



Board Report

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Agenda Number: 17.

SPECIAL BOARD MEETING SEPTEMBER 17, 2025

SUBJECT: 2028 MOBILITY CONCEPT PLAN

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE recommendations on the prioritization of local funding for 2028 Games Mobility Concept Plan (MCP) projects.

ISSUE

In response to Director Bass's February 19, 2025, request for recommendations on the prioritization of local funding for 2028 Games MCP projects, staff developed a Priority Projects list by Workstream and eligible funding sources to match the funding needs.

BACKGROUND

Since 2021, Metro has been working with the Games Mobility Executives (GME), a collaborative group including 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), to develop a comprehensive mobility strategy and advance priority improvements for the 2028 Games.

In February 2025, Director Bass requested that the CEO provide recommendations for 1) a set of high-value, low-cost priority projects consistent with the 2028 Games MCP that could be funded locally without affecting major voter-approved capital projects including: bus lanes and bus priority improvements, light rail system improvements, key stations improvements, systemwide signage and wayfinding improvements; and any other appropriate projects previously approved by the Board for environmental and design; 2) an innovative funding structure for 2028 Games MCP legacy projects relying on local programs that would benefit cities in Los Angeles County; and 3) a technical assistance plan for local cities to expedite completion of their games-priority projects.

DISCUSSION

1) High-Value, Low-Cost Priority Projects Consistent with the MCP

Staff used the 2028 Games MCP projects included in the FY26 Presidential Budget request (i.e., projects with high value to the Games that will create the need for temporary measures if not implemented), presented at the October 2024 Ad-Hoc Committee Meeting, as a starting point to prioritize high-value and low-cost (relative to larger capital projects that are not achievable within the Games time frame) projects. These projects represent a consensus prioritization by the GME. As a result of this collaborative effort, 22 projects were identified for prioritization.

Staff used a two-step prioritization process to develop a ranking of the high-value, low-cost projects. The first step involved a qualitative evaluation that categorized projects into three priority levels, taking into account projects within workstreams that are unfunded, have longer durations to complete, the current project phase, the latest 2028 Games venue plan, and pending funding/grants applied for. These resulted in three priority levels as shown in Attachment B, Table 1, with Priority Level 1 being the highest and Priority Level 3 being the lowest.

The second step ranked the projects within each priority level based on seven metrics on a scale of 1 (low) to 4 (high) for each metric, based on both qualitative and quantitative criteria:

- *Ridership*: Estimated number of Metro riders who would benefit from the project.
- *Alignment with Metro Priorities*: Degree to which the project supports existing Metro initiatives or aligns with adopted Board policies.
- *Equity*: Whether the project is located within a Very High Need Equity-Focus Community (EFC) or serves a significant number of riders from EFCs.
- *Ease of Implementation*: Assessed based on right-of-way ownership (e.g., Metro vs. third-party), technical complexity, scalability for 2028 delivery, and the number of stakeholders involved.
- *Benefits to 2028 Games Venues*: Extent to which the project serves one or more Games venues and addresses venues with anticipated high spectator demand.
- *Supports GETS Operations*: Directly supports the GETS (e.g., park and ride, bus depot, etc.) or improves Metro's operational resilience (less reliance and stress on the GETS)
- *Cost Benefit*: Overall value of the project relative to its estimated cost, considering all evaluation metrics.

This process produced a ranked list of high-value, low-cost projects as presented in Attachment A.

With only two years and nine months before the opening ceremonies of the 2028 Games, successful project completion of most of these projects will require an aggressive project development schedule, supported by: 1) streamlining third-party reviews; prioritization of the projects by Metro departments; 3) adequate staff resources; and 4) close coordination/integration with Metro's ongoing capital program.

2) Innovative Funding Structure

Staff is working to identify a diverse funding pool, including potential eligible funding sources. Staff

will bring a report back on that analysis at the next Special Board meeting.

3) Technical Assistance Plan for Local Cities

To support a “transit-first” Games experience for spectators, Metro collaborated with 2028 Games venue cities across Los Angeles County to develop a global list of high-value corridors. This list aimed to identify and prioritize legacy transit-to-venue improvements ahead of the 2028 Games. Furthermore, the 2028 Games MCP designated 23 mobility hub locations, comprising venue hubs at or near Games venues and transit hubs concentrated at or near the end of Metro Rail and Bus Rapid Transit lines and throughout the region. Lastly, the 2028 Games MCP proposed an additional 27 neighborhood and equity-focused hub opportunity zones to be implemented by local jurisdictions.

Subsequently, Metro developed conceptual design packages tailored for each venue city, focusing on priority corridors for enhancements to improve safety, comfort, and accessibility for people walking, biking, and rolling from transit to venues. These conceptual design packages are intended to support cities in implementing these identified projects and improvements ahead of the Games.

Recognizing the time-sensitive nature of the Games, Metro is now developing a regional guide for local cities in the next phase of transit-to-venue work. This regional guide will assist local cities in designating, activating, and enhancing pedestrian and cyclist pathways and temporary mobility hubs to better support access to the 2028 Games venues and deliver legacy benefits and enhancements during and after the Games.

Additionally, Metro plans on offering technical assistance to local cities for environmental review, design, outreach, and/or construction of Games-supportive capital projects using consultants on-call contracts to expedite the completion of critical permanent and temporary projects for the 2028 Games.

DETERMINATION OF SAFETY IMPACT

Several projects in the priority project list will positively impact safety, as patrons waiting for transit will have more shade, space and be more comfortable waiting for service. Accessibility can be improved for passengers' boarding and alighting. For example, bus-only lane projects will allow buses to reduce weaving out from and into traffic as they approach and leave the bus stop.

EQUITY PLATFORM

Staff continues to work with the Office of Equity and Race (OER) to support programs and projects identified within the MCP in considering equity in planning, design, and implementation. Metro acknowledges that prioritizing local funding for Games-related projects may create unintended impacts on other regional transportation needs. To address this, staff is working proactively to identify potential tradeoffs and ensure that essential community mobility improvements are not delayed or deprioritized and projects offer both Games-time and long-term community benefits, ensuring investments deliver lasting value to mitigate unintended impact. The preliminary high-value, low-cost project list represents a deliberate and value-driven approach to embed equity in the Games planning process.. As shown in Table 2, the selected projects aim to serve a dual purpose: delivering a world-class transportation experience during the 2028 Games and establishing a lasting mobility legacy that expands opportunities for all Angelenos. Metro has also strengthened internal coordination to

better align equity and community engagement efforts in anticipation of the Games. Staff is actively collaborating across departments, with GME subcommittees, and with external partners to ensure that community engagement strategies are inclusive, reflect lived experiences, and meaningfully inform decision-making. For example, Metro is partnering with disability advocates, Community Based Organizations (CBOs), and local stakeholders to co-design accessibility upgrades at key stations, such as Union Station and 7th/Metro Center, to ensure station improvements address the needs of seniors, people with disabilities, and transit-dependent riders. This intentional, equity-centered approach lays the foundation for stronger cross-agency collaboration and ensures that the programs and projects identified in the MCP deliver sustainable, people-first benefits well beyond 2028.

VEHICLE MILES TRAVELED OUTCOME

Vehicles Miles Traveled (VMT) and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through investment, planning and operational activities that will improve and further encourage transit ridership, ridesharing, and active transportation including first/last mile investments, bus priority corridors, mobility hubs, and support for mobility wallets. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

**Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.*

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The development of the MCP supports:

Strategic goal 1: Provide high-quality mobility options that enable people to spend less time traveling.
Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system.
Strategic Goal 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

Metro staff will continue developing these low-cost, high-value projects using funds previously programmed for them and actively seeking additional funding from discretionary programs. The environmental clearance and preliminary engineering phase for the capital projects on the list will be completed by December 2025.

ATTACHMENT

Attachment A - Project Prioritization List

Attachment B - Additional Data

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Projects by Priority Level	Overall Rank	Cost (\$ in millions)	Time to Complete (◆◆◆ - Long; ◆ - Short)	Current Ridership Impact	Board Priority	Equity	Ease of Implementation	Venues Benefits/ Impact	Supports GETS	Cost/ Benefit	Go/No-Go Date for Additional Funding	Project Phase
Priority Level 1												
Washington/Flower Corridor	1	\$15	◆◆◆	●	●	●	🕒	●	🕒	●	December 2025	15% Design + CEQA
7 th Street/Metro Center Station (Phased)	2	\$50	◆◆◆	🕒	●	🕒	🕒	●	🕒	●	December 2025	30% Design + CEQA
LA Union Station	3	\$50	◆◆◆	●	●	🕒	🕒	●	🕒	●	December 2025	15% Design + CEQA
A Line Anaheim St Interlock	4	\$15	◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
E Line Degnan Siding & Interlock	5	\$40	◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
B & D Line Stations Bundle (inclusive of legacy accessibility upgrade)	6	\$135	◆◆	🕒	●	🕒	●	🕒	🕒	🕒	June 2026	Planning
Metrolink Pomona Fairplex Platform Enhancements	7	\$1.7	◆◆	🕒	🕒	🕒	🕒	🕒	●	●	June 2026	Planning
Harbor Gateway Mobility Hub	8	\$15	◆◆◆	🕒	🕒	🕒	🕒	●	●	🕒	December 2025	15% Design + CEQA
Norwalk Mobility Hub	9	\$27	◆◆◆	🕒	●	🕒	🕒	🕒	●	🕒	December 2025	15% Design + CEQA
A Line Ave 34 Interlock	10	\$12	◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
E Line Bundy Interlock	11	\$14	◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
Pico Station	12	\$20	◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
Memorial Park Mobility Hub	13	\$10	◆◆◆	🕒	🕒	🕒	🕒	🕒	●	🕒	December 2025	15% Design + CEQA
Fare Modernization	14	\$20	◆◆	🕒	🕒	🕒	🕒	●	🕒	🕒	December 2025	Planning
LRT Upgraded Cable Protection / Track Intrusion	15	\$19	◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	June 2026	Planning
Subtotal Priority Level 1 =		\$444										

Projects by Priority Level	Overall Rank	Cost (\$ in millions)	Time to Complete (◆◆◆ - Long; ◆ - Short)	Current Ridership Impact	Board Priority	Equity	Ease of Implementation	Venues Benefits/ Impact	Supports GETS	Cost/ Benefit	Go/No-Go Date for Additional Funding	Project Phase
Priority Level 2												
Transit Signal Priority Communications & Traffic Signal Control	16	\$24	◆◆	●	●	🕒	🕒	🕒	●	●	June 2026	Planning
Vehicle Miles Travelled Reduction Program	17	\$17	◆◆	●	●	🕒	●	🕒	🕒	🕒	June 2027	Planning
Automated Traffic Signal Performance Measures	18	\$6	◆	🕒	🕒	🕒	●	🕒	🕒	🕒	October 2027	Planning
TBD (pending MAT Cycle 2 Grant Solicitation)	19	TBD	◆◆◆	🕒	●	🕒	🕒	●	🕒	🕒	December 2025	Planning
Universal Basic Mobility	20	\$40	◆	🕒	●	🕒	●	🕒	🕒	🕒	December 2027	Planning
Subtotal Priority Level 2 =		\$87										
Priority Level 3												
Figueroa – LA Live to USC/Expo Park	21	\$3	◆	🕒	●	🕒	●	●	🕒	🕒	October 2027	Planning
LA Union Station to 7th/Metro Center	22	\$3	◆	🕒	●	🕒	●	●	🕒	🕒	October 2027	Planning
Subtotal Priority Level 3 =		\$6										

Additional Data

Table 1: Summary of Priority Levels

Priority Level	Workstreams	# of Projects	Estimated Cost
1	Key Stations, Light Rail Transit (LRT), Ticketing Improvements, Mobility Hubs, and Regional Rail	15	\$444M
2	Integrated Transportation Management (ITM), Transportation Demand Management (TDM), Universal Basic Mobility (UBM), First/Last Mile (FLM)	5	\$87M
3	Open Streets	2	\$6M



Response to Request by Director Bass



Metro

*Item #2025-0264
September 17, 2025*

Directive by Director Bass

- Directive from the February 2025 Ad-Hoc 2028 Games Committee by Director Bass requests CEO recommendations on the following:
 - A set of high-value, low-cost priority projects consistent with the 2028 Games Mobility Concept Plan (MCP) that could be locally funded without affecting major voter-approved projects;
 - An innovative funding structure for Games MCP legacy projects relying on local programs that would benefit cities in LA County; and
 - A technical assistance plan for local cities to expedite completion of their Games-priority projects.

Approach In Response to Directive

- Built off the 2028 Games Mobility Concept Plan's framework and objectives of supporting a “transit-first” Games, addressing equity, and creating legacy
- Used the 2028 Games Mobility Concept Plan project list from the FY26 Presidential Budget request as a starting point
- Collaborated with Metro departments on the approach and response



Ranking of Priority Legacy MCP Projects

Identified three priority levels by workstream based on the 2028 Games MCP framework and the time to complete

- **Priority Level 1** includes Key Stations, Light Rail Transit Improvements, Mobility Hubs, and Regional Rail
- **Priority Level 2** includes Integrated Transportation Management, Transportation Demand Management, and Universal Basic Mobility
- **Priority Level 3** includes Open Streets

Developed qualitative analysis to rank each project by assessing the following seven factors:

1. Ridership
2. Alignment with Metro Priorities
3. Equity
4. Ease of Implementation
5. 2028 Games Venue Benefit
6. Support GETS operations
7. Cost-effectiveness

Priority Level 1 Projects

Priority Level 1 Projects	Overall Rank	ROM (\$ in M)	Potential Funding Available Sources	Go/No-Go Date for Funding
Washington/Flower Corridor	1	\$15	CMAQ, TIFIA	Dec 2025
7 th /Metro Center Station (Phased)	2	\$50	STBG, TIFIA	Dec 2025
LA Union Station	3	\$50	STBG, TIFIA	Dec 2025
A Line Anaheim St Interlock	4	\$15	STBG, TIFIA	Dec 2025
E Line Degnan Siding & Interlock	5	\$40	STBG, TIFIA	Dec 2025
B & D Line Stations Bundle	6	\$135	TIFIA	Jun 2026
Metrolink Pomona Fairplex Station	7	\$2	TBD	Jun 2026
Harbor Gateway Mobility Hub	8	\$15	SHOPP, STBG	Dec 2025
Norwalk Mobility Hub	9	\$27	SHOPP, STBG	Dec 2025
A Line Ave 34 Interlock	10	\$12	STBG, TIFIA	Dec 2025
E Line Bundy Interlock	11	\$14	STBG, TIFIA	Dec 2025
Pico Station	12	\$20	TIFIA	Dec 2025
Memorial Park Mobility Hub	13	\$10	STBG	Dec 2025
Fare Modernization	14	\$20	TBD	Dec 2025
LRT Upgrade Cable Protection/Track Intrusion	15	\$19	STBG	Jun 2026

Priority Level 2 & 3 Projects

Priority Level 2 Projects	Overall Rank	ROM (\$ in M)	Potential Funding Available Sources	Go/No-Go Date for Funding
Transit Signal Priority Communications & Traffic Signal Control (Bus Priority)	16	\$24	CMAQ	Jun 2026
Vehicle Miles Travelled Reduction Program (Transportation Demand Management)	17	\$17	CMAQ	Jun 2027
Automated Traffic Signal Performance (Integrated Transportation Management)	18	\$6	CMAQ	Oct 2027
MAT Cycle 2 Funded First/Last Mile Projects (pending grant application selection)	19	TBD	Metro MAT Cycle 2 Grants	Dec 2025
Universal Basic Mobility	20	\$40	CMAQ	Dec 2027
Priority Level 3 Projects	Overall Rank	ROM (\$ in M)	Potential Funding Available Sources	Go/No-Go Date for Funding
Figueroa – LA Live to USC/Expo Park	21	\$3	Metro Open Streets Grant	Oct 2027
LA Union Station to 7 th St/Metro Center	22	\$3	Metro Open Streets Grant	Oct 2027

Technical Assistance

COMPLETED EFFORTS

- Collaborated with venue cities to develop a list of high-value corridors of legacy transit-to-venue improvements.
- Identified mobility hubs and neighborhood/equity-focused hub opportunity zones to be implemented by local cities.
- Developed conceptual design packages tailored for each venue city, focusing on priority corridors for people walking, biking, and rolling from transit to venues.

CURRENT EFFORTS

- Metro is developing a regional "kit of parts" to assist local cities in designating, activating, and enhancing pedestrian and cyclist pathways and temporary mobility hubs to better support access to venues.
- Metro is offering technical assistance to local cities using consultant on-call contracts



Next Steps

- Upon Board approval, staff will prioritize projects by advancing the project development and programming these projects using pending grant applications and readily available funding/financing sources.
- Continue to actively seek funding and allocate local match for federal and state formula and discretionary grants.