



Board Report

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AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE MARCH 20, 2024

SUBJECT: 2028 MOBILITY CONCEPT PLAN UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the progress report on the 2028 Mobility Concept Plan.

ISSUE

Metro's Office of Strategic Innovation is overseeing the implementation of the 2028 Games Mobility Concept Plan (MCP). This is the sixth progress report to the Metro Board of Directors regarding this and other planning efforts in anticipation of the 2028 Olympic and Paralympic Games ("the Games") and the pursuit of state and federal funds to support the transportation infrastructure needed for the region, including mobility during the Games.

BACKGROUND

As directed by Motion 42: "2028 Mobility Concept Plan", by Directors Garcetti, Solis, Hahn, Kuehl, Butts, and Garcia (Attachment A), since 2021 Metro has worked with LA28, Caltrans, Metrolink, the Los Angeles Department of Transportation (LADOT), the City of Los Angeles Mayor's Office, and the Southern California Association of Governments (SCAG), a group collectively known as the Games Mobility Executives (GME), to develop a 2028 Mobility Concept Plan (MCP).

Following an extensive agency stakeholder outreach process to create the Comprehensive Project List, covering over 300 projects and including input from Metro Service Councils, Councils of Governments, venue cities, GME partner agencies, municipal operators, and other organizations, Metro's 2028 Games Task Force developed the 2022 Mobility Concept Plan (MCP) Prioritized Project List (Attachment B), approved by the Board in December 2022. This project list comprises 50 partially funded or unfunded projects/programs, including capital and operational improvements that align with the mission of Motion 42. The 2022 MCP Prioritized Project List is a living document and will change based on Metro and the GME's ability to secure funding. Using the 2022 Prioritized MCP Project List as a basis, the GME identified a subset of 15 projects/programs (some of which are bundles of projects) deemed to either serve a specific Games delivery need (e.g., the supplemental bus system) or be highly beneficial and supportive of the transport strategy for the Games (e.g., a network of bus-only lanes). The GME submitted this Surface Transportation Priority List to the U.S. Department of

Transportation (USDOT) in December 2022 for further discussion and consideration (Attachment C).

In early 2023, staff prioritized seven projects/programs with long lead times for implementation to immediately begin project development work: Games Route Network, Supplemental Bus System, Countywide Mobility Hubs, Countywide Bus-Only Lanes, Transit/Venue Ped/Bike Access Enhancements (First/Last Mile), Key Station Improvements and Light Rail Speed and Operations Improvements. The progress made since the last report to the Board (September 2023) on these seven projects/programs is described below.

DISCUSSION

The 2028 Games Task Force has made significant progress on the MCP regarding technical analysis and coordination. Over the past quarter, the team has focused on:

- Funding pursuits - completing the grant application bundle for USDOT's Reconnecting Communities Program and initiating applications for EPA's Climate Pollution Reduction Grant and Community Change programs.
- Project Development/Readiness
 - Completing Draft Implementation Plans for projects in five workstreams: Games Route Network, Supplemental Bus System, Light Rail Speed and Operations Improvements, Key Stations and Mobility Hubs
 - Scope refinement, prioritization and on remaining workstreams, including Bus Only Lanes, and First/Last Mile.
- Building internal and external alignment towards implementation of the MCP priority projects.
- Advancing advocacy efforts at the federal and state levels

Attachment D includes a detailed progress report on the project development/readiness work.

Agency Coordination

GME Advancement of Other Workstreams

Since the last report in September 2023, the GME has initiated work on three additional workstreams: Countywide and Freight and Transportation Demand Management (TDM) Programs, led by Metro and SCAG respectively and ATSAC/LARTMC Integration and Operations Enhancements, led by Caltrans and LADOT. Metro will include progress on Countywide TDM programs in future MCP progress reports.

Coordination on Discretionary Funding Opportunities

Staff continues to work with GME agencies to monitor state and federal funding opportunities that align with GME priority projects and to strategize on partnerships that will lead to successful applications. As reported during the September 2023 report, Metro staff led the development and submittal of a grant application for the Fiscal Year 2023 Neighborhood Access and Equity Grant Program (NAE). On March 13th, USDOT announced the award of a total of \$139 million for this application, which will benefit transit riders through improvements such as bus-only lanes, bus shelters, bus bulbs, and transit signal priority. Funding will improve first/last mile connections to

transit spaces and community amenities through pedestrian and cyclist improvements, such as bicycle lanes, sidewalk improvements, and Metro Bike Share expansion. Furthermore, the grant will fund mobility hub investments at critical transfer stations. Beyond capital improvements, the grant will also fund the expansion of the GoPass program beyond 2025 to ensure low-income students continue to have access to free transit. A map of the final project bundle is provided as Attachment E. Metro staff coordinated with 13 partners and local jurisdictions countywide in scoping and developing the grant application to ensure a successful funding request that addresses a regional challenge to benefit all Angelenos, especially in Equity Focus Communities

Staff is currently developing applications for two new federal grant programs issued by the Environmental Protection Agency (EPA): Carbon Pollution Reduction Grant (CPRG) and Community Change. For CPRG, staff is leading a regional effort to develop a scope that combines MCP multimodal projects, zero-emission bus infrastructure, and regional rail improvements to maximize greenhouse gas (GHG) reductions. If the application is successful, this grant will bring close to \$500 million in investment towards MCP projects. For the Community Change program, staff is working with a local Community Based Organization, the Los Angeles Conservation Corps (LACC), to advance pedestrian safety and capacity improvements in the vicinity of Washington St. and Flower St. (where the A and E lines converge) and around the Pico Station. LACC will be partnering with Metro to develop green infrastructure, multimodal transportation solutions and workforce development for green jobs. If successful, the grant will provide up to \$20 million in investment towards MCP Projects.

Metro is also providing technical support to the City of Los Angeles in their pursuit of a grant from the 2024 Rebuilding American Infrastructure with Sustainability and Equity (RAISE) discretionary program for First/Last Mile and Mobility Hub improvements (identified in the MCP) adjacent to the Sepulveda Basin. These improvements would help Metro deliver spectator transportation via the G Line to the Sepulveda Basin Sports Park.

Metro will develop a robust strategy to engage a wide audience to inform, educate, and invite feedback from different perspectives, as well as develop a feasible project wish list prior to the final design of any project funded by these grants. As we begin 2024, the window of time to fund and implement legacy capital projects begins to close. If the next phase of project development (environmental review) is not initiated before the end of 2024, it is much less likely that some of these projects could be delivered by 2028. It is imperative that these collaborative efforts continue and that other potential sources are also explored.

Venue City Meetings

Continuing outreach and engagement with our agency partners is critical for planning in the lead up to the 2028 Games. As such, Metro visited a number of Games Venue cities to present an overview of the MCP and GME Priority Projects. These venue cities included Carson, Inglewood, Long Beach, Santa Monica, and Pasadena. The deep dive meetings allowed Venue Cities the opportunity to understand ongoing project workstreams and provide input on the path forward for projects related to their city.

Legislative Efforts

Consistent with Metro's 2024 Board-approved Federal Legislative Program, our agency has continued to work in good faith with a broad and diverse number of federal stakeholders to ensure that the Federal Government provides robust support for surface transportation projects related to the 2028 Olympic and Paralympic Games being hosted by the City of Los Angeles. These federal stakeholders have included, but have not been limited to, senior officials at the U.S. Department of Transportation (USDOT), White House officials (including senior aides at the Office of Management and Budget - Executive Office of the President of the United States), and members of Congress, including members of the Los Angeles County Congressional Delegation. In a strong show of support of our agency's aim to secure federal funding for mobility projects related to the Olympic Games, Metro's Board of Directors sent a letter to President Biden on October 12, 2023, to express Metro's full and unwavering dedication to working with the [Biden] Administration to ensure robust federal support for the infrastructure projects needed in advance of the Olympic Games. Prior to this letter (October 6, 2023), Metro Board Chair and Los Angeles Mayor Karen Bass co-authored a letter with CEO Wiggins that urged President Biden to include in his Federal Fiscal Year 2025 Budget funding recommendations for worthwhile transportation projects and initiatives related to the 2028 Games. In November of 2023, Metro CEO Stephanie Wiggins traveled to Washington, DC and held several meetings at the White House and on Capitol Hill - in conjunction with LA28 - to advance our work related to securing robust support for surface transportation projects related to the Games.

In January of 2024, Metro hosted a delegation of high-ranking USDOT officials - including Assistant Secretary for Transportation Policy Christopher Coes - for two days of field visits and in-depth discussions with Metro CEO Stephanie Wiggins about Games-related needs, including both temporary and legacy projects and monetary as well as non-monetary needs. These discussions will help inform and strengthen Metro's future partnerships and communications with the USDOT.

In addition to advocacy efforts tied to the White House and the Federal Fiscal Year 2025 Budget, Metro has continued to work with our Los Angeles County Congressional Delegation to support our Budget request and to back future (Fiscal Year 2026) budget requests and other federal funding requests our agency will advance through the Congressional appropriations process.

In parallel to our federal advocacy efforts, in January of 2024, Metro Government Relations and OSI staff traveled to Sacramento to meet with Secretary Omishakin, Caltrans Director Tavares and Governor Newsom's staff - in conjunction with LA28 - to advance our work related to securing robust support from the State for our surface transportation projects related to the Games.

Metro continues to work in close partnership with the LA28 organizing committee to ensure that the Games offer unparalleled mobility for Southern California residents and visitors - given that with no spectator parking at the sporting venues, these games will be car-free. To achieve this worthwhile and ambitious goal and with a clear appreciation that these upcoming games will likely be the largest sporting event in American history, Metro is strongly supporting assistance for surface transportation projects relating to international Olympic, Paralympic, and Special Olympics events.

Supplemental Bus Program

CEO Wiggins continued engagement with the Industry Advisory Council -- a group of transit agency CEOs/General Managers from across the country in support of LA28's supplemental bus program

needs. Most recently, on February 7, 2024, Metro CEO Stephanie Wiggins participated in and provided a presentation at a White House Roundtable on Clean Bus Manufacturing held on February 7, 2024, in Washington, DC. At the White House Roundtable on Clean Bus Manufacturing, Metro's CEO outlined the agency's work related to the upcoming 2028 Olympic and Paralympic Games and the strong commitment to make this global sporting event the "cleanest" ever as it relates to transportation.

2024 Look Ahead

2024 will be a crucial year in planning for the 2028 Games. After the Paris 2024 Games this Summer, the International Olympic Committee's (IOC) attention will turn to Los Angeles, allowing LA28 to finalize an official sports program, therefore opening the door to the next level of planning and coordination. As the regional lead for Games spectator and workforce transportation, Metro will continue to lead on several fronts. Staff's top priorities for 2024 include:

Observation

- Ongoing technical exchanges with other World Cup and Olympic Cities, including Paris.
- Participate in official Olympics observer program for critical staff, including operations and security leads.

Execution

- Develop and execute operational agreements with LA28, GME and other agencies as needed
- Complete all priority project implementation plans
- Pursuing federal and state support for the 15 GME priority projects.

EQUITY PLATFORM

Staff continues to work with the Office of Equity and Race (OER) to ensure that programs and projects identified within the Mobility Concept Plan (MCP) follow Metro's Equity guidelines. Staff emphasized equity in the prioritization of the project list with a weighted score of 40%. This translated into projects with higher equity scores ranking higher overall and getting included in the 2022 MCP Prioritized Project List.

Having prioritized seven of the 15 priority projects/programs due to longer lead times for implementation, staff has made a concerted effort to further evaluate and screen the bundled projects within each of the seven workstreams: Games Route Network, Supplemental Bus System, Countywide Mobility Hubs, Countywide Bus-Only Lanes, Transit/Venue Ped/Bike Access Enhancements (First/Last Mile), Key Station Improvements, and Light Rail Speed and Operations Improvements. As staff continue to define the projects within the workstreams and develop implementation plans, we will work with OER to pilot the Equity Planning & Evaluation Tool (EPET). This will allow staff to identify disparities that impact how the MCP programs/projects are experienced by understanding the root causes of the identified disparities and harmful policies that impact the nearly five million people who reside in disadvantaged communities across LA County. Further, the

EPET will allow staff to develop programs/projects and weave in robust community engagement opportunities continuously throughout the planning process until the 2028 Games are delivered, with equitable outcomes as a primary goal, aiming to mitigate identified disparities by connecting project outcomes, such as improving bus speed, service reliability, and customer experience to desired community results, such as enhancing mobility and access to opportunities for low-income residents.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The development of the MCP supports strategic goals #1 “Provide high-quality mobility options that enable people to spend less time traveling, #2 “Deliver outstanding trip experiences for all users of the transportation system,” and #4 “Transform LA County through regional collaboration and national leadership” by providing a roadmap and strategy to deliver permanent transit and transit-supportive projects and programs that can help serve the 2028 Games.

NEXT STEPS

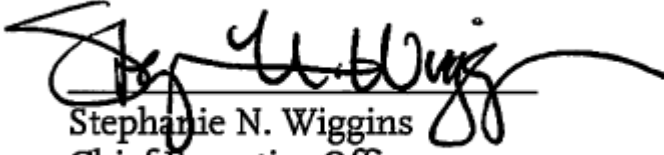
Staff will continue the scoping work necessary to advance priority projects within each of the seven workstreams that Metro is currently leading. This effort will be critical to ensuring these projects can continue to compete for state and federal funding opportunities and be delivered in time for the Games. Staff also plan to bring to the Board for consideration a series of implementation scenarios, including different levels of investment and priorities for projects. Staff will also continue to coordinate with the GME on the implementation of a legislative funding strategy.

ATTACHMENTS

- Attachment A - Motion 42: 2028 Mobility Concept Plan
- Attachment B - 2022 MCP Prioritized Project List
- Attachment C - GME Surface Transportation Priority List
- Attachment D - Workstreams Progress Report
- Attachment E - Final NAE Regional Challenge Project Map

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Board Report

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**REGULAR BOARD MEETING
DECEMBER 3, 2020**

Motion by:

DIRECTORS GARCETTI, SOLIS, HAHN, KUEHL, BUTTS, AND GARCIA

2028 Mobility Concept Plan

Los Angeles County is currently investing billions in infrastructure for lasting mobility and equity benefits. The 2028 Olympic and Paralympic Games present a once-in-a-lifetime opportunity to leverage that investment for the long-term benefit of our community.

By some measures, the 2028 games will be the largest transportation event ever held. Altogether, over eight million ticketholders, 10,500 athletes, and 30,000 broadcasters and media will attend. The Downtown Sports Park area alone, including Exposition Park and Staples Center, is expected to see daily attendance of up to 360,000 people.

These eight million ticketholders will need to travel between lodging, venues, and other activity centers across all of L.A. County. The largest venues will be in Downtown L.A., Long Beach, Inglewood, Carson, and the San Fernando Valley. The Games Plan also includes other venues and activity centers in Westwood, Santa Monica, Burbank, Pasadena, and San Dimas. An unprecedented effort of planning and coordination between jurisdictions will be required to manage travel between these sites.

Mobility investments to help serve Los Angeles in 2028 could follow two possible paths. In the first path, venues and activity centers are connected with temporary facilities. After the games conclude, L.A. no permanent facilities would remain.

In the second path, venues and activity centers are tied together with permanent facilities that connect and benefit Angelenos for the future. Residents and visitors will continue to benefit from these facilities long after the games, leaving a lasting legacy that serves all Angelenos.

According to the LA28 organizing committee, it is clear that no new permanent infrastructure is needed to host the Olympic and Paralympic Games. L.A. could successfully host the games tomorrow without new infrastructure, recognizing that the games will still rely on a carefully-planned route network of mobility corridors to efficiently link spectators, athletes, and media to venues and

other activity centers. Through its Mobility Working Group, the organizing committee has already initiated planning efforts for this route network in collaboration with the City of Los Angeles, Metro, Caltrans, and Metrolink, with more agencies to be incorporated as detailed planning advances.

With LA28 advancing its mobility planning, the time has come for Metro to take the opportunity to integrate its larger vision and plans into LA28's work. Otherwise, Metro risks not being able to take full advantage of the games planning for lasting and equitable infrastructure and mode shift for all Angelenos.

Metro also has a role to play as a convener across county lines. The 2028 Olympic and Paralympic Games are expected to have venues in at least three Southern California counties. Given the huge number of expected spectators and participants, multi-county coordination will be required to ensure efficient travel. A spectator living in the Inland Empire or an athlete's family staying in Orange County should be able to take advantage of an improved Metrolink system or integrated ExpressLanes network, for example.

The top priority for Metro's LA28-related investments will remain *28 by '28*, particularly four pillar projects. In addition, preparing a mobility concept plan of potential permanent projects and programs now means that Metro can ensure LA28-related mobility investments are planned, scoped, and implemented for lasting mobility and equity benefits for all Angelenos.

SUBJECT: 2028 MOBILITY CONCEPT PLAN

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Solis, Hahn, Kuehl, Butts, and Garcia that the Board direct the CEO to:

- A. In consultation with LA28, the cities of Los Angeles, Inglewood, Carson, and Long Beach, Caltrans, Metrolink, and other relevant jurisdictions, prepare a mobility concept plan of permanent transit and transit-supportive projects and programs that can help serve the 2028 Olympic and Paralympic Games, including but not limited to:
1. Core Transportation Modes
 - i. *28 by '28* projects;
 - ii. NextGen bus-only lanes and bus priority infrastructure (e.g., ATMS);
 - iii. Metro Rail service optimization and reliability improvements (e.g., Flower St. Wye, Centinela Grade Separation);
 - iv. Zero Emission Buses and charging infrastructure;
 - v. Regional rail improvements;
 - vi. Regionally-significant active transportation corridors and connections;
 2. First-Last Mile Connectivity
 - i. Station and bus stop area sidewalk and bicycle improvements;
 - ii. Slow streets, open streets, and other local activations;
 - iii. Partnerships on street furniture and shade/tree cover detailed in the Customer

- Experience Plan;
 - iv. Microtransit and micromobility;
3. Additional Projects and Programs
- i. Transportation Demand Management;
 - ii. Congestion Pricing;
 - iii. ExpressLanes;
 - iv. Inglewood Transit Connector to L.A. Stadium;
 - v. Fare capping and regional fare integration;
 - vi. Connected Corridors, RIITS, and other innovative regional traffic management solutions;
 - vii. Logistics and goods movement, including policy and technology solutions to improve last-mile delivery;
- B. Identify an interdisciplinary Metro task force to pursue the above mobility concept plan and integrate that plan into LA28's ongoing studies and the Mobility Working Group's overall 2028 Mobility Strategy;
- C. Develop, with LA28, an Olympic Games-related federal engagement strategy and funding priority proposal, including 28 by '28 projects and projects/programs identified under the above mobility concept plan;
- D. Initiate conversations with other Southern California county transportation agencies on regional transportation priorities and cross-county investments in support of the 2028 Olympic and Paralympic Games, such as federal advocacy, Metrolink, and ExpressLanes;
- E. Report on all the above to the Executive Management Committee at the March 2021 Board cycle; and
- F. Report bi-annually to the Board thereafter on the mobility concept plan, LA28 Mobility Working Group status, funding advocacy, and any other relevant LA28 preparedness efforts.

2022

Prioritized MCP

Project List

This 2022 Prioritized MCP Project List distills our ambitions and is a living list. By creating a diverse portfolio of projects now, we can start seeking state and federal funding as soon as possible. We're aiming high through these projects; they are a carefully selected mix of large, small, capital, and operations, and they address many travel modes.

Completing projects on this list will depend on what kind of funding we receive, how our partners want to work together, and what the future holds for the region. Over the next 6 years, this living list will likely be refined and modified to reflect what we learn, what we hear, and what we can accomplish in time for the Games.

UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE

| MAP ID | PROJECT NAME | MODE/TYPE | ROUGH ORDER OF MAGNITUDE COST | PROJECT LEAD |
|--------|--|-----------|-------------------------------|-------------------------------|
| 1 | Access Services EV Fleet & Charging Infrastructure | Bus | \$40,000,000 | Access Services |
| 2 | Atlantic Boulevard Bus Only Lanes & TSP | Bus | \$150,000,000 | Metro |
| 3 | Broadway Bus Only Lanes & TSP | Bus | \$250,000,000 | Metro, LADOT |
| 4 | Bus Terminal and Layover Improvements | Bus | \$175,000,000 | Metro |
| 5 | Camera Bus Lane Enforcement | Bus | \$20,000,000 | Metro, Local Cities |
| 6 | Games Route Network Bus Only Lanes & TSP | Bus | \$600,000,000 | Metro, Caltrans, Local Cities |
| 7 | Local Municipal Operators Call for Projects | Bus | \$65,000,000 | Metro |
| 8 | Sports Park Metro Zero-Emission Bus Fleet | Bus | \$275,000,000 | Metro |
| 9 | Supplemental Transit System | Bus | \$500,000,000 | Metro, LA28 |
| 10 | Venice Boulevard Bus Only Lanes & TSP | Bus | \$150,000,000 | Metro, LADOT |
| 11 | Vermont Bus Rapid Transit | Bus | \$425,000,000 | Metro |

UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE (CONTINUED)

| MAP ID | PROJECT NAME | MODE/TYPE | ROUGH ORDER OF MAGNITUDE COST | PROJECT LEAD |
|--------|--|---------------------------------------|-------------------------------|-------------------------------------|
| 1 | Arterial Network Traffic Signal Analytics | Congestion Management | \$20,000,000 | Metro, LADOT, Local Cities |
| 2 | ATSAC/LARTMC Integration and Operations Enhancements | Congestion Management | \$150,000,000 | LADOT, Caltrans |
| 3 | Centinela Grade Separation Project | Congestion Management | \$225,000,000 | Metro |
| 4 | Countywide Transportation Demand Management Campaign | Congestion Management | \$60,000,000 | Metro |
| 5 | Freight Transportation Demand Management | Congestion Management | \$25,000,000 | Metro |
| 6 | Games Route Network Design and Implementation | Congestion Management | \$85,000,000 | Metro, LA28, Caltrans, Local Cities |
| 7 | I-10 Santa Monica Freeway Integrated Corridor Management | Congestion Management | \$9,000,000 | Metro, Caltrans |
| 8 | I-405 Integrated Corridor Management | Congestion Management | \$57,000,000 | Metro, Caltrans |
| 9 | I-710 Integrated Corridor Management | Congestion Management | \$35,000,000 | Metro, Caltrans |
| 1 | Inglewood Transit Connector | First-Last Mile/Active Transportation | \$1,400,000,000 | Local Cities |
| 2 | LA River Path | First-Last Mile/Active Transportation | \$525,000,000 | Metro |
| 3 | Los Angeles Universities Mobility Hubs | First-Last Mile/Active Transportation | \$30,000,000 | Metro |
| 4 | Metro Micro Expansion | First-Last Mile/Active Transportation | \$30,000,000 | Metro |
| 5 | Open Streets to Uplift Arts, Culture, and Recreation | First-Last Mile/Active Transportation | \$10,000,000 | Metro, Local Cities |
| 6 | Rail and Bus Games Mobility Hubs | First-Last Mile/Active Transportation | \$100,000,000 | Metro, LA28, Local Cities |
| 7 | Transit to Venue Ped/Bike Access Enhancements | First-Last Mile/Active Transportation | \$75,000,000 | LADOT, Local Cities |

UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE (CONTINUED)

| MAP ID | PROJECT NAME | MODE/TYPE | ROUGH ORDER OF MAGNITUDE COST | PROJECT LEAD |
|--------|--|---------------|-------------------------------|--------------------------------|
| 1 | 7th/Metro Center Station Upgrades | Rail | \$25,000,000 | Metro |
| 2 | Arcadia Power Substation Upgrade | Rail | \$20,000,000 | Metro |
| 3 | C/K Lines Station Platform Extensions and Reliability Upgrades | Rail | \$250,000,000 | Metro |
| 4 | Elevator and Escalator Improvements | Rail | \$55,000,000 | Metro |
| 5 | Foothill Gold Line Extension Phase 2B (Montclair) | Rail | \$120,000,000 | Construction Authority |
| 6 | L Line (Pasadena) System and Reliability Upgrades | Rail | \$85,000,000 | Metro |
| 7 | Light Rail Speed and Operational Improvements | Rail | \$300,000,000 | Metro, LADOT, Local Cities |
| 8 | Pico Station Second Platform | Rail | \$40,000,000 | Metro |
| 9 | Union Station Improvements | Rail | \$25,000,000 | Metro |
| 10 | Washington Wye Junction/Flower Street Operational Improvements | Rail | \$150,000,000 | Metro, LADOT |
| 1 | Lone Hill to White Double Track (San Bernardino Line) | Regional Rail | \$135,000,000 | Metro |
| 2 | Regional Rail Games Park-and-Ride Facilities | Regional Rail | \$35,000,000 | Metro, Metrolink, Local Cities |
| 3 | SCORE (Package 1: Fleet and Additional Track Capacity) | Regional Rail | \$1,560,000,000 | Metrolink |
| 4 | Supplemental Games Readiness Network Improvements (Package 2) | Regional Rail | \$540,000,000 | Metrolink |
| 5 | Supplemental Games Readiness Network Improvements (Package 3) | Regional Rail | \$1,210,000,000 | Metrolink |
| 1 | Customer Information System Integration/Technology | Systemwide | \$9,000,000 | Metro, Metrolink |
| 2 | Cybersecurity and Data Security | Systemwide | \$75,000,000 | Metro |
| 3 | Emergency Security Operations Center | Systemwide | \$230,000,000 | Metro |
| 4 | Games Sports Park Stations State-of-Good-Repair Improvements | Systemwide | \$500,000,000 | Metro |
| 5 | Metro Clean Program | Systemwide | \$50,000,000 | Metro |
| 6 | Multilingual Blue Shirts/ Ambassadors Expansion Program | Systemwide | \$5,000,000 | Metro |
| 7 | Universal Basic Mobility Expansion | Systemwide | \$40,000,000 | Metro |
| 8 | Universal Fare and Ticketing Integration | Systemwide | \$30,000,000 | Metro, LA28 |



BUS

The prioritized bus projects focus on prioritizing bus riders by implementing early action bus rapid transit improvements such as bus-only lanes, all-door boarding, and NextGen improvements. Corridors for bus-only lanes include LA28’s GRN, Broadway, and Atlantic, Sepulveda, and Venice Boulevards. The bus-only lane corridors would be supported by camera bus lane enforcement, and bus terminal and layover improvements that provide fast, frequent, and reliable bus service. Other bus projects include zero-emission fleet and charging infrastructure to support the region’s effort to address climate change through electrification of Metro, local municipal transit operators, and Access Services’ fleets and vehicles.

11 PROJECTS

\$2.7B COST

25% OF TOTAL MCP COST



CONGESTION MANAGEMENT, GOODS AND FREIGHT MOVEMENT

The prioritized congestion management and goods/freight movements projects focus on technology and infrastructure that enhance use of existing rights-of-way to move people and goods more efficiently throughout the region. Several of these projects are integrated corridor management projects along I-10, I-405, and I-710 to improve traffic by integrating various networks together so partner agencies can manage the transportation corridor as a unified system. This set of projects also include integrating best practices from other World Games to manage traffic congestion, such as regional communications and marketing campaigns, freight policies, curb space management, and traffic analytics for real-time information.

9 PROJECTS

\$0.6B COST

6% OF TOTAL MCP COST



FIRST-LAST MILE/ACTIVE TRANSPORTATION

The prioritized active transportation and first-last mile projects are a diverse mix of strategies to get people walking and rolling. This set of projects includes two major programs. The first program is focused on pedestrianizing our streets between Games venues and transit stations and stops. The second program is focused on implementing mobility hubs across the region to connect people from their homes or accommodations to public transit and directly to Games venues. This set of projects also includes two major corridor projects: an active transportation path and a people mover connecting the K Line to Games venues at Inglewood.

7 PROJECTS

\$2.2B COST

20% OF TOTAL MCP COST



METRO RAIL

The prioritized rail projects focus on state-of-good-repair enhancements, operational enhancements, and reliability. This set of projects includes adding station platform extensions and power capacity to support three-car train operations. These projects emphasize improved speed and reliability by implementing transit signal priority along at-grade portions of Metro light rail transit lines, including the Washington Wye and at Flower Street. Improvements at major stations such as Union Station, 7th/Metro Center, and Pico Station to support increased demand and improve customer experience, accessibility, and wayfinding.

10 PROJECTS

\$1B COST

9% OF TOTAL MCP COST



REGIONAL RAIL

The prioritized regional rail projects are focused on Metrolink’s SCORE Program. Metrolink’s SCORE Program will upgrade the regional rail system, creating an efficient and sustainable alternative mode of travel for Southern California in time for the 2028 Games. Through the SCORE Program, the region gets more safety improvements and improved rail service for better multimodal connections. The SCORE program will be complemented by regional park-and-ride facilities to encourage long-term mode shift.

5 PROJECTS

\$3.5B COST

32% OF TOTAL MCP COST



SYSTEMWIDE

The prioritized systemwide projects focus on customer experience and system reliability through safety and security. Customer experience projects in this set include a more robust cleaning program at stations, bus stops, and vehicles, an improved ticketing experience that offers universal fare integration among transit agencies, and expanding the transit ambassador program to help an increased amount of visitors during the 2028 Games. Safety and security projects like addressing cybersecurity and creating an emergency security operations center will improve reliability and system resiliency during disruptions. Other systemwide projects in this set support equitable mobility such as expanding the universal basic mobility program and state-of-good-repair improvements in EFCs.

8 PROJECTS

\$0.9B COST

8% OF TOTAL MCP COST



FULLY FUNDED/CONSTRUCTION PROJECTS COMPLETE BY 2028 GAMES

In addition to the Mobility Concept Plan Project List's unfunded and partially funded project list, Metro is already at work on a major capital program, with many projects on track to be delivered by 2028. Over 20 projects totaling an estimated \$17B are planned to be completed by 2028. Many of these projects will significantly contribute to improved mobility during the Games. Some of the most significant projects on this list include:

FULLY FUNDED PROJECTS TO BE COMPLETED BY 2028 GAMES

| PROJECT NAME | MODE/TYPE | COST | ANTICIPATED COMPLETION YEAR |
|---|---------------------------------------|-----------------|-----------------------------|
| G Line Improvements | Bus | \$380,000,000 | 2026 |
| J Line Electrification Project | Bus | \$128,000,000 | 2026-2028 |
| NoHo to Pasadena BRT | Bus | \$335,000,000 | 2026-2027 |
| North SFV Transit Corridor | Bus | \$225,000,000 | 2024 |
| I-105 ExpressLanes (Segment 1) | Congestion Management | \$250,000,000 | 2027-2028 |
| I-105 Integrated Corridor Management (ICM) project | Congestion Management | \$25,000,000 | 2028 |
| I-605 Hot Spots Projects | Congestion Management | \$74,500,000 | 2026 |
| Socal 511 Regional Trip Planning | Congestion Management | \$700,000 | 2024-2028 |
| SR-91 Improvements | Congestion Management | \$70,000,000 | 2026 |
| Eastside Access Improvements | First-Last Mile/Active Transportation | \$35,000,000 | 2023 |
| LA Union Station Forecourt and Esplanade Improvements | First-Last Mile/Active Transportation | \$35,000,000 | 2026 |
| Metro Active Transportation (MAT) Approved Program | First-Last Mile/Active Transportation | \$66,500,000 | 2024-2028 |
| Rail to Rail ATC Segment A | First-Last Mile/Active Transportation | \$140,000,000 | 2025 |
| I-5 North County Enhancements | Goods/Freight Movement | \$702,000,000 | 2026 |
| SR-57/SR-60 Interchange Improvements | Goods/Freight Movement | \$750,000,000 | 2027 |
| Airport Metro Connector | Rail | \$924,000,000 | 2025 |
| Division 20 Portal Widening and Turnback Facility | Rail | \$938,500,000 | 2025 |
| Foothill Gold Line Extension Phase 2B (Pomona) | Rail | \$877,500,000 | 2025 |
| Regional Connector | Rail | \$1,773,000,000 | 2023 |
| Westside Purple Line Extension Section 1 | Rail | \$3,129,000,000 | 2024 |
| Westside Purple Line Extension Section 2 | Rail | \$2,470,000,000 | 2025 |
| Westside Purple Line Extension Section 3 | Rail | \$3,224,000,000 | 2026-2028 |
| Antelope Valley Line Improvements | Regional Rail | \$235,000,000 | 2028 |
| Rosecrans/Marquardt Grade Separation | Regional Rail | \$175,000,000 | 2024 |

**LOS ANGELES 2028 OLYMPICS AND PARALYMPICS GAMES
GAMES MOBILITY EXECUTIVES (GME) SURFACE TRANSPORTATION PRIORITY LIST¹**

| Project | Games Transportation Nexus | ROM Cost (Total)² | Detailed Assumptions |
|--|--|-------------------------------------|---|
| Supplemental Bus System | Plan and deliver a supplemental bus system that augments existing and planned public transportation to serve spectators and workforce during the Games | \$500M | <ul style="list-style-type: none"> - Specific Games delivery need - Prior Games Federal funding precedent - Supplemental vehicles - Supplemental depots (maintenance, cleaning, fueling, support, etc.) - Operators/supervisors/mechanics time, meals, and accommodations |
| Countywide Mobility Hubs | Provide multimodal connectivity to public transit and supplemental bus system that serve spectators and workforce during the Games, and regional travelers after the Games | \$170M | <ul style="list-style-type: none"> - Specific Games delivery need - Prior Games Federal funding precedent - 10-20 multimodal transportation hubs, including additional bus staging for spectator/workforce system, and upgraded regional park and ride facilities - Augmentation of Metro’s transit ambassadors program to serve increased Games demand |
| Games Route Network Design & Implementation | Deliver the Games Route Network (GRN) to move Games stakeholders, spectators, and workforce | \$85M | <ul style="list-style-type: none"> - Specific Games delivery need - Prior Games Federal funding precedent - Planning and authorization for Games Route Network designation - Signs and markings for Games Route Network - Enforcement |
| ATSAC/LARTMC Integration and Operations Enhancements | Monitor and manage congestion and incidents to ensure reliable travel for Games stakeholders on the GRN (freeways, surface streets, and transitions) | \$150M | <ul style="list-style-type: none"> - Conversion to cloud-based system - Integration across city/county TMCs - Additional TMC staffing during the Games |
| Countywide Bus Only Lanes & TSP Improvements | Deliver the Games Route Network (GRN) that helps to reallocate the right-of-way to high-capacity, shared mobility during and after the Games | \$1,000M | <ul style="list-style-type: none"> - GRN and Bus Only Lanes Transit Signal Priority (TSP) Improvements - Vermont Bus Rapid Transit (BRT) |
| Transit/Venue Ped/Bike Access Enhancements | Manage access, circulation, and connectivity for all Games stakeholders, spectators, and workforce in the vicinity of venues | \$75M | <ul style="list-style-type: none"> - 10 locations, including wayfinding, pavement resurfacing, utilities coordination, striping and other street improvements |
| Phase I Zero Emissions Bus Program | Accelerate Metro’s conversion to a ZE bus fleet and leverage ZEBs as part of the spectator/workforce bus system during the Games | \$340M | <ul style="list-style-type: none"> - Procurement of new ZEBs |
| Open Streets to Uplift Arts, Culture, and Recreation | Expand active transportation access, circulation, and connectivity between venues and key destinations in Los Angeles | \$165M | <ul style="list-style-type: none"> - Showcase corridors (such as Figueroa) that provide active transportation connections to major local arts and cultural institutions |

Notes: ¹ The two-page list shows all projects collectively identified by the GME as priority. The order of projects does not indicate priority.

² The funding needs for all projects will be refined based on a review of existing funding sources and identified funding gap.

**LOS ANGELES 2028 OLYMPICS AND PARALYMPICS GAMES
GAMES MOBILITY EXECUTIVES (GME) SURFACE TRANSPORTATION PRIORITY LIST¹**

| Project | Games Transportation Nexus | ROM Cost (Total)² | Detailed Assumptions |
|---|--|-------------------------------------|--|
| Countywide and Freight TDM Program | Reduce the impact of logistics and goods movement during the Games, and encourage mode shift to reduce non-Games traffic before, during, and after the Games | \$90M | <ul style="list-style-type: none"> - Integrated ticketing/open loop payments - Customer information systems integration/technology - Vanpool / RideMatch enhancements - TDM analysis - Freight stakeholder engagement, policy development, and operational treatments - Traveler communications campaign |
| Universal Basic Mobility (UBM) | Expand multi-modal transportation benefits to historically marginalized communities, specifically those most impacted by Games venues | \$40M | <ul style="list-style-type: none"> - Expansion of UBM pilot programs - Includes procurement of multi-modal options (bikeshare, microtransit, carshare) and subsidies to community members - Focus on venue areas and an emphasis on equity-focused communities to expand multimodal services and subsidies |
| Key Station Improvements | Ensure key intermodal stations and stations serving venues can effectively accommodate increased volume of Games travelers, ensure accessibility needs and provide an exceptional customer experience during and after the Games | \$900M | <ul style="list-style-type: none"> - Elevator and escalator improvements - 7th/Metro Center Station upgrades - C/K Lines platform extensions and reliability upgrades - Pico Station improvements - Union Station improvements - Games station state of good repair (SOGR) improvements |
| Light Rail Speed and Operational Improvements | Expand existing and planned transportation capacity, service hours, frequency, and connections, and reduce the supplemental system need | \$450M | <ul style="list-style-type: none"> - Light Rail Speed and Operational Improvements - Washington Wye - Arcadia power substation upgrade |
| Inglewood Transit Connector | New last mile connection to Inglewood Sports Park | \$1,400M | <ul style="list-style-type: none"> - An approximately 1.6-mile-long elevated automated transit system |
| Metrolink Fleet and Track Capacity Improvements: SCORE Phase I Completion | Expand existing service frequency and reduce the supplemental system need | \$1,450M | <ul style="list-style-type: none"> - Operational upgrades to 30-minute headways in the core network, serving key Games venues, through network enhancements, 13 additional train sets, and support facilities |
| Access Services EV Fleet and Infrastructure | Ensure the transportation system is fully accessible | \$40M | <ul style="list-style-type: none"> - Expanding Access coverage area and purchasing ZEVs |

The Games Mobility Executives (GME) consists of representatives from the California Department of Transportation (Caltrans), the Los Angeles County Metropolitan Transportation Authority (Metro), the Los Angeles Department of Transportation (LADOT), the Los Angeles Mayor’s Office of Transportation, the Los Angeles Organizing Committee for the Olympic and Paralympic Games 2028 (LA28), and the Southern California Regional Rail Authority (Metrolink).

Notes: ¹ The two-page list shows all projects collectively identified by the GME as priority. The order of projects does not indicate priority.
² The funding needs for all projects will be refined based on a review of existing funding sources and identified funding gap.

Progress to date on Priority Projects/Programs (September 2023 – March 2024)

Completed Implementation Plans

Key Station Improvements

The Key Station Improvements workstream is advancing efforts around needed maintenance, accessibility, and customer experience improvements at 7th/Metro Center, Union Station, and Pico stations. OSI staff have developed draft implementation plans for Pico Station and Los Angeles Union Station that define the scope, schedule, and budget. Improvements at Pico Station include station platform space optimization, wayfinding, and pedestrian improvements. Union Station improvements consist of accessibility enhancements and state-of-good repair, such as the public address system and lighting upgrades.

Metro’s Countywide Planning and Development team is leading the 7th/Metro Center Station Improvements project and working towards 30% design. OSI and Planning staff have prepared draft implementation plans for Pico Station Los Angeles Union Station.

OSI staff continues to coordinate with multiple departments at Metro (Systemwide Design, Planning, Real Estate, Operations, Wayfinding, Accessibility, Safety and Security, and Customer Experience) on planning and design efforts. Best practices from past mega-events and recent local major sports/entertainment events will inform the planning and design process for the Key Station Improvements.

Light Rail Speed and Operations Improvements

The A and E Lines will be critical to moving spectators and workforce during the 2028 Games as these two lines connect to the majority of the venues in Los Angeles County. Improving the capacity, reliability, speed, and safety of the A and E Lines will support the 2028 Games demand, reduce the number of borrowed SBS buses, and provide lasting legacy benefits. The improvements for this workstream include a new siding and intersection modification along the E Line, three new crossovers along the A Line, and traffic and pedestrian improvements along the Washington Blvd and Flower St corridors. Metro has made significant progress in advancing these projects to compete for upcoming funding opportunities and prepared draft implementation plans that define these projects' scope, schedule, and budget.

OSI and Operations staff are coordinating with local jurisdictions to discuss partnering to deliver these projects in time for the 2028 Games. Staff continue to assess potential federal and state funding opportunities and identify potential local match sources.

Countrywide Mobility Hubs

Attachment D – Workstreams Progress Report

The Mobility Hub workstream seeks to enhance multimodal connectivity by connecting people to the public transportation network, park-and-ride facilities, the supplemental bus system, and the 2028 Games venues. OSI and Planning staff identified four types of mobility hubs: Venue Mobility Hubs, Central Mobility Hubs, Neighborhood & Equity-Focused Mobility Hubs, and Park & Ride Mobility Hubs. Central mobility hubs offer the greatest opportunity for legacy benefits at Metro Rail and BRT stations. OSI and Planning staff prepared draft implementation plans for Central Mobility Hubs at eight priority locations: Chatsworth Station, El Monte Station, Expo/Crenshaw Station, North Hollywood Station, Monrovia Station, Willowbrook/Rosa Park station, La Cienega/Jefferson, and Willow Station. The implementation plans define the five mobility hubs' scope, schedule, and budget.

Metro will provide an update at the next Ad-Hoc Committee about a comprehensive, countywide mobility hub strategy that incorporates the needs of the 2028 Games and the Central Mobility Hubs.

Games Route Network

This Games-specific workstream advances the identification and planning of the Games Route Network (GRN), a commitment of any Olympic host. The GRN will provide designated lanes and create a network between competition and non-competition venues (i.e., Athletes Village and Media Village). The GRN will provide reliable travel times for the Games Family (i.e., athletes, officials, and media) and potentially public transit for the Games' workforce and spectators.

With the preliminary GRN defined, Metro and LA28 prepared an implementation plan to support LA28 with their GRN deliverable to the IOC. Metro and LA28 identified six GRN typologies based on the region's freeway and arterial network. The specifics of the GRN typologies are relevant to the infrastructure needs, operational considerations, and enforcement strategies of the GRN. These details also provide the basis for the rough order of magnitude (ROM) cost estimate used to request funding in the President's Fiscal Year 2025 budget.

In addition to the budget request, the plan identifies potential legislative and policy considerations and actions needed to design, implement, operate, and enforce the GRN for the 2028 Games. Based on this work, Metro and LA28 have initiated conversations with Caltrans Headquarters, Caltrans District 7, and LADOT to strategize the policy and legislative considerations and will continue to collaborate on policy and legislative needs in 2024.

Supplemental Bus System

To move spectators and workforce by public transit for the 2028 Games, a supplemental bus system (SBS) must augment and complement the existing public transit network. It is customary for major sporting events to implement supplemental bus systems, including Los Angeles 1984, Salt Lake City 2002, London 2012, and Paris 2024.

Attachment D – Workstreams Progress Report

Using the preliminary results of the travel demand model, OSI and Operations staff determined a range of the number of buses needed to meet the 2028 Games spectator and workforce demand. The methodology considers the Games demand, existing transit capacity, bus operations, and other parameters. Staff are identifying potential park-and-ride mobility hubs, bus depots, and workforce needs to optimize the temporary fleet and service increase and enhance the existing transit network.

OSI and Operations staff prepared a strategic plan that defines the operating concept of the SBS, roles and responsibilities (including local municipal operators, school districts, and universities), resource needs, minimum standard requirements for borrowed buses, and fueling/charging infrastructure needs and locations. The document will develop a strategy for borrowing buses and a timeline to meet the 2028 Games.

Additionally, Metro held a workshop at the October APTA Expo Conference in Orlando, FL, to convene peer transit agencies to discuss the SBS and enable future dialogue with these agencies to support the SBS for the 2028 Games. Metro will continue to engage peer agencies throughout 2024.

Implementation Plans In Progress

Countywide Bus Only Lanes

Using the 2028 Games as a catalyst to accelerate Metro's goals, this workstream advances efforts to implement bus-only lanes across Los Angeles County. Bus-only lanes are being considered on corridors that are part of Metro's NextGen Tier 1 network, Metro's BRT Vision and Principles Study, and GRN arterials near venues.

OSI and Operations staff continue to coordinate with the NextGen Bus Speed and Reliability Working group and seek to accelerate additional bus-only lane corridors in time for the 2028 Games. Metro will also seek to expand this model to other cities across the county. Metro will be working with LADOT to engage City Council offices about the implementation of the priority bus-only lanes to benefit the 2028 Games and create a legacy.

First/Last Mile

The First/Last Mile workstream advances walking, rolling, and active transportation street improvements on critical-access streets at up to ten venue clusters across Los Angeles County. These improvements will be critical to supporting a multimodal 2028 Games for spectators and workforce while encouraging long-term behavioral change.

OSI and Planning staff continue to work with local jurisdictions to package improvements to help users walk, bike, and roll between the key transit stations and venues. Examples of such improvements include replacing/adding new bus stops, improving crosswalks, adding street trees/landscaping, adding pedestrian lighting, traffic calming measures, wayfinding, adding street furniture, adding bike lanes (where space

Attachment D – Workstreams Progress Report

is available), and opportunities to pedestrianize streets. Metro, LA28, and local partners will refine the first/last mile improvements in the next few months as venue access points, entrances, and consolidated transit nodes become more set as 2028 approaches.

Other Metro-led Projects

OSI staff have progressed work on other Metro-led projects/programs from the Surface Transportation Priority List that do not require the same level of advance work. The following is a summary of current and planned efforts for these projects/programs.

Universal Fare and Ticketing Integration)

Integrated Ticketing - Metro received \$2 million for the Integrated Transit Trip Planning and Fare Purchase with Event Ticketing pilot Phase I through USDOT's Strengthening Mobility and Revolutionizing Transportation (SMART) Grant program. The pilot will develop, build, and test a minimal viable product that integrates transit trip planning and fare purchase with event ticketing, such as for concerts and sporting events. While the project scope is to test, develop and evaluate the above minimal viable product within 18 months, the proposal referenced the longer-term benefits of integrating transit with events, including preparation for the 2026 World Cup and the 2028 Games.

Open Streets to Uplift Arts, Culture, and Recreation Program

Staff continued to pursue funding for the program. A total of \$5 million was included for Venue City "quick build" first/last mile demonstration projects in SCAG's "Safe Streets for All" program application. This recently announced award is an opportunity for cities to receive funding for the Open Streets program. SCAG will distribute the grants on a competitive basis. Staff will work with SCAG to ensure alignment with Mega Events like the 2026 World Cup and the 2028 Games is considered in the selection of projects/programs to fund. Staff continue to explore additional funding opportunities for this program and include it in any grant applications for which it is eligible.

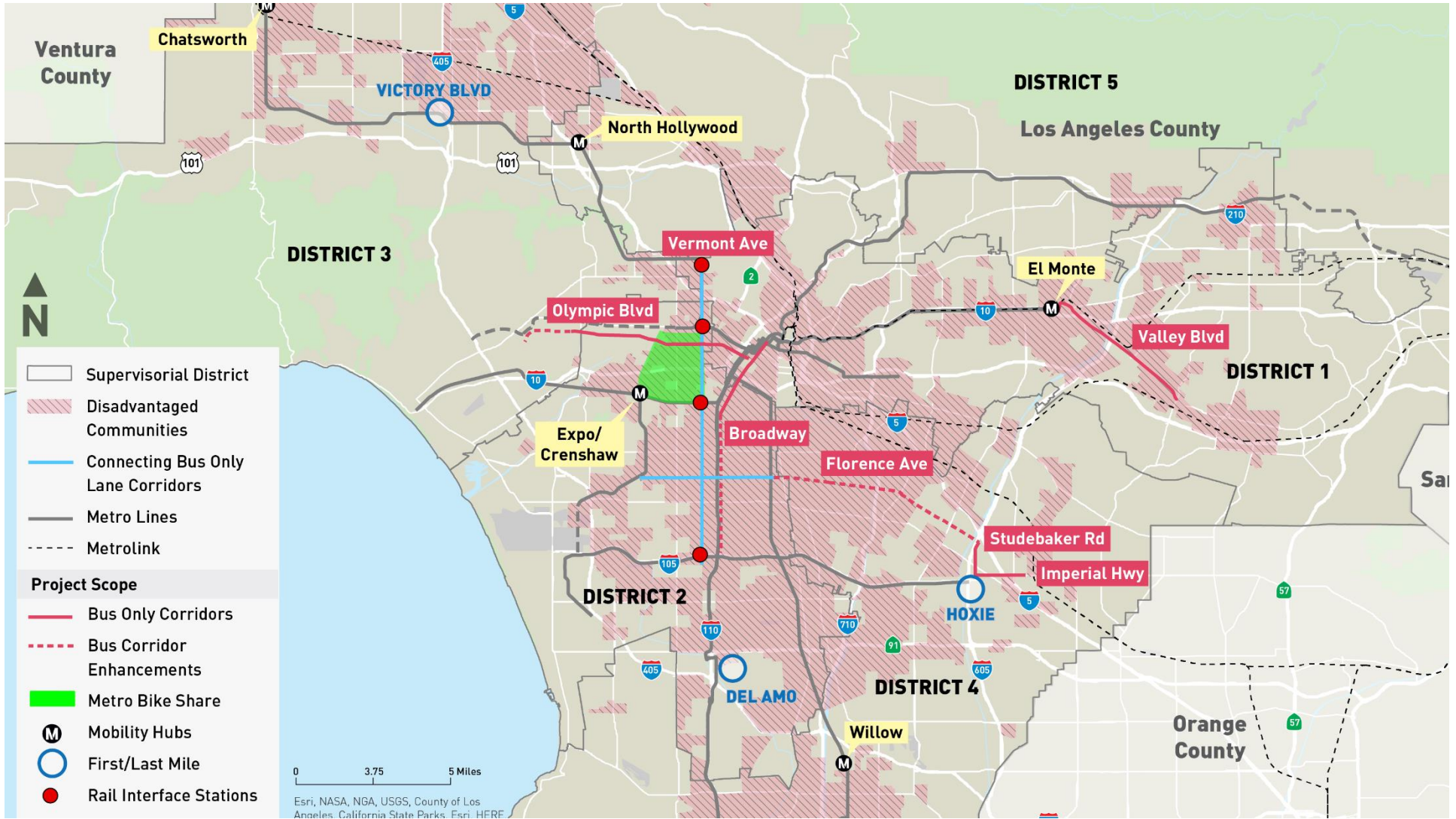
Phase I Zero Emission Bus Program

For this workstream, there are ongoing discussions with OSI, Operations, and Government Relations on a path forward. Over the next few months, staff will confirm/refine scope of work based on the most recent Zero Emission Bus Transition Plan.

Universal Basic Mobility Expansion

Staff launched Phase 1 of the Mobility Wallet on March 1, 2023, with 1000 participants in South LA utilizing a grant from CARB in partnership with LADOT. Staff is currently planning for Phase 2 and additional expansion with \$6 million of grant funds recently awarded to Metro through the REAP and ATTAIN grants. OSI staff is collaborating with TAP to explore additional technology innovations and integrations, Customer Experience for the LIFE program, and OCEO for the Go-Pass program, to explore how these wallets integrate into the fabric of our fareless initiatives.

Final NAE Regional Challenge Project Map





Motion 42 Update: MCP Implementation



Metro

March 20, 2024

MCP Updates

- Funding
 - Reconnecting Communities & Neighborhoods Grant
 - President's Budget FY25 Request
 - Supporting the City of LA's RAISE application for the Sepulveda Basin
 - Preparing applications for EPA funding opportunities
- Legislative
 - Washington DC trip
 - Sacramento trip
 - USDOT Visit
 - White House Roundtable on Clean Bus Manufacturing
 - Future Federal Funding Requests

MCP Updates

- **Coordination & Engagement**
 - APTA Workshop & Industry Advisory Council
 - Games Mobility Executives
 - USDOT
 - Venue Cities
- **Draft Implementation Plans**
 - Mobility Hubs
 - LRT Speed & Operational Improvements
 - Games Route Network
 - Key Stations

MCP LRT Speed & Operational Improvements

- A & E Lines will be the backbone of the transit system for the 2028 Games
 - Connects 6 venue clusters
 - Essential to have frequent and reliable service
- Forecast of spectator trips for the 2028 Games are several times current A & E Line ridership



MCP LRT Speed & Operational Improvements



2024 Look Ahead

- Developing and executing operational agreements with LA28, GME and other agencies as needed
- Completing all priority project implementation plans
- Pursuing federal and state funding opportunities
- Learning from the Paris Games