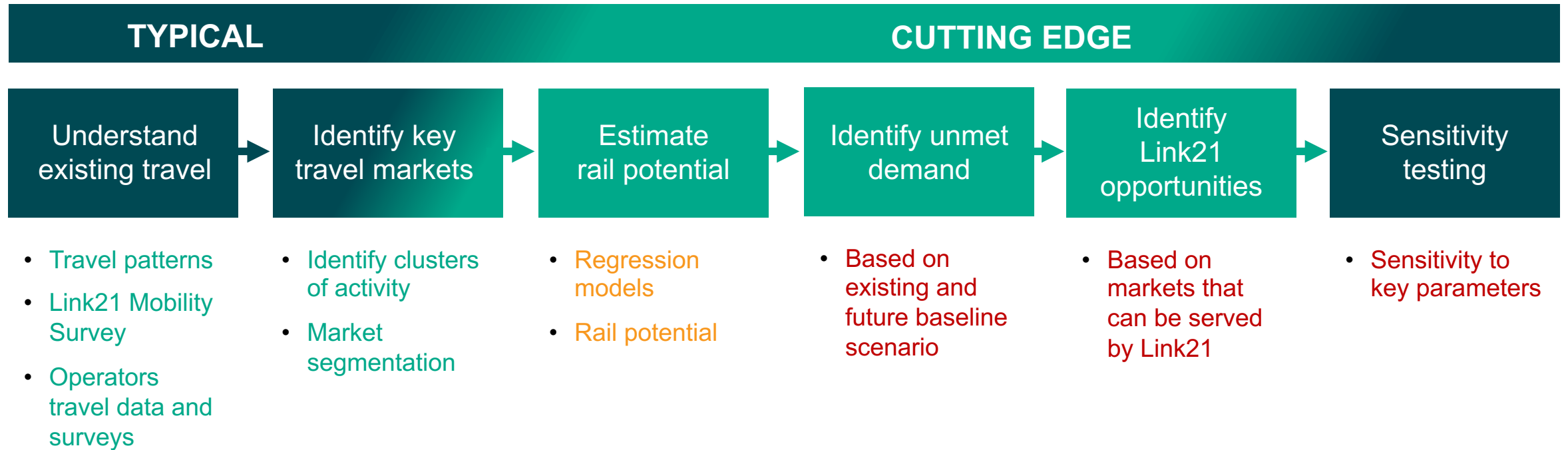
- Connect people and places
- Improve safety, health and air quality
- Advance equity

### POTENTIAL METRICS

- Additional jobs accessible from people's homes
- Additional non-work destinations accessible from people's homes
- Availability of rail options near people's homes



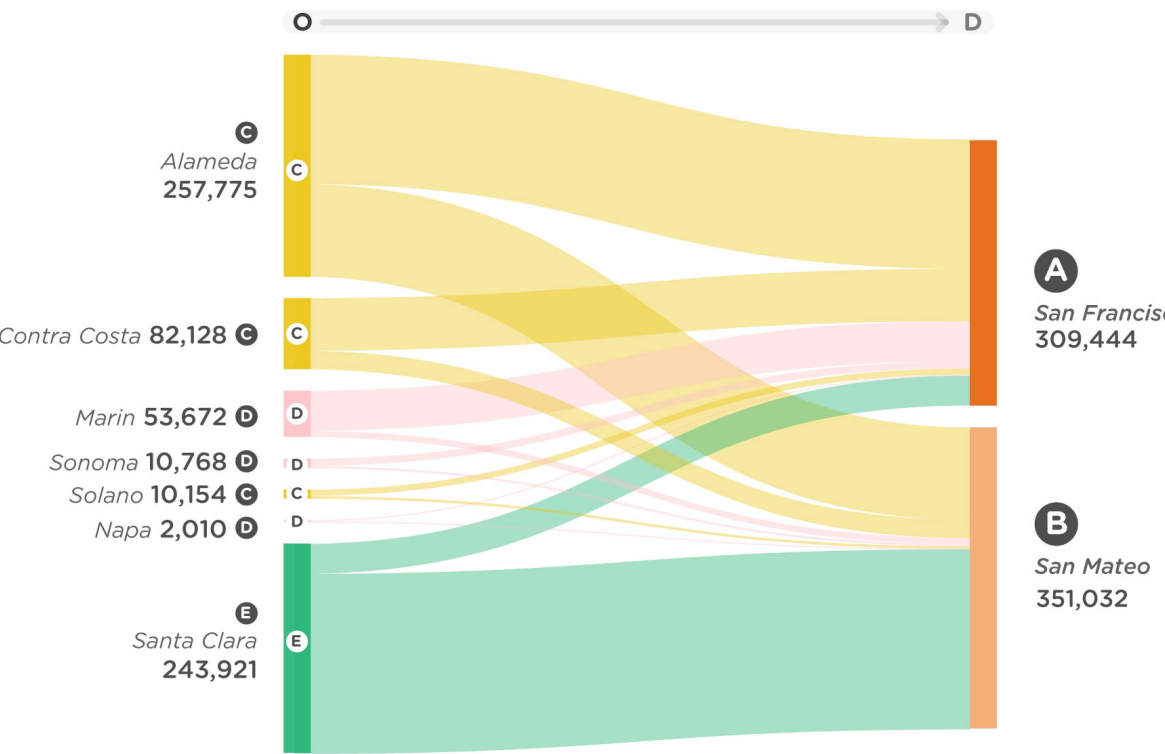
# Cutting Edge Market Analysis



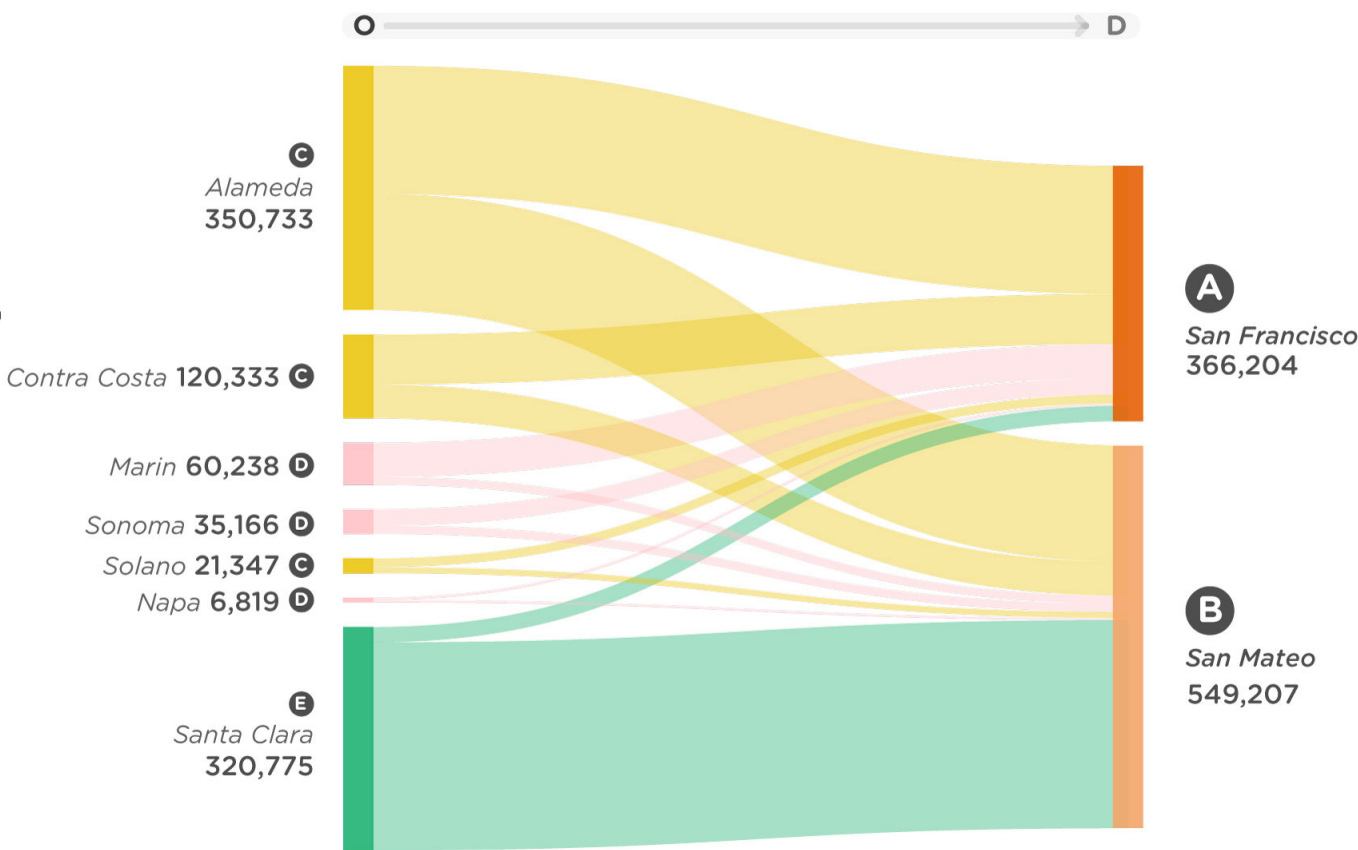
# Travel Patterns: Bay Area to San Francisco



2015



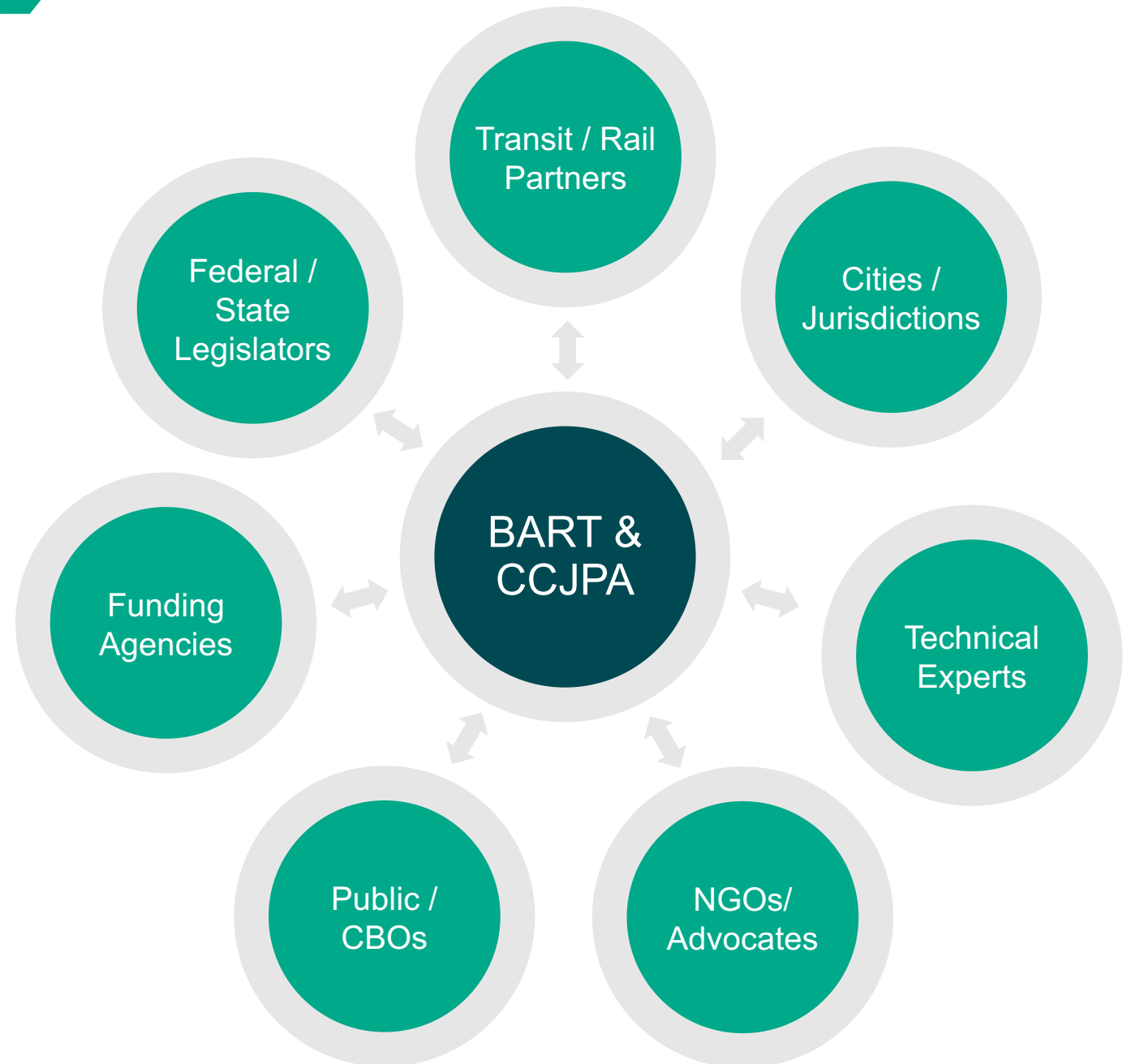
2040



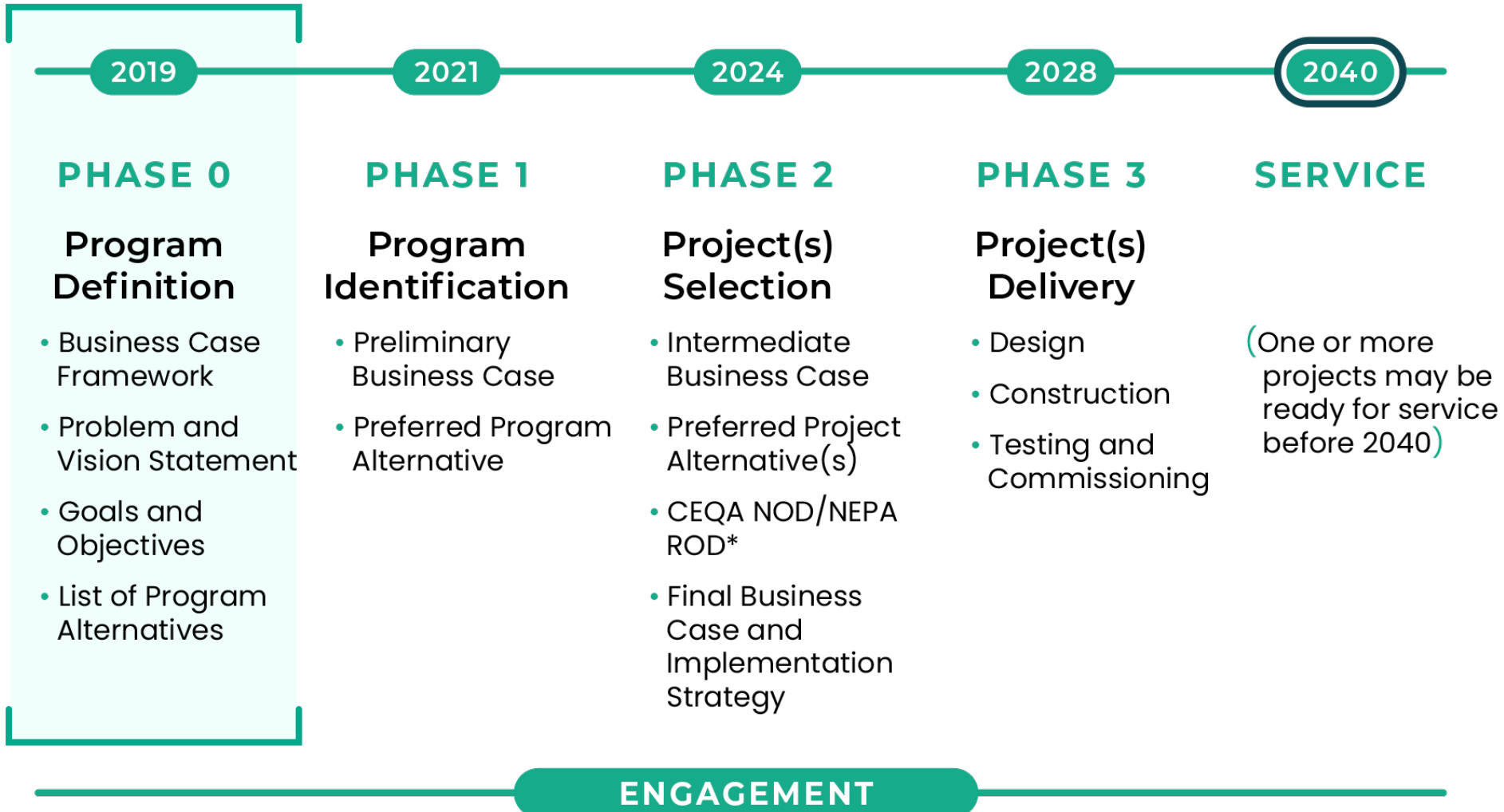
• Average Weekday in one direction- Excludes trips between San Francisco and San Mateo County

# Link21 Program Partnership

- BART and CCJPA have partnered to advance the Link21 Program through close collaboration with stakeholders and the public.



# Program Timeline



\*CEQA NOD = California Environmental Quality Act Notice of Determination/NEPA ROD = National Environmental Policy Act Record of Decision







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Thank you!

Visit [www.Link21Program.org](http://www.Link21Program.org)  
for more information

See [www.bayareaeconomy.org](http://www.bayareaeconomy.org)  
for BACEI's new report

