



*One Gateway Plaza, Los Angeles, CA 90012,  
3rd Floor, Metro Board Room*

**Agenda - Final Revised**

**Wednesday, October 23, 2024**

**10:00 AM**

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**Special Board Meeting/Ad Hoc 2028 Olympic &  
Paralympic Games Committee**

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Marque: 202-735-3323 y ingrese el codigo  
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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: PARIS 2024 LESSONS LEARNED REPORT** [2024-0912](#)

### **RECOMMENDATION**

RECEIVE AND FILE the report on lessons learned by Metro staff that observed public transport for the 2024 Paris Olympic and Paralympic Games.

**Attachments:** [Attachment A - Detailed Observations and Lessons Learned by Focus Area Presentation](#)

6. **SUBJECT: RECONNECTING COMMUNITIES AND NEIGHBORHOODS GRANT UPDATE** [2024-0913](#)

### **RECOMMENDATION**

CONSIDER:

A. RECEIVING AND FILING the Reconnecting Communities & Neighborhoods (RCN) grant update, and;

B. AUTHORIZE the CEO or their designee to:

1. program \$161.8 million for the projects listed in Attachment A which includes \$139.2 million awarded through the RCN grant and \$22.6 million of local funds; and
2. negotiate and execute all necessary agreements and/or amendments with the agencies for projects contained in the RCN grant.

**Attachments:** [Attachment A - RCN Project Descriptions Presentation](#)

7. **SUBJECT: 2028 MOBILITY CONCEPT PLAN IMPLEMENTATION REPORT** [2024-0914](#)

### **RECOMMENDATION**

CONSIDER:

A. RECEIVING AND FILING the Mobility Concept Plan (MCP) Implementation Report, and;

B. AUTHORIZING the CEO or their designee to amend the FY25 budget, in

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the amount of \$9.67 million, to advance Metro-led GME STP projects with the Program.

**Attachments:**      [Attachment A – GME Surface Transportation Project List](#)  
                                 [Attachment B – Progress Report](#)  
                                 [Attachment C - Board Motion 24.1](#)  
                                 [Presentation](#)

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

[2024-0995](#)

**RECOMMENDATION**

APPROVE Motion by Hahn, Horvath, Solis, Butts, and Bass 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 ~~and how it could be paid for~~;
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.

(CARRIED OVER FROM SEPTEMBER'S REGULAR BOARD MEETING)

**SUBJECT:     GENERAL PUBLIC COMMENT**

[2024-0927](#)

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

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**File #:** 2024-0912, **File Type:** Informational Report

**Agenda Number:** 5.

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

**SUBJECT: PARIS 2024 LESSONS LEARNED REPORT**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE the report on lessons learned by Metro staff that observed public transport for the 2024 Paris Olympic and Paralympic Games.

**ISSUE**

By some measures, the 2028 Summer Olympic and Paralympic Games will be the largest transportation event held in the United States. With over one million spectator trips expected per day, the anticipated activity is equivalent to hosting seven Superbowls each day during the Olympics and two Superbowls each day during the Paralympics. To allow Metro staff to experience and learn from the challenges of planning for and executing transportation for a global mega-event firsthand, staff developed an Observation Program for the 2024 Paris Olympic and Paralympic Games in collaboration with LA28 and the City of Los Angeles.

**BACKGROUND**

During every Olympic and Paralympic Games, the International Olympic Committee (IOC) organizes an official observer program that is intended to allow staff from future host cities to learn about the work required to host the Games. Due to the COVID-19 pandemic, the official observer program was canceled for the 2020 Tokyo Games. As a result, Paris 2024 represented the only opportunity for Los Angeles agency staff to observe a summer Games before 2028.

While some Metro staff were granted access to participate in official observer sessions offered by the IOC, Metro organized a wide variety of complementary programming. This programming allowed subject matter experts to learn in-depth about how Paris handled challenges relating to their individual areas of specialization.

Metro Departments represented in Paris included:

- Office of the CEO
- Office of Strategic Innovation

- Operations
- Countywide Planning & Development
- Chief People Office
- Customer Experience
- System Security and Law Enforcement
- Office of the Inspector General
- Office of Civil Rights, Racial Equity, and Inclusion
- Office of Board Administration
- Ethics

The Observation Program agenda included the following:

- 95 unofficial observation opportunities at key venues and stations and ride-alongs of rail lines and supplemental bus services during peak times.
- Participation in 67 tours and presentations offered by the City of Paris, such as a visit to the city operations center and tours of new active transportation infrastructure built for the Games. These sessions explained the “how and why” behind key decisions and initiatives for the Games.
- Participation in 20 meetings and workshops led by local government officials and companies, such as the French national railway (SNCF), the largest Paris transit operator (RATP), and the regional transportation authority Ile-de France Mobilités (IdFM). These sessions allowed for knowledge exchange with technical experts and observation of control centers, bus facilities, volunteers, and key stations.
- Participation in 28 official/credentialed sessions offered by the IOC, which included access to venues and briefings from key staff involved in organizing Games transportation.

Alongside this report, Metro staff is developing an extended document that summarizes specific technical observations and lessons learned from Paris, and will also reflect feedback from the Metro Board members who were also able to participate in the delegation trips.

Last, participating staff will share their experiences with the rest of the agency in an upcoming all-hands meeting.

The lessons learned described in this report will influence how Metro prepares for upcoming mega-

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events like the 2026 World Cup and 2027 Superbowl, in addition to the 2028 Games.

## **DISCUSSION**

Metro's high-level takeaways from the 2024 Paris Olympic and Paralympic Games are as follows:

- Coordination was evident in the Games experience, such as the clear and consistent sign and wayfinding program starting at the points of arrival. Despite jurisdictional complexity, the Paris region was able to deliver seamless and legible wayfinding and messaging, successful live sites, and overall positive crowd management. Multiple mobile apps were deployed - for tickets, events, and transit. The apps themselves had some useful features, including specific transit exits that get the user closer to Olympic venues, in-app notifications and more. Ensuring a single data source and coordinated messaging via apps will contribute to a positive experience. Metro must engage stakeholders in advance to ensure that customers have access to high quality, consistent information.
- Volunteer training and presence resulted in an improved feeling of safety and reduced anxiety for travelers unfamiliar with Paris. RATP sourced volunteers from students on vacation, family members of staff, and relied less on redeployment of agency staff. City of Paris had a large volunteer program serving areas around (but not inside) venues.
- Security had a visible presence that resulted in a safe Games. Security planning is linked with transportation planning for a national security event, and early coordination and establishment of a unified command structure to build relationships can lead to better outcomes and fewer unintended points of confusion and congestion.
- Early and intentional engagement with local businesses is necessary. Many restaurants, museums, and retail stores that would otherwise have closed during August remained open in anticipation of Games crowds. Thoughtful engagement for vendors at station activations and Mobility Hubs can ensure that small and local businesses benefit.
- Live sites and open streets were essential in making the Games accessible to everyone, regardless of whether they attended a single event. Local agencies responsible for planning these sites (if they choose to do so) should expressly include transit access as a criterion to ensure high levels of use by visitors and locals alike.
- Spectators were expected to travel, particularly walking, significant distances in order to access venues from the nearest transit station. During periods of extreme heat, this underscored the importance of shade and water stations to ensure the safety and comfort of attendees.
- Paris relied heavily on their extensive rail network to provide spectator transportation. Given that the majority of this legacy system is not accessible with elevators and escalators, customers with limited mobility used accessible fleet cars and the bus system, which were impacted by street closures and security perimeters. Clear promotion of these services and thoughtful service design that minimizes long travel distances between drop off and venue will ensure they are well used.
- Flow Management was key. Crowd management was coordinated, including designating transit entry points as entrance or exit only to support the better flow of traffic, as well as throttling

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the number of people allowed into a station at a time to prevent crowding underground. Paris Metro had frequent rail service to accommodate large crowds exiting from venues. Paris has 16 lines and 320 stations. Metro has six lines and 108 stations. The Games Enhanced Transit system will be critical to the efficient movement of people.

### Near-Term Improvements

Based on observations and lessons learned in Paris, Metro plans to implement the following improvements:

#### *Operations*

- Metro will pilot best practices for crowd flow management during special events to minimize wait times and ensure safe movement.
- Metro will encourage implementation of a unified transport command center for the 2026 World Cup.

#### *Safety and Security*

- Metro continues to advocate for early engagement between security and transportation planning teams in order to maximize safety while facilitating efficient transit operations.

#### *Customer Experience*

- In response to the first-hand experience of staff that used digital tools in Paris, Metro will work with regional partners to develop a data and digital governance strategy ahead of the Games.
- The wayfinding program in Paris was highly effective. Metro is leading a newly established subcommittee of GME partners focused on delivering a world-class wayfinding program for the Games.

#### *Planning*

- Shade was crucial in Paris given the extreme heat and long walks required to reach some venues. Metro will engage regional partners at the upcoming Summit for Shade and Shelter on ways to expand access to shade across the county.

#### *Accessibility*

- Metro is working with regional partners to ensure that accessibility is a key consideration for all Games-related workstreams and has established a new accessibility subcommittee comprised of subject matter experts from Metro and other GME agencies.

Detailed tables in Appendix A provide an overview of key observations by Metro staff in Paris, as well as the relevant lessons learned for Metro as the agency works to prepare for the 2026 World Cup, 2027 Super Bowl, and 2028 Olympic and Paralympic Games.

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## **EQUITY PLATFORM**

Based on Metro staff observations, the Paris Games launched several equity efforts that were intended to address historical disparities between the wealthier urban core of Paris and its lower-income suburbs, which are home to large immigrant communities. Festivity sites were set up in each arrondissement (district) of Paris and were free and open to the public with programming throughout the Games period. These sites made it possible for residents to feel like they were a part of the Games even if they were unable to attend competition events. The development of new rail lines ahead of the Games was also done with an eye on improving accessibility to underserved neighborhoods and reducing travel times for those who travel between suburbs.

Staff observed equity issues in Paris. People experiencing homelessness, including many recent immigrants, were disproportionately impacted by the Games, with relocation from Paris to outlying towns and other parts of France. Major areas of the city were closed to accommodate security perimeters and large crowds, which meant that some residents had limited access to their neighborhoods. Equity challenges extended to those who attended the Games. People with disabilities contended with accessibility challenges at historic transit stations which lacked accessible paths of travel and in the first/last mile between stations and venues. Finally, attendees often needed to walk significant distances from transit stations to venues, and then to their seats. This proved challenging for older adults, particularly amid the extreme heat in Paris.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The Paris Observation Program, and the lessons learned contained in this report, will help further the development of the Mobility Concept Plan and inform project selection and design in addition to workforce planning and other components such as volunteer training and customer service amenities. 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**

Metro will continue to advance the implementation of the Mobility Concept Plan through collaboration with other GME partners. The lessons learned contained in this report will inform Metro’s planning and delivery of service for the 2028 Games, including the development of project implementation plans, the Games Enhanced Transit System, customer experience plans, safety and security plans and strategies, transportation demand management strategies, first/last mile strategies, and temporary workforce planning.

## **ATTACHMENTS**

Attachment A - Detailed Observations and Lessons Learned by Focus Area



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Prepared by: Daniel Bernstein, Principal Transportation Planner, Office of Strategic Innovation, (213) 922 - 4135

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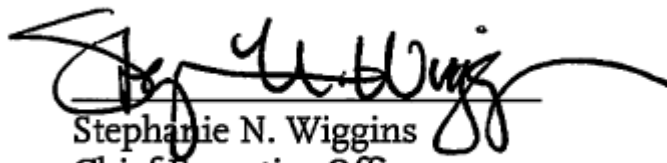
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Stephanie N. Wiggins  
Chief Executive Officer

## Attachment A: Detailed Observations and Lessons Learned by Focus Area

### Operations

Observation	Lessons Learned
<p>Paris relied on thousands of temporary workers to fulfill their workforce needs for staff at stations, bus operators, etc.</p> <p>One transportation provider re-deployed their non-frontline staff and their families to fulfill their temporary workforce needs for staff at stations, and any other in the field information support.</p>	<p>Metro has over 2,000 non-frontline staff that already have a baseline level of familiarity with the transit network and the region. These staff could be temporarily assigned to public-facing roles during the Games.</p> <p>If temporary workers are hired, Metro needs to be prepared to train these staff as they will have no experience with the local context or Games-specific rules and regulations.</p>
<p>Paris was able to accommodate surges in ridership during the Games easily due to their robust network and high capacity, with trains running every two to five minutes all day. This was helped by the high amount of redundant infrastructure present on the network which helped to mitigate the impacts of disruptions and keep service operating. Excess capacity was available because the Games took place during the summer vacation period in France.</p>	<p>Metro should prioritize projects that improve the frequency and reliability of our bus and rail network for the Games and beyond in order to improve the customer experience. In addition, Metro should engage in contingency planning to maximize preparedness in the event of service breakdown.</p>
<p>Security perimeters and personnel impacted transit operations. Some stations were closed, buses were unexpectedly detoured, and police vehicles frequently blocked bike and bus lanes. This led to confusion and required agency staff to adjust their plans repeatedly. In addition, the closure of a series of three stations through the heart of Paris, along with associated security perimeters required bus routes to be truncated and maintenance of way personnel to be stationed remotely to ensure quick response to infrastructure issues.</p>	<p>Coordination, relationship-building, and clear governance between transport and security teams is important to ensure a seamless experience for 2028.</p>

Supplemental bus service provided additional transit capacity but was clearly less central to the mobility strategy in Paris than it will be in LA. Since a rail option was almost always available, most chose to use the train to reach key destinations.	Since supplemental bus service will be a centerpiece of our mobility planning for 2028, Metro will need to make the bus experience as easy, safe, and smooth as possible in order to move people efficiently. Ensuring adequate capacity and throughput, especially through the provision of well-designed and enforced dedicated bus lanes (both temporary and permanent) will be critical both for Games transport and for other key transit lines.
The organizing committee asked RATP (the largest Paris transit operator) to provide additional buses and operators in order to support Paris 2024's bus network for athletes. RATP had to work to extend service because events ended later than originally planned.	Metro needs to be prepared to pivot quickly based on evolving conditions. Expectations and conditions related to these possible scenarios should be negotiated and documented with LA28 before the Games.
Paris set up a unified transport command center for the Games, and work was done ahead of time to familiarize the different partner agencies in Paris so that they could work together more seamlessly.	Members of the GME and other regional transit agencies should plan to engage in similar levels of collaboration leading up to the 2028 Games.
Several key light rail lines in Paris operate with full signal preemption in order to maintain reliability while running at street level.	Metro should continue to pursue the implementation of speed and reliability improvements to the A and E lines (identified in the MCP) in coordination with local municipalities ahead of the 2028 Games. This will speed up service, facilitate higher train frequencies, increase capacity, and reduce travel time variability for riders.
The Olympic Route Network of dedicated lanes in Paris was generally managed effectively, with high levels of adherence by motorists. Paris plans to keep some of the signs and technology installed for lane management after the Games to convert some road segments to carpool lanes.	Metro should coordinate with Caltrans and other GME partners to ensure that implementation of the Games Route Network in Southern California is successful and advocate for its use by spectator and workforce transit as well as regular public transit operating during the Games.
The regional transport agency constructed temporary bus depots six months before the Games and are	Metro should identify necessary operational plans and required property for enhanced transit service by the end of 2025.

scheduled for decommissioning by the end of 2024	
There were more than 150 daily transit service disruptions. Three times a day there were daily report outs by all transit agency departments to capture needed changes in messaging, service, and troubleshooting.	Real-time customer updates are critical for success as well as having personnel in the field that can quickly make decisions.
All bus lanes are shared bus/bike lanes. There was a significant amount of temporary bike parking for private bikes and bikeshare.	Curb-protected bus/bike lanes can be effective, particularly where street widths are limited. The GME should work closely together to ensure integrated planning for all modes.

### *Safety and Security*

<b>Observation</b>	<b>Lessons Learned</b>
Scenario-based contingency planning for security incidents was vital. When the sabotage attack on the French high speed rail network occurred, the pre-planning work and exercises helped to reduce confusion. Other scenarios were mapped out for incidents ranging from a medical emergency to a major attack.	Metro should engage in contingency planning exercises with all partners ahead of 2028, including tabletop rehearsals and drills.
Law enforcement and security duties were shared among different agencies, and they did not directly interact with one another. Some resources were brought in from different areas of France that had limited knowledge of Paris or languages other than French. Their deployment would vary each day, resulting in a lack of consistency and a missed opportunity to improve through increased familiarity with a given location.	As Metro prepares to increase security staffing for the Games, consideration should be given to how to ensure adequate training on key information such as the transit operations plan and using tools to interact with riders that do not speak English.
Law enforcement and volunteers were rarely seen onboard trains but were frequently deployed in stations and around venues. The lack of staffing in some areas meant that spectators could not ask for help as easily if needed.	Metro should consider how to distribute security and customer service resources (i.e, ambassadors) in order to maximize coverage and minimize response times. Visible and consistent deployment will improve outcomes.

Metro staff frequently remarked that they felt safe on the rail system in Paris at all hours of the day and night, with only a few exceptions. There were relatively few visible instances of crime and people generally were respectful of others.	Continued priority of safety for existing riders will benefit Games attendees. Specifically, lighting was a significant factor in the perception of safety. Lighting projects are under development for both inside the rail and bus system as well as inside the stations.
The experience on the bus was not always the same as on the rail system. One staffer felt less safe on the bus when the operator made repeated service disruption related announcements in French and there was no mechanism onboard for translation.	Multilingual translation for service disruptions is important on the bus and rail system.
The transit agency posted signage of AI video surveillance at stations.	Metro should continue to pilot technology enhancements to safety and security.

### *Customer Experience*

<b>Observation</b>	<b>Lessons Learned</b>
The data and technology footprint of the Games was fragmented. There were multiple official apps with transportation information, and the user experience was suboptimal. Most opted to use third party apps like Google Maps instead, but they did not always display up to date information about security perimeters and road closures.	<p>Metro should include:</p> <ul style="list-style-type: none"> <li>• Data standards for GME agencies providing open data to third party apps such as GTFS, including more robust real-time data that can show bus detours.</li> <li>• A single source of truth for transportation data such as schedules, GIS files, etc.</li> <li>• Business logic for how users should be routed in trip planners for efficiency and safety</li> <li>• Geofences to manage congestion, pick up and drop off locations, and micromobility parking near venues and security perimeters</li> <li>• Early and frequent engagement with third party app developers.</li> <li>• Working towards app consolidation wherever possible to avoid a fragmented user experience.</li> </ul>

<p>Customer information was frequently updated and available through a variety of channels and in multiple languages. Agencies closely monitored the time between when an incident occurred and when customers at different levels were notified (those directly impacted, others riding the system, etc.).</p>	<p>Metro should prepare to augment its staffing for dissemination of service alerts and other critical information. Staff should be on-duty throughout the service day.</p>
<p>Wayfinding signage is critical to the customer experience. Paris used temporary materials with a consistent look and feel to provide guidance to spectators. For example, line diagrams on trains had special markings for stations that were close to venues using a consistent shade of pink. People became accustomed to looking for pink signs when traveling to Games sites.</p> <p>Transit stations near large venues where long queues were expected had overhead signage giving estimated wait times from pre-determined locations along the queue.</p>	<p>As venue information is finalized, Metro should work with LA28 to understand the plans for a consistent visual identity and begin identifying locations where supplemental signage is needed. Metro will also need to coordinate closely with all transit partners on signage at intermodal facilities like mobility hubs.</p> <p>Many wayfinding lessons can be implemented now (i.e. floor decals with walking directions to venue exits, QR codes on signage for detailed public info, ADA accommodations with duplicated signage on pillars).</p>
<p>Thousands of volunteers were used to bolster staffing at venues and festivity sites. The ubiquitous presence of staff helped create a perception of safety and added to the upbeat atmosphere in Paris.</p>	<p>Metro should evaluate how to incorporate volunteers into its staffing strategy, potentially in collaboration with the City of Los Angeles and LA28. This work needs to start as early as possible.</p>
<p>Restroom access was provided through a combination of permanent and temporary infrastructure. Many rail stations in Paris had self-cleaning public restrooms (sometimes requiring a fee of one euro or the user to tap a valid fare card), but the cleaning cycles were slow and not always fully effective. Temporary restrooms were set up outdoors at key locations to provide additional capacity.</p>	<p>In addition to the recently approved expansion of station restrooms, Metro should evaluate opportunities to partner with local cities on temporary restroom infrastructure for the Games to accommodate large crowds.</p>
<p>Stations and vehicles were clean and inviting, despite their age. Anecdotally, some local residents remarked that they had never seen such a high level of cleanliness on the system. This markedly</p>	<p>High standards of cleanliness should remain a focus, testing different strategies for other major events leading up to the Games.</p>

improved the feeling of safety and the customer experience.	Metro is sourcing the cleaning products used in the Paris Metro system to pilot on the Metro system before the end of this year.
Paris has a strong culture of transit usage for both locals and visitors. Visitors were willing to rely on transit even if they do not frequently ride in their everyday lives.	Building LA's transit culture through customer experience improvements and marketing is important if we are to challenge the prevailing car-centric mindset in the region and achieve the desired mode shift during the Games and beyond.
The transit agencies metered entries at busy venues and stations using a combination of access control strategies (such as using one-way entry and one-way exit at many event stations) and staff from both law enforcement and transit police. Purple and green shirt volunteers used foam fingers and "i" information mounted above their stations to assist with crowd flows.	Crowd management should be a key area of focus of planning as well as operation.
Stations used overhead projector floor decals for wayfinding and prominent real time arrival displays on the platforms. Transit app supported reporting of crowding on rail lines, stations, and buses. The region had a unified ticketing platform for all local and regional transport.	Leverage technology in creative ways to enhance the customer experience.

### *Planning*

<b>Observation</b>	<b>Lessons Learned</b>
Paris intended for bicycling to form a small but notable portion of its transportation strategy for the Games. Based on the observations of Metro staff, the bicycle infrastructure was impressive, but most people opted to walk or take transit to venues. This could have been due to a combination of a difficult to use bikeshare app, extreme heat, and limited wayfinding guiding cyclists to venues.	Cycling can be a key strategy for venue access in 2028 if there is high quality infrastructure and a seamless experience for those using bikeshare. Additionally, closing streets to cars can offer broad benefits to people biking and walking to and from venues, while intentionally connecting visitors and locals to commercial neighborhoods.

Cycling competitions were a notable exception.	
Attendees dealt with extreme heat and occasional rain in Paris. Paris has a robust tree canopy and added significant temporary infrastructure (water stations, restrooms, additional shade), but many areas remained unshaded. In addition, some sites required walking through a dirt queuing area which became muddy quickly after heavy rain.	Many areas around Metro stations in LA County require significant upgrades in order to provide enough shade and improve walking conditions. Ensuring that a strategy is in place to mitigate exposure to extreme heat and inclement weather is essential to ensure rider safety and comfort.
Stations felt well integrated into their surrounding neighborhoods helped by programming near many stations that created an engaging environment.	Transit-oriented development around Metro stations is crucial, but programming at stations can help make the environment more inviting and improve the perception of safety.
Dozens of fan zones were the epicenters of the Olympic festivities, accessible free of charge to all Parisians and tourists. These venues were not limited to broadcasting sporting events. They were transformed into real meeting points for all, offering a variety of activities, from live music to catering, all in the spirit of conviviality and sharing culture.	Union Station could be a similar fan zone to provide sport access to all. This could help in long-term activation of Union Station. Local agencies should incorporate consideration of transit access into the selection and planning of live sites, if they elect to do so.
The City of Paris created an initiative to transform 15 main arteries to promote pedestrian traffic, adding more water fountains and misters which they refer to as refreshing oasis spots for those frequent hot days. Paris has many low-cost innovative solutions for first-last mile connectivity and traffic calming, especially around schools including barricades, planting beds, fruit trees, and benches.	Metro, in collaboration with other GME partners, should consider strategies for addressing climate change as part of the legacy projects related to mobility hubs, first-last mile improvements, and key station improvements. Open streets could also be a portion of this strategy. For example, retractable bollards could be installed to create temporary car-free zones for events like CicLAvia and festivals.



## Accessibility

Observation	Lessons Learned
The Paris transit system was challenging to use for those with limited mobility, families with strollers, or people carrying luggage. Many rail stations required navigating large numbers of stairs and elevators were not usually available.	Metro's system is ADA compliant and more universally accessible as a baseline. However, ADA is a minimum, and the provision of accessible amenities is not enough to provide dignified transportation for everyone. For example, elevators must be well-lit, safe, functional, and easy to find. Accessible routes should be clearly marked. Fonts and sign placement must be legible. Metro should consider how to establish a higher bar and implement processes to incorporate it into project planning and operations.
Long walks from the nearest rail station were often required to access venues. A reservation-only accessible shuttle system was available, but many people that did not reserve ahead had to endure long walks in the heat or rain.	Metro, in collaboration with LA28 and local municipalities, must work to ensure that walk distances to venues are manageable and/or provide readily available alternatives for those unable to walk very far (i.e. bike taxis).
Paris had a clear handoff structure in place between jurisdictional zones (transit agency, city, venue) for staff that were assisting people with disabilities.	Metro must be prepared to work with staff from a variety of jurisdictions in order to ensure a seamless experience for those with disabilities that require additional assistance.
Paris24 utilized local transit agencies to assist with Paralympic athlete transportation. Paralympic athletes traveled on older buses retrofitted to accommodate multiple wheelchairs. Plastic mobile ramps were used to load and unload the athletes. These buses sometimes lacked adequate air conditioning which led to discomfort.	If LA28 uses a similar model, the condition of the transit buses should be high quality.
Ile de France Mobility raised transit fares during and between the Olympics and Paralympics to help finance the Games. While locals were given ample notice prior to the increase, it represented an equity issue that disproportionately impacted lower-income residents and visitors during a period of extreme heat,	To encourage transit ridership and support improved services before, during, and after Games, Metro will continue to pursue the incorporation of transit passes in venue tickets.

which made walking long distances more difficult.	
The Paris buses have designated areas for older adults, people with disabilities, pregnant folks, and people with strollers.	Metro could incorporate people with strollers and pregnant women into the priority seating messaging now, both on the buses and trains. This type of improvement is supported by Metro's How Women and Girls Travel Study.



# Paris 2024 Lessons Learned Report



**Metro**

*October 23, 2024*



# Background

- Metro Board Members & Key Metro staff participated in the following activities:
  - Unofficial observations
  - City of Paris tours
  - Meetings with local officials
  - Official IOC observer sessions





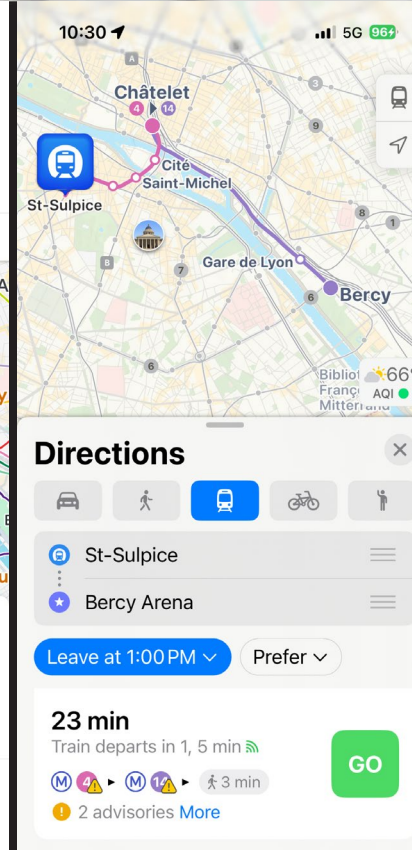
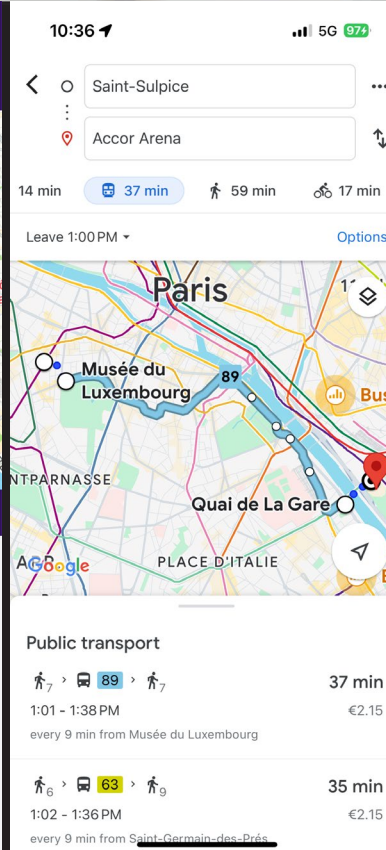
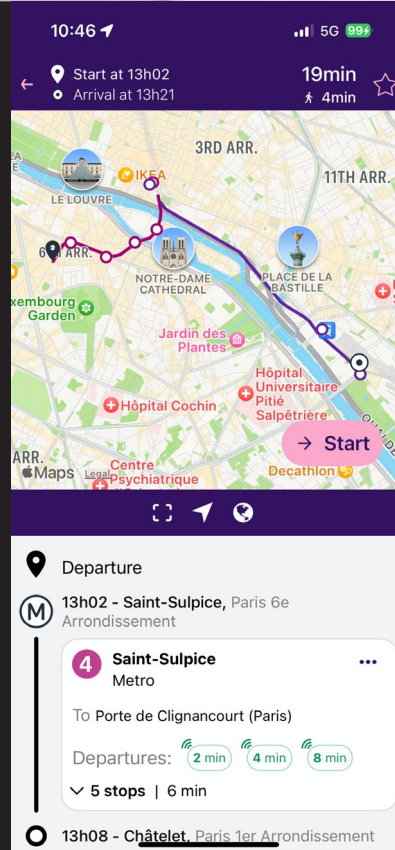
## High Level Takeaways: Coordination

- Coordination on event delivery was effective between different jurisdictions
    - Safety/security
    - Wayfinding/messaging
    - Crowd management
  - Mobile app information was less consistent
- > Interagency coordination and coordination with the private sector is crucial to ensure clear and consistent information



# Example Journey – Mobile App Data

- Saint Sulpice Station to Bercy Arena
- Friday Sep 6
- 1:07pm – 1:50pm
- Three different apps showed different routes and travel times. Actual 43 minute journey from shop to seat not reflected accurately in any of them.





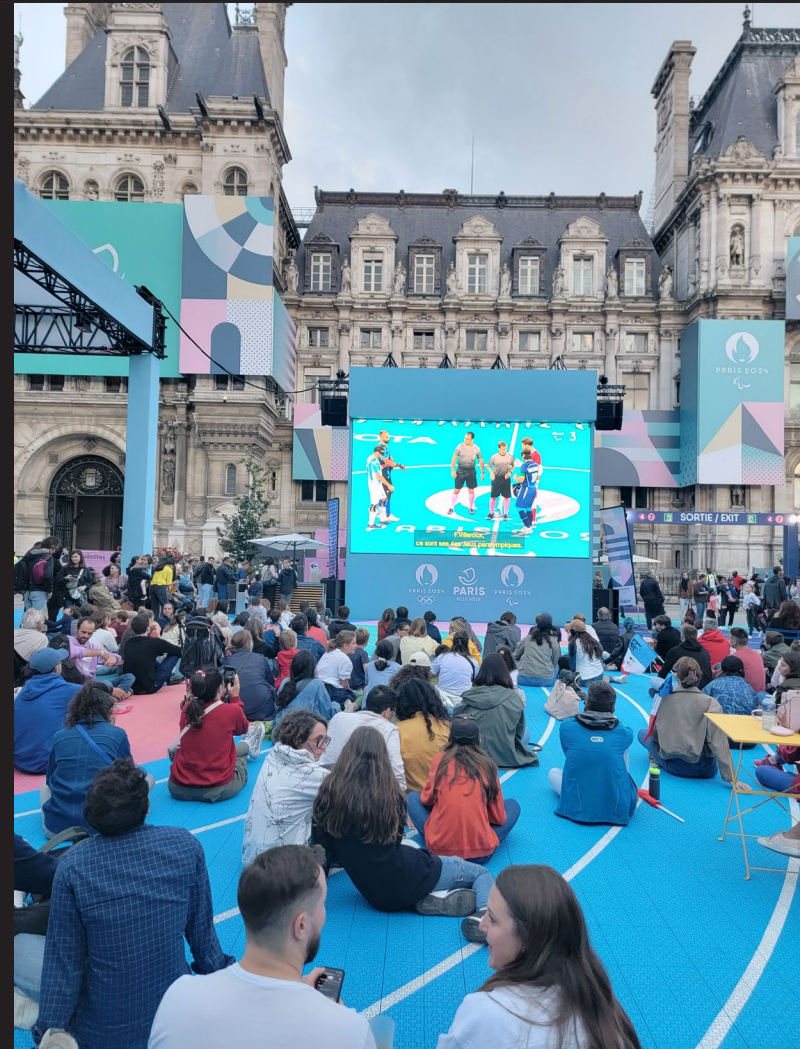
## High Level Takeaways: Security and Staffing

- Law enforcement had a visible presence and people felt safe
  - Volunteers helped fill in gaps and help spectators navigate
  - Security deployment at transit stations was extensive
- > Integrate security and transportation planning early. Establish a unified command structure and identify workforce needs as early as possible.



## High Level Takeaways: Live Sites

- Live Sites and open streets made the Games accessible to everyone in Paris and created excitement
  - > Live Sites should be accessible by existing public transit and integrated into wayfinding.





## High Level Takeaways: Transit and First/Last Mile

- Paris had robust rail capacity and did not rely as heavily on buses
  - Spectators sometimes walked long distances to venues from the nearest stations
  - Active transportation, including open streets, complimented transit
- > Transit customer experience and design are the difference between a good experience and a great one. Planning for heat should be integrated into transportation preparations.



## High Level Takeaways: Wayfinding

- Paris24 design was eye-catching and effective
  - Heavy use of temporary materials
  - Signage was at times missing or damaged by the end of Paralympics
- > Wayfinding requires dedicated staff time and coordination in order to be a legacy of the Games.





## High Level Takeaways: Accessibility

- No ADA in Paris – stations often lacked elevators and had many stairs
  - Newer stations had accessibility improvements
  - Signage and first/last mile segments were not always designed to accessible standards
  - Expect many customers with disabilities to attend Olympics and Paralympics
- > ADA should be our baseline. Universal Design should be our goal.



## Near-Term Actions

- Pilot best practices for crowd flow management at special events
- Create wayfinding and accessibility subcommittees
- Establish a data and digital governance strategy
- Participate in unified transport command center for 2026 World Cup
- Source and pilot cleaning products in existing stations
- Finalize workforce estimates and strategy



## Request to 2028 Games Ad-Hoc Committee

- RECOMMENDATION
  - Receive and file.

### NEXT STEPS

Publish official report of Lessons Learned incorporating detailed feedback from Board members and staff.



## Board Report

File #: 2024-0913, File Type: Project

Agenda Number: 6.

### AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE OCTOBER 23, 2024

**SUBJECT: RECONNECTING COMMUNITIES AND NEIGHBORHOODS GRANT UPDATE**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the Reconnecting Communities & Neighborhoods (RCN) grant update, and;
- B. AUTHORIZE the CEO or their designee to:
  - 1. program \$161.8 million for the projects listed in Attachment A which includes \$139.2 million awarded through the RCN grant and \$22.6 million of local funds; and
  - 2. negotiate and execute all necessary agreements and/or amendments with the agencies for projects contained in the RCN grant.

#### **ISSUE**

This is a progress report regarding the implementation of the RCN program, a bundle of projects from Metro's 2028 Mobility Concept Plan (MCP) being delivered by Metro and other regional partners in support of the 2028 Olympic and Paralympic Games (the 2028 Games). Staff is requesting the authorizations necessary to execute the grant agreement.

#### **BACKGROUND**

In March 2024, USDOT awarded Metro a \$139 million grant from the Reconnecting Communities and Neighborhoods (RCN) program for the Removing Barriers and Creating Legacy-A Multimodal Approach for Los Angeles County (the Program). The Program will support Metro's Vision 2028 Plan of transforming LA County through regional collaboration. The grant did not require a local match; however, Metro is contributing 14% or \$22.6 million in local match in order to increase the competitiveness of the application. The Program will restore community connectivity by investing in highquality multimodal transportation options to enable affordable, reliable mobility and access to opportunity. Most of the Program's projects are located in Equity Focus Communities and will

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enhance and expand affordable, equitable, and safe multimodal connections through investment in 35 miles of bus priority enhancements, 60 Metro Bike Share stations, five first/last mile corridors that fill gaps in the active transportation network, five mobility hubs, and various supportive initiatives and operational strategies. It will increase mode choice, service reliability, and travel time savings, expanding the reach of highquality transit to historically underserved communities. A total of 12 jurisdictions (11 cities and 4 unincorporated communities of LA County) are involved in the grant program: the cities of Bell, Bell Gardens, Carson, Downey, El Monte, Huntington Park, Industry, Long Beach, Los Angeles, Norwalk, and Santa Fe Springs; and unincorporated communities of Avocado Heights, Florence-Firestone, Rancho Dominguez, and Walnut Park.

Attachment A includes the project description for all 20 projects (including bus priority projects, FLM corridors, Mobility Hubs, Open Streets, Go-Pass, and Metro Bike Share), all of which were identified in Metro's 2028 MCP.

## **DISCUSSION**

Since the award announcement, Metro has made significant progress in organizing internally and externally to begin delivering this program. Metro staff are actively coordinating the relevant RCN projects with existing and adjacent Metro projects. To ensure on-time delivery of the Program, Metro is leading the environmental clearance for all projects included in the RCN Program. Once the environmental clearance is completed (late 2024/early 2025), staff will turn over those projects that are not under Metro's jurisdiction to their respective sponsors for delivery of the remaining design phases and implementation of the projects. Metro anticipates that the San Gabriel Valley Council of Governments (SGVCOG) will implement the Valley Blvd Bus Priority Lanes project, which covers several jurisdictions. To support the environmental clearance, Metro is preparing conceptual engineering plans for the RCN projects.

The Project team has been actively coordinating with local cities, agencies, and the Federal Transit Administration (FTA). The environmental approach for bus priority projects and first/last mile projects is a Categorical Exclusion (NEPA) and Statutory Exemption under SB-922 (CEQA). Individual Categorical Exclusion (NEPA) and Categorical Exemptions (CEQA) are being prepared for each of the five mobility hubs and the Bike Share/GoPass programs. These will be packaged as eight environmental bundles. Consultation on the environmental packages with the State Historic Preservation Office (SHPO) has also been initiated. In addition, staff has initiated tribal/I-106 consultation in coordination with FTA

In July, Metro and FTA staff conducted a tour of several RCN projects and 2028 venues, such as bus improvements along Broadway, Pico Blvd first/last mile improvements near LA Live, the North Hollywood mobility hub, and the USC/Expo Park venues.

## **FINANCIAL IMPACT**

The award of \$139 million from the Fiscal Year 2023 RCN program was Metro's first successful Federal award in support of the 2028 Games. As the lead applicant, Metro committed to providing \$22.5 million in local funds and state and regional grant awards already secured to implement the



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Project. Staff estimates that approximately 10% of the grant funds will be spent in FY25, with an estimated need for a local match of \$2.5 million already included in the FY25 budget. As this is a multi-year project, the Project Manager will be responsible for allocating grant funds and local match funds in future years.

#### Impact to Budget

Funding for the RCN Program, in the amount of \$16.4 million, is included in the FY25 budget under Project 402028 (2028 Games Planning and Development). This new project number was set up in FY25 and will serve as a dedicated, central repository for related efforts.

### **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.

Working from the 2022 MCP Prioritized Project List, staff proposed and included 20 multimodal projects in the RCN grant application. Of these, 12 are located within Equity Focus Communities (EFCs) in neighborhoods such as South Los Angeles, El Monte, North Hollywood, Koreatown, and several Gateway Cities. Funding from RCN includes stakeholder engagement for each project, including the development of fact sheets for each project, key stakeholder briefings, and community meetings. As part of the RCN grant, staff is committed to coordinating with the lead agency, when not Metro, to ensure robust community engagement is conducted. Coordination will include the development of RCN materials (fact sheets, presentations, QR codes as necessary), assistance with community engagement and technical assistance as necessary. The grant also provides funding for data collection to help measure key performance metrics to support equitable outcomes from the planned legacy benefits of the RCN projects. While RCN funding will provide benefit during the 2028 Games, these projects will also provide benefits to these communities long after the Games end. Staff will ensure that the projects provide benefits to the community that are needed now.

Staff will pilot the Equity Planning & Evaluation Tool (EPET) where possible, across the 20 multimodal projects included in the RCN application. This 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 and unintended impacts, and improve access to opportunity.

### **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**

The next steps include community engagement meetings and activities with the RCN communities over the next several weeks and months. The environmental exemptions/ exclusions and conceptual engineering are planned to be completed by Winter 2024/2025. Staff will continue to update the Board on RCN progress quarterly.


### **ATTACHMENTS**

Attachment A - RCN Project Descriptions

Prepared by: Jacqueline Torres, Senior Director, Office of Strategic Innovation, (213) 547-4208  
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Reviewed by:

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Stephanie N. Wiggins  
Chief Executive Officer

## Descriptions of Metro's Reconnecting Communities and Neighborhoods Projects

The Federal Transit Administration (FTA), working in partnership with Los Angeles County Metropolitan Transportation Authority (Metro), and local cities and agencies to enhance and expand affordable, equitable, and safe multimodal connections through investment in 35 miles of bus priority enhancements, 60 Metro Bike Share stations, five first/last mile corridors that fill gaps in the active transportation network, five mobility hubs, and various supportive initiatives and operational strategies. It will increase mode choice, service reliability, and travel time savings, expanding the reach of high-quality transit to historically underserved communities. Metro is the lead agency under the California Environmental Quality Act (CEQA), and FTA is the lead agency under the National Environmental Policy Act (NEPA). The following are the draft project descriptions by each mode.

The following are the draft descriptions for environmental clearance for each element and project included the Reconnecting Communities and Neighborhoods grant based on the recent coordination with key stakeholders and jurisdiction partners.

### Bus Priority Lanes and Bus Corridor Enhancements

The following provides detailed descriptions of bus priority lanes and bus corridor enhancements and the individual improvements to provide faster and more frequent bus services on key corridors across the region.

#### Bus Priority Lanes

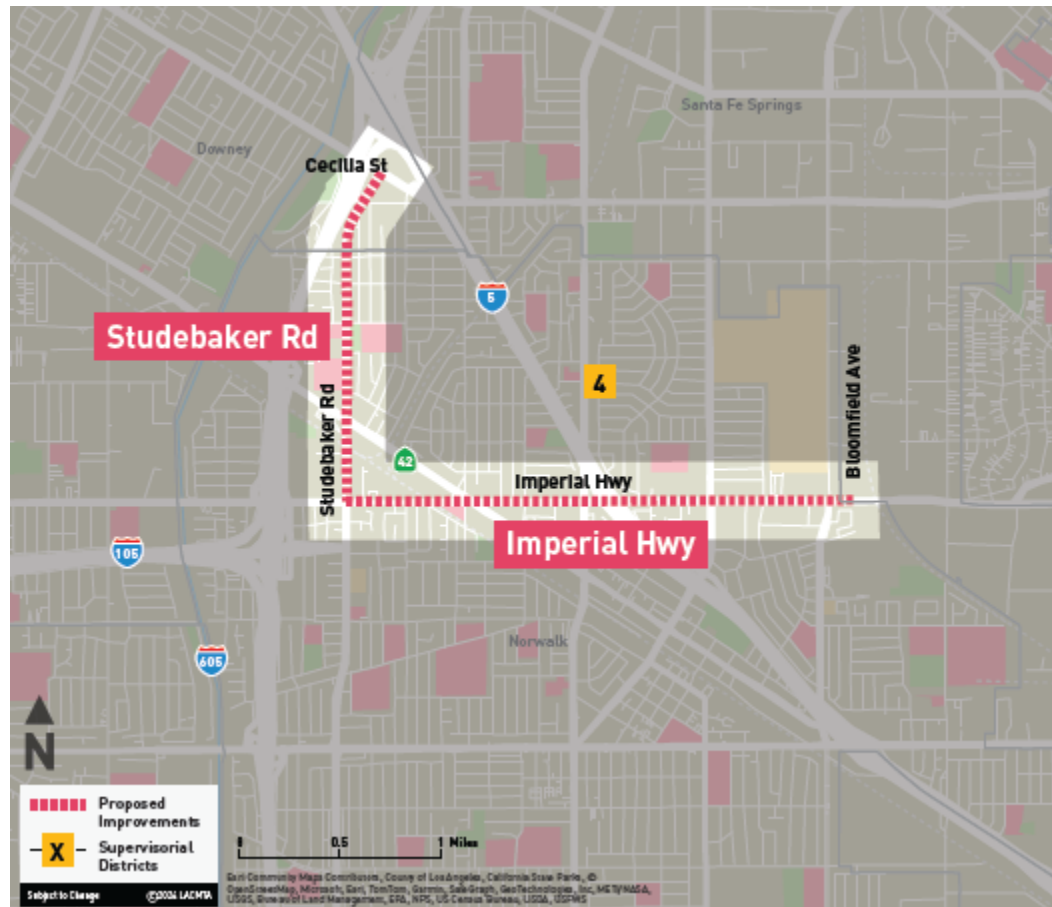
Bus priority lanes (BPL) give priority to buses on roadways with the use of dedicated bus-only lanes. Bus systems are competitive travel options that encourage a shift in personal travel mode from single-occupancy vehicles to regional and local buses by increasing the reliability of bus services and providing faster travel times. BPLs operate during peak periods (i.e., 7 a.m. to 9 a.m. and 4 p.m. to 7 p.m.) or full time (i.e., 24 hours) to ensure optimal operations within the travel lanes. Buses within the BPLs would operate within existing roadway rights-of-way, either in dedicated lanes, curb-running lanes or mixed-flow lane configurations.

Dedicated bus only lanes and curb-running bus lanes require either a conversion of an existing travel lane or restrictions on parking when BPLs are implemented and operating. At intersections, right turns would be allowed from the BPLs. Mixed-flow lanes (i.e., lanes that are shared with other traffic) may occur along bus routes where only one travel lane is available and/or roadway constraints prevent the provision of a dedicated bus lane. Transit signal priority (TSP) upgrades are proposed at existing signalized intersections. All improvements are proposed within the existing street right-of-way.

- **Imperial Highway and Studebaker Road, City of Norwalk and Santa Fe Springs, 3.4 Miles**  
Connecting the existing gap between the Metro Norwalk Green Line station and Metrolink's Norwalk/Santa Fe Springs station, the Imperial Highway segment would involve approximately 2.2 miles of BPLs on Imperial Highway from the Norwalk/Santa Fe Springs Metrolink station, just east of Bloomfield Avenue, to Studebaker Road and 1.2 miles of BPLs on Studebaker Road from Adoree Street / Interstate 105 (I-105) to Cecilia Street in the city of Norwalk (Figure 1). Within the existing street right-of-way, Imperial Highway's eastbound and westbound curbside lanes would be converted to BPLs. Similarly, Studebaker Road's northbound and southbound curbside lanes from I-105 to Cecilia Street would be converted to a BPL. Studebaker Road currently has two travel lanes in each direction, along with on-street parking. Bus pads would be installed, and

traffic signals would be upgraded to include TSP along both Imperial Highway and Studebaker Road to support priority bus operations. Along Studebaker Road, improvements would include the installation of up to 5 new bus bulb-outs and up to 10 new shelters.

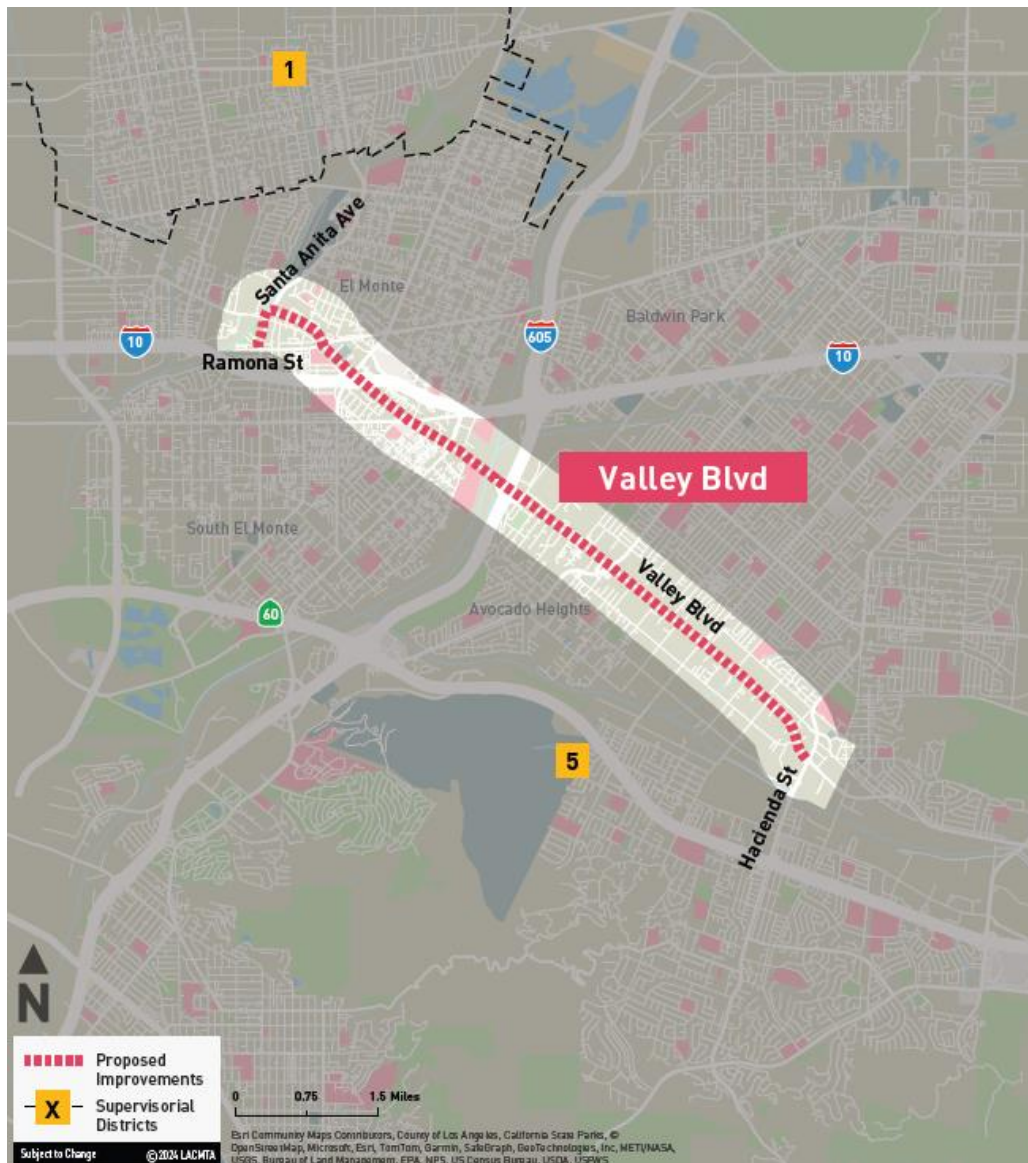
**Figure 1: Studebaker road and Imperial Highway Bus Priority Lanes**



- **Valley Boulevard and Santa Anita Avenue, Cities of El Monte and Industry, along with Unincorporated LA County (Avocado Heights), 6.6 Miles**

Building on the San Gabriel Valley Transit Feasibility Study (2024) prepared by SGVCOG, in partnership with the cities of El Monte and Industry, as well as the Avocado Heights community (unincorporated LA County), the improvements would include approximately 6.6 miles of BPLs for the Valley Boulevard and Santa Anita Avenue segments. In addition, the Avocado Heights and Hacienda Heights communities would have a connection to the regional El Monte Transit Center. The length of the segment on Valley Boulevard would be approximately 6.3 miles, running from Hacienda Street to Santa Anita Avenue. The length of the segment on Santa Anita Avenue would be approximately 0.3 mile, running from Valley Boulevard to Ramona Boulevard (adjacent to the El Monte Transit Center) (Figure 2). Within the existing street right-of-way, Valley Boulevard's curbside lanes would be converted to BPLs from San Angelo Avenue to Proctor Avenue; buses would then operate in mixed-flow lanes between San Angelo Avenue to Santa Anita Avenue and Proctor Avenue to Hacienda Street. Bus would operate in mixed-flow lanes on Santa Anita Avenue between Valley Boulevard to the El Monte Transit Center. Bus stop upgrades (including but not limited to bus shelters, bus pads, and transit signage) and traffic signal upgrades (TSP) would be programmed, as needed, to support priority bus operation.

**Figure 2: Valley Boulevard Bus Priority Lanes**



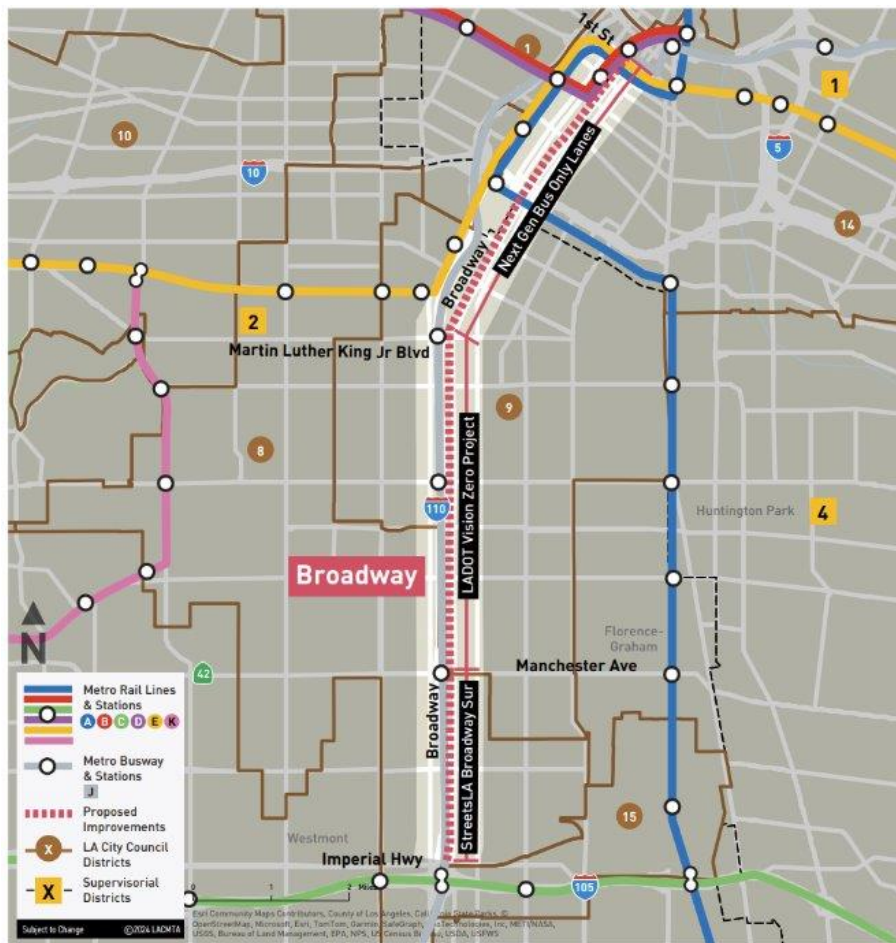
## Bus Corridor Enhancements

BCEs consist of upgrades to existing bus stops and intersections to encourage transit use and provide safer access for those boarding and alighting buses. BCEs lead to faster and more efficient bus travel times through the use of transit signal priority (TSP), bus bulb-outs, and all-door boarding, while renovations at bus stops, such as upgraded bus shelters and amenities, improve the customer experience. The BCEs that would be applied along the three street segments include bus bulb-outs, concrete bus pads, bus shelters, bicycle racks, signage, lighting, street trees, landscaping, sidewalk and curb ramp repair, and other bus stop amenities. In addition, existing signalized intersections would be upgraded to accommodate bus priority operations and asphalt would be resurfaced in selected areas. Limited utility relocations or adjustments may be needed in select locations, as needed.

- **Broadway, City of Los Angeles, 9 Miles**

Initially identified through Metro’s BRT Vision and Principles Study (2020), and in coordination with Metro’s Tier 1 NextGen project, the Broadway segment includes BCEs from 1<sup>st</sup> Street to Imperial Highway (approximately 9 miles) in the city of Los Angeles (Figure 3). The BCEs would be applied along the Broadway and can include bus bulb-outs, concrete bus pads, sidewalk repair, ADA curb ramp repair, curb extensions, pedestrian hybrid beacon, high-visibility crosswalks, bus shelters, bicycle racks, signage, lighting, street trees, landscaping, transit and wayfinding signage, and other bus stop amenities.

**Figure 3: Broadway Bus Corridor Enhancements**



- **Olympic Boulevard, City of Los Angeles, 7.0 miles**

Part of Metro’s NextGen Tier 1 Bus Improvements, the Olympic Boulevard segment includes approximately 7.0 miles of bus corridor enhancements along Olympic Boulevard from Figueroa Street to Robertson Boulevard in the city of Los Angeles (Figure 4). BCEs would be applied along Olympic and can include: bus bulb-outs, concrete bus pads, sidewalk repair, ADA curb ramp repair, curb extensions, pedestrian hybrid beacon, high-visibility crosswalks, bus shelters, bicycle racks, signage, lighting, street trees, landscaping, transit and wayfinding signage, and other bus stop amenities.



**Figure 4: Olympic Boulevard Bus Corridor Enhancements**



- Florence Avenue and Studebaker Road, Cities of Bell, Bell Gardens, Downey, and Huntington Park, along with unincorporated LA County (Florence-Firestone and Walnut Park), 9.5 miles** Identified as part of Metro's NextGen Tier 1 Improvements, the Florence Avenue and Studebaker Road segments include approximately 9.5 miles of BCEs on Florence Avenue from Graham Avenue to Studebaker Road and Studebaker Road from Florence Avenue to Cecilia Street (Figure 5). Within the cities of Bell, Bell Gardens, Downey, and Huntington Park, as well as the communities of Florence-Graham and Walnut Park (unincorporated LA County), this segment would tie into a fully funded NextGen Bus project between Metro's Fairview Heights K Line station and Metro's Florence A Line station. Improvements would include the following: bus bulb-outs, concrete bus pads, sidewalk repair, ADA curb ramp repair, bus shelters, bicycle racks, signage, lighting, street trees, landscaping, transit and wayfinding signage, other bus stop amenities, and TSP at applicable intersections.

Figure 5: Florence Avenue Bus Corridor Enhancements



## First-/Last-Mile

The first-/last-mile (FLM) improvements would continue Metro's commitment to expanding options for multimodal transportation and improving the entire customer experience by creating safer pathways for vulnerable users. Improved pedestrian and cyclist connections to transit are expected to lead to an increase in ridership and promote multimodal transportation use. FLM aligns with established FTA policy that encourages investment in multimodal transportation options and promotes equitable access to public transit. To enhance transit connectivity and fill gaps in the active transportation network, the improvements would involve 4 miles of FLM infrastructure.

- **Del Amo Boulevard from Wilmington Avenue to South Susana Road, City of Carson and Los Angeles County, 1.5 miles**

The Del Amo Boulevard segment would consist of new bicycle infrastructure to address a bicycle network gap and enhance safety for cyclists connecting between the Metro Del Amo A Line station and existing bicycle lanes on Del Amo Boulevard (Figure 7). This aligns with the Metro A Line FLM Plan and includes 1.5 miles of Class IV separated bikeways, intersection improvements (e.g. pedestrian lighting, pedestrian signals at four intersections, sidewalk repair, ADA curb ramp repair, curb extensions, high visibility crosswalks, street trees, bus bulbs/islands, bus shelters, and wayfinding) along Del Amo Boulevard.

Operation of this segment, once constructed, would create a continuous Class IV separated bikeway on both eastbound and westbound Del Amo Boulevard. The Class IV bicycle facility would require a reduction in a travel lane and operate within the existing roadway right-of-way. Separation between the bike facility and through vehicle traffic would be provided with use of a physical barrier (design would be determined during the design phase). The corridor could also include new pedestrian lights on both sides of Del Amo Boulevard, new wayfinding elements, street furnishing (e.g., benches, trash receptacles, bicycle racks), new landscaped medians and planting areas, as well as upgrades to existing bus stops (e.g., bus shelters, seating, signage). Upgrades at existing intersections would allow safer pedestrian crossings. These include modifications at medians, high-visibility crosswalk treatments, and signal upgrades.

- **Avalon Boulevard from Del Amo Boulevard to University Drive, City of Carson, 1 mile**

The Avalon Boulevard improvements would include new bicycle and pedestrian facilities along Avalon Boulevard, a key route that connects Dignity Health Sports Park and California State University, Dominguez Hills to local neighborhoods in the city of Carson (Figure 6). This would enhance safety for pedestrians and cyclists by providing approximately 1 mile of Class IV separated bikeways along Avalon Boulevard from University Drive to Del Amo Boulevard, which would be supported by intersection upgrades and pedestrian improvements. Specifically, intersections would be upgraded with crosswalk improvements (e.g. refuge islands, sidewalk repair, ADA curb ramps, high-visibility crosswalks, and modified pedestrian signal timing). These improvements would aim to reduce risks to pedestrians, cyclists, and people using mobility devices along busy roadways.

This segment, once constructed, would involve operation of a Class IV separated bikeway on Avalon Boulevard. The Class IV bicycle facility would operate within the existing roadway right-of-way, assuming existing travel lanes could be narrowed to allow space for the protected bike lane. This would create a dedicated space for cyclists, reducing the risk of collision with motorists. Intersection improvements (e.g. refuge islands, high-visibility crosswalks, and leading



pedestrian intervals) provide safer crossing points for pedestrians and encourage walking near California State University, Dominguez Hills and Dignity Health Sports Park.

By providing dedicated space for cyclists, the improvements would enhance safety along Avalon Boulevard. Encouraging cycling as a viable transportation option, particularly for short trips, could lead to a reduction in traffic congestion on Avalon Boulevard. Improved pedestrian and bicycle infrastructure would make it safer and easier for Dignity Health Sports Park attendees, employees, students, and faculty to travel to surrounding areas by walking or cycling.

**Figure 6 – Del Amo Blvd and Avalon Blvd First/Last Mile Improvements**



- **Hoxie Avenue from Firestone Boulevard to Foster Road, City of Norwalk, 0.75 miles**

The Hoxie Avenue improvements would include new pedestrian and bicycle infrastructure along Hoxie Avenue from Firestone Boulevard to Foster Road within the city of Norwalk (Figure 7). These treatments aim to enhance connections between the Metro Norwalk C Line station and surrounding neighborhoods, which are along a high-injury network corridor, as identified by the Southern California Association of Governments (SCAG). This would include a Class IV separated bikeway on Hoxie Avenue for approximately 0.75 mile as well as enhanced pedestrian infrastructure from Firestone Boulevard to Interstate 105 (I-105). Improvements include crosswalk improvements (e.g., curb ramps, high-visibility crosswalk striping, pedestrian signal

priority), wayfinding signage, and other pedestrian amenities such as sidewalk repair, lighting, shade structures, and landscaping.

Operation of this segment, once constructed, would provide a Class IV separated bikeway and pedestrian improvements along Hoxie Avenue connecting Firestone Boulevard to the Metro Norwalk C Line station, thereby improving connectivity between the Metro Norwalk C Line station and surrounding neighborhoods. The Class IV bicycle facility would require reduction in travel lane widths between Firestone Boulevard and Imperial Highway and a reduction in a travel lane between Imperial Highway and I-105 and operate within the existing roadway right-of-way. This would encourage cycling and walking as viable transportation options for shorter trips when accessing transit versus use of a private vehicle. The physical separation between cyclists and vehicular traffic provided by protected bike lanes would reduce the risk of collision. Improved sidewalks, crosswalks, and curb ramps would enhance pedestrian safety along this connection.

**Figure 7: Hoxie Avenue First/Last Mile Improvements**



- **Flower Street from Venice Boulevard to West 11th Street, City of Los Angeles, 0.5 miles**

The Flower Street improvements would improve walking and rolling access to bus stops and the Pico Station, includes bicycle and pedestrian enhancements along a 0.5-mile stretch through downtown Los Angeles (Figure 8). It would also include the installation of a shared bus-bike only lane and pedestrian improvements to encourage active transportation near high-capacity transit service.

This segment of Flower Street would consist of 0.5 mile of Class III shared bus-bike only lane that would operate within the existing roadway right-of-way. The existing peak-hour bus only lane

would be converted to a full-time bus-bike only lane. It would also provide pedestrian improvements (e.g. pedestrian lighting, sidewalk repair, ADA curb ramp repair, curb extensions, high visibility crosswalks, street trees, bus bulbs, bus shelters, and wayfinding) to encourage walking in the area and improve accessibility for people using mobility devices. These improvements may require minor utility upgrades and/or relocations.

- **Pico Boulevard from Figueroa Street to Grand Avenue, City of Los Angeles, 0.25 miles**

This segment of Pico Boulevard would address gaps in the bicycle network and pedestrian improvements includes bicycle and pedestrian facilities along a 0.25-mile stretch of Pico Boulevard through downtown Los Angeles from Figueroa Street to Grand Avenue (Figure 8). The installation of Class II bike lanes and Class IV separated bikeways would encourage active mobility near high-capacity transit service, particularly for short-trips within downtown Los Angeles. Pico Boulevard is a critical corridor that connects to the Metro A and E Lines but currently lacks bicycling infrastructure.

A travel lane reduction would be required for the improvements that would include pedestrian and transit improvements (e.g., bike lanes, pedestrian lighting, sidewalk repair, ADA curb ramp repair, curb extensions, high visibility crosswalks, street trees, bus bulbs/islands, bus shelters, and wayfinding). These improvements may require minor utility upgrades and/or relocations.

**Figure 8: Pico Blvd and Flower Steet First/Last Mile Improvements**



## Chatsworth Station Mobility Hub

The Chatsworth Station Mobility Hub would support safe and convenient transfers between transportation modes, support first-/last-mile connections to transit and ensure equitable travel options for those with limited mobility choices (refer to Figure 9 for location). Although areas immediately surrounding the Chatsworth Station are non-residential, nearby transit-oriented communities (TOCs) would provide a steady and growing stream of foot traffic once the mobility hub improvements are operational.

This station connects several bus and rail services, including the Metro G Line (bus rapid transit [BRT]) and Metro 150, 158, 167, and 244 Lines; Metrolink's Ventura County Line; Amtrak's Pacific Surfliner; City of Santa Clarita Transit; LADOT Commuter Express; and Simi Valley Transit, providing a key transfer location. The station is also adjacent to the existing Browns Creek Class I bike path.

The improvements focus on enhancing pedestrian and bicycle access in and around the station include wayfinding signage / informational kiosks, shade structures, intersection crossings and sidewalk improvements, pedestrian lighting, trees and landscaping, furnishings (seating, hydration station), micromobility storage and bike/scooter share, wi-fi and device charging docks. Improvements under consideration that require further coordination include restrooms, electric vehicle charging, and solar panels. All proposed improvements would occur within Metrolink or City of LA-owned right-of-way.

**Figure 9: Chatsworth Station Mobility Hub**



## North Hollywood Station Mobility Hub

The North Hollywood Mobility Hub would support safe and convenient transfers between transportation modes, support first-/last-mile connections to transit, and ensure equitable travel options for those with limited mobility choices (refer to Figure 10 for location). Proposed elements are consistent with Metro's North Hollywood Joint Development and Consolidated Transit Center. The improvements focus on enhancing pedestrian and bicycle access between the Metro B Line (rail) and Metro G Line (bus rapid transit [BRT]).

The improvements focus on enhancing pedestrian and bicycle access in and around the station including wayfinding signage / informational kiosks, shade structures, pedestrian lighting, trees and landscaping, furnishings, and micromobility storage and bike/scooter share. All proposed improvements would occur within Metro or City of LA-owned right-of-way.

**Figure 10: North Hollywood Station Mobility Hub**



## Expo/Crenshaw Station Mobility Hub

The Expo/Crenshaw Mobility Hub would support safe and convenient transfers between transportation modes, facilitate first-/last-mile connections to transit, and ensure equitable travel options for those with limited mobility choices (refer to Figure 11 for location). Although areas immediately surrounding the Expo/Crenshaw Station are non-residential, nearby and planned transit-oriented communities (TOCs) would provide a steady and growing stream of foot traffic once the mobility hub improvements are operational. The Expo/Crenshaw station provides a connection between the Metro E Line (at-grade light rail transit [LRT]) and the Metro K Line (underground LRT) at the southeast corner of Crenshaw Boulevard and West Exposition Boulevard.

The improvements focus on enhancing pedestrian and bicycle access in and around the station include wayfinding signage / informational kiosks, intersection crossings and sidewalk improvements, pedestrian lighting, trees and landscaping, furnishings (seating, hydration station), micromobility storage and bike/scooter share, wi-fi and device charging docks. Improvements under consideration that require further coordination include restrooms, electric vehicle charging, and solar panels. All proposed improvements would occur within Metro or City of LA–owned right-of-way.

**Figure 11: Expo/Crenshaw Station Mobility Hub**

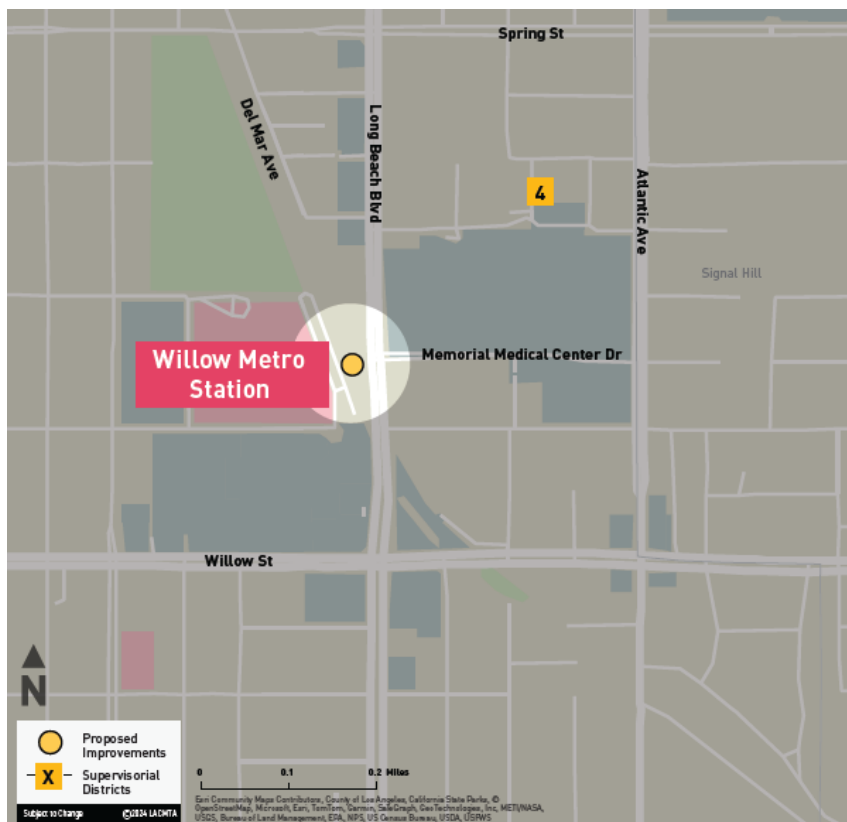


## Willow Station Mobility Hub

The Willow Station Mobility Hub would support safe and convenient transfers between transportation modes, facilitate first-/last-mile connections to transit, and ensure equitable travel options for those with limited mobility choices (refer to Figure 12 for location). Although areas immediately surrounding the Willow Station are non-residential, nearby transit-oriented communities (TOCs) would provide a steady and growing stream of foot traffic once the mobility hub improvements are operational. This station connects the Metro A Line Light Rail with several local and regional bus services including Metro Bus 60 and Long Beach Transit Lines 51, 101, 102, 103, 105, and 405. The improvements are all within the Metro and City of Long Beach right-of-way.

The improvements focus on enhancing pedestrian and bicycle access in and around the station include wayfinding signage / informational kiosks, intersection crossings and sidewalk improvements, rail crossing improvements, pedestrian lighting, trees and landscaping, furnishings (seating, hydration station), micromobility storage and bike/scooter share, wi-fi and device charging docks. Improvements under consideration that require further coordination include restrooms and solar panels. All proposed improvements would occur within Metro or City of LA–owned right-of-way.

**Figure 12: Willow Station Mobility Hub**





## El Monte Station Mobility Hub

The El Monte Mobility Hub would support safe and convenient transfers between transportation modes, facilitate first-/last-mile connections to transit, and ensure equitable travel options for those with limited mobility choices (refer to Figure 13 for location). Although areas immediately surrounding the El Monte Station are non-residential, nearby transit-oriented communities (TOCs) would provide a steady and growing stream of foot traffic once the mobility hub improvements are operational. All proposed improvements would occur within Metro, Caltrans and City of El Monte–owned right-of-way.

Currently serving the Metro J Line (bus) and Lines 70, 76, 267, 268, 287, 577, as well as several transit providers, including Foothill Transit (Silver Streak, 178, 190, 194, 269, 270, 282, 486, 488, 492), El Monte Transit (Green, Red, Flair Park, Civic Center), Greyhound, Hollywood Bowl shuttles, Norwalk Transit, and Megabus, El Monte Station is approximately 0.65 mile from the Metrolink El Monte Station.

The improvements focus on enhancing pedestrian and bicycle access in and around the station include wayfinding signage / informational kiosks, shade canopies, public open space, intersection crossing improvements, pedestrian lighting, trees and landscaping, furnishings (seating, hydration station), improvements to Metro bike hub, wi-fi and device charging docks. Improvements under consideration that require further coordination include electric vehicle charging and solar panels. All proposed improvements would occur within Metro or Caltrans–owned right-of-way.

**Figure 13: El Monte Station Mobility Hub**





## Bike Share and GoPass Program

This scope would include 60 new bike-share stations to ensure continuous coverage for public bike-share stations between mid-city and Koreatown. In addition, FTA and Metro are proposing to extend the successful GoPass Program by an additional 5 years. The 60 bike-share locations and extension of the GoPass Program will be key in assisting the many disadvantaged Angelenos who struggle with transportation costs by providing access to low-cost transportation option through bike share and financial support for transportation through GoPass.

The Bike Share expansion would tie into the Southern California Association of Governments' Regional Early Action Planning grant award, which would add 90 bike-share stations and build on the proposed investments at the Expo/Crenshaw Mobility Hub and Vermont enhanced bus/rail stations. The Metro Bike Share (MBS) system is a partnership between Metro and the City of Los Angeles that makes bikes available 24/7, 365 days a year to help Angelenos move around sustainably; nearly 2 million trips have been registered to date. Metro is also seeking to pilot electric charging stations to help Angelenos travel farther on micromobility vehicles and expand accessibility of these vehicles (e.g., to youth and the elderly). MBS stations would be located within Los Angeles Department of Transportation or Metro rights-of-way, installed at new transit stations, or provided as improvements to existing transit stations.

Although Metro transit fares are some of the lowest in the nation, many disadvantaged Angelenos struggle with transportation costs. To help alleviate the burden for low-income college students, Metro is proposing to extend the successful GoPass Program to 2030 for students at 16 LA County public community colleges, ensuring that transit costs will not be an accessibility barrier when existing funding runs out in 2025. The GoPass Program offers students the freedom to go anywhere, anytime on Metro buses and trains without cost.



# Reconnecting Communities & Neighborhoods (RCN) Grant UPDATE



**Metro**

*October 23, 2024*

# RCN Overview

- Program = \$162M
- Grant Amount = \$139M
- Scope
  - 35.5 miles of bus improvements
  - 5 mobility hubs
  - 5 first/mile locations
  - 3 open street locations
  - 60 bikeshare stations
  - 5 years of GoPass



Metro



# NEPA Clearance

## ➤ Environmental

- Conducted site tour for FTA
- Section 106 consultation underway
- Finalized Project Scope
- Conceptual Engineering (15%) to support environmental
- Preparing 8 Environmental Packages (Categorical Exclusions)
- Environmental clearance anticipated by Winter 2024

## ➤ Grant Agreement

- Draft FTA Grant Agreement underway
- Finalize by October



## Environmental Approach

CEQA  
Statutory Exemption (SE)  
Categorical Exemption (CE)  
NEPA  
Categorical Exclusion (CE)

### ■ 8 Environmental Packages

Project Bundle	CEQA	NEPA
<b>Bus Corridor Enhancement/Priority Lane Projects</b> <ul style="list-style-type: none"><li>• Valley/Santa Anita</li><li>• Florence/Studebaker</li><li>• Imperial/Studebaker</li><li>• Broadway</li><li>• Olympic</li></ul>	SB 922 SE	CE
<b>First/Last Mile Projects</b> <ul style="list-style-type: none"><li>• Hoxie Ave</li><li>• Del Amo/Avalon</li><li>• Pico/Flower</li></ul>	SB 922 SE	CE
<b>Chatsworth Mobility Hub</b>	CE	CE
<b>North Hollywood Mobility Hub</b>	CE	CE
<b>Expo/Crenshaw Mobility Hub</b>	CE	CE
<b>Willow Mobility Hub</b>	CE	CE
<b>El Monte Mobility Hub</b>	CE	CE
<b>Bike Share and GoPass</b>	CE	CE



# Jurisdictions Coordination

- Finalized scopes with each jurisdiction for executed grant agreement with FTA
- Collaborating to define roles and responsibilities between Metro and local jurisdictions
- **Early 2025:** Additional stakeholder & outreach for the next phase of design/implementation



## Cities

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

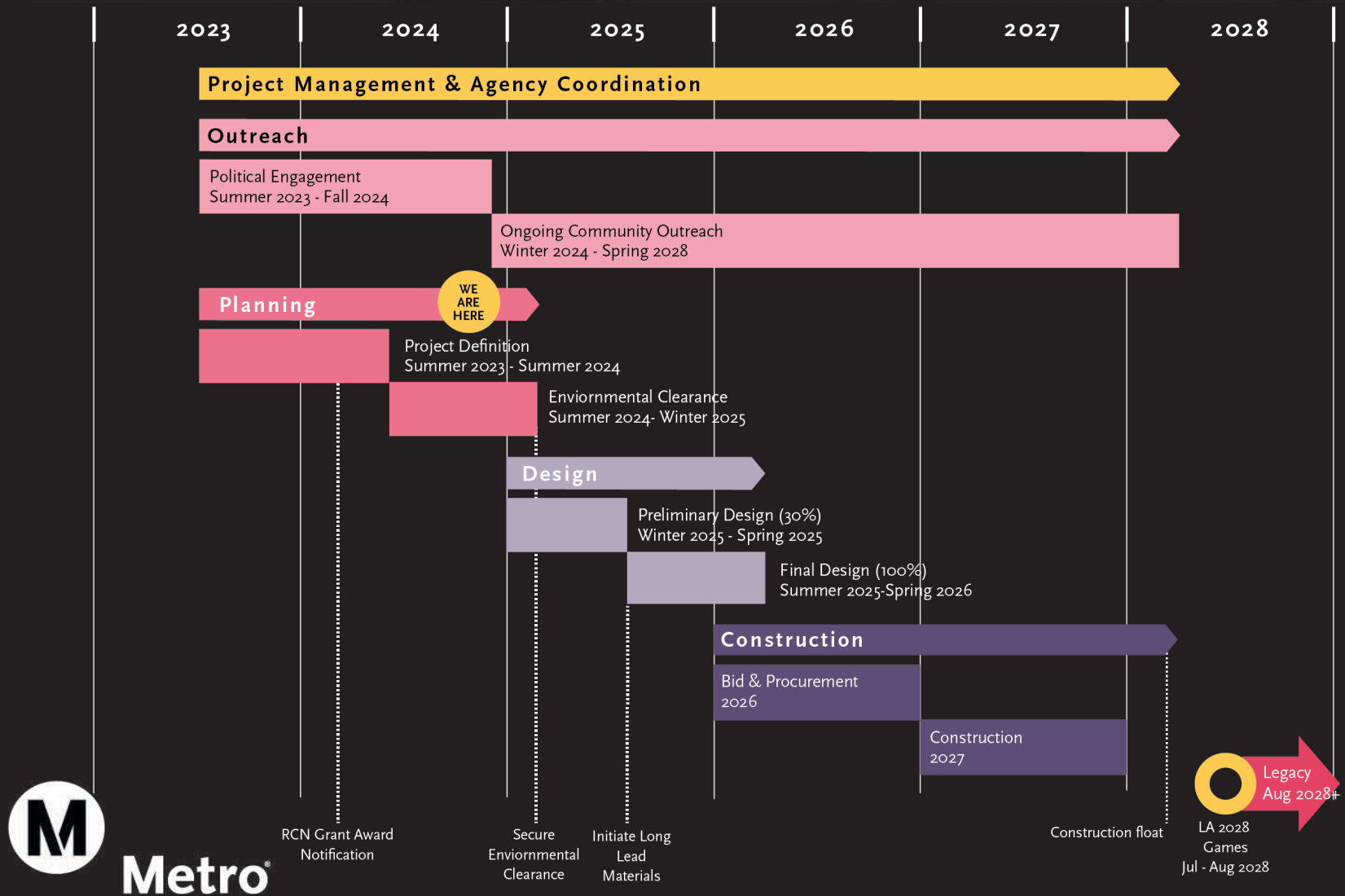
## LA County Unincorporated Areas

Florence-Firestone  
Walnut Park  
Avocado Heights  
Rancho Dominguez

## Other key stakeholders

San Gabriel Valley COG  
Caltrans

# RCN Schedule



## Request to 2028 Games Ad-Hoc Committee

- RECOMMENDATION TO BOARD
  - AUTHORTIZE the Chief Executive Officer to:
    - Program \$161.8 million for the projects listed in Attachment A which includes \$139.2 million awarded through the RCN grant and \$22.6 million of local funds
    - Negotiate and execute all necessary agreements and/or amendments with the cities/agencies for projects contained in the RCN grant





## Board Report

File #: 2024-0914, File Type: Plan

Agenda Number: 7.

### AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE OCTOBER 23, 2024

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

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the Mobility Concept Plan (MCP) Implementation Report, and;
- B. AUTHORIZING the CEO or their designee to amend the FY25 budget, in the amount of \$9.67 million, to advance Metro-led GME STP projects with the Program.

#### **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. With fewer than four years remaining before the 2028 Games, Metro is reaching a crucial decision point. Federal grants have funded a small portion of the 2028 Mobility Concept Plan (2028 MCP) projects. Staff is seeking the Board’s support to continue the work necessary to advance critical projects to be delivered on time for the 2028 Games.

#### **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), to develop the 2028 MCP. Metro’s Office of Strategic Innovation (OSI) is overseeing the implementation of the 2028 MCP.

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 A) - presented at the June 2023 Board Meeting, either serve a specific Games delivery need (e.g., Games Enhance Transit System)

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or are highly beneficial and supportive of the transport strategy for the Games (e.g., a network of bus-only lanes). It is important to note that the estimated costs for each workstream have been updated based on the project development work completed over the past year. These new costs are reflected in the project implementation plans.

In early 2023, staff prioritized seven workstreams with long lead times from the GME STP list to immediately begin project development work: Games Route Network, Games Enhanced Transit 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.

A multi-disciplinary team from various Metro departments has collaborated with the GME to advance the planning and established the foundation to deliver these workstreams (i.e., project implementation plans), as described in Attachment B Progress Report, and securing initial funding from the Reconnecting Communities and Neighborhoods Grant for several key projects.

In March 2024, Board Motion 24.1 by Directors Solis, Bass, Hahn, Horvath, Najarian, and Yaroslavsky (Attachment C) directed the Chief Executive Officer to establish a Legislative Advocacy Working Group for the 2028 Games.

## **DISCUSSION**

The implementation plans for each of the 7 workstreams outline the vision for the project scope and provide a preliminary roadmap that identifies the steps needed to deliver the projects. These plans are a useful resource to engage stakeholders and prepare funding applications to address evaluation criteria and demonstrate project development. A key finding from the project implementation plans is that the environmental phase will need to start no later than the end of 2024 for these projects to be delivered by 2028.

The preliminary total cost for both legacy and essential Games-specific projects, including Games Route Network (GRN), and Games Enhanced Transit System (GETS), is approximately \$3.1 billion. Funding to continue advancing the next phases of these projects needs to be secured no later than the end of Q4 of calendar year 2024 to be able to deliver the projects in time for the 2028 Games.

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 continue 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. The following table summarizes Metro's grant applications related to the 2028 Games MCP legacy projects.

SUBMITTED FUNDING REQUESTS	LEAD AGENCY	SCOPE/PROJECT	FUNDING REQUEST	OUTCOME
DOT SMART (FY23)	Metro	Integrated event ticketing	\$2M	Awarded
DOT Reconnecting Communities & Neighborhoods	Metro with local partners	First/last mile, mobility hubs, bike share, bus enhancements, open streets, and GoPass	\$139M	Awarded
DOT Safe Streets for All (FY24)	SCAG with Metro	First/last mile demonstration projects	\$10M	Awarded
FTA Low/No Emission	Metro	Division 7	\$77.5M	Awarded
DOT RAISE	City of LA with Metro	Sepulveda Basin Games, Access, Mobility, and Safe (GAMES) Project	\$25M	Not Selected
SCAG Congestion Mitigation and Air Quality	Metro	Celebrate Streets and Division 18	\$34M	Not Selected
EPA Climate Pollution Reduction Grant	Metro with regional and local partners	Division 7 and 18 charging infrastructure, Antelope Valley Line Improvements, bus priority improvements, bike share expansion, and first/last mile projects	\$495M	Not Selected
EPA Environmental Justice & Community Change	Metro and CBO	Washington/Flower Corridor Improvements	\$20M	Not Selected
FTA Bus & Bus Facilities	Metro	Division 7	\$38M	Not Selected

The funding strategy has been done in coordination with Metro's Countywide Planning and Development Federal/State Policy and Programming (FSPP) department. Given the time it takes to

pursue, be awarded, and receive discretionary federal funds, pursuing these discretionary grants will not be a viable approach beyond 2024 for funding the initial phases of the work. Final Design and construction activities could still be funded by federal grants and staff will continue to monitor these opportunities

Furthermore, there are no discretionary grants that the federal government offers that will fund the Games Enhanced Transit System (formerly Supplemental Bus System) or the Games Route Network that are required to implement the 2028 Games. As a result, Metro and the GME partners are seeking appropriations funding for the essential Games-specific projects. Concurrently, Metro and GME partners have focused on legacy projects for discretionary grants under IIJA and IRA.

Only a small portion (less than 5%) of the total costs associated with the Metro-led GME STP workstreams has been funded through awarded grants and Metro's allocation of local funds, as described in the table below.

Workstream	Project(s)	Project Cost (in millions)	Workstream Cost (in millions)	Secured Funding (in millions)
GETS	Games Enhanced Transit Service (previously SBS)	\$2,042.0	\$2,042.0	\$2.0
GRN	Games Route Network	\$166.5	\$166.5	\$0.8
Integrated Transportation Management	Integrated Transportation Management (previously ATSAC/LARTMC)	\$124.0	\$124.0	\$4.0
Mobility Hubs	Chatsworth	\$11.5	\$125.6	\$45.6
	El Monte	\$7.5		
	Expo/Crenshaw	\$7.6		
	North Hollywood	\$8.7		
	Willow	\$10.3		
	Additional Mobility Hubs	\$80.0		
Key Stations	7th/Metro Center	\$150.0	\$216.0	\$3.7
	LA Union Station	\$50.0		
	Pico	\$16.0		
LRT	A Line Improvements	\$39.0	\$80.0	\$0.3
	E Line Improvements	\$21.0		
	Washington/Flower Corridor Improvements	\$20.0		
Bus	Olympic Blvd	\$10.0	\$105.8	\$64.8
	Broadway	\$15.5		
	Florence Ave	\$23.7		
	Valley Blvd	\$6.3		
	Imperial/Studebaker	\$6.5		
	Vermont Bus/Rail Interface	\$2.8		
	Atlantic/Garvey	\$21.0		
	Venice Blvd	\$20.0		
FLM	Carson	\$13.5	\$143.7	\$42.0
	Norwalk	\$6.5		
	Downtown Los Angeles	\$10.0		
	Metro Bike Share	\$12.0		
	Additional FLM Locations	\$101.7		

Workstream	Project(s)	Project Cost (in millions)	Workstream Cost (in millions)	Secured Funding (in millions)
TDM	Transportation Demand Management (Fare System Modernization, Mobility Wallet, Integrated Ticketing, Communication Campaign)	\$115.6	\$115.6	\$2.0
Open Streets	Open Streets	\$10.0	\$10.0	\$5.0
<b>Totals =</b>		<b>\$3,129.2</b>	<b>\$3,129.2</b>	<b>\$170.2</b>

Time and opportunities for additional discretionary grant funding are dwindling. For these reasons, Metro and the GME have been advocating for federal government funding for legacy and spectator transportation. In a welcomed development consistent with Metro's 2024 Board-adopted Federal Legislative Program, the Senate Fiscal Year (FY) 2025 transportation spending bill includes \$200 million to plan and design several of Metro's priority MCP workstreams.

Although the House and Senate have different versions of this bill and differing language on the Games, Metro and the GME are hopeful that some portion of this funding will remain part of the final spending bill anticipated to be approved later this year.

#### Budget Amendments

Given the critical nature of these projects and the time constraints, Metro staff is seeking an amendment to the FY25 budget to advance: 1) time-sensitive planning work for the GETS (\$1.5 million), including the development of various service scenarios and a contingency fleet; and 2) the environmental phase (\$6 million) of Metro-led GME STP capital projects (i.e., Mobility Hubs, Key Stations, LRT Operational Improvements, and Bus Priority Corridors) before the end of calendar year 2024.

Furthermore, On August 19, 2023, the Metro Board approved accepting the California Transportation Commission (CTC) awarded REAP 2.0 grants for a list of Metro projects including \$4.024 Mil for the Mobility Wallet Pilot 2.0: Challenge and Low-Income projects. In January 2024 SCAG issued a stop work order for all REAP 2.0 grant awarded projects due to a threat of funding reductions in the California state budget for FY25. However, in July 2024 the state of California preserved the majority of REAP 2.0 grants in the state annual budget and SCAG issued a re-start work order. Due to the funding being challenged in the early part of the year, the funds were not budgeted in the FY25 budget that was brought to the Metro Board for approval in June 2024. Therefore, \$2.17 million for the Mobility Wallets Pilot 2.0 need to be added to the budget for critical project work to continue. The funding will support ongoing work on Mobility Wallets as included in the GME STP list under Universal Basic Mobility. The funds requested to be amended to the budget are 100% reimbursable through the REAP 2.0 grant program through SCAG and the CTC.

#### Legislative Update

In response Board Motion 24.1, staff convened standing internal meetings of senior leadership team members and regional partners focused on advocacy and funding pursuits. Metro's legislative



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advocacy efforts continue to focus on bringing together a coalition of transportation stakeholders, including the County of Los Angeles and the members of the Games Mobility Executives (GME), which includes Metro, the City of Los Angeles, Caltrans, Metrolink, and the Southern California Association of Governments (SCAG). Coordination between all parties is crucial to secure the State and Federal partnerships and investments necessary to implement the transportation infrastructure improvements needed to deliver a successful 2028 Olympic and Paralympic Games as adopted by the Board in the Mobility Concept Plan. It is crucial when advocating at both the federal and state levels that all stakeholders are speaking with one voice to emphasize the crucial roles Sacramento and Washington D.C will have in the delivery of the Games. Convenings of local stakeholders, and coordination with key Games delivery partners helps to ensure that investments and improvements realized for the Games have a lasting legacy impact on enhancing mobility and access to opportunities for disadvantaged communities and Metro riders more broadly. 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 provides support for surface transportation projects and initiatives related to the 2028 Olympic and Paralympic 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 Olympic and Paralympic Games. This effort is guided and informed by our Board-approved 2024 Federal Legislative Program and the Board approved Mobility Concept Plan, which set forth the projects deemed necessary and how Metro will work with the U.S. Department of Transportation to successfully coordinate the 2028 Olympic and Paralympic Games being held in Los Angeles County. In 2024, staff has been working with the appropriate congressional committees to explore how the Fiscal Year 2025 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 Fiscal Year 2025 THUD bill included \$200 million for Olympics-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 Fiscal Year 2025 THUD spending measure. Over the next several months staff will be working with House and Senate stakeholders to ensure that the \$200 million for Olympics-related mobility projects is included in the final Fiscal Year 2025 THUD bill adopted by Congress and signed into law by the President.

Consistent with Board-approved Federal Legislative Program and the Board approved Mobility Concept Plan, staff continues working with the Biden-Harris 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 Fiscal Year 2026 White House Budget that will be released in early 2025. This dialogue with the Biden-Harris Administration has also included requests that federal grants be provided to our agency to enhance our mobility efforts related to the 2028 Olympic and Paralympic Games. For this reason, staff was pleased when the U.S. Department of Transportation provided on March 13, 2024, a \$139 million Reconnecting Communities and Neighborhoods (RCN) Grant for our Removing Barriers by Creating Legacy - A Multimodal Approach for LA County grant application. This grant, submitted in partnership with a large number of diverse stakeholders across Los Angeles County, is supporting our agency's goal to provide unprecedented mobility for the upcoming 2028 Olympic and Paralympic Games and our broader goal of having this global sporting event serve as a "catalyst for transforming LA County

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through regional collaboration, high-quality mobility options, and access to opportunity.” Specifically, staff is focused on proposing that the Federal Budget set to be released by the White House early next year, include robust funding for transportation projects directly related to the Games. Provided the Federal Budget includes major funding for the Games, staff would then work to ensure that these proposed federal dollars are appropriated by Congress in their Fiscal Year 2026 spending bills. At present, staff are working on several initiatives that will involve direct support from our Board of Directors to ensure that the White House Budget issued next year acknowledges the past support provided to Atlanta and Salt Lake City when they hosted the Games by including robust funding for transportation projects and initiatives we are working to provide for the 2028 Olympic and Paralympic Games.

At the State level, and, in partnership with LA 2028, have met with the Governor’s office and the Secretary of Transportation to stress the importance of collaboration on the supplemental bus system and the Mobility Concept Plan more broadly, and plan to continue this partnership. This effort was the initial step in our ongoing advocacy at the State level. We will continue to meet on a regular basis 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 Olympic and Paralympic Games as success as outlined in the Board approved Mobility Concept Plan. In addition, Metro Government Relations and the Office of Strategic Innovation will continue working with the Office of Equity and Race to review the potential impacts of Metro’s advocacy strategy related to the Mobility Concept Plan.

### **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. 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.

### **FINANCIAL IMPACT**

Given the critical nature of the GME STP projects and the time constraints, staff is requesting additional funds in FY25 to continue to advance planning for the GETS and the environmental phase of several legacy capital projects. As this is a multi-year program, the Project Manager will be responsible for allocating grant funds and local match funds in future years.

#### **Impact to Budget**

Funding for Games planning, in the amount of \$16.4 million, is included in the FY25 under Project 402028. This new project number was set up in FY25 and will serve as a dedicated, central repository for Olympics-related efforts. Staff is requesting authorization to amend the FY25 budget in the amount of \$7.5 million, funded by planning/admin funds, to advance Metro-led GME STP projects that require moving to the next phase of project development in order to be completed by 2028, and \$2.17 million to fund the Mobility Wallet Pilot 2.0: Challenge and Low-Income projects that are 100% reimbursable through the REAP 2.0 grant program. None of these fund sources are eligible for

Bus or Rail Operations.

## **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. 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.

## **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.

## **ALTERNATIVES CONSIDERED**

The Board could elect to not approve the recommendations but Board action is necessary to maintain momentum and ensure critical MCP projects can be completed on time for this date-certain event in July 2028. It is imperative to provide the funding necessary to support these MCP Workstreams to support the 2028 Games. The consequences of lack of funding include the following:

- Forgoing some key 2028 Games MCP workstreams that would support 2028 Games mobility and provide permanent, long-term improvements and benefits to all Angelenos.
- Complicating Metro's efforts to provide efficient, accessible, and reliable transit for travel to and from venues for the millions of local, national, and global spectators in Los Angeles during the 2028 Games.
- Potentially disrupting the quality of life for Angelenos in the lead-up to, during, and after the 2028 Games due to traffic congestion, especially those near venues in disadvantaged communities.

## **NEXT STEPS**

With the Board's support, 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 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.

## **ATTACHMENTS**

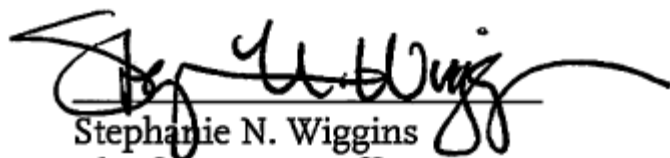
Attachment A - GME Surface Transportation Project List

Attachment B - Progress Report

Attachment C - Board Motion 24.1

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

Project	Games Transportation Nexus	ROM Cost (Total) <sup>2</sup>	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"> <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>**

Project	Games Transportation Nexus	ROM Cost (Total) <sup>2</sup>	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"> <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.

## 2028 Games Mobility Concept Plan Update (April '24 to September '24)

Fewer than four years remain before the 2028 Olympic and Paralympic Games (2028 Games), and Metro's priority 2028 Games Mobility Concept Plan (MCP) workstreams are reaching key project decision points. Metro's staff, together with the Games Mobility Executives (GME), have advanced planning and established the foundation to deliver these workstreams by securing initial funding from the Reconnecting Communities and Neighborhoods Grant for several projects.

However, time and opportunities for additional discretionary grant funding from the Infrastructure Investment and Jobs Act and Inflation Reduction Act are dwindling due to political uncertainty and the year-long grant application, evaluation, and award process. For these reasons, Metro and the GME have been advocating for federal government funding for legacy and spectator transportation. In a welcome development consistent with Metro's 2024 Board-adopted Federal Legislative Program, the Senate Fiscal Year (FY) 2025 transportation spending bill includes \$200 million to plan and design several of Metro's priority MCP workstreams. Although the House and Senate have different versions of this bill and differing language on the Olympics, Metro and the GME are hopeful this funding will remain part of the final spending bill anticipated to be approved later this year.

Metro staff is seeking the Board's support to provide the necessary advocacy for this FY 2025 funding and necessary approvals to continue advancing these workstreams in the meantime. Board action is necessary to maintain momentum and ensure critical MCP projects can be completed on-time for this date-certain event in July 2028.

It is imperative to provide the funding necessary to support these MCP Workstreams to support the 2028 Games. The consequences of lack of funding include the following:

- Canceling key 2028 Games MCP workstreams that would support 2028 Games mobility and provide permanent, long-term improvements and benefits to all Angelenos, particularly in Equity Focused Communities.
- Failing to provide efficient, accessible, and reliable transit for travel to and from venues for the millions of local, national, and global spectators in Los Angeles during the 2028 Games.
- Disrupting the quality of life for Angelenos due to traffic congestion, especially those near venues in disadvantaged communities.
- Jeopardizing safety and security due to the inability to provide safe and controlled travel movements near the venues for the safety of our communities, athletes, officials, spectators, and workforce.

## WORKSTREAMS PROGRESS UPDATE

The following describes progress made on key Metro-led workstreams, the funding efforts to date, and the next steps that are needed to be able to deliver Metro's priority 2028 Games MCP workstreams.

### KEY STATION IMPROVEMENTS

The Key Station Improvements workstream is advancing efforts around needed maintenance, accessibility, and customer experience improvements at the 7th/Metro Center, Union Station, and Pico stations.

#### Project Development

Metro's staff have developed draft implementation plans for Pico Station and Los Angeles Union Station (LAUS) that define scope, schedule, and budget. Improvements at Pico Station include station platform space optimization, wayfinding, and pedestrian improvements. Union Station improvements include accessibility enhancements and state-of-good-repair, such as the public address system and lighting upgrades. The LAUS project has been coordinated with Systemwide Design, Joint Development, Arts, and Real Estate. Metro's Countywide Planning and Development team is leading the 7<sup>th</sup>/Metro Center Station Improvements project and working toward 30% design.

Metro staff are working with various Metro departments to advance the environmental clearance and conceptual engineering of the three station projects in anticipation of potential appropriations funding from the federal government.

#### Funding

Staff from Metro and Federal/State Policy & Programming are working on an application for FHWA's Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) grant. The scope of this application would address capital improvements to LAUS with a focus on resiliency. The Notice of Funding Opportunity (NOFO) is planned for release in September and due in November. A 20% local match is being requested from the Board for approval.

Elements of the Pico Station Project were included in the Washington/Flower Corridor Green Infrastructure Installation application for the EPA's Environmental and Climate Justice Community Change grant program. However, this application was not successful.

The GME is advocating for planning and design funding for the three key stations as part of the Senate's FY2025 Transportation, Housing and Urban Development, and Related Agencies (THUD) Appropriations Act spending bill mentioned above.

#### Next Steps

- Begin environmental clearance and conceptual engineering before the end of the year.
- Seek funding to continue progress and deliver the Key Station Improvements before the 2028 Games.

## Attachment B– MCP Workstreams Progress Report

- Continue to coordinate with multiple Metro departments (Systemwide Design, Planning, Real Estate, Operations, Wayfinding, Accessibility, Safety and Security, and Customer Experience) on planning and design efforts.
- Incorporate lessons learned from Paris 2024 on station activation into planning and design for the Key Station Improvements.
- Pursue PROTECT grant for LAUS improvements.

### LIGHT RAIL TRANSIT IMPROVEMENTS

The Metro A and E Lines will be critical to moving spectators and workforce during the 2028 Games because they each connect to multiple venues in Los Angeles County. Improving the capacity, reliability, speed, and safety of the A and E Lines will support 2028 Games demand, reduce the need for temporary infrastructure, and provide lasting legacy benefits.

#### Project Development

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. Draft implementation plans prepared for these projects define their scope, schedule, and budget.

#### Funding

As stated above, elements of the Pico Station Project were included in the Washington/Flower Corridor Green Infrastructure Installation application for the EPA Environmental and Climate Justice Community Change grant program. However, this application was not successful.

Staff continue to assess potential federal and state funding opportunities and identify potential local match sources for the other LRT projects (such as siding, crossover, and intersection improvements along the A and E Lines).

Additionally, the GME is advocating for planning and design funding for the Light Rail Transit Improvements as part of the Senate's FY2025 Transportation, Housing and Urban Development, and Related Agencies (THUD) Appropriations Act spending bill.

#### Next Steps

- Begin environmental clearance and conceptual engineering before the end of the year.
- Seek funding to continue progress and deliver the LRT Improvements before the 2028 Games

### MOBILITY HUBS

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.

## Attachment B– MCP Workstreams Progress Report

### Project Development

Metro staff identified the potential types (legacy versus temporary) and locations of mobility hubs. The five priority mobility hubs (Chatsworth Station, El Monte Station, Expo/Crenshaw Station, North Hollywood Station, and Willow Station) have completed implementation plans and were included in the Reconnecting Communities and Neighborhoods (RCN) grant. File #2024-0913 - RCN Update provides more details on the project development progress of these five mobility hubs. Metro staff are currently developing an implementation plan for the Metro Norwalk Station Mobility Hub.

Countywide Planning developed Metro's Multimodal Mobility Hub Study to identify future mobility hub locations across the entire system that would provide 2028 Games benefits. Metro will use this list as a starting point for Metro to propose additional mobility hub locations. Metro and the Games Mobility Executives (GME) will jointly recommend the next set of potential mobility hubs to advance. Metro will report back on priorities made by the GME on future mobility hub locations.

### Funding

Metro staff are evaluating the competitiveness of the Metro Norwalk Station Mobility Hub grant application for the upcoming Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant program. The RAISE NOFO is anticipated to be released in the next few weeks.

Staff continue to assess potential federal and state funding opportunities and identify potential local match sources for additional mobility hub projects.

Additionally, the GME is advocating for planning and design funding for additional mobility hubs as part of the Senate's FY2025 Transportation, Housing and Urban Development, and Related Agencies (THUD) Appropriations Act spending bill.

### Next Steps

- Begin environmental clearance and conceptual engineering on additional mobility hubs before the end of the year.
- Seek funding to continue progress and deliver key mobility hubs before the 2028 Games.
- Collaborate with the GME to determine priority locations for mobility hubs.
- Pursue RAISE grant for the Norwalk Station Mobility Hub.

### 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.

### Project Development

Metro 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

## Attachment B– MCP Workstreams Progress Report

such improvements include replacing or 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 is available), and opportunities to pedestrianize streets.

Metro included first/last mile projects in Downtown Los Angeles, Norwalk, and Carson in the Reconnecting Communities and Neighborhoods (RCN) grant. File 2024-0913 - RCN Update provides more details on the project development progress of these three first/last mile projects.

Additionally, staff have hosted group and individual meetings with the Cities of Los Angeles, Inglewood, Carson, Santa Monica, Long Beach, Pasadena Pomona, La Verne, San Dimas, and the County of Los Angeles. over the past six months. Metro and city partners are focusing on high-value corridors that connect Games venues to high-quality transit. In collaboration with the applicable cities, Metro completed conceptual designs for 18 high-value corridors and are preparing for potential grant funding opportunities.

### Funding

SCAG's "Safe Streets for All" program application included a total of \$5 million for Venue City "quick build" first/last mile demonstration projects. Metro is now encouraging these cities to apply for this funding through SCAG's call for projects.

Metro also supported the City of Los Angeles in preparing a USDOT RAISE grant application for the Sepulveda Basin Games, Access, Mobility, Equity, and Safety (GAMES) project. Unfortunately, USDOT did not select the Sepulveda Basin GAMES project. Staff continue to assess potential federal and state funding opportunities and identify potential local match sources for the high-value corridors.

Additionally, the GME is advocating for planning and design funding for additional first/last mile as part of the Senate's FY2025 Transportation, Housing and Urban Development, and Related Agencies (THUD) Appropriations Act spending bill.

### Next Steps

- Begin environmental clearance and conceptual engineering before the end of the year.
- Support cities with implementing legacy and quick-build opportunities by:
  - Helping cities seek funding and conceptually design corridors
  - Advising on bundling and packaging projects
  - Providing resources for implementation

### 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. Consistent with the Board's direction, Metro is considering bus-only lanes on corridors that are part



## Attachment B– MCP Workstreams Progress Report

of Metro's NextGen Tier 1 network, Metro's BRT Vision and Principles Study, and GRN arterials near venues.

### Project Development

Metro staff continue to coordinate with the NextGen Bus Speed and Reliability Working Group to accelerate additional bus-only lane corridors in time for the 2028 Games. Metro will expand this model to other cities across the county.

The Reconnecting Communities and Neighborhoods (RCN) grant included bus priority improvements along Valley Blvd (between Metro J Line El Monte Station and Hacienda), Florence Ave/Studebaker Rd/Imperial Highway (between the Metro A Line Florence Station and Metrolink Norwalk/Santa Fe Springs Station), Broadway (1st Street and Imperial Hwy), and Olympic Blvd (between Downtown and Century City) . File 2024-0913 - RCN Update provides more details on project development progress of these bus priority projects. The enhanced bus/rail interface stations along Vermont Avenue are being incorporated into the larger Vermont Transit Corridor project led by Metro Countywide Planning.

### Funding

Staff continue to assess potential federal and state funding opportunities and identify potential local match sources for additional bus-only lane projects.

The GME is advocating for planning and design funding for two additional bus priority improvement corridors as part of the Senate's FY2025 Transportation, Housing and Urban Development, and Related Agencies (THUD) Appropriations Act spending bill: Venice Blvd in the City of Los Angeles, and Gavey/Atlantic and the San Gabriel Valley.

### Next Steps

- Begin environmental clearance and conceptual engineering before the end of the year.
- Seek funding to continue progress and deliver the bus priority improvements before the 2028 Games.
- Continue to work with the NextGen Bus Speed and Reliability Working Group to advance potential bus-only lane corridors before 2028.

## GAMES ENHANCED TRANSIT SERVICE

The Games Enhanced Transit Service (GETS) is a temporary supplementary transit system created to augment the existing public transit system. It ensures that the region can absorb the additional extraordinary demand of a mega-event and provides an enhanced service with potential legacy benefits. The GETS consists of the following elements:

- Bus vehicles or shuttles permanently or temporarily procured or borrowed from other transit agencies in California and beyond.

## Attachment B– MCP Workstreams Progress Report

- Bus malls at venue and park-and-ride mobility hubs to serve spectators and workforce.
- Bus depots to maintain, clean, fuel/charge, and support the operation of the GETS.
- Operations team that includes drivers, mechanics, supervisors, schedulers, and other needed staff along with their food, lodging, and uniforms for the period of the Games.

The GETS will generally provide express bus service between venues and mobility hubs to meet the demand of the 2028 Games and complement the existing transit network. Metro will design GETS to achieve desired service levels for successful operation of the spectator/workforce system. It will support regional zero-emission and sustainable transportation goals by committing to a zero or near-zero bus fleet.

### Project Development

Based on current modeling and projections, Metro would need approximately 2,700 buses in addition to its current fleet. Metro staff have developed an initial framework for the GETS and strategies for obtaining the additional buses. The framework outlines the types of service, bus vehicle type requirements, fueling/charging infrastructure needs, workforce resources, roles and responsibilities, required systems and technology, and a preliminary cost estimate and schedule. The strategies for obtaining the additional buses include a contingency fleet, borrowing buses from other transit agencies, local municipal operators, and universities and school district buses.

Metro staff have started preliminary route planning between mobility hubs and the proposed venues. In parallel, Operations is assessing temporary service adjustments of the existing network to serve mobility hubs and road closures near venues as well as enhancements to rail service.

### Funding

The GME is advocating for GETS planning and design funding as part of the Senate's FY2025 Transportation, Housing and Urban Development, and Related Agencies (THUD) Appropriations Act spending bill.

### Next Steps

- Develop a strategic roadmap for a contingency fleet.
- Evaluate fueling/charging capacity and infrastructure needs.
- Coordinate with Metro Real Estate to start planning for temporary infrastructure.

### 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 (such as Athletes Village and Media Village). The GRN will provide reliable travel times for the Games Family (athletes, officials, and media) and potentially public transit for the Games' workforce and spectators.

## Attachment B– MCP Workstreams Progress Report

### Project Development

To date, Metro and LA28 have performed initial planning for the GRN, such as traffic analysis, travel demand modeling, project definition, and rough-order-of-magnitude cost estimates. Caltrans is now providing leadership support to advance GRN planning and design with support from Metro, LA28, City of Los Angeles, and additional cities with venue agreements with LA28.

Caltrans has provided dedicated resources to advance the GRN and initiated the Project Study Report-Project Report (PSR-PR) documentation for CEQA and NEPA approval. Caltrans is drafting a letter to FHWA to request federal approval for GRN signage and working with Caltrans Headquarters for state highway/vehicle code changes to support the GRN. Caltrans is also drafting a style guide for jurisdictions to use on local GRN arterials and streets near venues.

### Funding

The GME is advocating for GRN planning and design funding as part of the Senate's FY2025 Transportation, Housing and Urban Development, and Related Agencies (THUD) Appropriations Act spending bill.

### Next Steps

- Complete PSR-PR and traffic analysis.
- Support pilot projects for the FIFA World Cup in 2026 and Super Bowl in 2027
- Advocate for GRN design solutions at CA Traffic Control Devices Committee (CTCDC) quarterly meetings.

## OTHER METRO-LED PROJECTS

Metro staff has progressed work on other Metro-led projects/programs from the Surface Transportation Priority List that do not require the same level of advance work as those previously described. The following summary describes current and planned efforts for these projects/programs.

### Ticketing Integration & Future of Payment

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. Under the \$2 million stage 1 SMART competitive grant award, LA Metro and the Los Angeles Philharmonic Association at the historic Hollywood Bowl venue successfully partnered to make public transportation easier than ever, with the May 2024 launch of the first integrated ticketing pilot program utilizing a QR code digital ticket in the US. For the 2024 Hollywood Bowl summer concert season, which includes over 70 events, music fans are able to purchase a GoMetro Round-Trip Pass QR code digital ticket for \$3.50, valid on Metro buses and trains. Concertgoers did and can purchase Metro transit passes as part of their event ticket transaction, resulting in one transaction, but two digital tickets: an event ticket and QR code transit pass. The stage 1 pilot utilized QR code reader

## Attachment B– MCP Workstreams Progress Report

hardware existing at all gated Metro rail stations, implemented in 2017 for integration of Metro's Metro Rail and Metrolink commuter rail ticketing. Where QR code readers are not available, Metro personnel including fare checkers and bus operators have been trained to visually identify and accept the transit pass. The pilot's goal was to demonstrate the feasibility of QR code ticketing technology integration, and to understand its opportunities for increased operational efficiencies, ridership growth and public awareness of transit as a means to get to events. The pilot achieved the goal of advancing QR code ticket technology as an easy way to plan and pay for a Metro ticket selling almost 700 Metro QR transit tickets along with event tickets. Initial reports from customers in the field (at Metro's pop-up booth) and on social media show that the integration is reducing friction and improving access to transit for eventgoers. Additionally public awareness of the public transit connection to the Hollywood Bowl has increased from the marketing campaign promoting the QR code ticket integration displayed on digital media and on bus and train billboards throughout the county. With this successful proof of concept, Metro is now ready to leverage lessons learned to scale it to Los Angeles County.

In August, Metro applied for a Stage II SMART grant for the long-term deployment of this technology to support the 2026 World Cup and the 2028 Games. A determination on funding will be known prior to November 5, 2024. The Stage II aims to address transportation ticketing integration and interoperability challenges by leveraging cutting-edge technology to integrate event ticketing with public transportation. By combining QR code integration and Open Loop payment technology Metro will make choosing public transit as easy as buying an event ticket. Building on Metro's successful SMART Grant Stage 1 QR code ticketing API integration with the Los Angeles Philharmonic at the Hollywood Bowl, Stage II proposes to expand this technology across Los Angeles County to include a minimum of 10 - and a goal of more than 20 - event venues. In Stage 2, Metro proposes to expand this integration to other large music, sporting and cultural destinations. To provide additional integrations to events and develop improved equitable pathways to pay for transit, Metro will also develop innovative partnerships with Europay, Mastercard, and Visa (EMV) card standard payment networks (including Mastercard, Visa, Discover and American Express) and issuers (banks, fintech, and others). Metro's goal with these partnerships is to implement systems that support and encourage ridership in two keyways: 1. Offer cash-back rewards on existing credit and debit cards when using transit and shared mobility, similar to how travelers earn rewards for flights or hotel bookings and 2. For unbanked individuals, issue special Mobility Wallet cards that provide the same benefits with subsidies.

### Open Streets to Uplift Arts, Culture, and Recreation Program

Metro included approximately \$5 Mil for funding for Open Streets programming connecting to the three Mobility Hubs in the cities of Long Beach, El Monte and Los Angeles, in the Reconnecting Communities and Neighborhoods (RCN) grant. This funding will be used both to gather public input on the Hubs planning and to test open streets to uplift arts, culture and recreation in preparation for the 2028 Olympic Games (file 2023-0075).

## Attachment B– MCP Workstreams Progress Report

File 2024-0913 - RCN Update provides more details on the project development progress of these three Mobility Hubs locations.

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

In April, Metro released a solicitation for a base buy purchase of 260 battery electric buses (BEB) and 20 hydrogen fuel cell electric buses (FCEB). The solicitation includes additional purchase options that will allow for the potential procurement of up to 1,980 BEB and FCEBs. This is the largest zero emission bus procurement in U.S. history.

In July, the Federal Transit Administration awarded Metro with a Low or No Emission grant of \$77.5 million FY24. Metro's award is the second largest in the country out of 117 projects that the FTA selected for funding from 477 eligible applications. The funds will help the agency purchase dozens of battery electric buses, install new chargers, and expand workforce development training at its West Hollywood bus division.

### Universal Basic Mobility Expansion

Staff launched Phase I of the Mobility Wallet in March 2023, with 1,000 participants in South LA utilizing a grant from California Air Resources Board (CARB) in partnership with LADOT. With \$6 million of grant funds recently awarded to Metro through the Renewable Energy for Agriculture Program (REAP) and Advanced Transportation Technologies and Innovative Mobility Deployment (ATTAIN) grants, Metro opened the application process for Phase II in July 2024, providing participants up to \$1,800 to spend on shared transportation services like Metro Bus, Metro Rail, Metro Micro, Bikeshare, Metrolink, E-scooters, bikes, taxis, regional transportation services, ride-hailing services, and local bike shops. The deadline for applications was in August, and Metro received over 57,000 applications. The Phase II 2000 Mobility Wallets will be deployed for a 12-month period through digital, mail and in-person workshop distribution starting in October 2024.

Staff are exploring 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.

### Transportation Demand Management (TDM)

LA Metro has a developed "Move People Forward" a Transportation Demand Management Strategy that is a people-first approach that leverages behavioral science and aligns initiatives to the specific context of different LA communities. This strategy focuses on a goal of reducing drive alone trips by 20% by summer 2028. The strategy

## Attachment B– MCP Workstreams Progress Report

includes the following initiatives: mobility hub activation and community engagement, multimodal-first kids for the future, new transit corridors, transit tourism and dynamic carpooling, an “on demand” model for carpools. To prepare for 2028 the strategy recommends a test and refine period to use key performance indicators and best practices from behavioral science to learn what works best and optimize initiatives and incentives for mode shift and meets the pre-Games trip reduction goal of 20% countywide.

As part of the test and iterate phase Metro’s Travel Rewards Research Project, an FTA Advancing Innovative Mobility (AIM) grant for \$0.7 Mil was recently utilized for the One Car Challenge pilot in Santa Monica run in Fall 2023 to Spring 2024. The pilot offered an incentive wallet to two-car households willing to participate in a challenge where they pledge to not drive their second car. The pilot included ~300 households in Santa Monica and utilized two phases where half of the participants were a control group and received no incentive and then swapped in the second phase. LA Metro partnered with Duke University Center for Advanced Hindsight to design the pilot and collect and analyze the results. The results are promising, they show that financial incentives deployed using pre-paid debit cards worked to reduce drive-alone trips by 4%, reduce total vehicle miles traveled (VMT) up to 10%, and increase sustainable mode share by 16% including walking, carpooling, biking, transit & scooters. Additional research is needed to validate these numbers, and LA Metro has plans to implement a Phase 2 Mobility Wallet Challenge utilizing grant funding from a REAP 2.0 grant in 2025 with approximately 1000 participants in Los Angeles County. This work will help inform greater plans for incentives to reduce drive-alone trips and VMT during the games.





Metro

Los Angeles County  
Metropolitan Transportation  
Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA

## Board Report

File #: 2024-0206, File Type: Motion / Motion Response

Agenda Number: 24.1.

### EXECUTIVE MANAGEMENT COMMITTEE MARCH 21, 2024

#### Motion by:

**DIRECTORS SOLIS, BASS, HAHN, HORVATH, NAJARIAN, AND YAROSLAVSKY**

Related to Item 24: State and Federal Report

Los Angeles is looking ahead to the 2028 Olympic and Paralympic Games. While the Games have emphasized a "no build" ethos to minimize new venue construction, there has always been an objective to enhance regional transportation infrastructure ahead of the global event. This aspiration is evidenced by Metro's Twenty-Eight by '28 initiative, which outlines a goal to complete 28 key transportation projects to benefit the Games and leave a legacy for the county.

Metro has made significant strides in pursuing its 2028 Mobility Concept Plan, designed to seamlessly connect venues and facilitate movement across the County during the event. Yet, as the Games quickly approaches, Metro's need to obtain sufficient funding for these transportation projects becomes even more pressing.

Los Angeles residents have demonstrated a commitment to enhancing the region's transportation systems by voting to increase their sales taxes through Measure R and Measure M. These measures signify a community-driven initiative to finance and expedite an ambitious range of transportation improvements across the county.

Despite the local investments in transportation improvements, state and federal support remains necessary to host the Games successfully. To secure the much-needed funding, it is imperative that an coalition of relevant parties, including the County of Los Angeles and the members of the Games Mobility Executives, which includes Metro, the City of Los Angeles, Caltrans, Metrolink, the Southern California Association of Governments (SCAG), better coordinate efforts to secure the state and federal investments necessary to implement the transportation infrastructure improvements needed to deliver a successful 2028 Olympic and paralympic Games. Their unified advocacy to state and federal partners is critical to realizing Metro's vision of a successful, congestion-free, Games that leave a lasting legacy of improved transit and active transportation infrastructure.

**SUBJECT: BUILDING A COHESIVE APPROACH TO LOS ANGELES'S LEGISLATIVE  
ADVOCACY FOR THE 2028 MOBILITY CONCEPT PLAN MOTION**

**RECOMMENDATION**

APPROVE Motion by Directors Solis, Bass, Hahn, Horvath, Najarian, and Yaroslavsky that the Board direct the Chief Executive Officer to:

- A. Develop a framework for and establish a Legislative Advocacy Working Group for the 2028 Games that includes, but is not limited to, the members of the Games Mobility Executives and the County of Los Angeles, to develop and implement a cohesive state and federal legislative advocacy plan to advance Metro's 2028 Mobility Concept Plan.
- B. Report Back in 90 days with:
  - 1. A proposed framework, recommended working group members, and recommendations on strengthening advocacy coordination with the LA County legislative delegation and other key Games delivery partners; and
  - 2. A progress update on a regional convening of local jurisdiction stakeholders and LA28 on broader transportation and infrastructure project coordination needed for the 2028 Games.



# Motion 42 Update: MCP Implementation



**Metro**

*October 23, 2024*

# Agenda

- Updates
- Regional Transportation Assembly
- Mobility Hub Overview
- Funding and Timeline
- Ad-Hoc Committee Request



# Updates

- Legislative and Funding
  - \$200 million in Senate FY25 THUD Spending Bill for 2028 Games mobility
  - Limited opportunities remain for discretionary federal grants
- Prepared 12 MCP project implementations plans
- Started RCN environmental and conceptual engineering
- MOU with LA28
- Copa America Travel Survey
- Coordination & Engagement
  - Regional Transportation Assembly
  - Games Mobility Executives
  - USDOT



# Regional Transportation Assembly

- Over 100 city and agency attendees
- LA28 presentation on the Games
- Discussed essential Games projects
  - Metro MCP Workstreams
  - Games Enhanced Transit Service
  - Games Route Network
  - Integrated Transportation Management
- SCAG - TDM & freight coordination
- Future convening later this year





## Definition of a Mobility Hub

- A mobility hub is a place where multiple modes of transportation: bus/rail, active transportation and micro-mobility, services, retail, housing, with other amenities and automobiles are seamlessly integrated into an active transit-oriented community.



*Conceptual Rendering of  
Chatsworth Mobility Hub*



*Conceptual Rendering of  
Willow Mobility Hub*

# Mobility Hubs 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 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)

# Mobility Hubs Map

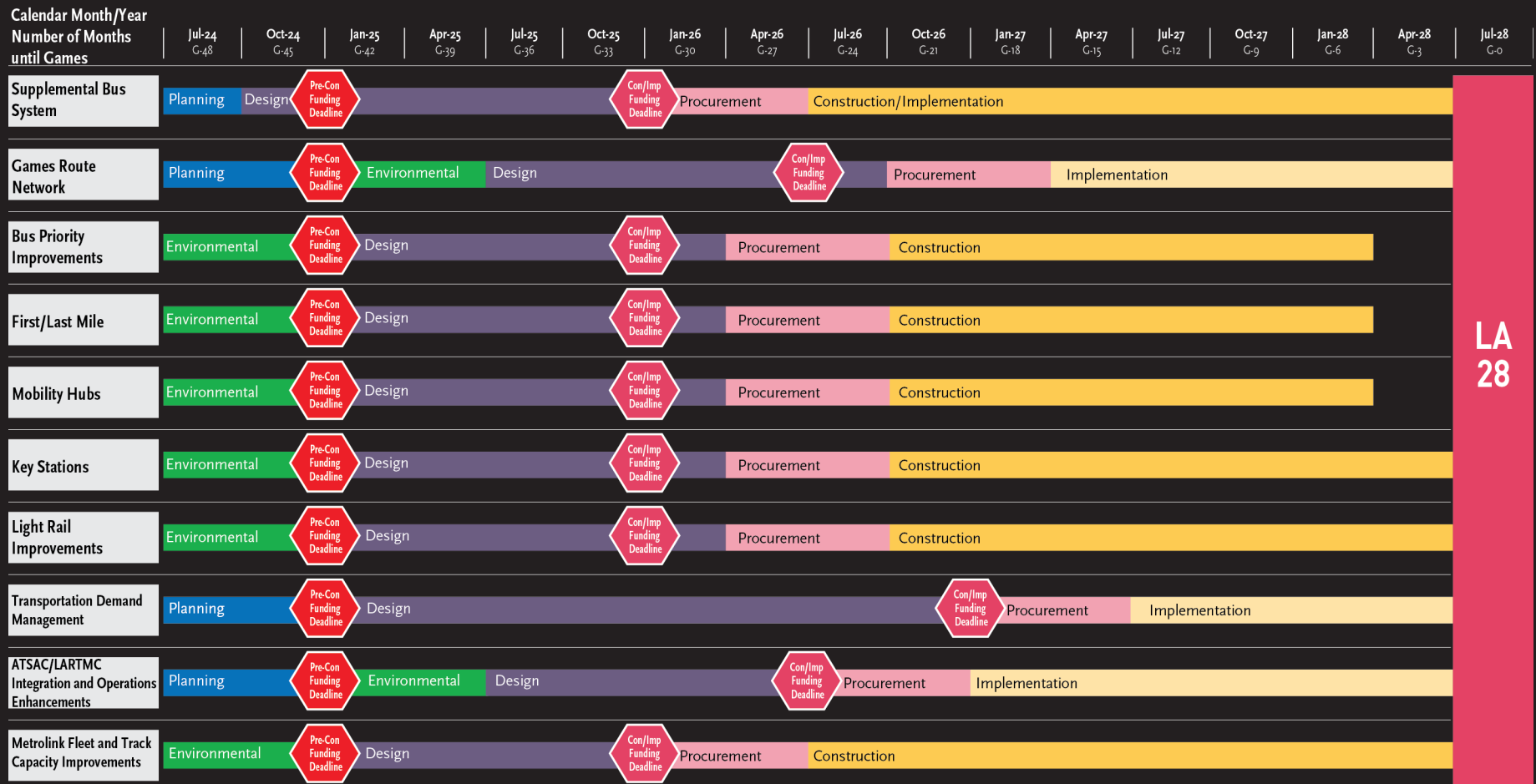




# Discretionary Grant Funding

Funding Opportunity	Lead Agency	Project	Amount	Outcome
DOT SMART (FY23)	Metro	Integrated event ticketing	\$2M	Awarded
DOT Reconnecting Communities & Neighborhoods (FY23)	Metro with local partners	Various multimodal projects & programs	\$139M	Awarded
DOT Safe Streets for All (FY24)	SCAG with Metro	Active transportation and pilot projects	\$10M	Awarded
FTA Low/No Emission (FY24)	Metro	Zero-emission buses	\$77M	Awarded
DOT RAISE (FY24)	City of LA with Metro	Sepulveda Basin Games, Access, Mobility, and Safety (GAMES) Project	\$25M	Not Selected
FHWA Congestion Mitigation and Air Quality (FY24)	Metro	Celebrate Streets and Division 18	\$34M	Not Selected
EPA Climate Pollution Reduction Grant	Metro with regional/local partners	Various multimodal projects and zero-emission charging infrastructure	\$495M	Not Selected
EPA Environmental Justice & Community Change	Metro and CBO	Washington/Flower Corridor Improvements	\$20M	Not Selected
FTA Bus & Bus Facilities	Metro	Division 7	\$38M	Not Selected

# Schedule and Deadlines



LA  
28



**Metro**

## Notes:

Subject to change

Specific projects within each workstream may vary in timeline

Funding for preconstruction activities for planning, environmental, and design are needed in FY25 budget request

Depending on the workstream, funding for construction and implementation vary between FY26 and FY 27 budgets

Environmental assumed to not be needed for Supplemental Bus System and Transportation Demand Management

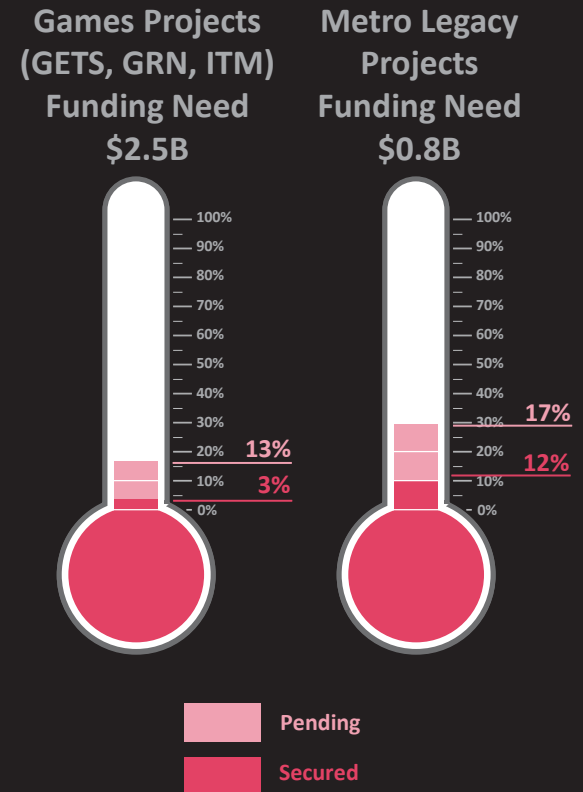
## Acronyms:

Pre-Con = Pre-construction

Con/Imp = Construction/Implementation

# Need for Funding, Resources, & Approvals

- Less than 4 years – critical decision points needed before the end of the year
- To enable delivery of MCP projects before 2028 Games:
  - Funding and resources are needed to continue progress in advance of appropriations funding
  - Approvals are needed to start environmental and conceptual engineering
- Potential implications:
  - Cancel key legacy MCP projects
  - Miss opportunity for long-term mode shift
  - Fail to provide accessible spectator transportation
  - Disrupt quality of life for Angelenos, especially those near venues in EFCs





# Request to 2028 Games Ad-Hoc Committee

## RECOMMENDATION TO BOARD

- A. RECEIVING AND FILING the Mobility Concept Plan (MCP) Implementation Report, and;
- B. AUTHORIZING the CEO or their designee to amend the FY25 budget, in the amount of \$9.67 million, to advance Metro-led GME STP projects with the Program.