TRI DELTA TRANSIT

Tri Delta Transit Mobility Hub Study

January 2026

Acknowledgements

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Study Overview & Context

This section outlines the study's purpose, vision, and guiding principles within the broader context of MTC's Mobility Hub Program. It also describes how local conditions, hub typologies, and community engagement inform the development of mobility hub concepts for East County.

Study Overview

Tri Delta Transit launched the East County Community Mobility Hub Study in the summer of 2024 with support from the Metropolitan Transportation Commission (MTC) through its Mobility Hub Technical Assistance Program. The study is part of MTC's broader regional effort to implement the Mobility Hub Implementation Playbook, which provides a framework for delivering coordinated, multimodal access points in areas throughout the Bay Area.

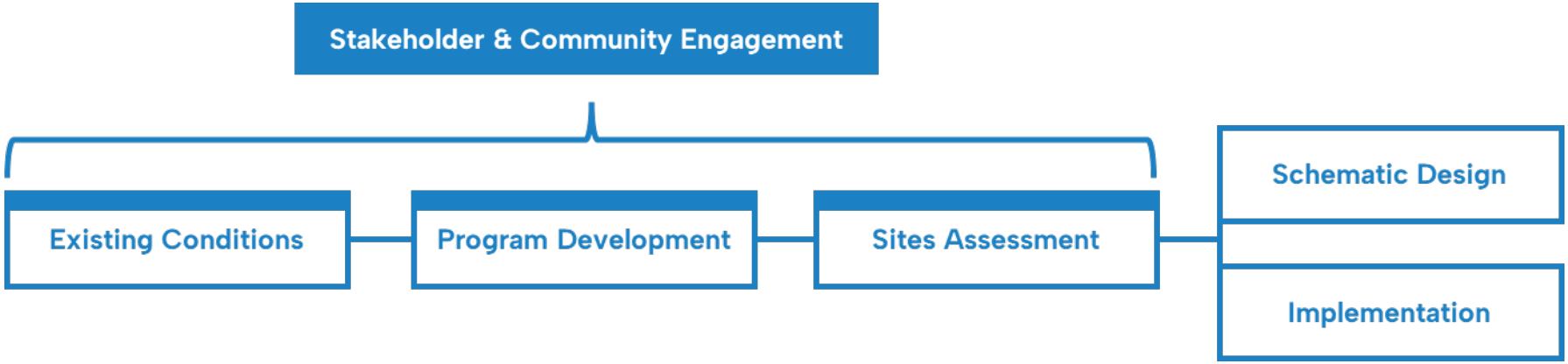
MTC's Mobility Hub Program[1] aims to advance seamless, equitable, and sustainable transportation connections by integrating multiple travel options, such as local and regional transit, bike share, car share, on-demand shuttles, micromobility, and passenger amenities, into cohesive, community-centered locations. Through technical assistance, MTC supports local agencies in planning mobility hubs that respond to the unique needs of Equity Priority Communities while aligning with regional goals to reduce greenhouse gas emissions, improve multimodal access, and enhance quality of life.

Figure 1.1. MTC Mobility Hub Concept. Source: Nelson\Nygaard Consulting Associates

[1] https://mtc.ca.gov/planning/transportation/mobility-hubs

Building on these principles, this study adapts regional guidelines and suggested best practices to Eastern Contra Costa County's unique local context, as an area characterized by rapid population growth, longer commute distances, and lower transit access compared to the Bay Area's urban core. The study focuses on identifying opportunities for new and improved mobility connections that address local needs and complement Tri Delta Transit's recently updated transit service and network.

The study is organized into a series of connected phases that move from understanding existing mobility conditions to developing concepts, evaluating potential sites, and identifying implementation strategies. Throughout this process, community and stakeholder engagement play an active and consistent role, informing analysis, shaping design priorities, and ensuring that recommendations reflect local needs and lived experiences.



The defined program vision, principles, and objectives below will guide the development and implementation of the Tri Delta Transit East County Community Mobility Hub Study, ensuring that it meets current and future mobility needs while supporting broader state and regional objectives. The principles and objectives are consistent with the MTC Mobility Hub Implementation Playbook and include metrics to inform the site identification process.

Program Objectives

The Mobility Hub Study envisions the hub serving as an inviting and inclusive community space tailored to the needs of Eastern Contra Costa County, with access to multiple transportation options and supportive amenities. These hubs will be located at places in the community where public transit, bike share, car share, and other transportation options can come together with community assets or services, making it easy, affordable, and accessible for people to get around. By integrating a variety of sustainable transportation options, the hubs aim to reduce greenhouse gas emissions (GHG) by reducing vehicle miles traveled (VMT).

Key Principles

The Mobility Hub Study is guided by six core principles that support the overall vision of creating effective community-oriented mobility hubs. Each principle is accompanied by a set of objectives that outline clear goals and benchmarks to inform the selection, evaluation, and design of mobility hubs throughout the study.

1. Connected and Improved Mobility

Objective 1.1 – Develop regionally consistent and community-centered mobility hubs that respond to the unique needs of residents and workers in East County.

Objective 1.2 – Enhance first- and last-mile connections to create a more affordable, seamless, practical, and accessible transportation network within East County, improving both regional and local travel.

Objective 1.3 – Enhance access to MTC Transit-Oriented Communities (TOC) areas (e.g. BART stations) within a 10-minute walk and bicycle travel time (accounting for differences in travel speed and time for people who use wheelchairs or other mobility aids), and 15-minute bicycle or bus/shuttle trip.

2. Toward Sustainability and Climate Action

Objective 2.1 – Expand options for residents who currently rely on cars and improve access to shared and active transportation. This approach reduces car dependency and improves air quality without burdening vulnerable populations.

Objective 2.2 – Develop adaptable, future-ready transportation infrastructure that integrates new mobility technologies and best practices, ensuring sustainability and supporting long-term climate goals.

3. Transportation Equity

Objective 3.1 – Implement needs-based transportation solutions and anti-displacement strategies that prioritize the voices and experiences of Equity Priority Communities.

Objective 3.2 – Expand access to reliable and affordable transportation options for historically underserved communities, ensuring mobility solutions meet their specific needs and priorities.

4. Inclusive and Exceptional Experience

Objective 4.1 – Create inclusive public spaces that enhance user experience for all, including people with disabilities, elders, caregivers, and families with young children. Integrate high-quality amenities such as intuitive wayfinding, real-time travel information, and accessible payment options.

Objective 4.2 – Reimagine mobility hubs as cultural and community spaces by integrating elements such as shops, food vendors, and recreational areas. Designing these spaces with local identity in mind to cultivate belonging and serve as gathering points for connection and joy.

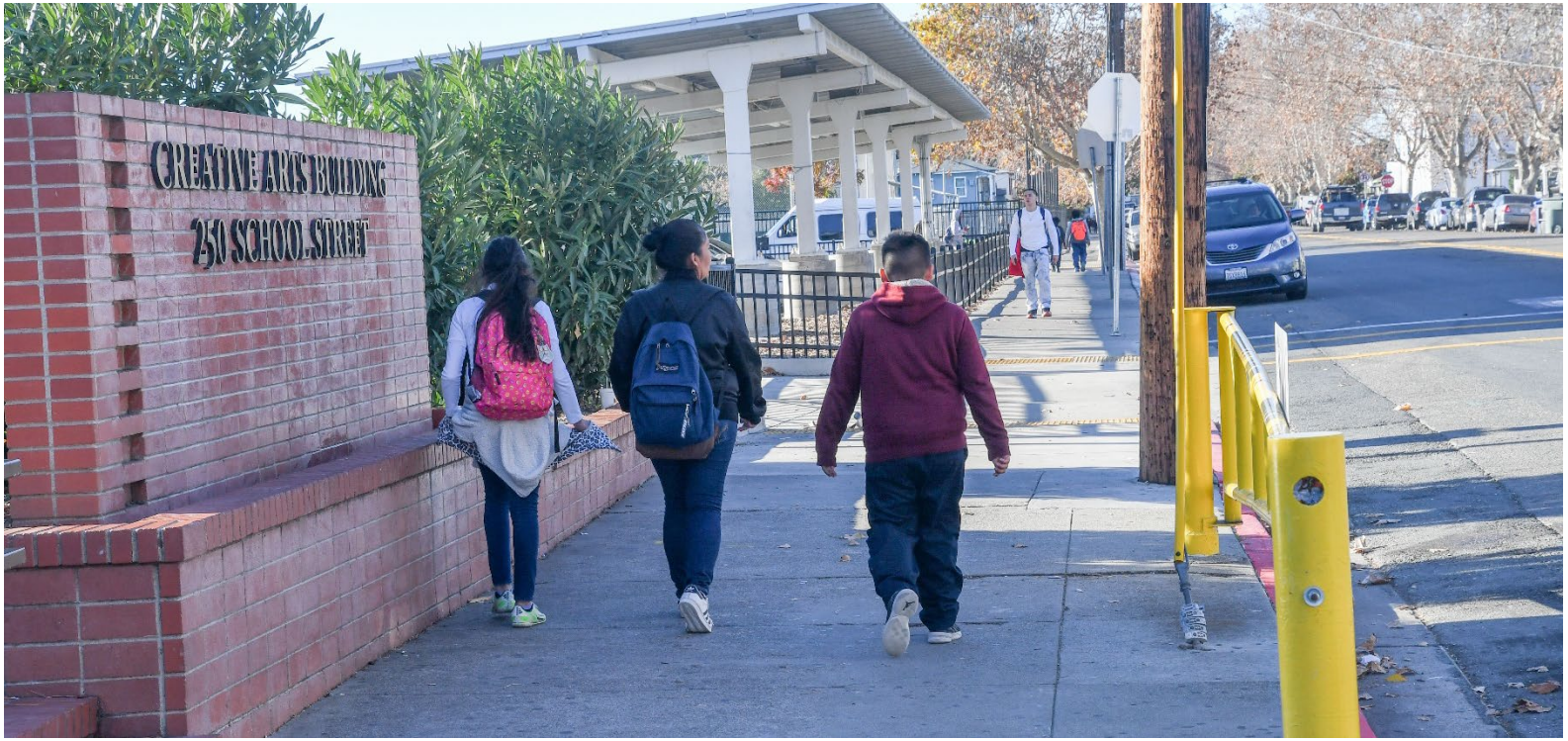
5. Value-Driven Implementation

Objective 5.1 – Leverage partnerships with community-based organizations and transportation agencies to prioritize implementation-ready sites and deliver impactful, cost-effective outcomes that are informed by stakeholder and community input.

6. Personal and Community Safety

Objective 6.1 – Enhance active transportation environments with safety measures that prioritize community needs, such as traffic-calming infrastructure, well-lit pathways, and secure amenities for bicyclists and pedestrians.

Objective 6.2 – Promote personal safety by fostering a welcoming presence through community ambassadors or other people-centered and culturally-responsive approaches.



Mobility Hub Types

There are multiple approaches to creating a mobility hub that could achieve the desired vision of this study. MTC's Mobility Hub Implementation Playbook defines several hub types that help guide the form, function, and amenities that would best suit each hub based on its location and surrounding conditions. For Eastern Contra Costa County, two types are especially relevant: Suburban and Opportunity Hubs.

Suburban Hubs are located in auto-oriented or small neighborhood areas. These hubs provide key connections to regional transit options, which may include regional rail and bus, bus rapid transit (BRT), or local bus routes. Users typically access these hubs via nearby park-and-ride lots and/or car share or bike share.

Opportunity Hubs are situated in outlying town centers or areas that overlap with Equity Priority Communities or High Displacement Risk Areas. These areas have many of the key elements needed for a mobility hub, such as community activity centers or population density, but lack high-quality, frequent transit service or other shared mobility services.

While MTC's typologies provide a helpful framework, this study aims to apply a more localized lens to reflect the unique context of Eastern Contra Costa County (i.e., East County). As a result, the study emphasizes the physical conditions and surrounding land uses that influence a site's readiness to serve as a mobility hub. This context-driven approach guided the selection of locations, amenities, and services through the lens of two primary categories of potential mobility hub sites. The first includes denser, built-out areas with limited physical space for new infrastructure, where integration with existing streets and buildings is key for the development of the hub. The second includes lower-density areas with greater physical space to accommodate mobility hub amenities, offering more flexibility for design and layout. Although transit coverage varies across the study area, the study prioritizes sites that support and strengthen connections to the Tri Delta Transit network.

Stakeholder & Community Engagement

The Mobility Hub Study is grounded in the belief that engaging with stakeholders and the community is essential to designing transportation solutions that reflect local needs and aspirations. Over the course of three phases, the project team worked with community-based organizations (CBOs), residents, and agency partners to gather input on barriers, opportunities, and visions for mobility hubs in Eastern Contra Costa County.

The engagement process was designed to layer insights: starting with broad listening of current needs and idea generation (Phase 1), moving to input on potential locations and features (Phase 2), and concluding with on-the-ground validation and prioritization of candidate sites (Phase 3). Findings from the Phase 1 community events and CBO interviews directly informed the selection of mobility hub candidate areas. Phase 2 helped refine these areas and prioritize amenities and services. Phase 3 concentrated on design, amenities, and the overall feel of sites within each area. This iterative approach ensured that the voices of residents, particularly those from Equity Priority Communities, remained central throughout the study. The following CBOs, advocacy groups, and agency partners collaborated in the engagement process for this study:

- Delta Veterans Group
- El Timpano
- Loaves & Fishes
- Transform
- Alliance of Californians for Community Empowerment
- 511 Contra Costa
- TRANSPLAN
- BART
- East County First 5 Center
- Lincoln Families
- Transbay Coalition
- Urban Habitat
- MCE Community Choice Energy
- Contra Costa Transportation Authority (CCTA)
- Los Medanos College
- Cities of Antioch & Pittsburg

Table 1 summarizes the engagement activities conducted across all three phases of the study, including the type of activity, location, and timing.

Table 1. Summary of Engagement Activities

Phase	Activity/Event	Location
Phase 1: Existing Conditions, Lived Experience, Gaps, Barriers, Opportunities (Fall 2024)	Pop-Up Tabling Events	Antioch BART Station
		Nick Rodriguez Senior Center (Día de los Muertos)
		West Pittsburg Community Church
	Stakeholder Interviews and Community-Based Organization (CBO) Questionnaires	Antioch, Pittsburg, Oakley
Phase 2: Draft Vision, Potential Sites, Program Recommendations (Winter/Spring 2025)	Pop-Up Neighborhood Workshops	Antioch Public Library
		East County First Five Center
		Antioch Unified School District (AUSD) English Language Learner Advisory Committee (ELAC)
		West Pittsburg Community Church
	Mobility Hub Features and Amenities Questionnaire	Antioch, Pittsburg, Oakley
Phase 3: Preferred Sites (Summer 2025)	Site Visits	Pittsburg Center BART Station Area
		18th Street Corridor (Antioch)

Engagement-Informed Process

Each phase of the engagement process directly shaped study outcomes, from the identification of candidate hub areas to the refinement of design concepts. Look for **bordered** sections of this report that highlight where community and stakeholder insights informed the study's findings and conclusions.

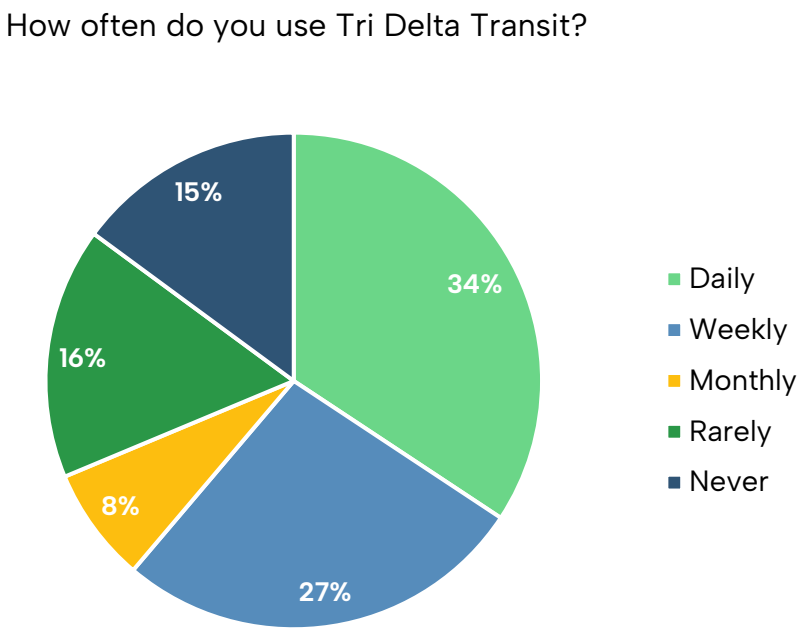


Figure 2.2. Participant Tri Delta Transit Usage

Who We Reached

Across three phases of engagement, the project team gathered 77 completed demographic surveys, alongside broader conversations with residents at pop-ups, workshops, and site visits. While the number of formal responses is a snapshot, more community members participated in mapping activities, small-group discussions, and informal dialogues that informed the study.

Based on the demographic surveys, most participants live in Antioch and Pittsburg, reflecting the geographic core of MTC's Equity Priority Communities[2] in East County. These communities have been disproportionately affected by transportation inequities and lack of access, making their inclusion central to shaping equitable mobility solutions.

[2] Equity Priority Communities are census tracts that have a significant concentration of underserved populations, such as households with low incomes and people of color.

The majority of respondents were regular Tri Delta Transit riders. Over one-third (34%) reported using Tri Delta daily, and more than one-quarter (27%) used it weekly. Respondents most frequently travel by bus, walking, and BART, while some carpool, use rideshare services, or bike.

Latinx/a/o residents represented the largest share of respondents (52%), followed by Black/African American residents (30%), White (12%), and Asian (6.5%). 46% of respondents reported a language preference for Spanish.

A majority of respondents (64%) reported annual incomes below $35,000, including 56% earning under $25,000. Another 15% reported incomes between $35,000–$74,999, while 21% reported incomes above $75,000. Women made up a slight majority of respondents (55%), compared to 44% identifying as male and 1% preferring to self-describe.

Overall, these findings show that engagement reached MTC's Equity Priority Communities in East County: lower-income residents, people of color, and frequent transit riders. Their perspectives shaped how mobility hub needs were defined, ensuring that proposed improvements respond to lived experiences of limited transportation access. The process established a foundation for mobility hubs that are equitable, inclusive, and reflective of the communities they are intended to serve.

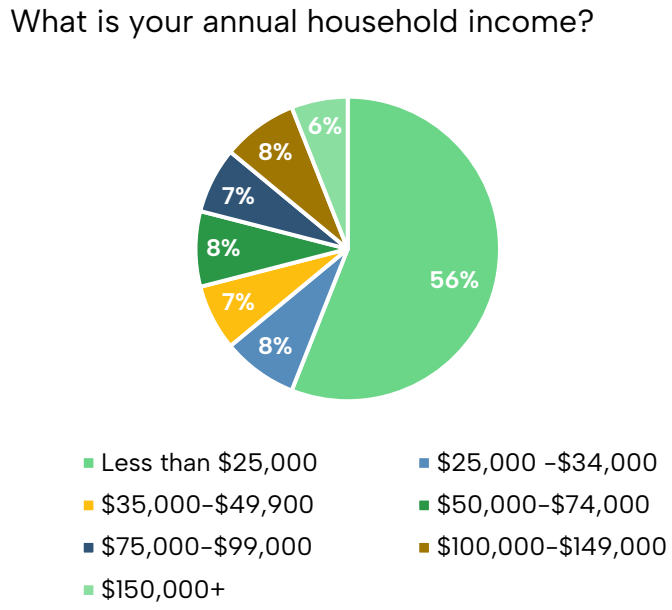


Figure 1.3. Participant Annual Household Income

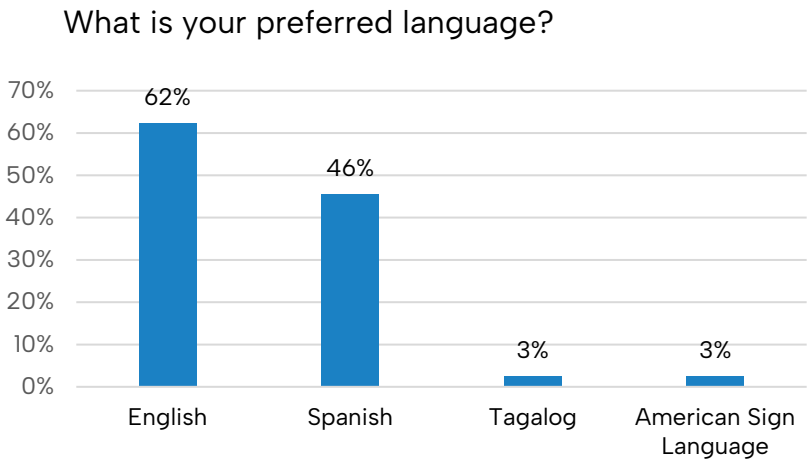


Figure 1.4. Participant Preferred Language

Existing Conditions

This section summarizes the existing transportation and land use context in Eastern Contra Costa County. It draws on recent planning efforts, data analysis, and community engagement to establish a baseline understanding of current travel behavior, mobility needs, and infrastructure conditions within the Tri Delta Transit service area.

Existing Planning Efforts

The Tri Delta Transit Mobility Hub Study builds on several recent and relevant planning efforts across Eastern Contra Costa County. The City of Pittsburg Active Transportation Plan, Connect Contra Costa's East County Action Plan, and the Contra Costa Countywide Bicycle and Pedestrian Plan collectively offer a foundational understanding of local priorities for walking, biking, and transit access. These planning documents helped to shape where mobility hubs could best support safe multimodal connections and more inclusive access.

In addition, Tri Delta Transit's Comprehensive Operational Analysis (COA), which resulted in service redesign and schedule changes effective August 10, 2025, created a refreshed baseline of transit routes, stop locations, and service frequencies based on the study area's existing needs. The COA aimed to improve network efficiency and reliability, expand coverage through the Tri MyRide micro transit program, and enhance access to key destinations across East County. Incorporating the COA's revised network allowed the study team to evaluate hub candidate sites against the agency's near-term operational realities and anticipated ridership patterns, ensuring that proposed hubs align with evolving transit service.

The COA also provided detailed insight into travel demand, rider demographics, and transit performance across East County. Findings showed that more than 90 percent of Tri Delta Transit riders walk to transit, highlighting the importance of pedestrian-scale access and safe walking connections. Ridership is highest along corridors such as Railroad Avenue, Lone Tree Way, and Highway 4, reflecting where mobility needs are greatest. Zero-vehicle households and low-income residents are concentrated in central Pittsburg and Antioch, underscoring the equity imperative of improving access in these neighborhoods. The COA also confirmed strong demand for flexible mobility options, with Tri MyRide performing at levels comparable to some fixed routes and providing critical coverage in areas with limited traditional bus service.

Data Analysis

The success of mobility hubs depends on the characteristics of their surrounding context. The built environment establishes the necessary infrastructure for a mobility hub, while factors such as land-use density, transit coverage, demographic composition, and travel demand define its potential impact. Building on the earlier planning efforts and the agency's service baseline, the study employed spatial data to provide a detailed understanding of transit accessibility, key destinations, community health indicators, and demographic conditions within the Tri Delta Transit service area.

Table 2 lists the primary data sources used in this analysis.

Table 2: Data Sources

Category	Data	Source
Transit (including routes, stops, amenities)	Tri Delta Transit Existing Network	Tri Delta Transit
	Tri Delta Transit COA Network	Tri Delta Transit
	Tri Delta Transit Stops & Amenities	Tri Delta Transit, Nelson\Nygaard
	High Ridership Transit Stops	Tri Delta Transit, Nelson\Nygaard
	BART Routes and Stops, Replica	BART
Transportation Network (including major roadways, opportunity for safety improvements)	Roadways of Regional Significance	Contra Costa Transportation Authority (CCTA)
	Contra Costa County Bicycle Backbone Network	Contra Costa Transportation Authority (CCTA)
	Safety Priority Locations (High-Injury Network)	Contra Costa Transportation Authority (CCTA)

Land Use (including densities and land use context)	City of Pittsburg and City of Antioch Zoning	City of Pittsburg, City of Antioch
	Schools and Parks	California School Campus Database (CSCD), Fehr & Peers
	Pedestrian Priority Areas	Contra Costa Transportation Authority (CCTA)
	MTC Priority Development Areas	Metropolitan Transportation Commission
	MTC Transit Oriented Communities	Metropolitan Transportation Commission
Demographics (including locations of disadvantaged communities)	Zero-Vehicle Households	2018-2022 American Community Survey (ACS)
	Healthy Places Index (HPI)	Public Health Alliance
	CalEnviroScreen 4.0	California Office of Environmental Health Hazard Assessment
	Low-Income Household Density	Nelson\Nygaard, U.S. Census
	Older Adult and Youth Population Density	Nelson\Nygaard, U.S. Census
	People of Color (POC) Population Density	Nelson\Nygaard, U.S. Census

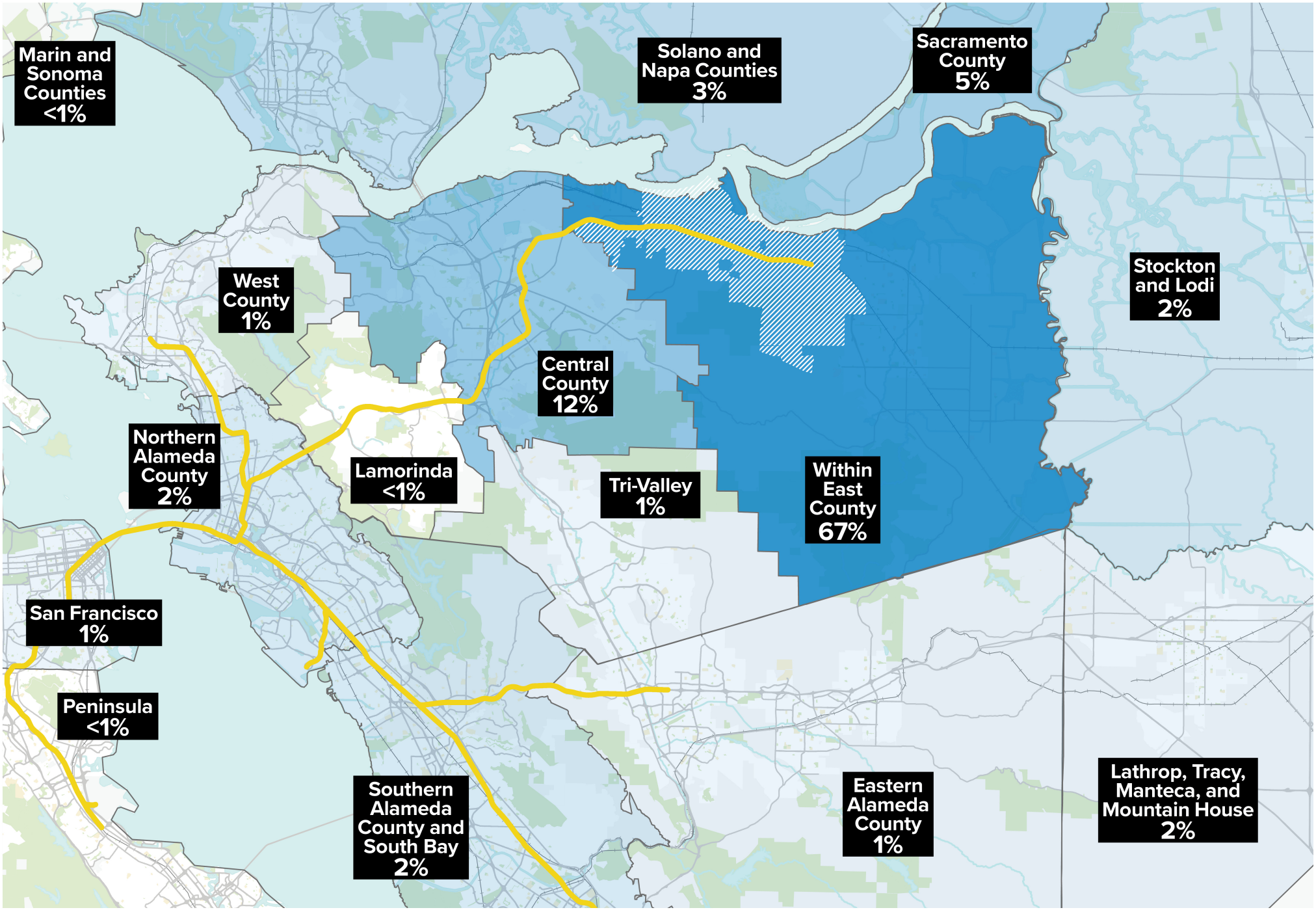
Travel Patterns Assessment

To assess travel patterns within the Tri Delta Transit service area, the study analyzed aggregated origin-destination pairs for trips that either start or end in East County. The analysis identified primary trips within East County and across the Bay Area, and examined metrics such as mode choice, trip distance, and duration. The study used "big-data" platforms, such as Replica, which aggregates mobile-location, built-environment, and demographic information, and paired it with transit ridership datasets to derive a comprehensive picture of how people are moving today.

Main Origins and Destinations - While East County has travel connections across the Bay Area, approximately 80% of trips remain local (either within East County or from adjacent Central County). Regionally, key origin/destination counties include Sacramento, Napa, and Solano.

Mode Choice – Auto trips is the predominant mode of transportation for trips starting and ending in East County, accounting for about 85% of all trips. Walking comprises 10% of trips, with the remainder split between bicycle and transit. Among transit trips, around two-fifths are contained within East County, while three-fifths connect beyond the region.

Trip Characteristics – Travel in East County reflects a diverse mix of purposes, including work commutes, school and childcare trips, shopping, and social or recreational activities. Trip lengths vary considerably, with many short local trips occurring within the same city and a meaningful share extending to regional destinations for work, education, and essential services. This blend of local and longer-distance travel underscores the need for mobility hubs that can serve both neighborhood-level access and regional connectivity, supporting short first- and last-mile connections as well as longer multimodal journeys.



Trips Starting or Ending in East County by Region

BART

Pittsburg and Antioch City Limits

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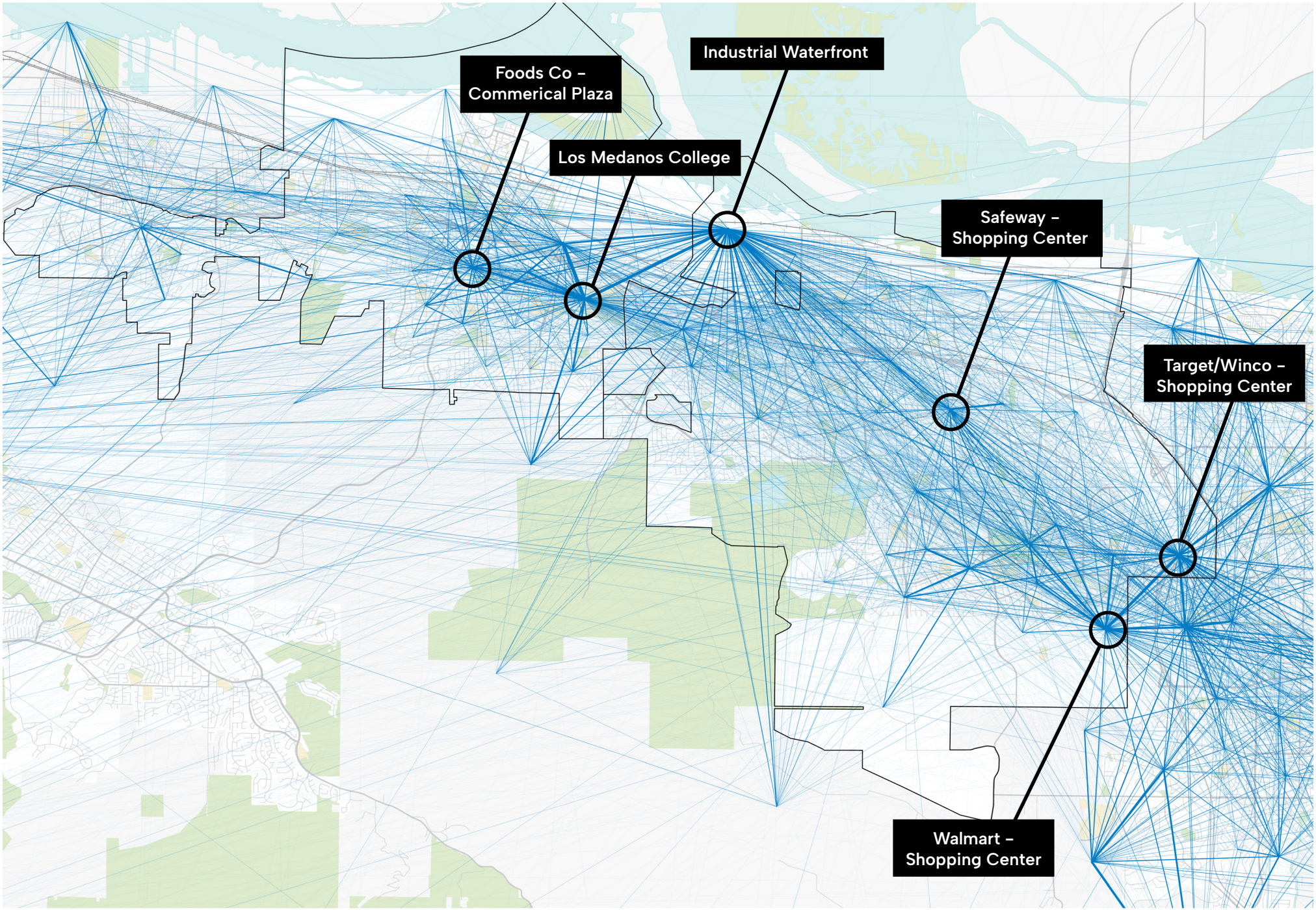
Places of Interest

The collected data and travel pattern analysis informed the identification of places of interest—high-activity nodes that may serve as anchors for hub development or key connections within the mobility hub network. Six locations were identified as major travel generators and key daily origins and destinations, based on community input. These places include:

- Pittsburg Foods Co shopping center
- Los Medanos College, Pittsburg
- Antioch Industrial Waterfront
- Antioch Safeway shopping center
- Antioch Target/WinCo shopping center
- Antioch Walmart shopping center

Each of these locations offers significant community services, education or employment opportunities, and proximity to transit, pedestrian, or bicycle infrastructure. They could serve either as potential mobility hub sites themselves, or as critical connection points within the mobility hub network. Full results of the data analysis and origin-destination assessment can be found in **Appendix A.**



Origins and Destinations of East County Trips

Pittsburg and Antioch City Limits

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Phase 1 Engagement

In addition to an analytical existing conditions analysis, the first phase of engagement focused on building relationships with community-based organizations (CBOs) and documenting the lived experiences of residents in East County. Engagement activities were designed to gain a deeper understanding of travel behavior, identify mobility barriers, and explore opportunities for improvement.

Three pop-up events were hosted at high-traffic and culturally significant locations: the Antioch BART Station, the Día de los Muertos celebration at Nick Rodriguez Senior Center in Antioch, and the Bay Point All N One Community Services at the West Pittsburg Community Church, engaging more than 50 residents.

Two complementary mapping activities were used to capture both collective and individual travel patterns:

- **Large Destination Map:** A poster-sized map where participants marked key destinations such as grocery stores, schools, and major bus routes.

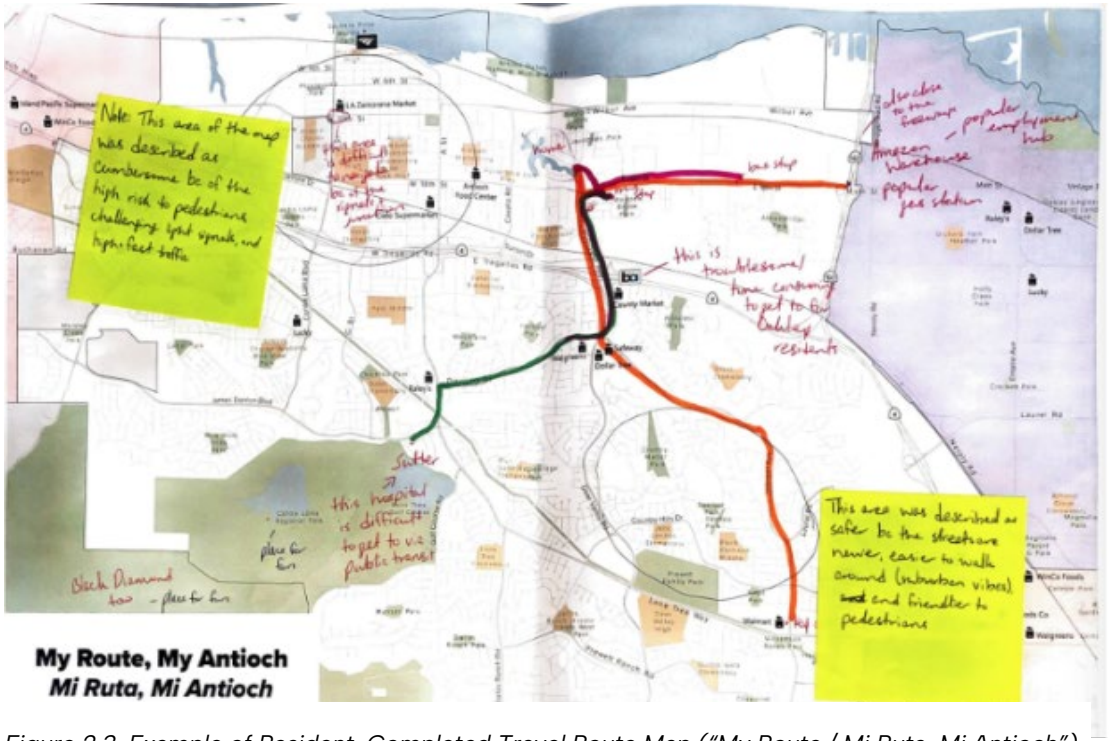


Figure 2.3. Example of Resident-Completed Travel Route Map ("My Route / Mi Ruta, Mi Antioch")

- **Individual Travel Maps:** Smaller maps (in English and Spanish, branded *My Route / My [City]* and *Mi Ruta / Mi [Ciudad]*) that allowed residents to trace and color-code their typical travel routes by mode.

Resident input highlighted several themes:

- Challenges to using transit included long waits, infrequent service, and route legibility.
- Limited access to key destinations, such as shopping centers and schools, reduced transit's usefulness.
- Safety concerns, including speeding cars, inadequate crossings, and a lack of bike infrastructure, discourage walking and cycling.

Residents emphasized that hubs should function as cultural and social anchors, not just transfer points, with spaces for gathering, joy, and local identity.

CBO stakeholder interviews reinforced these findings, underscoring the importance of affordability, equity, and cultural relevance in future hub designs. Stakeholders suggested features such as multilingual signage, public art, and community programming to make hubs more welcoming.

These interviews also informed the engagement strategy for Phases 2 and 3, emphasizing the need to "meet people where they are." Rather than hosting stand-alone events, the team aligned engagement with existing community meetings and activities to maximize participation and minimize burden on CBO partners.

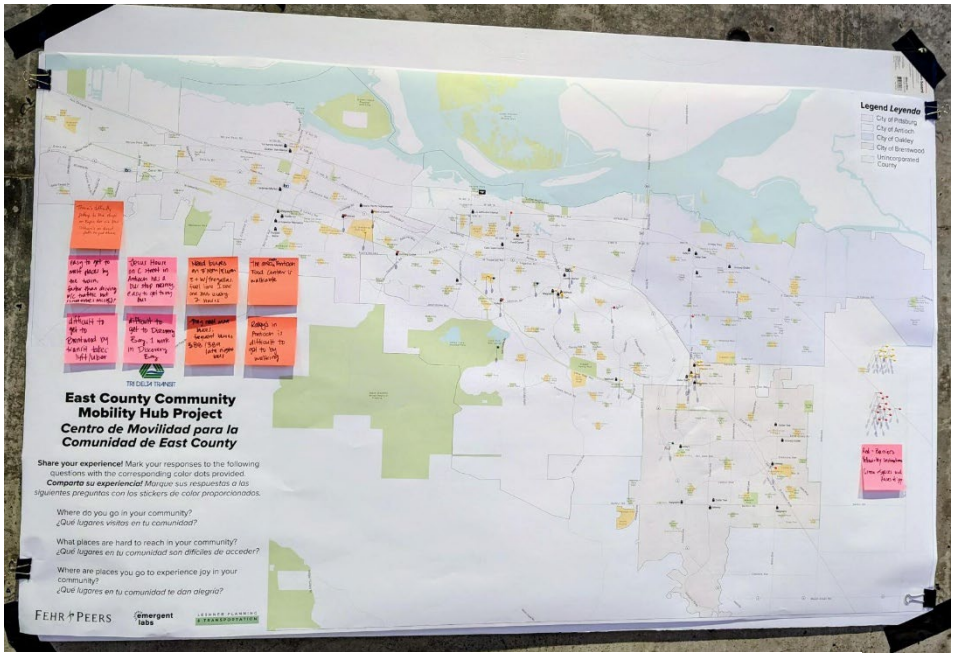


Figure 2.4. Destination map after Phase 1 Engagement event

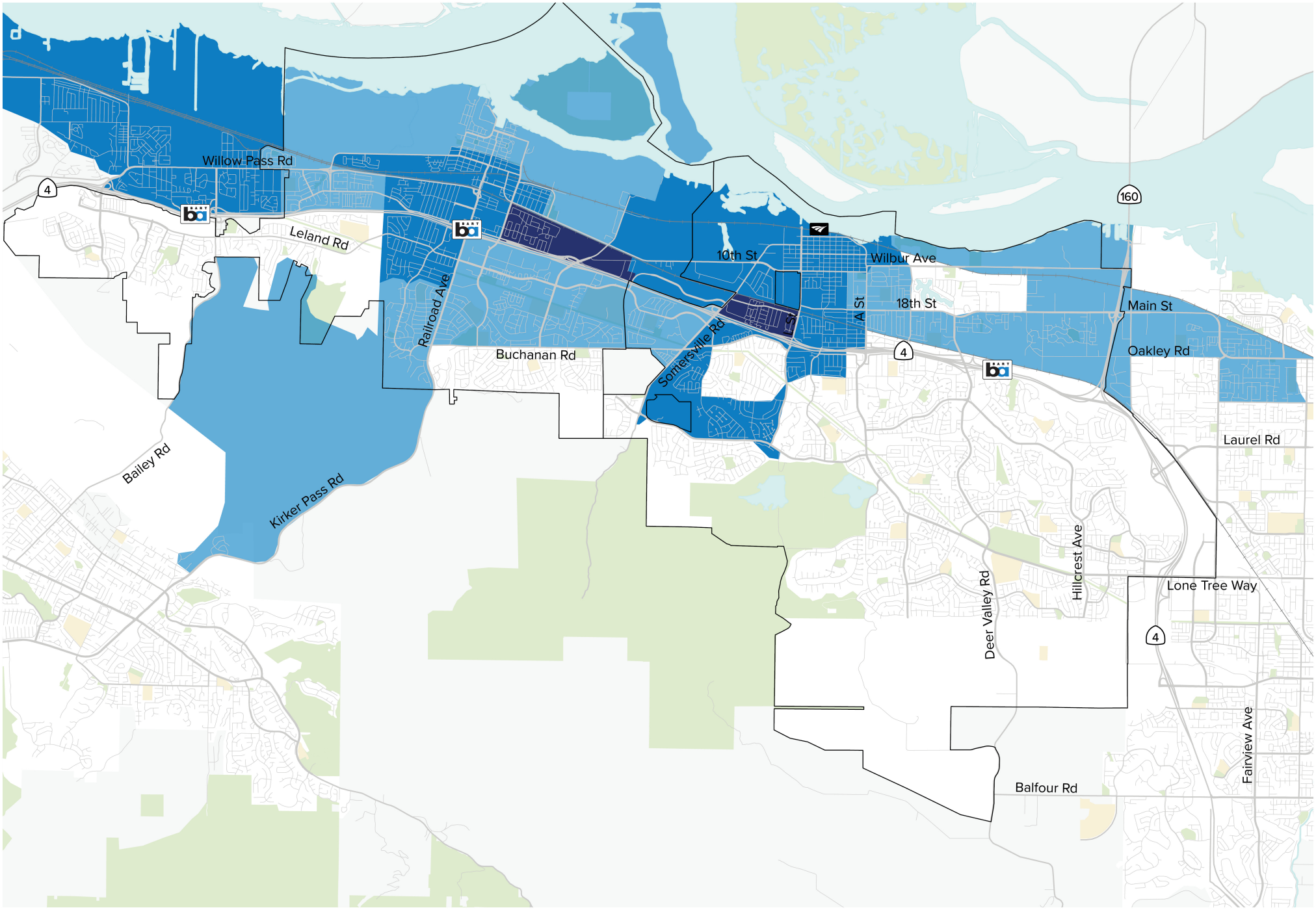
Program Development

This section describes how network planning, community engagement, and site evaluation informed the identification of candidate mobility hub areas. It also defines the set of amenities that will serve as the foundation for schematic design.

Network Planning

Building on the findings from the Existing Conditions phase, the network planning process analyzed the study area's transportation system to identify where mobility hubs could best enhance access, equity, and connectivity. The analysis combined data from the existing conditions assessment and Phase 1 engagement findings with the study's guiding principles and metrics to evaluate opportunities for hub implementation. Key factors included accessibility, equity, connectivity, land use, and proximity to major destinations. Demographic indicators such as zero-vehicle households and age distribution were mapped across the study area, alongside information on land ownership and potential development sites.

To assess connectivity, proximity to Tri Delta Transit bus stops and routes (including COA service changes), BART stations, and low-stress walking and biking facilities were evaluated. Locating a mobility hub near existing transportation infrastructure enables greater access and effective service delivery. In addition to transportation infrastructure, proximity to schools, community resources, and commercial areas were considered throughout the network planning process, ensuring that hubs strengthen connections to the places the community travels to most.



MTC Equity Priority Communities (EPCs)

- “High”
- “Higher”
- “Highest” - most disadvantaged

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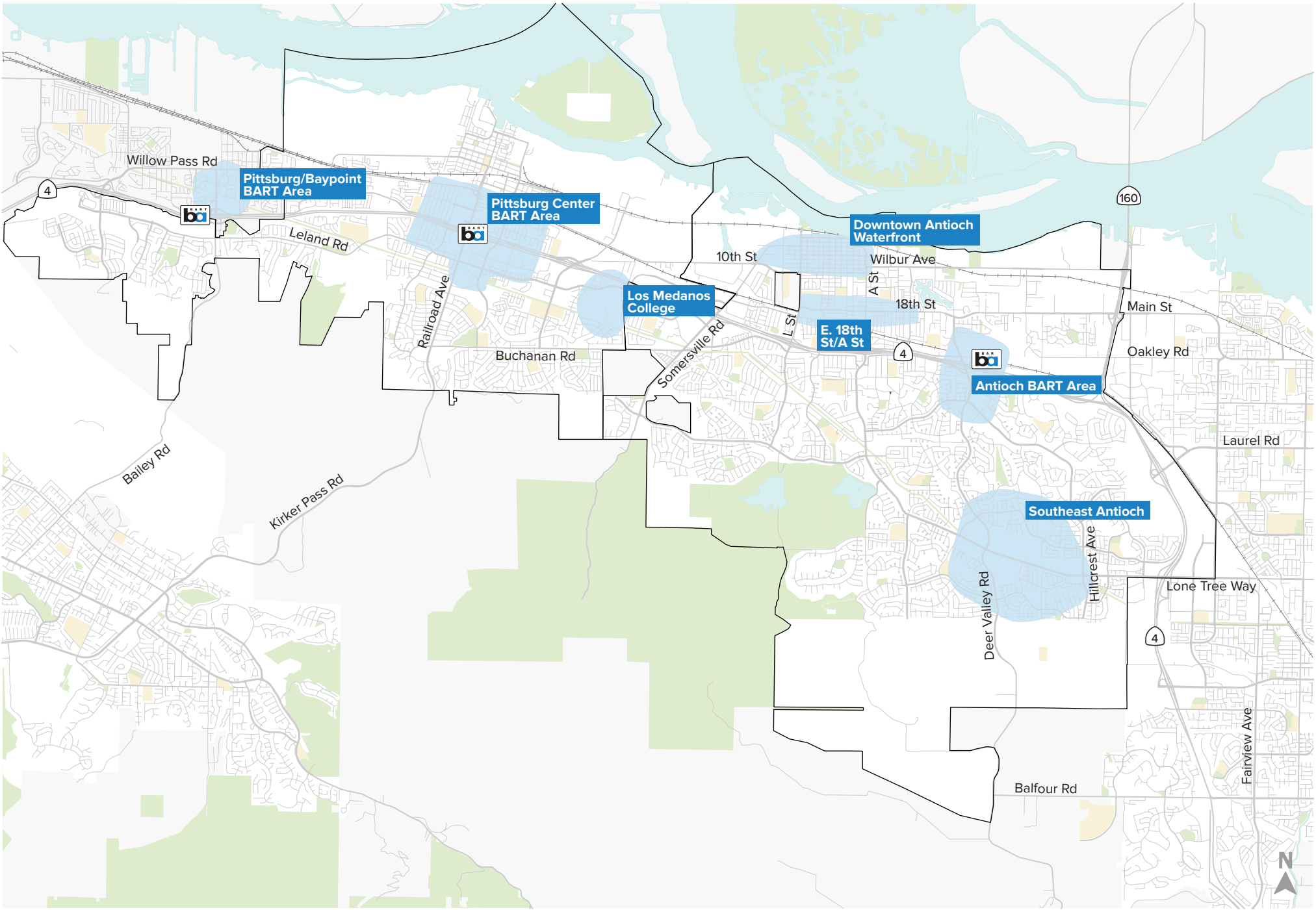
Consistent with the MTC Mobility Hub Implementation Playbook, one of the primary goals of mobility hubs is to reduce greenhouse gas (GHG) emissions through a reduction in vehicle miles traveled (VMT). Metrics to assess equity and sustainability included lack of first-/last-mile connections, zero-vehicle households, Equity Priority Communities, and areas of environmental health burden as defined by CalEnviroScreen 4.0.

Mobility hubs can promote personal and community safety by implementing transportation safety measures to enhance transportation experiences and fostering active, well-designed public spaces that encourage regular use. A hub that attracts consistent activity throughout the day can enhance perceived safety by increasing natural visibility and social presence. Additionally, CCTA's Countywide Pedestrian Priority Areas (PPAs) and Safety Priority Locations within the study area were prioritized for their potential to deliver benefits in both mobility and public safety.

Using the above metrics and considerations, seven Key Candidate Areas were identified. These areas met the demographic, infrastructure, and community-based components required for successful implementation of a mobility hub. A detailed description of each area is provided in **Appendix B**.



Mobility Hub Candidate Locations

Key Candidate Areas

Pittsburg and Antioch City Limits

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Phase 2 Engagement

Phase 2 community and stakeholder engagement played a central role in validating and refining the key candidate areas, as well as exploring the types of amenities and design elements that should apply to future mobility hubs. This phase focused on testing candidate sites and refining design priorities with direct community input.

Engagement activities included neighborhood pop-up workshops at West Pittsburg Community Church, Antioch Public Library, and the East County First 5 Center, as well as engagement with Antioch Unified School District's English Language Advisory Committee. Across all events, more than 70 participants were reached.

Figure 3.3. Phase 2 Engagement at West Pittsburg Community Church/Bay Point All N One

Each session began with a bilingual presentation (English and Spanish) that introduced the purpose of the study, summarized feedback from Phase 1, and shared examples of existing mobility hubs from both the MTC Mobility Hub Implementation Playbook and Sacramento's El Paso Heights Hub, which transformed a vacant lot into a vibrant community space with seating, carshare, and a job training program.

Following the presentation, participants engaged in an interactive session to capture both location-specific and feature-specific input. A large map allowed participants to explore the seven candidate areas throughout Pittsburg and Antioch. They identified their preferred hub areas by placing pins and adding written comments about why and how a mobility hub could improve travel in that area. In parallel, self-guided worksheets introduced the concept of mobility hubs through four themes: (1) Expanding transportation options, (2) Designing for safety, (3) Creating comfortable spaces, and (4) Uplifting culture and community. Participants used rank-choice voting to identify the features and services most relevant to their lives. Facilitators supported small group discussions and recorded feedback on sticky notes.

Table 3 displays the top responses to the worksheet questions.

Table 3: Phase 2 Engagement Worksheet Results

Question	Top Responses
What types of transportation would you use at a mobility hub?	Tri Delta Transit Tri MyRide BART
What features would help you feel comfortable using a mobility hub?	Real-time arrival information Public restrooms
Beyond transportation, what would make a mobility hub a better place to wait and travel	Good lighting and open spaces Well-marked walking paths Safety attendants
What would make a mobility hub feel like a place where you belong?	Multi-lingual signage Community spaces/community bulletin boards Public art and murals Sign-ups for discount transit passes

Responses gathered under the four engagement themes reinforced the community's interest in hubs that are practical, safe, and welcoming. Participants consistently emphasized the need for dependable transit connections and clear, real-time information, while also highlighting the importance of comfort, visibility, and cultural expression. Across all themes, the feedback points to a shared desire for mobility hubs that not only make travel easier but also strengthen community connection and a sense of belonging.

Overall, nearly 70% of respondents indicated that a well-designed mobility hub would meaningfully improve their daily travel and encourage them to use transit more frequently. This highlights the opportunity for East County mobility hubs to enhance access and convenience while strengthening Tri Delta Transit ridership.

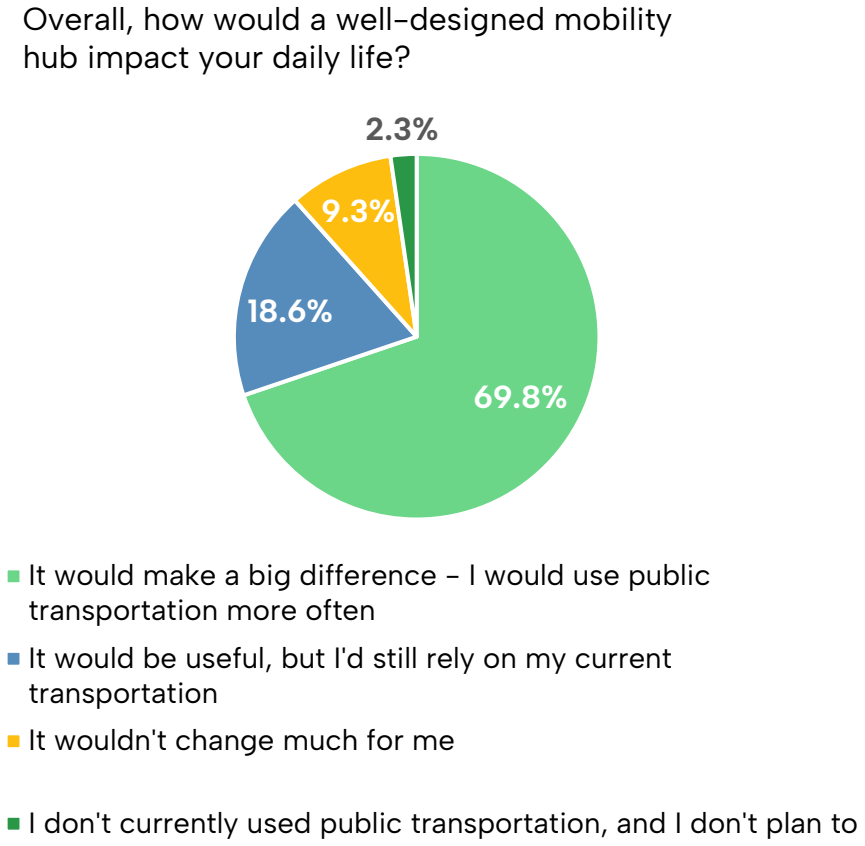


Figure 3.4. Mobility Hub Impact: Phase 2 Worksheet Results

Candidate Area Evaluation

Building on the results of Phase 2 Engagement, the study evaluated the seven Key Candidate Areas identified through network planning to determine their potential for mobility hub implementation. The evaluation process integrated community and stakeholder feedback with the study's program objectives and network planning results. A candidate evaluation matrix and associated rubric were created to assess how well each area aligned with the study's guiding principles and objectives. Areas were scored based on their performance across metrics such as accessibility, connectivity, demographic equity, and implementation feasibility. While each of the Key Candidate Areas has the potential to be a successful mobility hub, three areas were identified as preferred sites:

- Pittsburg Center BART Area
- 18th Street Corridor
- Los Medanos College, Pittsburg

These sites offer strong existing transit connections, opportunities to enhance first- and last-mile access, and concentrations of community destinations, like schools, community resources, and grocery stores.

Site	Principle 1	Principle 2	Principle 3	Principle 4	Principle 5	Principle 6
Pittsburg/Bay Point BART Area	●	◑	●	●	●	●
Pittsburg Center BART Area	●	●	●	●	◑	●
Los Medanos College	◑	●	●	●	●	◑
Downtown Antioch Waterfront	◑	◑	●	●	●	●
18th Street Corridor	◑	◑	●	●	●	●
Antioch BART Area	●	◑	◑	●	●	●
Southeast Antioch	◑	◑	○	●	◑	◑

● ◑ ○

Rubric	Meets Objectives	Partially Meets Objectives	Does Not Meet Objectives
Principle 1: Connected and Improved Mobility	Close proximity to all of the following: existing Tri Delta Transit bus stops, BART stations or TOC area, low-stress walking and biking facilities.	Close proximity to at least 2 of the following: existing Tri Delta Transit bus stops, BART stations or TOC area, low-stress walking and biking facilities	Close proximity to one or none of the following: existing Tri Delta Transit bus stops, BART stations or TOC area, low-stress walking and biking facilities
Principle 2: Toward Sustainability and Climate Action	Percentage of car trips at site and percentage of households without access to a car are above study area average.	Percentage of car trips at site or percentage of households without access to a car are above study area average.	Percentage of car trips at site and percentage of households without access to a car are below study area average.
Principle 3: Transportation Equity	Site located within an Equity Priority Community	Site is partially located within an Equity Priority Community	Site is not located within an Equity Priority Community
Principle 4: Inclusive and Exceptional Experience	Site is located in close proximity to community destinations and the density of youth and/or older adults is above the study area average	Site is located in close proximity to community destinations and the density of youth and/or older adu lts is below the study area average	Site is not located in close proximity to community destinations and the density of youth and/or older adults is below the study area average
Principle 5: Value-Driven Implementation	Surrounding area has multiple feasible locations for site and/or partnerships with local groups	Surrounding area has limited number of feasible locations for site and/or partnerships with local groups	Surrounding area has no feasible locations for site and no partnerships with local groups
Principle 6: Personal & Community Safety	Site located in a Pedestrian Priority Area and a Safety Priority Location	Site located in a Pedestrian Priority Area or a Safety Priority Location or partially in both	Site is not located in a Pedestrian Priority Area or a Safety Priority Location

Mobility Hub
Site Evaluation Matrix

TRI DELTA TRANSIT

The **Pittsburg Center BART** area emerged as a promising site for a mobility hub, offering strong regional connections to the East Bay and proximity to key destinations such as grocery stores, restaurants, retail, and medical offices. Community feedback highlighted that, while currently underutilized, the area has significant potential for transformation into a more active and accessible multimodal center. A mobility hub at this location would strengthen first- and last-mile access to BART, support more efficient travel across the region, and promote a more equitable distribution of transportation resources within Pittsburg—particularly for residents who rely on transit for daily needs.

The **18th Street Corridor** also presents a high-opportunity location for a mobility hub, with its proximity to multiple schools, faith-based organizations, and the Contra Costa Fairgrounds, which hosts a range of family-oriented events and services. Through community engagement, this corridor consistently surfaced as a place where veterans, low-income families, non-English-speaking parents, and youth face persistent transportation barriers. A mobility hub in this area would serve a broad cross-section of the community, improving access to essential destinations and reducing reliance on private vehicles. The Tri Delta Transit COA establishes 18th St as a high-frequency transit corridor, further enhancing the potential for a successful hub by expanding access and enabling seamless multimodal connections.

Finally, the **Los Medanos College** area stands out as a strategic opportunity for a mobility hub, given its role as a major educational and transit anchor in Eastern Contra Costa County. Tri Delta Transit has identified the campus as a key transfer hub due to its central location and strong potential to facilitate system-wide connections. The college attracts a large population of students, many of whom have limited access to private vehicles and rely heavily on transit, biking, or walking. Feedback from our outreach events confirmed that the college serves a diverse community of learners across all age groups, including adult learners, working parents, and high school students, making it a critical access point for equitable mobility investment. A mobility hub here would strengthen transit connectivity, support sustainable travel options, and better serve the daily transportation needs of a transit-dependent population.

While not selected as top priorities, the remaining four sites remain strong candidates for future mobility hub implementation:

- **Pittsburg Bay Point BART** area stands out as a strong long-term opportunity, especially given the ongoing BART-led and developer-driven improvements in the area. With appropriate coordination and complementary funding

from BART and development partners, a mobility hub here can be integrated into broader station area enhancements.

- **Downtown Antioch Waterfront**, while receiving fewer votes during public outreach, was frequently highlighted by community leaders as a meaningful location for residents. Eastern Contra Costa County Transit Authority (ECCTA) owns land at the intersection of W 10th and W 4th Street in downtown Antioch, which could be utilized for enhancing mobility in the area. This area shares many of the same characteristics as the nearby 18th Street Corridor, though it currently lacks planned high-frequency transit service, limiting its near-term feasibility.
- **Antioch BART** also received limited public support during outreach, but it remains one of the most infrastructure deficient locations in the study area. The Tri Delta Transit COA will bring more frequent bus service, and the station presents a key opportunity for equity-centered investment given the community's heavy reliance on it and its existing bike infrastructure.
- **Southeast Antioch** saw a low level of support from both the public and stakeholders and currently lacks strong transit connections or designation as an Equity Priority Community, making it a lower priority site; however, despite its current car-dependent nature, the mix of residential and commercial land uses in this area offers a strong foundation for future multimodal investments.

Amenities

Amenities and services are the defining elements of a mobility hub, as they shape how people experience the space, connect between modes, and feel welcomed and safe. Building on input gathered during public and stakeholder outreach events and guidance from MTC's Mobility Hub Implementation Playbook, the study identifies a framework of features most essential for East County's mobility hubs. Amenities should be context-sensitive, designed to respond to the surrounding land use, level of activity, and available space at each hub. The framework presented here establishes a consistent foundation for all mobility hubs, while the Schematic Design section builds on it to illustrate how these amenities can be tailored and applied across specific locations.

Figure 3.5. Tri My Ride and Tri Delta Transit service

Based on regional guidance and community feedback, a preliminary list of amenities and services was identified for future mobility hubs. These amenities are grouped into two tiers:

Primary amenities and services, which should be included at all mobility hubs to support essential functionality and access.

Secondary amenities and services, which should be considered based on contextual factors, economic feasibility, and engineering constraints.

Primary Amenities & Services

- Connections to bus, BART, and shuttle services
- Comfortable transit shelters and waiting areas
- Loading zones for Tri MyRide and other micro/ on-demand transit services and shuttles
- Long- and short-term secure bike parking (e.g. bike lockers, bike cages)
- Clear connections to bike and pedestrian networks, including well-marked paths and crosswalks
- Pedestrian-scale lighting, street furniture (e.g., benches, planters), and open spaces
- Real-time travel information
- Multi-language Digital and physical wayfinding
- Community spaces (Events, pop-ups, farmers markets, food trucks)
- Hub area maps, amenity information, and bulletins in multiple languages
- Safety attendant or community ambassador present

Figure 3.6. Lighting and transit information at Pleasant Hill BART

Secondary Amenities & Services

- Micromobility stations and drop zones
- Clean and secure public restrooms
- Wifi and internet access
- Community-driven design element/tactical urbanism (e.g., curb bulbs, pedestrian enhancements, cultural amenities, and art).
- Public art and murals
- Phone charging stations

Figure 3.7. Public art in Richmond, CA

Site Identification & Assessment

This section focuses on translating area-level findings into site-specific opportunities for mobility hub implementation. The process combined mapping analysis, planning-level feasibility review, and targeted stakeholder engagement to identify sites with the capacity, accessibility, and local context needed to support future mobility hub implementation.

Identifying Potential Sites

After prioritizing the three top-ranking mobility hub areas—18th Street Corridor, Pittsburg Center BART Area, and Los Medanos College—specific sites within each area were identified based on their feasibility to support the development of a mobility hub. This process aimed to narrow broad candidate areas into locations with the physical capacity, land-use context, and multimodal connectivity necessary to accommodate future hub features.

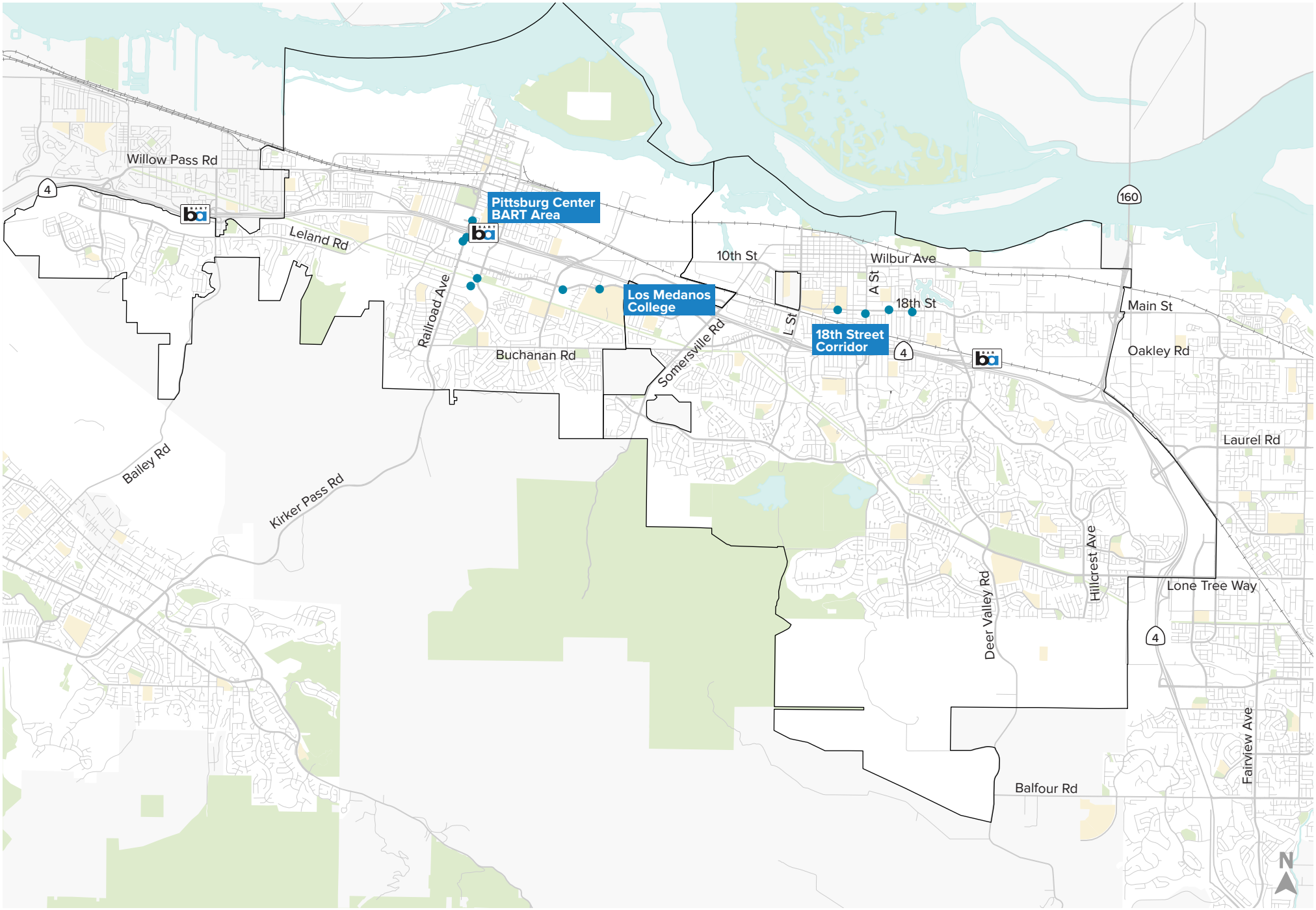
Site identification combined spatial analysis with qualitative evaluation to ensure that selections reflected both local potential, such as community use and proximity to destinations, and technical feasibility. Overlay maps of land use, transit routes and stops, bicycle and pedestrian infrastructure, and key community destinations were used to pinpoint areas with strong access potential and complementary land uses. These mapping analyses were informed by lessons from existing mobility hub design practices and by referencing local and regional planning documents from the Existing Conditions assessment.

A series of qualitative factors guided the selection process:

- **Available space**: Each site was evaluated for its capacity to accommodate key hub amenities and services such as bike parking, transit shelters, and community gathering features.
- **Land ownership and partnerships**: Sites were assessed based on whether they were publicly owned or presented opportunities for partnerships with private property owners.
- **Proximity to community assets**: Sites near schools, shopping centers, parks, and public facilities that could support everyday community use were prioritized.
- **Connectivity**: Sites with strong existing or planned connections to transit, bicycle, and pedestrian networks were given higher priority.
- **Alignment with ongoing planning efforts**: Consideration was also given to areas with planned development or infrastructure projects to ensure coordination and leverage future improvements.

General right-of-way and space considerations were reviewed to assess whether mobility hub elements could be integrated without requiring major land acquisition or roadway reconstruction. While the analysis remained at a planning-level scale, it allowed the study team to identify sites where community access, multimodal connections, and physical feasibility intersect.

Based on these factors, a total of 11 potential sites were identified: four in the 18th Street Corridor, five in the Pittsburg Center BART Area, and two at Los Medanos College. These sites were then advanced for on-site evaluation and community stakeholder validation during Phase 3 Engagement. Details on all sites can be found in **Appendix C**.



Potential Mobility Hub Sites

- Potential Mobility Hub Sites
- Pittsburg and Antioch City Limits

TRI DELTA TRANSIT

Phase 3 Engagement

The final phase of engagement focused on evaluating the feasibility of specific mobility hub sites through site visits and discussions with community partners, agency staff, and regional stakeholders. In-person visits were conducted at nine locations in Pittsburg and Antioch, complemented by a virtual site visit and discussion with Los Medanos College representatives.

The in-person visits were structured to bring together a diverse group of participants, including community-based organizations, city and agency staff, and regional partners, so that feasibility considerations and community perspectives could be assessed in parallel. Participants toured candidate hub locations by shuttle and walking, observing existing conditions and discussing opportunities and constraints. Agency representatives provided insight into operational issues, planned development, and regional initiatives that could influence hub feasibility. CBO partners grounded the discussion in community experience, emphasizing who would use the hubs and what would make them safe, welcoming, and accessible.

Figure 4.1. Site Visit in Pittsburg

This structure ensured that the evaluation of potential sites was not limited to technical practicality alone but integrated cultural and social functions identified in earlier phases. Group discussions at the conclusion of each visit synthesized these perspectives, reinforcing that mobility hubs must operate as reliable transportation nodes while also serving as trusted, community-centered spaces. Site visit notes are included in **Appendix D.**

Through this process, stakeholders identified three priority sites for further analysis:

- **Southbound Railroad Avenue & Bliss Avenue, Pittsburg, CA – Located along the Railroad Ave Class I Path**
  This site stood out for its proximity to BART and nearby retail. Planned improvements and potential future transit-oriented development (TOD) further strengthen its suitability for a mobility hub.
- **Railroad Avenue & Center Drive, Pittsburg CA – Adjacent to the Pittsburg Center BART pick-up/drop-off zone**
  This site was highlighted for its potential for strong regional and local connections. The welcoming, grass-filled site is close to both Pittsburg Center BART and Pittsburg High School.
- **111 E 18th St, Antioch, CA – Antioch Food Center parking lot**
  This site was chosen for its location along a crucial school, retail, and residential corridor in Antioch. It is near popular destinations, including grocery stores, laundromats, and community churches, and adjacent to a pedestrian path to Kimball Elementary.

The in-person site visits confirmed what earlier engagement highlighted: hubs must balance transportation function with their role as community anchors. Participants emphasized the importance of hubs being safe, accessible, and culturally relevant, while also serving as practical connectors across various modes of transportation.

Several other locations were recognized for their potential but were not selected as preferred sites. Along the 18th Street Corridor, the intersection of 18th Street and Carvallo Street could serve upcoming residential developments, and the future African American Holistic Wellness and Resource Hub proposed within a county-owned building. This site should be revisited as those projects advance. The intersection of 18th Street and A Street, centered around the Cielo Supermarket parking lot, stood out as a key retail destination. However, it would require substantial pedestrian and cyclist improvements given the high-volume traffic at this intersection.

Within the Pittsburg Center BART Area, the Pittsburg Senior Center site offers connections to Small World Park and the Delta de Anza Trail, creating an opportunity for an all-ages hub integrated alongside the trail corridor. However, its distance from BART and retail destinations makes it less immediately viable. The east side of Railroad Avenue & Bliss Avenue, at 2101 Railroad Avenue, presents similar advantages to the preferred site on the west side but lacks a direct

Class I path connection. Future residential and transit-oriented developments planned in the Railroad Avenue Specific Plan area could improve its long-term feasibility.

Los Medanos College

A virtual site visit and discussion with Los Medanos College explored two potential hub locations on or adjacent to the Pittsburg campus: Campus Parking Lot A and the Los Medanos Community Garden on Loveridge Road. The college is a high priority for Tri Delta Transit, as the two bus stops by Parking Lot A are the highest ridership stops in their system and are served by expanded service under the new operations plan. The discussion highlighted the challenge of making near-term improvements directly on campus due to Division of the State Architect (DSA) requirements, which impose standards such as ensuring ADA-accessible restrooms from transit stops. In the short term, improvements at the nearby Leland/Loveridge stops by the **Los Medanos Community Garden**, which also experience high ridership, may offer a more feasible opportunity. In the medium or long term, there are opportunities for Los Medanos College to coordinate with Tri Delta Transit on mobility hub improvements as part of the college's long-range Facilities Master Plan, which envisions new buildings and internal circulation changes that could better accommodate transit and active transportation connections.

Figure 4.2. Los Medanos Community Gardens. Source: Google Maps

Schematic Design

This section translates the study's planning and engagement outcomes into schematic concepts for two representative sites. The designs show how key amenities and placemaking elements can reflect local conditions and community priorities. Planning-level cost estimates are provided to inform the scale of investment required for implementation.

Conceptual Designs

All identified mobility hub sites aim to enhance transportation options within the community through designs that explicitly focus on placemaking and user experience. Of the 11 potential mobility hub sites identified in Antioch and Pittsburg, two were selected for schematic design development: 111 E 18th Street in Antioch and 2100 Railroad Avenue in Pittsburg. These sites serve as representative models of distinct site conditions within the two jurisdictions, as they differ in the amount of available space, representing alternative potential configurations that could be modified to apply to other similar sites in the study area.

Design concepts were guided by the MTC Mobility Hub Implementation Playbook and its Kit of Parts, which organizes hub elements into four key categories:

- **Public Realm** aims to create welcoming spaces that reflect the community and support public life.
- **Sustainable Mobility** focuses on creating easy and accessible options for mobility that encourage a mode shift away from private vehicles.
- **Information** provides real-time communication, wayfinding, and resource details in an accessible manner.
- **Customer Experience** prioritizes comfort, safety, and convenience for people using and waiting for transit and other mobility options.

Site 1 - 111 E 18th St, Antioch

Site 1 is located in the parking lot of Antioch Food Center. The site is bounded to the east by Templo Santo Community Church, which is used as a site for the Food Bank of Contra Costa & Solano. An existing pedestrian-only pathway runs between the parking lot and Templo Santo and leads towards Kimball Elementary School. There is a Tri Delta Transit stop at the south end of the site served by Tri Delta Transit Routes 370 & 375. The 18th Street corridor has multiple schools and retail centers.

Site 1 Concept: Plan View

111 E 18th St, Antioch, CA

Public Realm | Sustainable Mobility | Information | Customer Experience | Transit & Bicycle/ Pedestrian Connections

Kimball Elementary School ~ 500 ft

Pedestrian-Scale Lighting

Public Art & Greenscaping

Antioch Food Center

Wayfinding

Enhance Existing Pedestrian Pathway

Templo Santo Community Church

Carshare Spaces & EV Charging Spaces

Food Truck

Public Seating/ Parklet

Bike Parking

Tri Delta Transit Routes 370 & 375

Enhance Existing Transit Shelter

Real-Time Travel Info

Site 1 Features

Public Realm

The existing food truck area can be enhanced into a flexible public space with seating, tables, and shade structures to encourage gathering, support local vendors, and attract visitors from the nearby community destinations to explore the mobility hub. This area should be flexible and to accommodate rotating or community organizations. Pedestrian-scale lighting should also be added at the seating area and along the pedestrian path to enhance safety and support use throughout the day. Additionally, incorporating public art on the concrete walls along the existing pedestrian path, as well as green scaping would create a playful, family-friendly route to Kimball Elementary that encourages children and families to walk or bike to school.

Sustainable Mobility

Partner with property owners to convert three to five parking spaces into sustainable mobility options, including car share and electric vehicle charging. These amenities would provide new options for residents without private vehicles while supporting visitors to the Food Center and nearby retail. Together these amenities would draw visitors to both the existing retail and the mobility hub. As an alternative or complementary use, the site could include a pick-up and drop-off zone for rideshare apps and/or a future expansion of the Tri MyRide shuttle service, which would require fewer parking spaces. Secure bicycle parking adjacent to the food truck area would further support access to nearby retail and community. This can be located either in the existing planted area or by partnering with property owners to repurpose parking spaces.

Figure 5.1. Electric vehicle charging

Information

Install wayfinding signage along the existing pedestrian path to directs users between Kimball Elementary and the mobility hub. Signage should align with regional wayfinding standards and provide information in multiple languages where feasible. Given that the path is currently marked as pedestrian-only, signage should be added to clarify that bicycles are permitted. Additional signage should provide concise information on hub amenities to help users navigate the hub and access available transportation and community resources. For transit-specific information, add real-time travel information at the existing Tri Delta Transit shelter, showing estimated arrival and departure times of buses. All information should be cohesive and contribute to the visual identity of the hub.

Figure 5.2. Family walking on public pathway in Richmond, CA

Customer Experience

Use the parklet near the public seating area and the enhanced pedestrian path to foster community connection. Through signage and design, emphasize that the hub is a public resource open to all community members. Utilize placemaking elements and programming to build a cohesive visual identity establish a sense of place. Focus on ensuring all elements and services at the hub work seamlessly together, to enhance the overall user experience. Concentrating amenities around the existing bus shelter and pathway strengthens everyday travel patterns and provides a more comfortable, engaging environment. Occasional programming and pop-up activities, such as community events, could reinforce the hub's dual role as a transportation node and a neighborhood gathering space.

Site Ownership

Site 1 is located predominantly within the Antioch Food Center parking lot, a privately-owned parcel. Therefore, construction, implementation, and operation of a mobility hub will require coordination and agreements with the owners. The adjacent sidewalk and Tri Delta Transit stop appear to fall under city ownership, though final confirmation through municipal asset records should be confirmed.

Site 2 - 2100 Railroad Avenue, Pittsburg

Site 2 is located along the Railroad Avenue Class I path, adjacent to a retail center anchored by Cardenas Markets. The site connects directly to Pittsburg Center BART Station via the Class I Path and is served by Tri Delta Transit Route 371. The corridor functions as a key transit corridor for the city, linking downtown Pittsburg and the waterfront to regional transit services.

Site 2 Concept: Plan View

2100 Railroad Ave, Pittsburg, CA

Public Realm | Sustainable Mobility | Information | Customer Experience | Transit & Bicycle/ Pedestrian Connections

Pittsburg Center BART ~ 500 ft

Cardenas Markets ~ 250 ft

Tri Delta Transit Route 371

Enhance Existing Class I Path

Wayfinding

Retail Center

Enhance Existing Transit Shelter

Carshare Spaces & EV Charging Spaces

Place Programming

Enhanced Lighting

Real-Time Travel Info

Bike Repair Station

Public Art & Greenscaping

Pick-up/ Drop-off Zone

Bike Parking

Site 2 Features

Public Realm

Build upon the existing points of interest to better support public life and community gathering. Enhance the existing path corridor with public art, landscaping, and improved pedestrian-scale lighting to create a more welcoming and safer environment. The bicycle repair station can serve as a gathering spot for bicycle- and safety-focused community events, supporting both functional and social uses. Design features should emphasize connectivity between BART, the path, and the retail center, prioritizing the pedestrian experience along the Class I path and the highway overcrossing leading to the station. These enhancements may incorporate community-driven design elements such as public art, curb bulbs, and crossing enhancements.

Sustainable Mobility

Similarly to Site 1, partner with property owners to convert three to five parking spaces into sustainable mobility options, including car share and electric vehicle charging. Additional coordination and partnership with property owners could support a pick-up and drop-off zone for rideshare apps and/or a future expansion of the Tri My Ride shuttle service. To support active transportation, position bicycle parking that strengthens connections to the retail center. These supplemental transportation services provide vital first-mile and last-mile connections to BART. The proposed bicycle repair station supports active transportation along the Class I Path and offers convenient, low-cost maintenance options for riders.

Information

Provide wayfinding signage along the existing Class I path to guide users between BART, key destinations, and the mobility hub. Ensure signs that align with regional wayfinding standards and provide information in multiple languages where feasible. At the bicycle repair station, include step-by-step instructions and QR codes with repair tips. Incorporate real-time transit information at the existing Tri Delta Transit shelter to support multimodal coordination. All information should be cohesive and contribute to the visual identity of the hub.

Customer Experience

Leverage the enhanced path and bicycle repair area to maximize space to foster community connection. Through signage and design, emphasize that the hub is a public resource open to all community members. Utilize placemaking elements and programming to build a cohesive visual identity and establish a sense of place for the hub. Focus on ensuring all elements and services at the hub work seamlessly together, to enhance the overall user experience. Concentrating amenities around the existing bus shelter and path to BART creates a more comfortable and engaging space for everyday travel and connection. Occasional programming and pop-up activities, such as community events, could reinforce the hub's dual role as both a transportation node and a neighborhood meeting space.

Figure 5.3. Bus shelter and Class I path in Walnut Creek, CA

Site Ownership

The Class I path, sidewalk, and Tri Delta Transit bus stop are city owned, while the adjacent shopping center parcels and parking lots are privately owned. Any mobility hub features extending onto private property (e.g., carshare, bike parking) will require coordination and partnerships with property owners.

Capital Cost Estimates

The schematic designs developed for the Antioch and Pittsburg sites provide a foundation for understanding both physical design opportunities and the scale of investment required to implement mobility hubs in Eastern Contra Costa County. To complement the conceptual designs, **Table 4** summarizes planning-level capital cost estimates for both sites.

These estimates reflect preliminary quantities and unit costs for core hub elements, including public realm improvements, mobility amenities, lighting, signage, and infrastructure upgrades. They are intended to inform early budgeting, funding applications, and partnership discussions as Tri Delta Transit and local jurisdictions advance toward implementation.

Table 4. Capital Cost Estimates

Type	Design Feature	Site 1 – 111 E 18th St, Antioch		Site 2 – 2100 Railroad Avenue, Pittsburg	
		Description	Cost	Description	Cost
Public Realm	Public Art	Assumed to be community-supported mural on building face, in coordination with Templo Santo Church	$125,000	Community-supported art installations along walking path, could be sculptures, interactive art	$50,000
	Green scaping	Narrow strip of plantings, in raised beds or on vertical face of fence (for clearance)	$80,000	Landscape along 175-ft-long portion of Class I path possibly with planter boxes or along the existing mulch strip between path and lot.	$30,000
	Pedestrian Scale Lighting	Closely spaced pedestrian scale lighting along path and in southern portion of site along amenities	$125,000	New lighting around proposed bike repair station, and modest upgrades to existing lighting along pathway	$5,000
Sustainable Mobility	EV Charging spaces	Assumes five Level 2 chargers (low end) to five Level 3 chargers (high end)	$150,000	Assumes five Level 2 chargers (low end) to five Level 3 chargers (high end)	$150,000
	Bike Parking	Assumes bike parking spaces or bike lockers to cover about 700 sq ft on combination of asphalt parking and adjacent landscaping. Assume security features for all	$20,000	Assumes bike parking spaces or bike lockers to cover about 700 sq ft on combination of asphalt parking and adjacent landscaping. Assume security features for all	$20,000
	Pick-up/drop off zone	*not applicable to this site*	-	Space is available, would need signage and markings/striping only	$10,000
	Bike repair station	*not applicable to this site*	-	Assumes modest DIY bike repair station, with signage and resources for ease of use	$5,000

Type	Design Feature	Site 1 – 111 E 18th St, Antioch		Site 2 – 2100 Railroad Avenue, Pittsburg	
		Description	Cost	Description	Cost
Information	Wayfinding	Assumes up to ten signs throughout site and within a block in each direction, including electronic signs connected via wifi and in ground sensors/wiring	$50,000	Assumes up to 5 signs are installed along path and around transit hub, electronic signs connected via wifi and in ground sensors/wiring	$25,000
	Real-Time Travel Info	Real-time arrival boards at multiple locations on site, integrated into Tri-Delta GTFS data, remote access for programming and maintenance. Does not include costs to any subscription, network-wide software.	$40,000	One real-time arrival board at bus shelter, integrated into Tri-Delta GTFS data, remote access for programming and maintenance. Does not include costs to any subscription, network-wide software.	$10,000
Customer Experience	Public Seating / Parklet	Assumes roughly 500 to 800 ft of seating and tables	$50,000	Assumes public seating along the path	$10,000
Bike/Ped Connection	Enhance Existing Transit Shelter	Includes new shelter and new sidewalk and access for full ADA compliance and access to rest mobility hub site amenities	$100,000	Includes new shelter and new sidewalk and access for full ADA compliance and access to rest mobility hub site amenities	$100,000
	Enhance Existing Pedestrian Path	Assumes grind and overlay of existing path (roughly 4,000 sq. ft.)	$80,000	Visual inspection results in current path in good condition, assume spot repairs only (roughly 1,400 sq. ft.)	$10,000
Total Cost Estimate		**$800k to $1M**		**$400k to $600k**	

Note: Costs are planning level estimates that include cost to procure and install elements only, no soft costs or contingency factors have been applied.

The planning-level estimates presented above indicate that mobility hub implementation capital costs are expected to range between approximately $400,000 and $1 million per site, depending on factors such as site size, available space for amenities, existing infrastructure conditions, and the level of public realm investment desired. The two schematic sites—111 E 18th Street in Antioch and 2100 Railroad Avenue in Pittsburg—serve as representative examples for this range, illustrating how costs can vary across different contexts.

Sites with larger footprints or more extensive public space elements, such as plazas, lighting, or landscaping, will tend toward the higher end of the range, while more constrained sites or those leveraging existing infrastructure may be developed more cost-effectively. Although the estimates are based on the two schematic locations, the same order of magnitude is expected for the four preferred sites identified in the Sites Assessment phase, providing a realistic benchmark for early implementation planning and funding coordination.

These cost estimates exclude expenses related to right-of-way acquisition or the establishment of easements, which would need to be evaluated during future design and engineering phases, and are also part of the implementation costs. Operational and maintenance costs are discussed in the following section, which outlines anticipated needs and considerations for long-term hub functionality and maintenance.

Amenities Operations and Maintenance Considerations

The conceptual designs envision two prototypical mobility hub configurations, with each integrating similar amenities scaled to its setting. Every amenity has distinct operational, maintenance, and utility requirements, as well as contextual considerations related to ownership, management, and service coordination.

Table 5 outlines anticipated operations and maintenance (O&M) needs for each amenity proposed for inclusion in mobility hub sites. Amenities have been classified as primary or secondary based on their priority within the program vision and likely implementation at near-term candidate sites. These components will serve as a foundation for early budget planning and implementation design across sites of varying scale and readiness.

Table 5. Amenities Operational and Maintenance Needs

Amenity	Operational needs (e.g., staffing, hours, technology)	Maintenance needs (e.g., cleaning, repairs, inspections)	Utility and infrastructure requirements	Site-specific variability (if applicable)	Preliminary O&M annual cost estimates*
PRIMARY					
Comfortable transit shelters and waiting areas	Minimal on-site staffing; periodic security patrols; scheduled cleaning; automated lighting	Regular inspections; frequent litter and graffiti removal; periodic structural repair and repainting	Power for lighting and digital signage; durable roofing for sun/rain	Structure requires heat resistant material and vandal-resistant, low-maintenance materials due to high graffiti risk	$$$
Loading zones for Tri MyRide and other micro/on-demand transit services	Traffic / parking enforcement; real-time transit signage	Pavement marking refresh; curb signage upkeep	Signage posts; lighting	Possible congestion during peak hours	$$
Long- and short-term secure bike parking (e.g. bike lockers, bike cages)	Access control system (RFID/app system); vendor licensing agreement; periodic parking audits; site monitoring	Routine cleaning; lock/door repair; abandoned vehicle removal	Concrete pad; lighting; grid power	Potential for bike theft – partnership with community ambassadors for added security	$$ – $$$

Amenity	Operational needs (e.g., staffing, hours, technology)	Maintenance needs (e.g., cleaning, repairs, inspections)	Utility and infrastructure requirements	Site-specific variability (if applicable)	Preliminary O&M annual cost estimates*
Pedestrian-scale lighting	Minimal to none – automated control	Lamp replacement; fixture cleaning	Electrical lines; smart control system	Need to balance brightness with light pollution for residential neighbors.	$$
Street furniture (e.g., benches, planters)	Minimal to none	Cleaning; graffiti removal; repairs; periodic landscaping	Anchoring; access to water for planters	Vandalism / graffiti risk – select graffiti resistant coatings	$$
Real-time travel information	IT/Transit monitoring	Hardware cleaning; software updates	Power; data connection	Multi-agency feeds (Tri Delta Transit + BART) must be integrated	$$
Multi-language digital and physical wayfinding	Initial design	Cleaning; replacement	Printing/fabrication; kiosk power/data	Icons and color-coding can help low-literacy or visually impaired riders	$ – $$
Community spaces (for events, pop-ups, farmers markets, or food trucks)	Event coordinator; vendor liaison; security; traffic control	Trash removal; cleaning	Power & water hookups; durable surfaces; lighting	Some community resistance possible over noise/parking	$$$

Amenity	Operational needs (e.g., staffing, hours, technology)	Maintenance needs (e.g., cleaning, repairs, inspections)	Utility and infrastructure requirements	Site-specific variability (if applicable)	Preliminary O&M annual cost estimates*
Digital integrations	Dedicated staff/ consultants for data management, API integration, and vendor coordination	Software maintenance; troubleshooting of data feeds	Reliable broadband and secure IT systems	Need to integrate multi-agency feeds for real-time data	$$$ - $$$$
SECONDARY					
Clean and secure public restrooms	Custodial staff; security	Frequent cleaning; plumbing repair	Water/sewer; power	Risk of vandalism; consider attendants during peak times, timed locks, and automated cleaning systems	$$$$
Park and Ride	Security patrols; parking/ traffic enforcement; video surveillance system	Pavement maintenance; lighting upkeep	Paved lot; lighting; signage	Security surveillance and patrols recommended	$$$
Public art and murals	Minimal to none	Graffiti removal; weatherproofing	Lighting	N/A	$ - $$$
Phone charging stations	Periodic monitoring	Cable replacement; vandalism repair	Power; weatherproof enclosures	Should be highly visible to reduce theft and vandalism	$

Amenity	Operational needs (e.g., staffing, hours, technology)	Maintenance needs (e.g., cleaning, repairs, inspections)	Utility and infrastructure requirements	Site-specific variability (if applicable)	Preliminary O&M annual cost estimates*
Electric vehicle charging	Remote monitoring; occasional tech visits	Occasional component repair/replacement; software updates	High-capacity electric service; payment kiosks	Consider fast chargers if power infrastructure allows	$$
Micromobility stations and drop zones	Staff for rebalancing & repairs (likely vendor personnel)	Dock maintenance; periodic deep cleaning	Power/data (for docks)	Challenge finding an operator in the region	$ - $$
Wi-Fi and internet access	IT monitoring; customer service helpdesk	Router/access point maintenance	Broadband; power	Can help individuals with limited access to charging systems	$$

*Preliminary cost estimates range

- $ <$5,000 (Low)
- $$ $5,000 – $15,000 (Moderate)
- $$$ $15,000 – $40,000 (High)
- $$$$ >$40,000 (Very High)

Implementation

This section outlines how the proposed mobility hub network can be operated and maintained over time. It presents the framework for governance, partnerships, and funding needed to guide long-term operations and ensure the program's sustainability across future sites.

The operations and maintenance (O&M) approach establishes a framework to ensure the long-term functionality and sustainability of the proposed mobility hub network by identifying O&M needs, delivery models, and potential funding strategies. Guided by MTC's Mobility Hub Implementation Playbook, it adapts regional best practices to local conditions and supports the study's vision to create inclusive, multimodal hubs that enhance regional connectivity, support transportation equity, and strengthen access to essential services across Equity Priority Communities.

While initial O&M planning is informed by the preferred sites identified through this study, the framework provides broader considerations that can be applied to future mobility hub locations across Tri Delta Transit's service area. It addresses considerations related to site feasibility and governance, describes systemwide operations and maintenance needs, and summarizes governance structures, strategic partnerships, and funding strategies to support long-term implementation.

Site Feasibility and Governance

Site Ownership and Control

Ownership status varies across candidate sites and may include a mix of public, quasi-public (e.g., transit-owned), and private properties. Where public ownership is confirmed, opportunities for joint-use or capital investment are stronger. Where sites are privately owned, implementation may require lease agreements or easements to support long-term operations.

While site acquisition is not the focus of this effort, future O&M implementation may rely on flexible agreements, especially where multiple parcels are in play. Potential public-private partnerships should prioritize sites where rights-of-way or parking areas can be activated without major land transfers.

Permitting and Regulatory Considerations

Permitting needs will vary by site but are expected to include:

- Minor construction and electrical permits (for shelters, lighting, and signage)
- Coordination with City planning and public works departments for site plan review
- Zoning review to confirm compatibility with transit/mixed-use functions

Given the community-oriented nature of these hubs, collaborative permitting processes are recommended to reduce implementation friction.

Sitewide Operations and Maintenance

Operating a mobility hub network requires a clear budgeting framework that captures the full scope of ongoing operational needs. This section organizes those needs into three core categories—administration, field operations, and remote support—while also addressing infrastructure requirements and other direct costs to provide a complete picture of anticipated expenses. The intent is to balance high-level planning with the day-to-day realities of maintaining a distributed system, ensuring that no matter the governance model—public, private, or hybrid—the essential functions are recognized and planned for. Ultimately, this section is designed to serve as a practical lens for budget development and program management, while emphasizing the importance of sustained agency support and a clear point of contact to streamline communication and oversight.

Budgeting framework for operational components

Operations describe a wide range of services – for simplicity, we present operational components in three broad categories: administration, field operations, and remote support. We also include a section detailing Infrastructure and "other direct costs" to ensure a review of the full operational expenses.

Operating a mobility hub network across a wide service area requires an understanding of both macro planning elements and physical boots-on-the-ground realities. Whether these are implemented and managed by a public agency, a private operator, or a strategic partnership, the same operational components require consideration. This section should serve as an operational lens for budget analysis.

Regardless of the model chosen, successful programs still require ongoing support from the hosting agency, preferably with a single point of contact that can funnel agency-wide communication in both directions.

Administration

Program management: Strategic guidance, project management (scheduling), maintain records & assemble reports, manage field and remote support staff.

External communications: Liaison with lead agency, lead and/or attend meetings, communicate with subcontractors and partners, public outreach and marketing support, public and press relations.

Professional services: Legal, compliance, accounting and payroll support.

Logistics: Vendor/supplier selection; procurement of capital infrastructure; facilitate delivery, setup, storage, installation; setup office/warehouse tools, supplies, equipment; facilitate utilities, construction, permits.

Field Operations

Supervision: Direct liaison between executive management and field operations staff.

Dispatch: Person(s) and/or automated tools to offer dispatch services (be mindful if multilingual support is required); customized dispatch software.

Field staff: Person(s) dedicated for ongoing maintenance, installations/transfers, and as-needed service calls. Depending upon required support levels, provisions for PTO and unexpected absences should be considered.

Asset management: Hub components may require a staging location pre-launch, and an inventory of replacement parts to be warehoused during operations. General consumable supplies.

Service management: Person(s) and/or software tools to schedule, track, and triage routine and non-routine maintenance and field repairs, tracking swappable assets at the individual level as they are removed, repaired or

refurbished, and redeployed throughout the network. Asset management and service management may be fulfilled with a single software suite.

Service fleet: Vehicles to access locations for servicing; vehicle modifications and field tools; warehouse tools and equipment.

Buildings and Grounds: For each of the typologies listed above, basic cleaning and grounds maintenance are critical to the program's success. At the extremely small scale / pilot phase, program success at a viable cost may depend entirely on establishing partnerships with existing entities who already have a ground presence and can support the grounds with "one more stop on their route" rather than establishing a field operations program from scratch.

Remote Support

Call center: Customer support software for non-emergency end-user communication. Unified multi-platform support ticketing to manage phone, email, chat, and text is necessary. Multilingual support and 24/7 response should be considered.

Emergency response: Person(s) to provide response to urgent issues such as access (e.g. remote unlock of doors), and resources such as providing information to file a police report.

On-premises monitoring: Surveillance cameras and sensors, on-premises support options (such as service phone), remote hardware resets.

System integration: Create and/or integrate with digital tools that deploy and track the system, data, and usage; ensure that new tech deployments are context aware and built for future integration.

Utilities and Infrastructure

Siting analysis: Initial site evaluation should review candidate locations for existing connectivity to each required utility. Mobility Hubs require an efficient approach and cannot typically carry the costs to begin with a greenfield site.

Usage analysis: Careful evaluation of the utility needs for hub operations – most hub typologies will require minimal footprint (IE shade structures, PUDO zones) but others may require electricity and even water connections. (Real Time Departures, ped scale lighting)

Utility Coordination: With the exception of larger scale hub typologies such as EV charging locations, consider partnerships for mobility hub utility needs. A typical hub consumes power/water/data at such a low level that it is frequently cost-effective to establish fixed rent/usage fees to a partner who already has these metered services.

Other Direct Costs

Warehouse/Office: Lease, utilities, repairs, furniture and equipment, security, tools and fixtures.

Network and communications: Phone, internet, software, data retention (either on-premises or cloud).

Energy costs: Grid electricity, solar panels, battery life cycle analysis and replacement

Insurance/Bonding: Standard insurance includes property, worker's compensation, cyber, terrorism, and professional. Standard bonding includes construction and performance. Insurance/bonding costs and acquisition can be a huge barrier for smaller companies, especially small and local firms which can create challenges when recruiting DBE/SLBE/DVE firms. Given that most federally-funded grants require participation of these disadvantaged firms, consider ways to create carve-outs to apply these requirements in a targeted way, rather than an umbrella that captures each sub-contracting entity.

Discretionary: Transportation costs, business meals, meeting expenses, standard food/beverage, team-building/celebratory expenses.

Contingency: Recommend a 10% contingency budget of all non-employee operating costs.

Governance, Partnerships, and Funding

This section outlines the governance structures, strategic partnerships, and funding strategies necessary to support program implementation and long-term sustainability. It expands on MTC's Mobility Hub Implementation Playbook and applies those lessons to the suburban and opportunity hub contexts of Antioch and Pittsburg. It identifies a range of potential partners—including public agencies, private sector entities, and community organizations—and highlights opportunities for public–private collaboration through shared infrastructure investments, data partnerships, and revenue-sharing models. Several operations and maintenance delivery approaches are considered, including city-managed, transit-led, and contracted models, each with distinct advantages and challenges. Finally, the section reviews both capital and ongoing funding sources, spanning federal and state grants, regional transportation funds, developer contributions, advertising and sponsorships, user fees, employer partnerships, and innovative local financing mechanisms.

Strategic Partnerships and Stakeholders

Several stakeholders will play an ongoing role in mobility hub implementation. These include:

- **Tri Delta Transit** – Service planning, operations coordination, and potential project sponsor.
- **City of Pittsburg and City of Antioch** – Permitting, site access, and local infrastructure integration.
- **CCTA** – County oversight, technical guidance, and funding coordination.
- **MTC** – Regional oversight, technical guidance, and funding coordination.
- **Community-based organizations** – Trusted messengers for outreach and design input; potential operators for local programming.
- **Private mobility vendors** – Operations and maintenance of shared mobility services, technology platforms, and hardware.

Public–private partnerships (PPPs) can play a key role in supporting both the implementation and long-term viability of mobility hubs. Potential areas for collaboration include:

- **Shared investment in infrastructure**, such as transit shelters, EV charging hubs, micromobility docks, or digital wayfinding kiosks.
- **Data-sharing partnerships** to support real-time operations, planning analytics, and system performance monitoring.
- **Joint marketing and outreach campaigns** to drive awareness, encourage adoption, and align messaging across platforms.
- **Revenue-sharing models**, including advertising rights, naming sponsorships, or licensing of retail/amenity space, which can offset O&M costs.

These partnerships can help distribute risk, bring in specialized expertise, and leverage private-sector innovation to achieve public mobility and equity goals.

Governance Models

Several delivery models are available to support the implementation and long-term operations of the mobility hub program. Each model presents distinct advantages and trade-offs depending on local capacity, funding structure, and desired level of control. Selecting the appropriate governance structure will require balancing administrative complexity with the need for efficient, equitable, and scalable service delivery. The three primary models include:

City-Managed

Cities (e.g., Antioch or Pittsburg) oversee all operations, maintenance, and contracting directly.

- *Pros:* Direct public accountability; greater control over service standards; potential to integrate with existing city services (e.g., street maintenance, landscaping, parking enforcement).
- *Cons:* May require new staffing or internal reallocation; higher administrative and overhead costs; less flexible for scaling quickly across multiple sites.

Transit Agency-Led

Tri Delta Transit leads hub operations, leveraging its existing service infrastructure, operations staff, and system planning.

- *Pros:* Builds on transit agency's existing operational expertise; aligns with regional network planning; can achieve economies of scale across hubs.
- *Cons:* Innovation may take a back seat to traditional transit priorities; longer approval cycles and potential disconnect from local placemaking goals.

Contracted/Third-Party Operator

A contracted entity manages most or all hub operations and maintenance under a performance-based agreement.

- *Pros:* Offers scalability and specialized expertise; allows for flexible and rapid implementation; performance contracts can align incentives and drive service quality.
- *Cons:* Reduces public control over day-to-day operations; risk of underperformance if oversight is weak; requires clear performance metrics and accountability structures.

These models are not mutually exclusive. A hybrid model—where a transit agency or city retains ownership and oversight but contracts out select functions—may offer the best balance of control, efficiency, and flexibility. For example, cities might manage permitting and public engagement, while a vendor oversees day-to-day cleaning, bike/scooter rebalancing, and digital infrastructure.

It is important to outline how responsibilities could be distributed across key partners. The table below presents a preliminary RACI matrix (Responsible, Accountable, Consulted, Informed) for core operations and maintenance functions associated with mobility hub implementation. This framework is intended to clarify expectations, streamline coordination, and support program delivery, regardless of whether a city-led, transit-led, or hybrid governance model is selected. While roles may evolve based on the final implementation strategy, this matrix provides a baseline understanding of how the various entities might collaborate.

In the context of the mobility hub study, the RACI framework is defined as follows:

- Responsible (R): The party or parties tasked with executing the work, such as installing infrastructure or managing maintenance activities. There may be multiple responsible entities for a given task.
- Accountable (A): The entity ultimately answerable for the success of the task. Only one party should be assigned as accountable to maintain clarity and avoid duplication.
- Consulted (C): Stakeholders who provide input, expertise, or feedback to inform implementation, such as community-based organizations or technical advisors.
- Informed (I): Stakeholders who are not directly involved but should be kept updated on progress and decisions, for example, agencies with overlapping jurisdiction or regional interest.

Table 6 displays the RACI matrix for mobility hub implementation.

Table 6: RACI Matrix: Governance Roles by Agency

Function / Role	Tri Delta Transit	City of Antioch/ Pittsburg	CCTA	MTC	Community Orgs	Private Vendors
Lead on transit service integration	**R/A**	C	C	C	I	I
Site access and permitting	C	**R/A**	I	C	I	I
Operations and maintenance	A	C	C	I	C	**R**
Community engagement	C	C	I	C	**R/A**	I
Capital funding/ grant alignment	C	C	C	**R**	**R/A**	I
Amenity deployment (hardware)	C	C	I	I	I	**R/A**

Legend: **R** = Responsible, **A** = Accountable, **C** = Consulted, **I** = Informed

Funding Sources and Strategies

Establishing and sustaining a successful mobility hub network requires a diversified funding approach that accounts for both up-front capital costs and ongoing operations and maintenance, leveraging public, private, and community-based sources. While specific funding sources may vary by site and implementation model, several broad categories of support can be leveraged to advance the program's goals.

Capital Funding Sources

Capital costs typically include infrastructure investments such as shelters, lighting, signage, mobility amenities, and utility connections. These costs can be supported through a mix of federal, state, regional, and local funding programs that prioritize transportation, climate action, public health, and equity outcomes. In some cases, capital investments may also be supported through partnerships with private-sector entities, including developers and mobility providers, particularly where mobility hubs enhance access to new development or regional destinations. These costs can be supported through a combination of:

- **Federal and state transportation programs**, particularly those that prioritize transit access, active transportation, and greenhouse gas (GHG) reduction.
- **Regional sources**, such as transportation improvement grants managed by Metropolitan Planning Organizations (e.g., MTC).
- **Local contributions**, including city capital improvement budgets and developer impact fees for transit-oriented development.
- **Public-private partnerships**, in which vendors or developers share in the cost of building mobility infrastructure.
- **Philanthropic or foundation support**, especially for pilot programs focused on equity or climate action.

Operations and Maintenance (O&M) Funding Sources

Because O&M needs are recurring, funding should prioritize sources that are scalable, flexible, and reliable over time. Sustaining mobility hubs over time will require a mix of public funding and revenue-generating strategies. These may include:

- **Local agency funding** through general funds, transportation taxes, or ongoing operational budgets.
- **Advertising and sponsorship revenue**, such as branded shelters, digital kiosks, or EV charging stations.
- **Shared-use agreements** with mobility or technology providers, including lease or licensing arrangements.
- **Institutional partnerships** with employers, schools, or community organizations that benefit from improved transportation access.
- **Developer agreements**, where developers seeking entitlements, permits, or incentives may take on certain costs or responsibilities, such as providing free or discounted space, utility tie-ins, janitorial services, or lot maintenance as part of broader project approvals.
- **Community-based approaches**, such as volunteer stewardship or support from local nonprofits.

Funding models should be flexible enough to support different hub sizes and phases of development. Sites with higher visibility or transit ridership may be more suitable for vendor-supported models, while neighborhood-scale hubs may rely more on public funds or local partnerships.

Recommended Next Steps

This section outlines the recommended actions to advance the design and implementation of mobility hubs in Eastern Contra Costa County.

Recommended Actions

The Tri Delta Transit Mobility Hub Study was developed collaboratively with input from Tri Delta Transit, the Cities of Antioch and Pittsburg, the Contra Costa Transportation Authority (CCTA), the Metropolitan Transportation Commission (MTC), BART, and multiple community-based organizations. Together, these partners helped define a shared vision for a connected, equitable, and multimodal transportation network. The study identified four preferred areas for near-term hub implementation, developed conceptual designs for two representative sites, and established an operational and funding framework to guide long-term program development.

Building on this foundation, the following recommended actions outline how each partner agency can help transition from planning to implementation. These steps are intended to maintain project momentum, strengthen interagency coordination, and position the program for near-term funding and design opportunities.

Tri Delta Transit

- Share study findings publicly by publishing the final report on Tri Delta's website and distributing it to community partners, city staff, and stakeholders engaged throughout the process.
- Initiate property owner discussions at preferred hub sites, including Antioch Food Center and retail centers adjacent to the Railroad Avenue Class I Path.
- Seek funding opportunities for detailed design and construction, prioritizing grants that align with regional mobility and equity goals.
- Coordinate regionally with MTC, BART and CCTA to ensure hub planning and design align with the broader regional and countywide mobility hub programs and transit connectivity improvements.
- Refine operations planning by identifying preliminary O&M roles and partnerships with cities and private property owners.

City of Antioch

- Advance site coordination by initiating discussions with property owners of Antioch Food Center to explore partnership or easement opportunities.
- Integrate mobility hub investments into the City's Capital Improvement Program, corridor planning efforts along 18th Street, and future grant applications
- Identify city-led improvement projects (e.g., lighting, landscaping, or safety upgrades) that could complement or prepare the site for future mobility hub investment.
- Work with Tri Delta Transit to secure site partnerships, streamline permitting, and coordinate hub improvements with nearby development projects.

City of Pittsburg

- Engage with property owners along Railroad Avenue, particularly retail centers near Cardenas Market, to explore hub implementation partnerships.
- Integrate mobility hub investments into the City's Capital Improvement Program, corridor planning efforts along Railroad Avenue, and future grant applications
- Coordinate with BART on design integration and first/last-mile connections at Pittsburg Center Station.
- Identify city-led improvement projects (e.g., lighting, landscaping, or safety upgrades) that could complement or prepare the site for future mobility hub investment.
- Work with Tri Delta Transit to secure site partnerships, streamline permitting, and coordinate hub improvements with nearby development projects.

Metropolitan Transportation Commission (MTC)

- Continue providing technical assistance and guidance on design standards, data integration, and regional coordination.
- Facilitate funding access through MTC's Mobility Hub Program and other regional or federal funding streams that prioritize multimodal and equity-oriented outcomes.
- Support monitoring and evaluation, ensuring East County hubs contribute to the regional network's performance and lessons learned.

Joint Partnership

- Develop a shared roadmap for advancing the design and implementation of preferred sites, including near-term pilot projects.
- Formalize governance and maintenance agreements that define partner roles and responsibilities for long-term operations.
- Collaborate on joint grant applications to secure early-stage design and construction funding.
- Maintain community-centered engagement by involving residents and organizations in future design phases.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