



**Metro**

*One Gateway Plaza, Los Angeles, CA 90012*

**Agenda - Final**

**Wednesday, February 19, 2025**

**10:00 AM**

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## **Ad Hoc 2028 Olympic & Paralympic Games Committee**

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*Jacquelyn Dupont-Walker*

*Lindsey Horvath*

*Ara J. Najarian*

*Hilda Solis*

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(ALSO APPLIES TO BOARD COMMITTEES)

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In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

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- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

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***Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

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Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."  
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**CALL TO ORDER**

**ROLL CALL**

5. **SUBJECT: 2028 MOBILITY CONCEPT PLAN IMPLEMENTATION REPORT** [2025-0048](#)

**RECOMMENDATION**

RECEIVE AND FILE the 2028 Mobility Concept Plan (MCP) Implementation Report Update.

**Attachments:** [Attachment A - Board Motion #8](#)  
[Attachment B - GME Surface Transportation Priority List](#)  
[Presentation](#)

(CARRIED OVER FROM JANUARY'S COMMITTEE CYCLE)

6. **SUBJECT: 2028 MOBILITY CONCEPT PLAN - WORKSTREAM HIGHLIGHTS** [2025-0049](#)

**RECOMMENDATION**

RECEIVE oral report on the Mobility Concept Plan Workstream Highlights.

**Attachments:** [Presentation](#)

(CARRIED OVER FROM JANUARY'S COMMITTEE CYCLE)

- SUBJECT: GENERAL PUBLIC COMMENT** [2025-0098](#)

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

**COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION**

**Adjournment**



## Board Report

File #: 2025-0048, File Type: Policy

Agenda Number: 5.

### AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE FEBRUARY 19, 2025

**SUBJECT: 2028 MOBILITY CONCEPT PLAN IMPLEMENTATION REPORT**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

RECEIVE AND FILE the 2028 Mobility Concept Plan (MCP) Implementation Report Update.

#### **ISSUE**

This is a progress report regarding 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 and operations needed for the region to support mobility during the Games. The updates provided in this report provide an interim update on Motion #8 by Directors Hahn, Horvath, Solis, Butts, and Bass, as amended by Horvath and Mitchell, Attachment A.

#### **BACKGROUND**

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), as well as venue cities and Councils of Governments, to develop the 2028 Mobility Concept Plan (MCP) approved by the Metro Board in December 2022. Following an extensive agency stakeholder outreach process, Metro and the GME agencies identified a list of 15 priority MCP workstreams. The projects/programs under each workstream on the GME Surface Transportation Priority (GME STP) list (Attachment B) - presented at the June 2023 Board Meeting, either serve a specific Games delivery need (e.g., Games Enhance Transit Service) or are highly beneficial and supportive of the transport strategy for the Games (e.g., a network of bus-only lanes). Metro staff have updated the estimated costs for each workstream based on the project development work completed over the past year. These new costs are reflected in the project implementation plans.

In October 2024, the Board approved Motion #8 by Directors Hahn, Horvath, Solis, Butts, and Bass, as amended by Horvath and Mitchell, which directed the CEO to update plans with additional information on the GETS and regional preparations for the 2028 Games, organize a Transportation and Mobility Summit, with a report back at the April 2025 Ad Hoc 2028 Games Committee, with an

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interim update in January 2025. Director Horvath's amendment directed Metro to provide an update in January 2025 regarding the MOU with LA28, roles and responsibilities, funding strategy, implementation schedule, and funding deadlines. Director Mitchell's amendment directed Metro to engage key stakeholder groups to inform 2028 Games mobility planning to address the mobility needs of people with disabilities. This interim update is being provided in February because the January 2025 Ad Hoc 2028 Olympic & Paralympic Games Committee meeting was cancelled due to the wildfire emergency.

## **DISCUSSION**

### *MCP Implementation Update/Motion 8 Response (interim update)*

The following provides an update on the implementation of the 2028 MCP .

#### *Overview of GME Role and Responsibilities and Subcommittee Assignments*

In December 2021, the City of Los Angeles and LA28 executed the Games Agreement. The Games Agreement set forth material terms of the relationship and roles/responsibilities between the City of Los Angeles and LA28, such as defining risk management, general parameters for reimbursement of enhanced city services, and youth sports commitment. Refer to Figure 1, which shows the governance around the 2028 Games.

## **Figure 1: 2028 Games Governance Structure**



The Games Agreement briefly mentions mobility and directs the convening of the Games Mobility Executives consisting of key transportation partners (LA28, City of LA Mayor’s Office, Metro, Metrolink, Caltrans, LADOT, and SCAG). The purpose of the GME is to plan for mobility and transportation for the 2028 Games, including the following as defined by the Games Agreement: “detail on the Games Route Network, state and federal coordination, mobility hubs and depots, demand management, community engagement, communications planning, collaboration opportunities with Olympic marketing partners, and other related matters.”

Since the execution of the Games Agreement, the GME has met regularly with both the principals and staff members from each GME agency. The GME aligned on a preliminary set of roles and responsibilities using a Responsible, Accountable, Consult, and Inform (RACI) matrix regarding governance, planning, funding advocacy, project delivery, and Games transportation operations/delivery. The GME aligned on the priority workstreams to deliver for the 2028 Games and joint advocacy for funding based on the work and priorities identified in Metro’s 2028 Games Mobility Concept Plan (MCP) per Motion 42. Following the Paris 2024 Games, the GME designated lead agency and staff responsible for delivering priority workstreams and critical functional areas for the 2028 Games.

The table below identifies the GME subcommittees and lead agencies.



GME Subcommittees	GME Lead Agency
Games Enhanced Transit Service (GETS)/Zero Emission Bus Program	Metro
Games Route Network (GRN)/Traffic Management	Caltrans
Mobility Hubs	Metro
Countywide Bus Only Lanes	Metro
First/Last Mile/Open Streets	LADOT
Key Stations/LRT Improvements	Metro
Travel and Freight Demand Management/Universal Basic Mobility	SCAG
Universal and Inclusive Design	City of Los Angeles
Regional Rail	Metrolink
Wayfinding	Metro
Heat	Metro
Communication and Outreach	LA28

Each GME subcommittee has identified the subcommittee purpose, scope, members, timeline, roles and responsibilities, coordination needs with other workstreams, governance structure, communications plans, and 2025 goals.

*Overview of Interagency and Stakeholder Coordination*

Metro continues actively engaging agencies and stakeholders to inform and seek feedback on 2028 Games planning. As previously described, the GME is the formal working group for interagency coordination and has made significant progress in preparing for the 2028 Games. Recognizing the importance of expanded outreach to regional transportation agencies, cities, local municipal operators, and other key stakeholders, Metro and the GME hosted two Regional Transportation Assemblies in June 2024 and November 2024, which convened over 200 individuals across dozens of agencies throughout the Southern California Region with a direct role in Games delivery. Topics covered at the Regional Transportation Assemblies included Paris 2024 lessons learned, LA28 updates, Metro’s 2028 Games MCP updates, efforts to advance the projects funded by Reconnecting Communities and Neighborhoods (RCN), and details about regional Games workstreams like the Games Route Network (GRN), Games Enhanced Transit Service (GETS), and Transportation Demand Management (TDM). The Regional Transportation Assembly offers agencies, cities, and stakeholders the opportunity to learn and ask questions about planning efforts to date around the 2028 Games. Metro and the GME will continue to host and convene future Regional Transportation Assemblies. Furthermore, staff are also planning a Transportation and Mobility Summit aimed at engaging a broad spectrum of stakeholders, including community partners and public agencies, to discuss ongoing work leading up to the Games. During the November Regional Assembly, Metro solicited volunteers to help develop a Transportation Summit in 2025. Metro will convene a working session for the development of a regional Summit, which will be sure to include our transportation and mobility partners, including representatives from the accessibility community.

Additionally, Metro has met with several Games venue cities to present an overview of the Games

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priority workstreams and RCN project development. 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.

### *Accessibility Community Engagement*

In line with Motion #8 by Directors Hahn, Horvath, Solis, Butts, and Bass, as amended by Horvath and Mitchell staff will leverage existing networks such as the Metro Aging and Disability Transportation Network (ADTN), Los Angeles County Commission on Disabilities, and the City of Los Angeles Commission on Disability to incorporate the mobility needs of people with disabilities. This engagement began with a staff presentation to ADTN on December 12, 2024, and will continue through the upcoming Regional Summit and beyond. ADTN in particular is interested in improved wayfinding, better notifications about elevator/escalator outages, and using universal design when implementing new infrastructure. Through these efforts, staff aim to ensure that equity and accessibility remain at the forefront of Metro's transportation planning, not only for the 2028 Games but also as part of a lasting legacy for Los Angeles County.

### *Term Sheet/MOU Update*

Metro is preparing to be the primary mobility service provider for the 2028 Games spectators and workforce. Metro has dedicated resources and aligned with the preliminary roles and responsibilities identified in the GME's RACI. However, to bring greater certainty and commitment from LA28 so that Metro can continue planning and delivering the projects and services for the 2028 Games transportation, Metro and LA28 are working together to develop and execute a Memorandum of Understanding by the summer of 2025.

Based on previous approaches to funding spectator and workforce transportation for the Olympics in the United States, the expectation is that the federal government would fund additional mobility services needed (Salt Lake City 2002 Winter Games received \$1.3 billion and Atlanta 1996 Games received \$609 million for transportation). Accordingly, Metro is advocating for \$200 million in the Federal FY 2025 budget and recently submitted a letter from the Board to the incoming administration requesting \$3.2 billion in the Federal FY 2026 budget. Metro and LA28 will continue to work together to resolve the remaining terms and conditions in the term sheet and then draft the MOU for the Metro Board of Directors to approve and execute.

### *MCP Project Implementation Plans*

Metro is finalizing Project Implementation Plans that outline the vision for the project scope and provide a preliminary roadmap that clearly identifies the steps needed to deliver the projects. These plans will provide contextual background for each project, including existing conditions, the project purpose, and its relation to the Games. The main sections of the plans include a project scope definition, a cost estimate breakdown, a milestone schedule, a list of funding opportunities, project parties' roles and responsibilities, and next steps. Metro will release the Project Implementation Plans prior to the April Ad Hoc Committee.

### *Games Enhanced Transit Service*

The Games Enhanced Transit Service (GETS) is of critical importance to the success of the Games. The GETS will provide additional buses and staff resources from various sources to enhance transit service to venues and complement the existing transit network to ensure the unprecedented demand is met for the 2028 Games.

Metro staff is preparing a GETS Strategic Roadmap to fully respond to the Board Motion in April 2025 with greater detail on the above. The GETS Strategic Roadmap will identify off-ramps and scenarios for different levels of funding that may materialize in the future, including the FY25 and FY26 budget requests.

### *Reconnecting Communities & Neighborhoods Grant (RCN)*

Since the award announcement, Metro has made significant progress in organizing internally and externally to begin delivering this program. Notably, staff completed the environmental phase of the project in December 2024. With the environmental clearance now secured, staff will turn over those projects that are not under Metro's responsibility to their respective sponsors for delivery of the remaining design phases and implementation of the projects. For projects under Metro's purview, staff will advance design and community engagement in 2025.

### *Project Delivery for the Next Batch of MCP Projects*

At the October 2024 Special Board Meeting, the Board authorized the CEO to amend the FY25 budget, in the amount of \$9.67 million, to advance Metro-led GME workstreams. This initial funding is critical for staff to continue to advance key phases of project development to enable the completion of these projects before the 2028 Games. Per the schedule presented in October 2024, the Board's action enables staff to meet a partial funding deadline for pre-construction activities to initiate the conceptual design and CEQA/NEPA environmental clearance in anticipation of potential federal appropriations funding in the Federal FY25 and FY26 budgets.

Staff have begun to mobilize internal resources and external stakeholders to prioritize and start the conceptual design and environmental clearance for several additional MCP projects and will report on progress at the April Ad Hoc Committee. We expect to have all projects into the Environmental phase before that time.

### Funding/Legislative Update/Strategy

#### *Federal Discretionary Opportunities*

Federal agencies (e.g., USDOT and EPA) continue to move forward with grant opportunities made possible by the Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA). Staff continues to work with GME partners to monitor and evaluate potential state and federal funding opportunities that align with 2028 MCP projects and to strategize on partnerships that will lead to successful applications.

Metro and GME partners are focusing on legacy projects for discretionary grants under IIJA and IRA with support from Metro's Federal/State Policy and Programming department. Staff will work with the Metro Board and our Los Angeles County Congressional Delegation to provide advocacy support for

current and future grant applications.

Metro recently submitted two applications to the FY25 Better Utilizing Investments to Leverage Development (BUILD) program to fund MCP projects: Norwalk Mobility Hub Project and Washington/Flower Multimodal Mobility Improvements. One additional federal discretionary grant program remains open: Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation Program (PROTECT) and Metro plans to submit an application to fund improvements to Union Station.

#### *Federal budget request update*

Metro has and will continue to work with the federal government to include funding for the GME priority workstreams in the FY2026 Budget. Most recently, on November 21, 2024, the Metro Board conveyed a letter addressed to incoming President Donald Trump urging his administration to include \$3.2 billion for GME priority workstreams in the FY2026 Budget that will be issued early next year. The requests outlined in this correspondence and in accompanying fact sheets include funding for legacy and essential Games-specific projects, such as the GETS and GRN. Funding for the essential Games-specific projects is currently the most significant challenge facing Metro and the GME partners. This is analogous to the challenges faced by the 2002 Winter Olympic Games. This was resolved, in part, by Congress appropriating funding identified in the FY2002 Budget released by then-President George W. Bush. Staff will work with the Metro Board, our Los Angeles County Congressional Delegation, and key stakeholders to support our FY2026 Budget funding request.

#### *Joint Advocacy Efforts/Strategy*

Metro is committed to continuing to work in good faith with a broad and diverse array of federal, regional, and local stakeholders to ensure that the State and Federal Governments provide support for surface transportation projects and initiatives related to the 2028 Games.

At the Federal level, Metro continues to work with a diverse number of partners to secure financial support from the Federal government for our agency's efforts related to the 2028 Games. This effort is guided and informed by our Board-approved 2025 Federal Legislative Program and the Board-approved MCP, which set forth the projects

deemed necessary and how Metro will work with the White House, the U.S. Department of Transportation, and Congress to successfully coordinate the 2028 Games being held in Los Angeles County. In 2024, staff has been working with the appropriate congressional committees to explore how the FY2025 Transportation, Housing, and Urban Development bill might include funding for mobility-related projects and initiatives tied to the upcoming 2028 Olympic and Paralympic Games. Staff is pleased that the U.S. Senate's FY2025 THUD bill included \$200 million for Games-related mobility projects. Likewise, staff are encouraged that Congressman Robert Garcia circulated a letter on August 9, 2024, signed by 17 members of the House, urging House leaders to include a similar amount of funding in their FY2025 THUD spending measure. Over the next several months, staff will work with House and Senate stakeholders to ensure that the \$200 million for Games-related mobility

projects is included in the final FY2025 THUD bill adopted by Congress and signed into law by the President. As of the writing of this Board Report, it appears that Congress will adopt a continuing resolution that will keep federal government funded through March of 2025. Should the President sign this measure, we would work over the coming months to ensure that the spending bill adopted for the balance of FY2025 includes the \$200 million set aside in the Senate's THUD bill for Games-related mobility projects.

Consistent with the Board-approved Federal Legislative Program and the Board-approved MCP, staff endeavor to work with the incoming Trump-Vance Administration - including the U.S. Department of Transportation (USDOT) - to discuss how funding for mobility-related projects and initiatives tied to the 2028 Olympic and Paralympic Games might be included in the FY2026 White House Budget that will be released in early 2025. This dialogue with the Trump-Vance Administration will also include requests that federal grants be provided to our agency to enhance our mobility efforts related to the 2028 Olympic and Paralympic Games. Provided the FY2026 Budget includes major funding for the Games, staff would then work to ensure that these proposed federal dollars are appropriated by Congress in their FY2026 spending bills - which they are expected to begin crafting in the Spring of 2025.

At the State level, and in partnership with LA28, Metro has met with the Governor's office and the Secretary of Transportation to stress the importance of collaboration on the GETS and the MCP more broadly, and plan to continue this partnership. We will continue to meet regularly with our State partners, including the Gubernatorial Administration, legislative leadership in both houses, key policy committees, and the Los Angeles County Legislative Delegation. These efforts will be coordinated with our local partners, including the County of Los Angeles and the GME, to advocate for all the resources necessary to make the 2028 Games a success, as outlined in the Board-approved MCP. The 2028 Olympic and Paralympic Games were also highlighted as an important part of the 2025 State Legislative Program that the Board adopted in

December, with a new goal added to specifically advance legislative and administrative coordination. Metro will continue to advocate for funding, legislation, and regulation streamlining that helps support mobility projects associated with the Olympic and Paralympic Games in Los Angeles. Finally, we are focusing on educating incoming delegation members and legislative leadership on the importance of the state's involvement on the Games.

#### *Mobility Wallet and Ticketing Integration*

New grant funding received from Federal, and State grants this year are advancing the Mobility Wallet and Ticketing Integration projects listed in the 2028 MCP. Metro has received the grants listed in the table below in the last year and may receive additional grants as we move forward towards implementation.

Funding Source	Funder	Grantee	\$
<b>Mobility Wallet</b>			
Advanced Transportation Technologies and Innovative Mobility Deployment (ATTAIN)	FHWA	Caltrans (Metro is a sub-grantee)	\$4.7 Mil
Congestion Relief Program (CRP)	FHWA	Caltrans (Metro is a sub-grantee)	\$4.5 Mil
Quality Transformation Initiative (QTI)	Covered California	Metro	TDB pending proposal to fund 2,500 wallets
<b>Integrated Ticketing</b>			
Strengthening Mobility and Revolutionizing Transportation (SMART) Stage 2	USDOT	Metro	\$12.1 Mil

**DETERMINATION OF SAFETY IMPACT**

Several projects in the GME STP list will positively impact safety, as patrons waiting for transit will have more shade and space and be more comfortable waiting for service. 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.

**FINANCIAL IMPACT**

There is no financial impact from these actions, pending receipt of grant funding.

Impact to Budget

There is no impact to the budget, pending receipt of grant funding.

**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.

Over the past six months, staff worked with OER to pilot the Equity Planning & Evaluation Tool (EPET) as part of the development of implementation plans for four workstreams: Light Rail Speed & Reliability Improvements, Key Stations, Mobility Hubs and First/Last Mile. Staff have also developed a draft Universal Inclusive Design Strategy (formerly the Accessibility strategy) to inform planning for the mobility and accessibility needs of people with disabilities during the 2028 Games. This strategy serves as a foundational document to guide equitable and inclusive transportation planning, ensuring long-term benefits for the region.

The recommendations stemming from these reports will guide further development of any project under these workstreams and will support staff in identifying existing disparities that might impact how the MCP programs/projects are experienced by different users and designing the programs/projects to better address their unmet needs, reduce negative or unintended impacts, and improve access to opportunity. As part of these efforts, enhancements to wayfinding systems and mobility hubs will be prioritized to create more seamless and inclusive user experiences, both leading up to and following the 2028 Olympics. These improvements aim to leave a lasting legacy for Angelenos by fostering equitable and sustainable access to transportation across the region.

### **VEHICLE MILES TRAVELED OUTCOME**

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 the investment, planning and operational activities that will improve and further encourage transit ridership, ridesharing, and active transportation including first/last mile, bus priority corridors, mobility hubs, mobility wallet, etc. 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**

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Staff will continue the scoping work necessary to advance the 2028 Games MCP Projects that Metro is currently leading, including the initiation of the Environmental phase for the remaining Metro-led projects in the GME STP list. This effort will be critical to ensuring these projects can continue to compete for additional state and federal funding opportunities and be delivered in time for the Games. Staff will continue to seek potential local, state, and federal funding opportunities and work with the Board to advocate for funding for both legacy projects and essential Games-specific projects, such as the GETS and GRN.

In April, staff will bring back further updates on the GETS and regional preparations for the 2028 Games, inclusive of details on the Transportation and Mobility Summit and the inclusion of engagement of key stakeholder groups that will help inform mobility planning needs of people with disabilities.

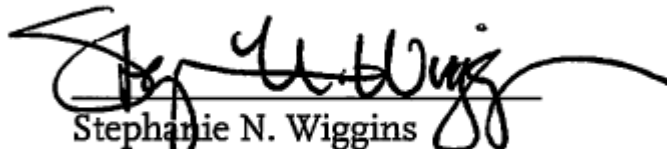
### **ATTACHMENTS**

Attachment A - Board Motion #8

Attachment B - GME Surface Transportation Project List

Prepared by: Jacqueline Torres, Senior Director, Office of Strategic Innovation, (213) 547-4208  
Kasey Shuda, Senior Director, Office of Strategic Innovation, (213) 454-6479  
Ernesto Chaves, Executive Officer, Office of Strategic Innovation, (213) 547-4362  
Marcel Porras, Deputy Chief, Office of Strategic Innovation, (213) 922-2606

Reviewed by: Seleta Reynolds, Chief Innovation Officer, (213) 922-4656



Stephanie N. Wiggins  
Chief Executive Officer





Board Report

File #: 2024-0995, File Type: Motion / Motion Response

Agenda Number: 8.

**AD HOC 2028 OLYMPIC AND PARALYMPIC GAMES COMMITTEE**  
**OCTOBER 23, 2024**  
**REVISED**

**Motion by:**

**DIRECTORS HAHN, HORVATH, SOLIS, BUTTS, AND BASS, AS AMENDED BY HORVATH AND MITCHELL**

A Transportation Plan for 2028 Olympic and Paralympic Games Venues

In 2028, Los Angeles will host the Olympic and Paralympic Games, over a span of several weeks, with hundreds of thousands of spectators taking transit to venues from the San Fernando Valley to Long Beach to Downtown Los Angeles and Exposition Park. The games have been billed as “transit first,” and spectators traveling to venues will be encouraged to travel by bus, train, bike, or any other means other than driving themselves.

While Los Angeles adopted a similar strategy for its 1984 Olympic Games, that was a smaller event, with smaller crowds and borrowed buses. By contrast, the 2028 games will have at least twice as many competitions, with many more visitors and spectators. Transporting these people between venues and activity centers across the Los Angeles region will be a major undertaking, estimated to require thousands more borrowed buses, all of which will need to be operated and maintained, for what will be the largest sporting event in our region’s history.

To date, Metro has focused its 2028 Olympic and Paralympic Games planning around a Mobility Concept Plan, with an emphasis on moving people across the LA region. Included in this planning is a Games Enhanced Transit System. As Metro lays the groundwork now for the funding, people, and infrastructure that will be needed to serve the large numbers of visitors to the 2028 Olympic and Paralympic Games venues, the Board needs to better understand how exactly this Games Enhanced Transit System, and our broader regional transportation preparations, will serve the millions of people who will be visiting Southern California for this major event, without compromising regular service for the more than one million riders who already rely on Metro.

**SUBJECT: A TRANSPORTATION PLAN FOR 2028 OLYMPIC AND PARALYMPIC GAMES VENUES MOTION**

**RECOMMENDATION**

APPROVE Motion by Hahn, Horvath, Solis, Butts, and Bass, as amended by Horvath and Mitchell

that the Board direct the Chief Executive Officer to:

- A. Update plans with additional information on the Games Enhanced Transit System and regional preparations for the 2028 Olympic and Paralympic games, including:
  - 1. A staffing plan;
  - 2. Estimated total costs for this system, including State and Federal funding sources that can pay for most of all these costs;
  - 3. Coordination of efforts with, but not limited to, the City of Los Angeles, LA28, Municipal bus operators, Metrolink, Caltrans, Passenger rail agencies, and LA County; and
  - 4. Organizing a Transportation and Mobility Summit, with attention to:
    - a. Safety,
    - b. Accessibility,
    - c. Wayfinding,
    - d. Community hubs,
    - e. Clean buses, and
    - f. Benefits that can last beyond LA28; and
- B. Report back on this effort and next steps at this Board's April 2025 Ad Hoc 2028 Olympic and Paralympic Games Committee, with an interim update at the January 2025 Committee meeting.

HORVATH AMENDMENT:

Report back at this Board's April 2025 Ad Hoc 2028 Olympic and Paralympic Games Committee, with an interim update at the January 2025 Committee meeting, with:

An update on the execution of a Memorandum of Understanding between LA Metro and LA28;

- A. A breakdown of each agencies roles and responsibilities;
- B. A coordinated strategy to include LA28, venue cities, LA County, and LA Metro to pursue state and federal funding to deliver Metro's Mobility Concept Plan;
- C. An implementation schedule for each of the projects and programs identified in the Mobility Concept Plan; and
- D. Key dates by which Metro should secure and program funding needed to support implementation of projects and programs for the 2028 Olympic and Paralympic Games.

MITCHELL AMENDMENT:

Utilize the existing Metro Aging and Disability Transportation Network (ADTN), County of Los Angeles Commission on Disabilities (LACCOD), and City of Los Angeles Commission on Disability to inform

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existing 2028 Games transportation plans to address the mobility needs of people with disabilities during the 2028 Games and after.

**LOS ANGELES 2028 OLYMPICS AND PARALYMPICS GAMES  
GAMES MOBILITY EXECUTIVES (GME) SURFACE TRANSPORTATION PRIORITY LIST<sup>1</sup>**

<b>Project</b>	<b>Games Transportation Nexus</b>	<b>ROM Cost (Total)<sup>2</sup></b>	<b>Detailed Assumptions</b>
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"> <li>- Specific Games delivery need</li> <li>- Prior Games Federal funding precedent</li> <li>- Supplemental vehicles</li> <li>- Supplemental depots (maintenance, cleaning, fueling, support, etc.)</li> <li>- Operators/supervisors/mechanics time, meals, and accommodations</li> </ul>
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"> <li>- Specific Games delivery need</li> <li>- Prior Games Federal funding precedent</li> <li>- 10-20 multimodal transportation hubs, including additional bus staging for spectator/workforce system, and upgraded regional park and ride facilities</li> <li>- Augmentation of Metro’s transit ambassadors program to serve increased Games demand</li> </ul>
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"> <li>- Specific Games delivery need</li> <li>- Prior Games Federal funding precedent</li> <li>- Planning and authorization for Games Route Network designation</li> <li>- Signs and markings for Games Route Network</li> <li>- Enforcement</li> </ul>
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"> <li>- Conversion to cloud-based system</li> <li>- Integration across city/county TMCs</li> <li>- Additional TMC staffing during the Games</li> </ul>
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"> <li>- GRN and Bus Only Lanes Transit Signal Priority (TSP) Improvements</li> <li>- Vermont Bus Rapid Transit (BRT)</li> </ul>
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"> <li>- 10 locations, including wayfinding, pavement resurfacing, utilities coordination, striping and other street improvements</li> </ul>
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"> <li>- Procurement of new ZEBs</li> </ul>
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"> <li>- Showcase corridors (such as Figueroa) that provide active transportation connections to major local arts and cultural institutions</li> </ul>

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

<sup>2</sup> 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 LIST<sup>1</sup>**

<b>Project</b>	<b>Games Transportation Nexus</b>	<b>ROM Cost (Total)<sup>2</sup></b>	<b>Detailed Assumptions</b>
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"> <li>- Integrated ticketing/open loop payments</li> <li>- Customer information systems integration/technology</li> <li>- Vanpool / RideMatch enhancements</li> <li>- TDM analysis</li> <li>- Freight stakeholder engagement, policy development, and operational treatments</li> <li>- Traveler communications campaign</li> </ul>
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"> <li>- Expansion of UBM pilot programs</li> <li>- Includes procurement of multi-modal options (bikeshare, microtransit, carshare) and subsidies to community members</li> <li>- Focus on venue areas and an emphasis on equity-focused communities to expand multimodal services and subsidies</li> </ul>
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"> <li>- Elevator and escalator improvements</li> <li>- 7<sup>th</sup>/Metro Center Station upgrades</li> <li>- C/K Lines platform extensions and reliability upgrades</li> <li>- Pico Station improvements</li> <li>- Union Station improvements</li> <li>- Games station state of good repair (SOGR) improvements</li> </ul>
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"> <li>- Light Rail Speed and Operational Improvements</li> <li>- Washington Wye</li> <li>- Arcadia power substation upgrade</li> </ul>
Inglewood Transit Connector	New last mile connection to Inglewood Sports Park	\$1,400M	<ul style="list-style-type: none"> <li>- An approximately 1.6-mile-long elevated automated transit system</li> </ul>
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"> <li>- Operational upgrades to 30-minute headways in the core network, serving key Games venues, through network enhancements, 13 additional train sets, and support facilities</li> </ul>
Access Services EV Fleet and Infrastructure	Ensure the transportation system is fully accessible	\$40M	<ul style="list-style-type: none"> <li>- Expanding Access coverage area and purchasing ZEVs</li> </ul>

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



# MCP Implementation Update & Interim Update to Motion



**Metro**

File ID: 2025-0048

*February 19, 2025*

# Governance



**HOST  
CITY**

**INTERNATIONAL  
OLYMPIC  
COMMITTEE**

**LA  
28**

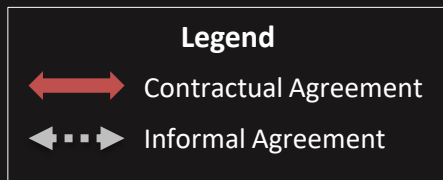
**ORGANIZING  
COMMITTEE  
(OCOG)**

*HOST CITY CONTRACT (September 2017)  
The principal contract defining the delivery of the Games*

*GAMES AGREEMENT (December 2021)  
Contract between LA28 and City defining risk, reimbursement  
for city services, legacy, and youth sports commitment*

## **GAMES MOBILITY EXECUTIVES**

Established the convening of the GME to support the OCOG with mobility and transportation planning, including the GRN, state/federal coordination, mobility hubs and depots, demand management, community engagement, communications, and collaboration opportunities with Olympic marketing partners.



# GME Subcommittees

GME Subcommittees	GME Lead Agency
Games Enhanced Transit Service (GETS)/ Zero-Emission Bus Program	Metro
Games Route Network (GRN) / Traffic Management	Caltrans
Mobility Hubs	Metro
Bus Only Lanes	Metro
First-Last Mile/Open Streets	LADOT
Key Stations/LRT Improvements	Metro
Regional Rail	Metrolink
Communications & Outreach	LA28
Accessibility	City of LA
Transportation Demand Management/Universal Basic Mobility	SCAG
Wayfinding	Metro



## Interagency & Stakeholder Coordination

- Bi-weekly GME meetings
- GME subcommittee kick-offs and coordination
- Second Regional Transportation Assembly held in November 2024 with over 200 attendees
- On-going coordination meetings with venue cities
- Regional Summit in 2025

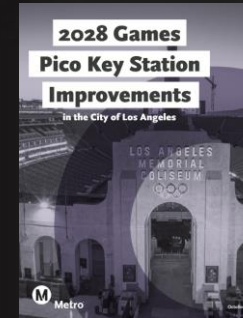
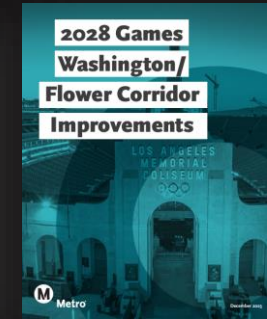
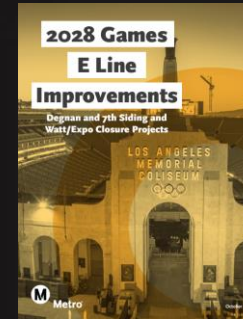


## Accessibility Community Engagement

- Leverage existing networks to incorporate the mobility needs of people with disabilities
- Presentation to ADTN on December 12, 2024
  - Topics discussed: improved wayfinding, better notifications about elevator/escalator outages, and using universal design when implementing new infrastructure.
- 2025 Regional Summit
- Equity and accessibility will remain at the forefront of Metro's transportation planning

# Implementation Plans

- Roadmaps for project delivery defining scope, schedule, and budget
- Supports grant funding applications
- Completed workstreams
  - LRT
  - Key Stations
  - Mobility Hubs
  - GETS
  - GRN



# Reconnecting Communities & Neighborhoods Grant

- CEQA and NEPA approvals granted in December 2024
- Executed FTA grant agreement
- Collaborating to define roles and responsibilities between Metro and local jurisdictions
- Preparing community engagement plan and initiating outreach
- Initiating Advanced Conceptual Engineering



## RCN Stakeholders

Bell	Huntington Park	LA County
Bell Gardens	Industry	Norwalk
Carson	Long Beach	Santa Fe Springs
Downey	Los Angeles	SGVCOG
El Monte		



## Board Report

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File #: 2025-0049, File Type: Oral Report / Presentation

Agenda Number: 6.

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### AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE FEBRUARY 19, 2025

**SUBJECT: 2028 MOBILITY CONCEPT PLAN - WORKSTREAM HIGHLIGHTS**

**ACTION: RECEIVE ORAL REPORT**

#### **RECOMMENDATION**

RECEIVE oral report on the Mobility Concept Plan Workstream Highlights.

#### **ISSUE**

This is an oral report to highlight the work completed in two Mobility Concept Plan workstreams: First/Last Mile/Open Streets and Mobility Hubs. There are currently 12 subcommittees led by Metro and other members of the Games Mobility Executives, as follows:

1. Games Enhanced Transit Service (GETS)/Zero Emission Bus
2. Games Route Network (GRN) and Traffic Management
3. Mobility Hubs
4. Countywide Bus Only Lanes
5. First/Last Mile Improvements/Open Streets
6. Key Stations/LRT Improvements
7. Regional Rail
8. Communications and Outreach
9. Travel and Freight Demand Management and Universal Basic Mobility
10. Accessibility - Universal and Inclusive Design
11. Wayfinding
12. Heat

At each Ad Hoc Committee meeting, Metro will highlight two of them in greater detail.

#### **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 percent. Projects with higher equity scores ranked higher overall and were included in the 2022 MCP Prioritized

Project List. Over the past twelve months, staff worked with OER to pilot the Equity Planning & Evaluation Tool (EPET) as part of the development of implementation plans, inclusive of both the First/Last Mile and Mobility Hubs workstreams.

As part of the EPET process staff connected broad MCP policy goals like access, air quality, and infrastructure to community results of improving accessibility, environmental justice, and interconnectivity. Staff also identified concrete key performance indicators (KPI), such as increased Americans with Disabilities Act (ADA) compliance for new infrastructure, reduced vehicle miles traveled (VMT) normalized by census population to calculate reduction in greenhouse gas emissions, and increased number of crosswalks added and/or improved wayfinding signage, miles of bike lanes, improved sidewalks, etc. Last, staff identified data sources and methodology by which to evaluate the KPIs as well as leads responsible for implementation and monitoring.

The guidance stemming from these reports will steer further development of any project under these workstreams, in particular those funded via the Reconnecting Communities and Neighborhoods (RCN) grant. Further, the work will support staff in identifying existing disparities that might impact how different users experience the MCP projects and inform project design to better address their unmet needs, reduce negative or unintended impacts, and improve access to opportunity. As part of these efforts, Metro staff will prioritize enhancements to first/last mile and mobility hubs to create more seamless and inclusive user experiences, both leading up to and following the 2028 Games. These improvements aim to leave a lasting legacy for Angelenos by fostering equitable and sustainable access to transportation across the region.

## **VEHICLE MILES TRAVELED OUTCOME**

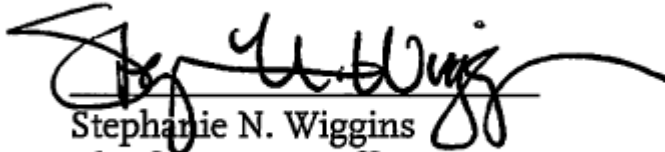
VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.\* Metro's Board-adopted VMT reduction 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.

Consistent with Metro's VMT targets, this item will likely decrease VMT in LA County, as it is related to planning, operational and investment activities that will improve and encourage taking transit, sharing a ride, or using active transportation, including first/last mile, bus priority corridors, and mobility hubs during the Games.

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

Prepared by: Jacqueline Torres, Senior Director, Office of Strategic Innovation, (213) 547-4208  
Kasey Shuda, Senior Director, Office of Strategic Innovation, (213) 454-6479  
Ernesto Chaves, Executive Officer, Office of Strategic Innovation, (213) 547-4362  
Marcel Porras, Deputy Chief, Office of Strategic Innovation, (213) 922-2606

Reviewed by: Seleta Reynolds, Chief Innovation Officer, (213) 922-4656



Stephanie N. Wiggins  
Chief Executive Officer



# 2028 Mobility Concept Plan Workstream Highlights



**Metro**

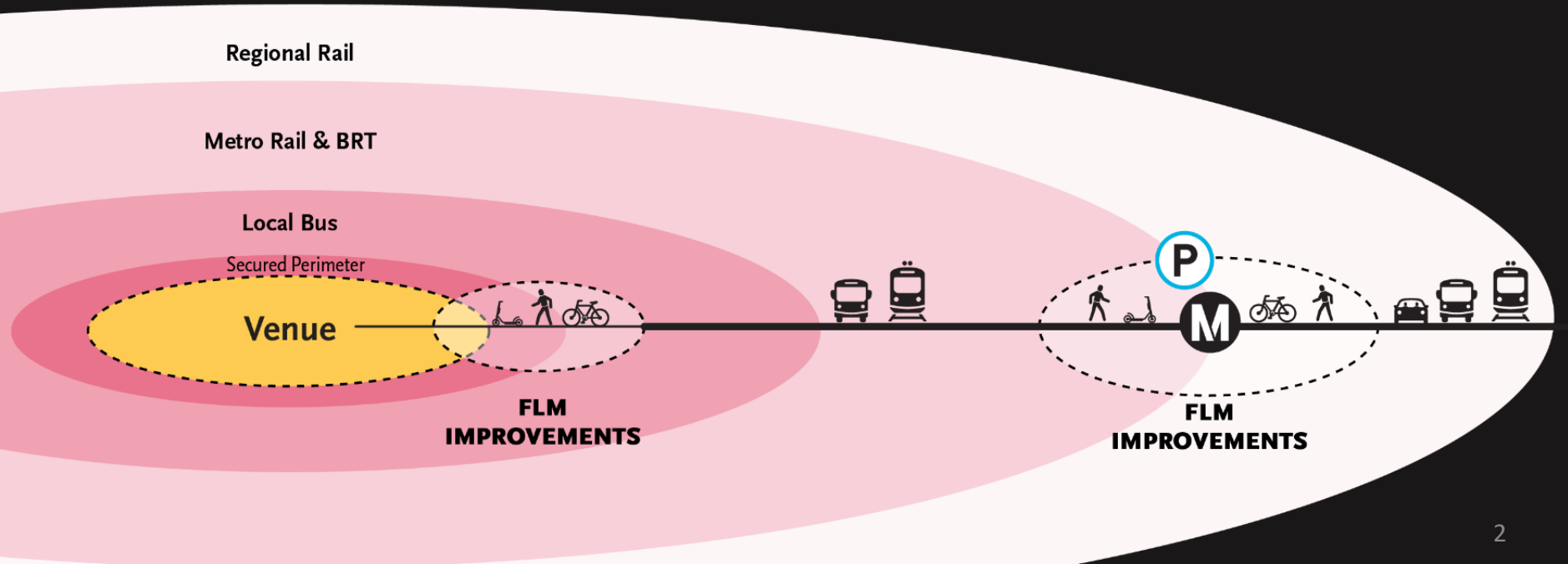
File ID: 2025-0049

*February 19, 2025*



# First/Last Mile Strategy for 2028 Games

- Key “connective tissue” for Games mobility
- Meet operational needs AND leverage for legacy
- Significant overlap and synergy with Open Streets and Mobility Hubs workstreams



# First/Last Mile Objectives

- Safe, usable, high-quality experience for Games
- Downpayment/acceleration of ATSP vision
- Showcase walking and biking/streetscape potential/performance (even if temporary)
- Establish regional cohesion and consistency



# Key Needs and Challenges

- Walk-Bike Space
  - Adequate space
    - distinct from other needs (e.g. emergency access)
    - Dedicated/separated between ped/bike/powered devices
  - Shade!!!
  - Other amenities (seating/lighting/ water)
- Adaptability/Nimbleness
  - Secured perimeters and access points still to be determined by LA28
  - Competing street usages (e.g., GETS and GRN)
  - Temporary street and lane closures (different than open streets)
  - Multiple jurisdictions



## Kit of Parts

- Modular and flexible kit of parts to provide FLM temporary infrastructure, activation, wayfinding and placemaking
- Quick Build projects are rapidly implemented using paint, bollards, road signs, planters, and other low-cost materials.
- Coordination with venue cities to maximize utility



# First/Last Mile & Open Streets GME Subcommittee

Significant coordination with venue jurisdictions throughout 2024.

<b>Leadership</b>	LADOT (Lead) Metro (Co-lead)
<b>GME Members</b>	Caltrans, LA28, LA Mayor's Office, SCAG,
<b>Venue Cities</b>	Carson, Inglewood, La Verne Long Beach, Norwalk, Pasadena, Pomona, San Dimas, Santa Monica
<b>Purpose</b>	To ensure regional coordination on FLM and open streets to venues and open streets to create a consistent and excellent venue approach experience for car-free, transit-first games. Additional Open Street locations TBD.
<b>Subcommittee Goals</b>	<ul style="list-style-type: none"><li>• Develop shared plan and establish regional FLM and OS approach</li><li>• Seek funding through regional coordination</li><li>• Advance projects to future stages</li></ul>



## First/Last Mile Funding Status

- Significant funding shortfall for all MCP FLM needs
- Some success with discretionary grants
- Federal budget request for FY25 & FY26:
  - Provides funding for 5 additional project locations
  - FY25 request is for planning and design
  - FY26 request is for full funding

Funding Opportunity	Requested	Awarded
RCN FY23	\$26M	\$26M
CPRG FY24	\$70M	\$0
RAISE FY24	\$20M	\$0
FY25 Federal Budget Request	\$15M	Pending
FY26 Federal Budget Request	\$102M	Pending

## Definition of a Mobility Hub

- A place where people can connect with multiple modes of transportation: bus/rail, active transportation, micromobility, and automobiles
- A place for people to access services, gather, and connect
- A place for people to enjoy community amenities including art, programming, etc.
- A place to experience the excitement of events like the 2028 Games



# Mobility Hub Goals

- Short Term
  - Build on ongoing efforts to improve customer experience through Station Experience interventions and station activations
  - Provide seamless multimodal connections to destinations
  - Activate mobility hubs as community assets
- Medium Term
  - Support 2028 Olympic and Paralympic Games
  - Develop venue hubs to serve game spectators
  - Create dynamic public spaces around transit stations
- Long Term
  - Encourage modal change and reduce countywide VMT
  - Leave a legacy (e.g. TOD)



# Mobility Hub Types

- **Venue Station**
  - Metro stations adjacent to 2028 Games venues
- **Transit Mobility Hub**
  - Metro stations that have significant parking infrastructure and are key venue connectors.
- **2028 Games Temporary Hub (GETS and Transit Park-and-Ride)**
  - Temporary hubs that can accommodate a large volume of parking. Games visitors will park their cars and use shuttle buses at these hubs to get to venues.



Example Venue Station  
(Expo/USC Station)



Example Transit Mobility Hub  
(Chatsworth Station)



Park-and-Ride  
(Location TBD)



**Metro**

# Mobility Hubs Map



# Mobility Hubs GME Subcommittee

<b>Lead</b>	Metro
<b>GME Members</b>	Caltrans, LA28, LADOT, LA Mayor's Office, Metrolink, SCAG
<b>Local Municipal Participation</b>	Pasadena, Burbank, and others TBD
<b>Purpose</b>	Shape mobility hub project development to support the 2028 Games
<b>Subcommittee Goals</b>	<ul style="list-style-type: none"><li>• Coordinate mobility hub projects across the GME agencies</li><li>• Identify funding strategy for additional mobility hubs</li><li>• Establish a protocol for information sharing</li><li>• Develop shared talking points</li></ul>

# RCN Funded Mobility Hubs

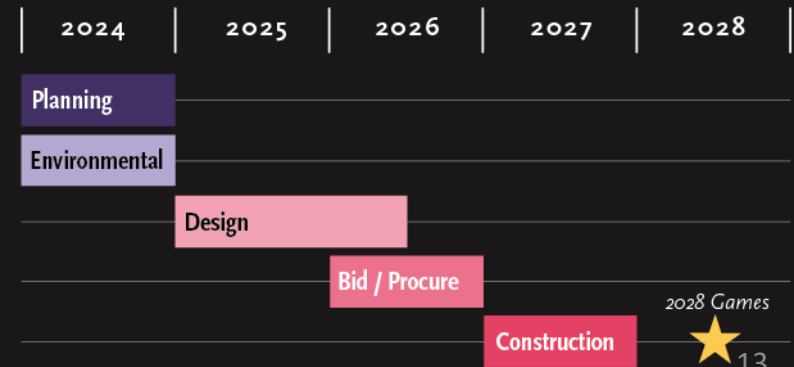
## 5 Mobility Hubs Funded by RCN

- Chatsworth (G Line/Metrolink/Amtrack)
- North Hollywood (B/G Lines)\*
- El Monte (J Line)\*
- Expo/Crenshaw (E/K Lines)
- Willow (A Line)\*

\*Open Street Locations

## Status

- CEQA CE / NEPA CE completed December 2024
- Collaborating to define roles and responsibilities between Metro and local jurisdictions
- Preparing community engagement plan and initiating outreach



# Mobility Hub Funding Status

- Significant funding shortfall for all MCP MH needs
- Some success with discretionary grants
- Federal Budget request for FY25 & FY26:
  - Provides funding for additional locations
  - FY25 request is for planning and design
  - FY26 request is for full funding

Funding Opportunity	Requested	Awarded
RCN FY23	\$42M	\$42M
RAISE FY24	\$5M	\$0
RAISE FY25	\$25M	Pending
FY25 Federal Budget Request	\$12M	Pending
FY26 Federal Budget Request	\$80M	Pending

# First/Last Mile & Mobility Hubs Next Steps

## First/Last Mile

- Advance funding opportunities
- MAT as last opportunity for capital funding
- Develop a Kit of Parts with local jurisdictions
- Advance RCN delivery
- Provide as-needed project delivery assistance to local jurisdictions
- Cost and funding strategy for quick-build and temporary projects

## Mobility Hubs

- Submit RAISE application for Norwalk Mobility Hub
- Advance design and construction of RCN-funded Mobility Hubs
- Advance conceptual design and environmental for additional mobility hubs
- Identify funding strategy for final design and construction additional hubs