



Board Report

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**2028 OLYMPICS COMMITTEE
JUNE 14, 2023**

SUBJECT: 2028 MOBILITY CONCEPT PLAN UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

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

ISSUE

The 2028 Games Mobility Concept Plan (MCP) Report outlines: Metro's vision for the 2028 Olympic and Paralympic Games (the Games), case studies of other major sporting events, and the next steps to support the transportation infrastructure needed to enhance mobility for the Games and beyond. The report provides Metro and its partners with a near-term road map for funding advocacy, collaboration for project delivery, and achievement of the MCP's diverse set of objectives while improving and better integrating our multimodal transportation systems for more equitable mobility. The MCP is a living document; staff will continually update the plan as projects progress, better information is available, and funding materializes. Metro's Office of Strategic Innovation will oversee the implementation of the plan over the next five years.

This is the fourth biannual progress report to the Metro Board of Directors regarding efforts to develop a 2028 Mobility Concept Plan ("the MCP") in anticipation of the 2028 Olympic and Paralympic Games ("the Games") and pursuit of state and federal funds to support the transportation infrastructure needed for the Games and beyond.

BACKGROUND

2028 Mobility Concept Plan

At its December 3, 2020 meeting, the Metro Board of Directors approved Motion 42: "2028 Mobility Concept Plan" (Attachment A) and directed staff to work with regional partners to assign staff resources and proceed with the development of a regional investment plan to include a federal engagement strategy and funding proposal to implement transportation improvements that would provide permanent, long-term benefits to the people of Los Angeles County. Motion 42 directed staff to report back to the Board to apprise them of the progress.

Since 2021, as the mobility leader responsible for spectator and workforce transportation for the 2028

Games, Metro has been working with LA28, Caltrans, Metrolink, the Los Angeles Department of Transportation, and the City of Los Angeles Mayor's Office, a group collectively known as the Games Mobility Executives (GME), to develop a 2028 MCP. Following an extensive agency stakeholder outreach process to create the Comprehensive Project List, covering over 300 projects and including input from Metro Service Councils, Councils of Governments, venue cities, GME partner agencies, municipal operators, and other organizations, Metro's 2028 Games Task Force completed a multi-step screening and prioritization process leading to a shorter list of projects and programs. In December 2022, the Board approved this shorter list titled, 2022 Mobility Concept Plan (MCP) Prioritized Project List (Attachment B). This list comprises 50 partially funded or unfunded projects/programs, including capital and operational improvements that align with the mission of Motion 42. The 2022 MCP Prioritized Project List is a living document and will change based on Metro and the GME's ability to secure funding.

DISCUSSION

The 2028 Games Task Force has made significant progress on the MCP regarding technical analysis and coordination. During this reporting period (December 2022 - June 2023), the team has focused on:

- Development of a GME Surface Transportation Priority List
- Priority project refinement
- Development of an Implementation Plan for priority projects

GME Coordination for USDOT Surface Transportation Project List

Using the 2022 Prioritized MCP Project List as a basis, the GME identified a subset of 15 projects/programs (some of which are bundles of projects) deemed to either serve a specific Games delivery need (e.g., the supplemental bus system), or be highly beneficial and supportive of the transport strategy for the Games (e.g., a network of bus-only lanes). Attachment C contains the final GME Surface Transportation Priority List. In the development of this short list, the GME bundled several projects from the Prioritized MCP into groups. Below is a list of projects included as part of a bundle:

- Countywide Transportation Demand Management Campaign, Freight Transportation Demand Management, and Universal Fare/Ticketing Integration bundled into Transportation Demand Management Program
- ATSA/LARTMC Integration and Operations Enhancements and Arterial Network Traffic Signal Analytics combined into one program.
- 7th/Metro Center Station Upgrades, C/K Lines Station Platform Extensions and Reliability Upgrades, Systemwide Elevator and Escalator Improvements, Pico Station Second Platform, Union Station Improvements, and Games Sports Park Stations State-of-Good-Repair Improvements bundled into Key Station Improvements.
- Washington Wye Junction/Flower Street Operational Improvements and additional speed and

reliability improvements bundled into Light Rail Transit Speed and Reliability Improvements.

- Sports Park Metro Zero-Emission Bus Fleet and Local Municipal Operators Call for Projects bundled into Zero Emission Phase 1 Program.
- Los Angeles Universities Mobility Hubs and Rail and Bus Games Mobility Hubs bundled into Countywide Mobility Hubs.
- Bus-only lanes and Transit Signal Priority (TSP) improvements along Atlantic Blvd, Broadway and Venice Blvd., the Vermont Bus Rapid Transit Project, and the Games Route Network Bus Only Lanes & TSP (over 100 additional miles) bundled into Countywide Bus-Only Lanes and TSP Improvements.

The GME submitted this Surface Transportation Priority List to U.S. Department of Transportation (USDOT) in December 2022 for further discussion and consideration (Attachment C).

Development of an Implementation Plan

As an immediate next step, the GME determined the key roles and responsibilities for each agency to begin the development of an implementation plan for the Surface Transportation Priority List, as summarized in the table below.

Project Name	Lead Agency for Imp. Plan Development	Partner / Stakeholder Agencies for Imp. Plan Develop, Project Delivery, and/or Operations
Supplemental Bus System	Metro	LA28, LADOT, other national municipal transit agencies (as applicable)
Countywide Mobility Hubs	Metro	Caltrans, LADOT, Metrolink, LA28
Games Route Network Design & Implementation	LA28	Metro, Caltrans, LADOT, other local agencies (as applicable)
ATSAC/LARTMC Integration and Operations Enhancements	LADOT	Metro, Caltrans, other local agencies (as applicable)
Countywide Bus Only Lanes & TSP Improvements	Metro	LADOT, Caltrans, other local agencies (as applicable)
Transit/Venue Ped/Bike Access Enhancements	City of LA	Metro, other local agencies (as applicable)
Phase I Zero Emissions Bus Program	Metro	LA28
Open Street to Uplift Arts, Culture, and Recreation	Metro	City of LA, LA28
Countywide and Freight TDM Program	Metro	City of LA, Caltrans, Port of LA, Port of Long Beach, Freight Railroads
Universal Basic Mobility	Metro	LADOT, Caltrans
Key Station Improvements (SOGI)	Metro	City of LA

Light Rail Speed and Operational Improvements	Metro	LADOT
Inglewood Transit Connector	City of Inglewood	
Metrolink Fleet and Track Capacity Improvements: SCORE Phase I Completion	Metrolink	
Access Services EV Fleet and Infrastructure	Metro	Access Services

Following this assignment of responsibilities, staff prioritized the following seven projects/programs with long-lead times for implementation to immediately begin project development work: Games Route Network, Supplemental Bus System, Countywide Mobility Hubs, Countywide Bus-Only Lanes, Transit/Venue Ped/Bike Access Enhancements (First/Last Mile), Key Station Improvements and Light Rail Speed and Operations Improvements. Additional project definition and, in some cases, prioritization, are required for these in order to successfully compete for funding opportunities. The progress made over the past five months on these seven projects/programs is described below. Furthermore, Metro has undertaken the development of a dedicated travel demand forecasting model to forecast Games-related travel and to develop operational plans over the next five years.

Progress to date on Priority Projects/Programs (January - June 2023)

Games Route Network

This Games-specific workstream advances the identification and planning of the Games Route Network (GRN), a commitment made in LA28’s bid document. The GRN will provide designated lanes and create a network between competition and non-competition venues (i.e., Athletes Village and Media Village). The GRN will provide reliable travel times for the Games Family (i.e., athletes, officials, and media) and potentially public transit for the Games’ workforce and spectators.

Metro and LA28 have been reevaluating the GRN identified in the bid document. Staff evaluated potential new routes that considered existing and future ExpressLanes and bus-only lane corridors. Metro and GME partners also considered various scenarios and alternate routes. A key consideration of the GRN is creating legacy benefits by transitioning the arterial GRN into bus-only lanes after the 2028 Games. Future steps include operational analysis, coordination with key stakeholders, and updating legislative policies to enable GRN operations during the 2028 Games.

Supplemental Bus System

To meet the Games demand, Metro will support LA28 with a temporary, supplemental bus system for the Games workforce and spectators. It is customary practice for major sporting events to implement supplemental bus systems, including Los Angeles 1984, Salt Lake City 2002, London 2012, and

Paris 2024.

LA28's preliminary estimates show a need to temporarily double Metro's bus fleet to meet the mobility demands of the 2028 Games. Staff is exploring various strategies to stand up a supplemental bus system. Potential strategies include borrowing buses from peer transit agencies, delaying the retirement of Metro's current bus vehicles, utilizing school buses, procuring zero-emission buses, and contracting with third-party charter bus companies.

In March 2023, Metro distributed a survey to peer transit agencies nationwide to express their interest in supporting the 2028 Games, including lending buses, drivers, and mechanics. Approximately 70 agencies responded to the survey, with the majority from California. The following is a summary of the survey responses:

- 40% will likely provide buses
- 48% may be interested in providing
- 35% will likely provide staff
- 55% may be interested in providing staff
- Respondents cited approximately 850 buses and 450 staff that may be available to Metro for the 2028 Games.

Staff is working with LA28 on developing a preliminary plan for the supplemental bus system. The plan will outline the assumed number of vehicles and drivers, vehicle types, fueling/charging infrastructure, temporary bus depot locations, staffing ratios, and level of service. This will create a roadmap for standing up a temporary bus fleet for the 2028 Games, while capturing potential legacy benefits to support Metro's zero-emission bus program conversion.

Countrywide 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.

Staff from Countywide Planning and the Office of Strategic Innovation have been coordinating efforts regarding mobility hubs. Staff is considering four types of mobility hubs that meet the goals and needs of the 2028 Games and contribute to the positive legacy of the Games on the region's mobility system. The following are the varying types of proposed mobility hubs:

- *Venues Mobility Hub*: Located directly adjacent to the 2028 Games venues where users can easily access Metro rail or bus, or the supplemental bus system.
- *Central Mobility Hubs*: Located at Metro rail and BRT stations that have significant parking

infrastructure and can support a bus mall for the supplemental bus system.

- *Neighborhood & Equity-Focused Mobility Hubs*: Locations that provide users with a range of micro-mobility options to connect people who rely on transit.
- *Park & Ride Mobility Hubs*: Existing or repurposed locations that can accommodate a large volume of parking. Games spectators will park their cars and use the supplemental bus system to get to venues.

Metro is establishing criteria and amenities for each typology to determine specific locations in coordination with LA28 and GME partners. Staff will refine the potential sites based on the mobility hub criteria and equity assessment. This work will support the development of a phasing plan. The phasing plan will outline a timeline for funding, design, and 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. Bus-only lanes are being considered on corridors that are part of Metro's NextGen Tier 1 network, Metro's BRT Vision and Principles Study, and GRN routes near venues.

Staff coordinated with the NextGen Bus Speed and Reliability Working group to advance this legacy effort. Work consists of existing condition assessments, feasibility studies, traffic analysis, and a phasing framework. Staff will be coordinating with local jurisdictions to develop the phasing plan and work together on the next steps to advance the corridors into design and prepare for upcoming funding opportunities.

First/Last Mile

In order to support a "car-free" Games, streets that connect venues to Metro transit must be improved for people walking, biking, and rolling. 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.

Metro staff identified and analyzed key pathways based on their connectivity between high-quality transit stops and access points to 2028 Games venues. Street and user experience improvements were identified along these routes to help users walk, bike, and roll between the key transit stations and venues. Staff are working with local jurisdictions to package improvements that may be competitive for federal funding opportunities. Furthermore, equity criteria will continue to be used in the phasing efforts and funding considerations to identify key priority improvements. Later in the year, staff will prepare conceptual designs for these first/last mile improvements at stations that support 2028 Games venues. Metro anticipates working with LA28 later this year to coordinate LA28's venue plans and access points that will be developed in the next few months.

Key Station Improvements

The Key Station Improvements workstream undertakes planning efforts around needed maintenance, accessibility, and customer experience improvements at 7th/Metro Center, Union Station, and Pico stations. The GME may add additional stations based on findings from the travel demand modeling efforts.

Staff assessed various capacity enhancements and crowd management strategies at transit stations from previous major sporting events. Potential strategies may include temporary platforms and overcrossing, queuing channelization, portable ramps/platform humps, branded wayfinding and signs, safety and security measures, and designated alighting/boarding stations.

The analysis used a Games-specific station audit checklist using these best practices and Metro's existing Systemwide Station Design Standards, Operations Station Evaluation, and the Gender Action Plan Tool checklists. Staff is currently in the process of auditing 7th/Metro Center, Union Station, and Pico stations. The Metro Olympics Task Force will review the findings for consideration. With input from various groups at Metro (Systemwide Design, Operations, Wayfinding, Accessibility, Safety and Security, Customer Experience), staff will recommend potential permanent and temporary improvements to prepare these key stations to handle the anticipated 2028 Games demand.

Light Rail Speed and Operations Improvements

This workstream will improve special event operations and travel time along the A Line, E Line, and L Line through the following improvements: Washington Wye operational improvements, a new siding along the E Line, and two new interlocks before and after Memorial Park Station.

Over the past few months, staff have conducted feasibility studies for these speed and operational improvements. Next, staff will conceptually design these improvements and provide updated implementation schedules and cost estimates over the next couple of months.

Washington Wye roadway and traffic signal improvements are being considered first as staff awaits the Regional Connector to complete testing. The results of the testing phase will help staff make better informed decisions on potential improvements that can be achieved before the 2028 Games. Staff will continue coordinating with Metro operations to discuss feasible improvements and collaborate with local jurisdictions on the proposed roadway and traffic improvements.

Other Metro-led Projects

Staff has also advanced work on a few other Metro-led projects/programs from the Surface Transportation Priority List. The project development lead times on these are not anticipated to be as long; however, it is important that initial project chartering conversations be held with potential partners, and those are planned for the first half of FY24. Below is a summary of current and planned efforts for these projects/programs.

Project/Program	Progress to Date	Planned Activity for Q1/Q2 FY24
Countywide Travel and Freight Demand Management	Integrated Ticketing - Metro was awarded \$2 million for the Integrated Transit Trip Planning and Fare Purchase with Event Ticketing pilot Phase I through USDOT's Strengthening Mobility and Revolutionizing Transportation (SMART) Grant program. The pilot will develop, build, and test a minimal viable product (MVP) that integrates transit trip planning and fare purchase with event ticketing, such as for concerts and sporting events. While the project scope is to test, develop and evaluate the above minimal viable product within 18 months, the proposal referenced the longer-term benefits of integrating transit with events, including preparation for the 2026 World Cup and the 2028 Games.	Partnering and chartering sessions with GME, other local, state and federal agencies and private partners to begin developing the framework of a travel and freight demand management program for the games.
Open Streets to Uplift Arts, Culture, and Recreation Program	Progress report and motion response provided to the Board in March 2023 - File #: 2023-0075.	Staff will work with internal and external stakeholders to secure funding sources.
Phase I Zero Emission Bus Program	Ongoing discussions with OSI, Operations and Government Relations on path forward.	Confirm/refine scope of work based on most recent Zero Emission Bus Transition Plan.
Universal Basic Mobility	Ongoing discussions with CXO, TAP, OSI and Operations on path forward.	Partnering and chartering sessions with GME, other local, state and federal agencies to begin developing the framework for this program.
Access Services	Ongoing discussions with Task Force about path forward.	Partnering and chartering sessions with GME and Access Services.

LA28 and GME Coordination

Staff have been meeting with the LA28 mobility team on a weekly basis to ensure Metro's internal planning efforts align with the Games needs. Over a dozen workshops have been held with LA28 to understand the needs of hosting the Games and ensure the solutions to those needs are included in the project list. GME staff meet on a monthly basis to review progress at a high level, and GME subject matter experts meet regularly as needed for deep dives into project workstreams. As described above, Metro has collaborated with the GME to be the aggregator of all MCP projects. Other GME discussions have centered around the overall transport vision and strategy for the Games, as well as roles and responsibilities of each agency. In order to support regional planning and coordination for the Games, the Southern California Association of Governments (SCAG) was added to the GME in April of 2023.

Peer Transit Agency Outreach

Since the last Board update, staff worked closely with the GME to reduce the MCP Comprehensive Project List of 50 projects to 15 Surface Transportation Priority projects. Once the 15 Priority projects were bundled, staff developed project-specific workstreams and worked closely with GME partners to assign critical subject matter experts from each agency to the appropriate workstreams, Metro hosted GME Staff Lead Orientations to onboard agency staff and empower them to create a meaningful impact on their areas of expertise.

As mentioned above, Metro conducted outreach to national transit agencies to gather information on their fleet, workforce, and interest in participating in a Supplemental Bus System for 2028. Building on two national-level roundtables during the 2022 APTA Conference, the CEO hosted two additional workshops, with the first being on March 11, 2023, during the APTA Legislative Conference, and the second on April 23, 2023, during the APTA Mobility Conference. The first session was a discussion on the transportation needs and planning goals for the 2028 Games (e.g., additional buses and operators), followed by the second, which was a Thought Leadership Workshop, hearing lessons-learned from MARTA COO George Wright on the 1996 Summer Olympics Games, UTA CEO Jay Fox on the 2002 Winter Olympic Games, and JTA CEO Nat Ford on innovative technology implementation.

These recent meetings hosted executive leadership from over 35 agencies to better understand the challenges and possibilities, as well as lessons learned from prior experiences on delivering vehicles for Olympic Games or similar large-scale events. Staff plans to continue using these events as an effective way of engaging the industry as we continue to plan for the Supplemental Bus System.

The complete Mobility Concept Plan is in Attachment D.

EQUITY PLATFORM

Approximately 90% of the proposed 2028 Games venues within Los Angeles County are located in or

near Equity Focused Communities (EFCs), using the latest 2022 EFC Map for the analysis. As a result, staff relied on guidance from the Office of Equity and Race (OER) to ensure the project screening criteria used in the development of the 2022 MCP Priority Project List included an equitable approach and EFCs receive their fair share of beneficial outcomes and are protected from a disproportionate amount of the potential adverse impacts.

The MCP project list was linked to other social benefits and policy goals beyond mobility for the Games to ensure that underserved and heavy transit user communities can realize those benefits. This was achieved by working with the OER to refine the equity criteria and metrics to be more quantitative, data-driven, and refined to reflect social benefits and Metro's policy goals, including improving access to opportunity. Equity was emphasized 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 next few months, as projects are further refined and prioritized within each of the workstreams, staff will work with OER in the application of equity criteria as part of the analysis. This will be especially relevant and useful in the First Last Mile, Bus Only Lanes, and Mobility Hubs workstreams.

The GME has committed to providing comprehensive public affairs and communications support when plans are ready to be shared with the public. In partnership with SCAG and their diverse roster of agencies and organizations, the next rounds of targeted community conversations will bring EFCs into the project development process. At the core of this outreach and engagement work is Metro's commitment to equity, transparency, and inclusion.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

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

NEXT STEPS

By the end of 2023, staff will complete the scope refinements and prioritization for seven of the 15 Surface Transportation Priority projects. This effort will be critical to ensuring these projects can compete for State and Federal funding opportunities and be delivered in time for the Games. Initial partnering and scoping conversations will be initiated for additional projects/programs led by Metro. Following this, staff will develop a detailed implementation plan. Staff will also continue to coordinate with the GME on the development and implementation of a legislative funding strategy.

Outreach and engagement will continue with agency partners and venue cities through 2028. Targeted transit partner outreach to Councils of Government, Service Councils, and local municipal transit operators is scheduled to restart in the summer of 2023 as our workstreams develop further. This fall, staff anticipates targeted community and public conversations for individual projects to ensure that our process remains inclusive and equitable to diverse communities that may be

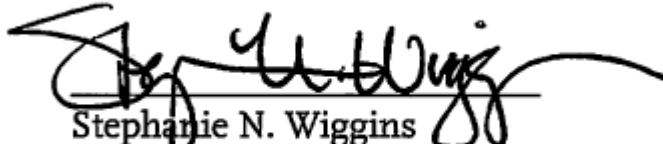
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ATTACHMENTS

Attachment A - Motion 42: 2028 Mobility Concept Plan
Attachment B - 2022 MCP Prioritized Project List
Attachment C - GME Surface Transportation Priority List
Attachment D - Mobility Concept Plan

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Board Report

File #: 2020-0815, **File Type:** Motion / Motion Response

Agenda Number: 42.

**REGULAR BOARD MEETING
DECEMBER 3, 2020**

Motion by:

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

2028 Mobility Concept Plan

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

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

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

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

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

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

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

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

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

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

SUBJECT: 2028 MOBILITY CONCEPT PLAN

RECOMMENDATION

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

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

Experience Plan;
iv. Microtransit and micromobility;

3. Additional Projects and Programs

- i. Transportation Demand Management;
- ii. Congestion Pricing;
- iii. ExpressLanes;
- iv. Inglewood Transit Connector to L.A. Stadium;
- v. Fare capping and regional fare integration;
- vi. Connected Corridors, RIITS, and other innovative regional traffic management solutions;
- vii. Logistics and goods movement, including policy and technology solutions to improve last-mile delivery;

- B. Identify an interdisciplinary Metro task force to pursue the above mobility concept plan and integrate that plan into LA28's ongoing studies and the Mobility Working Group's overall 2028 Mobility Strategy;
- C. Develop, with LA28, an Olympic Games-related federal engagement strategy and funding priority proposal, including 28 by '28 projects and projects/programs identified under the above mobility concept plan;
- D. Initiate conversations with other Southern California county transportation agencies on regional transportation priorities and cross-county investments in support of the 2028 Olympic and Paralympic Games, such as federal advocacy, Metrolink, and ExpressLanes;
- E. Report on all the above to the Executive Management Committee at the March 2021 Board cycle; and
- F. Report bi-annually to the Board thereafter on the mobility concept plan, LA28 Mobility Working Group status, funding advocacy, and any other relevant LA28 preparedness efforts.

2022

Prioritized MCP

Project List

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

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

UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE

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

UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE (CONTINUED)

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

UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE (CONTINUED)

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



BUS

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

11 PROJECTS

\$2.7B COST

25% OF TOTAL MCP COST



CONGESTION MANAGEMENT, GOODS AND FREIGHT MOVEMENT

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

9 PROJECTS

\$0.6B COST

6% OF TOTAL MCP COST



FIRST-LAST MILE/ACTIVE TRANSPORTATION

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

7 PROJECTS

\$2.2B COST

20% OF TOTAL MCP COST



METRO RAIL

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

10 PROJECTS

\$1B COST

9% OF TOTAL MCP COST



REGIONAL RAIL

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

5 PROJECTS

\$3.5B COST

32% OF TOTAL MCP COST



SYSTEMWIDE

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

8 PROJECTS

\$0.9B COST

8% OF TOTAL MCP COST



FULLY FUNDED/CONSTRUCTION PROJECTS COMPLETE BY 2028 GAMES

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

FULLY FUNDED PROJECTS TO BE COMPLETED BY 2028 GAMES

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

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

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

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

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

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

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

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

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



Mobility Concept Plan for the 2028 Games

LOS ANGELES
MEMORIAL
COLISEUM



Metro[®]

June 2023





Fellow Angelenos,

As the region gets ready to host the 2028 Olympic and Paralympic Games (2028 Games) and invite the world to Los Angeles, Metro is rising to the occasion. When we began this journey, we knew getting ready for this world-class event meant more than hosting the Games for a few weeks. It's about providing an experience for our visitors and residents that not only takes us all out of our cars, but also gives us a sense of belonging to the shared experience of the 2028 Games and a feeling of community in Los Angeles.

Metro is planning permanent, long-term improvements and benefits to our system—and by extension, to you and your neighborhood. What you will see is an inclusive and equitable process that is the catalyst for these mobility improvements that provides a permanent legacy for our communities for decades to come.

This Mobility Concept Plan shows you how we plan to make that happen. Metro is going to meet the mobility demands of the 2028 Games while enhancing, growing, and refining our transportation systems in the region. Our main goal for 2028 is to enable all ticketed spectators to travel to competition venues by public transit, walking or cycling. Over the long term, we seek to improve access, and create a core system that is faster, more reliable, safer, and more connected.

This Mobility Concept Plan also describes the first set of projects and programs that will enhance the 2028 Games experience for everyone. We also discuss how we are going to advocate for, and fund, some very important upgrades at the state and federal levels.

To reach our goals and deliver better mobility, this plan also shows how Metro will take the lead, with the Games Mobility Executives, coordinating the vision for the 2028 Games and our regional stakeholders. We will start by aligning resources and creating our team, including our regional mobility partners. From there, Metro will work at every level from federal to local to plan, coordinate, and grow our system and create a better way to travel in Los Angeles.

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1

Metro's Plan

In 2028, Los Angeles will host the 2028 Olympic and Paralympic Games (2028 Games). We will be front and center on the global stage. The 2028 Games will help Metro create long-lasting benefits and more equitable mobility all over the region. By starting with accessibility and inclusion, and inspiring people to choose different ways of getting where they need to go, we can make it easier and more sustainable than ever to move around the region. Metro, along with local and regional partners, will initiate and accelerate improvements to enhance the quality of life for all.

Much like the world-class athletes who will compete in 2028, we embrace the challenge of the 2028 Games. Now is our time, and this Mobility Concept Plan is our playbook for achieving better mobility and quality of life before, during, and long after the 2028 Games. The 2028 Games will celebrate human achievement in sports, but they will be a celebration of multimodal and equitable mobility for all Angelenos.

Metro's Vision

Metro's mission is to provide a world-class transportation system that enhances quality of life for all who live, work, and play in Los Angeles County. As the planner, designer, builder, and operator of the county's transportation system, everything we do is aligned with that mission, and Metro is already at work delivering on this mission by improving our services and expanding our system.

Even with a growing transportation network, moving millions of spectators and thousands of athletes across the region for the 2028 Games will be a major undertaking. Metro will use existing key plans and policies to shape how we will keep the Games moving and help Angelenos continue to live, work, and play before, during, and after the 2028 Games.

VISION 2028 STRATEGIC PLAN

Our *Vision 2028 Strategic Plan* (Vision 2028) (Metro 2018) describes the big picture for improving mobility across Los Angeles County. Vision 2028 looks to double the trips made by methods other than driving alone, such as using transit, walking, rolling, and carpooling. Vision 2028's five goals underpin all of Metro's activities, including the ones in this Mobility Concept Plan.

2020 LONG RANGE TRANSPORTATION PLAN

Our *2020 Long Range Transportation Plan* (2020 LRTP) (Metro 2020) lays out Los Angeles' roadmap for a more sustainable, vibrant future. We reached out to people all across the region and learned what they wanted for public transportation, and distilled that information into four goals:

- > Better transit
- > Less congestion
- > Complete streets
- > Access to opportunity

The 2020 LRTP shows what Metro is doing now and what we must do in Los Angeles County over the next 30 years to meet these goals.

METRO'S 2028 STRATEGIC PLAN GOALS

- > Provide high-quality mobility options that enable people to spend less time traveling
- > Deliver outstanding trip experiences for all users of the transportation system
- > Enhance communities and lives through mobility and access to opportunity
- > Transform LA County through regional collaboration and national leadership
- > Provide responsive, accountable, and trustworthy governance within the Metro organization

EQUITY PLATFORM FRAMEWORK

Metro's Equity Platform is a policy framework adopted in February 2018. The policy defines how Metro can use its influence as a transportation authority to evaluate and address disparities in mobility access, and give people opportunities for upward social and economic mobility.

In 2019, Metro's Board of Directors defined Equity Focus Communities (EFCs) by assessing populations of people of color, car ownership rates, and annual income. EFCs are communities with the least access and the lowest incomes, and that are the most affected by equity gaps throughout the county.

Now that we know better, we can do better. First, this Mobility Concept Plan recognizes disparities and challenges in our transportation system. Next, it shows we have an opportunity to use the 2028 Games as a catalyst to positively affect Los Angeles County—now and in the future. We want to create a public transport system that closes the gap and eliminates disparities.



METRO'S DEFINITION OF EQUITY

Equity is both an outcome and a process to address racial, socioeconomic and gender disparities, to ensure fair and just access to opportunities, including jobs, housing, education, mobility options and healthier communities. Equity is achieved when a person's life outcomes are not predetermined in a statistical or experiential sense, on their racial, economic or social identities. Equity requires community informed and needs-based provision, implementation and impact of services, and programs and policies that reduce and ultimately prevent disparities.

Where We Started

In December 2020, Metro started this Mobility Concept Plan based on the Board of Directors' approved Motion 42. That motion gave us specific actions:

- > Create this Mobility Concept Plan based on permanent transit and transit-supportive projects and programs in consultation with LA28 (the 2028 Games organizing committee), the cities of Los Angeles, Inglewood, Carson, and Long Beach, and agencies like Caltrans, Metrolink, and other jurisdictions to serve the 2028 Games
- > Put together an interdisciplinary Metro Task Force to develop this Mobility Concept Plan
- > Integrate this Mobility Concept Plan into LA28's ongoing studies and the Mobility Working Group's overall 2028 Mobility Strategy
- > Develop, with LA28, a plan to engage at the federal level and seek federal funding
- > Work with other Southern California transportation agencies and talk about regional transportation priorities and investments that support the 2028 Games

1



MOBILITY CONCEPT PLAN GOALS

This Mobility Concept Plan is tied to Metro's core initiatives from Vision 2028, the Strategic Plan, 2020 LRTP, and the Equity Platform policy. We will:

- > Leave a lasting, positive legacy by learning from global best practices, piloting and expanding transportation improvements
- > Enable everyone to get to the venues by public transit, walking, or rolling
- > Ensure all people with specific mobility needs are able to use the system in an efficient and inclusive manner
- > Create an effective coalition of public and private-sector partners that deliver on mobility and operational improvements for the 2028 Games



**This plan
creates a
2028 Games
mobility legacy**

Where We're Going

Our goals for the 2028 Games naturally extend from our vision and are aligned with Metro's mission. We want every customer to remember how the 2028 Games were the catalyst for more efficient, clean, safe, and beautiful mobility in the region for everyone.



MAKE IT EASY FOR EVERYONE

- > Let all attendees and the 2028 Games workforce use public transport, walk, or roll to get to the venues
- > Avoid disruption; help people get to work and go about their day
- > Enhance the experience and change people's minds about how to travel
- > Make public transit the first choice for travel



MAKE AN IMPACT

- > Enable permanent mode shift to sustainable modes of travel
- > Create a legacy via accelerated improvements that would not be possible without the 2028 Games
- > Center on equity and inclusion
- > Develop projects that enhance mobility during the 2028 Games, while supporting future needs
- > Create jobs and promote economic prosperity



ENSURE CO-BENEFITS

- > Select projects that address disparities in access, mobility, health, safety, and environmental quality
- > Use the 2028 Games as catalyst to achieve climate and sustainability goals
- > Create jobs and development opportunities that support the 2028 Games and beyond
- > Create a safer, more resilient transportation system that withstands extraordinary demands, whether they are climate, safety, or security related



BUILD PARTNERSHIPS

- > Take a one-team approach; it's everyone's job to make the 2028 Games—and beyond—a success
- > Collaborate with LA28 to meet our collective needs for the 2028 Games
- > Work with local transportation agencies to integrate services for a seamless customer experience
- > Work with local jurisdictions to make public transit a priority and provide first/last mile access
- > Partner with policy and lawmakers to secure funding at the state and federal levels
- > Work with the private sector to innovate and deliver projects in time for the 2028 Games



**Get there by
public transit,
walking, or rolling**

How We're Getting There

Over the last year, we have reinforced our planned actions, vision, and goals through the following objectives. Here's where we start:

- > Step up and be the mobility service leader for the 2028 Games
- > Embed equity by prioritizing multimodal projects and improvements that support the 2028 Games and provide permanent benefits for people who need it the most
- > Fund and implement a prioritized, multimodal project list
- > Keep the region moving while preparing to welcome the world in 2028

OUR INTERDISCIPLINARY TASK FORCE

Metro established an interdisciplinary Task Force to create this Mobility Concept Plan, and their findings and recommendations follow. They set the stage for preparing for the 2028 Games.

Task Force members represent the diversity and expertise of Metro, and include people from Metro's Civil Rights, Countywide Planning & Development, Customer Experience, Equity and Race, Ethics, Government Relations, Office of Strategic Innovation, Office of the CEO, Operations, People, Program Management, Safety, and Strategic Financial Management departments.

Looking ahead, the Task Force will:

- > Lead continuous 2028 Games planning in concert with regional partners
- > Secure federal funding to advance projects and programs
- > Coordinate with LA28 to prepare for the 2028 Games
- > Continue to reach out and seek feedback from stakeholders



Legacy is the result of a vision. It encompasses all the tangible and intangible long-term benefits initiated or accelerated by hosting of the Olympic and Paralympic Games for the people and communities.

- International Olympic Committee





What does it mean to be multimodal?

Being multimodal means you have choices when it comes to how you move. Metro wants to expand and connect transportation services so there are many easy ways to travel throughout the county, including:

- > Public transportation
- > Active transportation like biking, walking, and rolling
- > New and shared mobility (scooter share)
- > Carpooling and shared-ride options (Metro Vanpool, Metro Micro, Uber, Lyft)

Being multimodal also facilitates goods movement, which is the way supplies and products are delivered to stores and warehouses.

What does it mean to encourage mode shift?

Mode shift happens when people choose to travel differently, and Metro is here to provide safe, sustainable, and reliable options. For example, instead of driving to work, you might take the train, a bus, or a bike. Or you might take transit to a game and skip the parking hassle.

Why does this matter?

This helps move our region more sustainably and efficiently as we grow and prepare to welcome the world to Los Angeles.



2

2028 Games

Context

Los Angeles is a world-class city that embodies the Olympic and Paralympic spirit. We are diverse. We are welcoming. We are bold. That is why Los Angeles won the bid to host the Games for the third time, joining the likes of Paris and London. The 2028 Games promises to be an amazing experience for all in Los Angeles—the athletes, the spectators, and the community.

The Games are Coming

Fueled by the success of the 1932 and 1984 Games and equipped with some of the best stadiums and arenas in the world, Los Angeles won the right to host the 2028 Games. This will be Los Angeles' third time hosting the Olympic Games and first time hosting the Paralympic Games.

The 2028 Games will match the incredible scale and diversity of Los Angeles. According to 2028 Games organizers, it will be the largest sporting and transportation event ever held, with an estimated 10 to 15 million ticketholders, approximately 50,000 accredited personnel (athletes, officials, media, etc.), and roughly 65,000 volunteers and employees.

LA28: 2028 GAMES ORGANIZING COMMITTEE

The Host City Contract with the International Olympic Committee (IOC) specifies that LA28 is the organizing committee responsible for delivery for the 2028 Games with support from the City of Los Angeles. LA28 is a nonprofit, independent, private organization governed by a volunteer board of directors. LA28 serves as the

central body for planning and staging of the 2028 Games in close partnership with public and private entities, such as Metro, to deliver the 2028 Games. LA28 is financially responsible for hosting the 2028 Games. LA28 is privately funded through domestic sponsorships, licensing, hospitality, ticketing, and the IOC.

LA28 will work closely with local jurisdictions, including venues outside of the City of Los Angeles, to ensure that the government services necessary for the planning and delivery of the Games are coordinated.

Pursuant to the Host City Contract, LA28 convened the Games Mobility Executives (GMEs), which consist of Metro, Metrolink, Caltrans, City of Los Angeles Mayor's Office, Los Angeles Department of Transportation (LADOT), and the Southern California Association of Governments (SCAG). Metro's GME member is CEO Stephanie Wiggins. As a Games Mobility Executive, she will help lead the funding advocacy and implementation of projects to enable Games projects are ready by 2028.

Nearly 100 years ago, even our understanding of “getting ready” for the Games was different—just as our idea of Los Angeles changed. For example:

1932 Aesthetic improvements including planting over 30,000 trees, and naming Olympic Boulevard

1984 Managing traffic, using existing resources, using temporary bus lane networks to manage demand; no permanent benefits

2028 Integrated, mobility investments in Equity Focus Communities that provide long-term benefits



TO UNION STATION WEST
↓ PASSAGEWAY TO TRAINS AND BUSES ↓



Los Angeles 2028 Games

by the Numbers

10-15M

TICKETS SOLD

700+

TICKETED EVENTS

3M+

UNIQUE ATTENDEES

80+

COMPETITION AND
NON-COMPETITION VENUES

~65K

VOLUNTEERS & EMPLOYEES

~500K

PEAK DAY SPECTATOR
IN-TRANSIT

~60

DAYS OF OPERATION

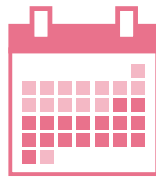
~50K

KEY CONSTITUENTS
(ATHLETES, OFFICIALS, MEDIA, ETC.)

SPORTS PROGRAM AND VENUE LOCATIONS

Although LA28 will not finalize the sports program and venue locations until after 2024, the current plan considers 28 Olympic sports and 22 Paralympic sports. We expect there will be more than 700 events and competitions at more than 30 existing and temporary competition venues across Los Angeles County. The largest venues will be in Downtown Los Angeles, Long

Beach, Inglewood, Carson, and the San Fernando Valley. Other proposed venues and activity centers include locations in Westwood, Santa Monica, Pasadena, and San Dimas. The Athletes Village will be at the University of California Los Angeles (UCLA) and the Media Village will be at the University of Southern California (USC).



OLYMPIC GAMES

17 DAYS

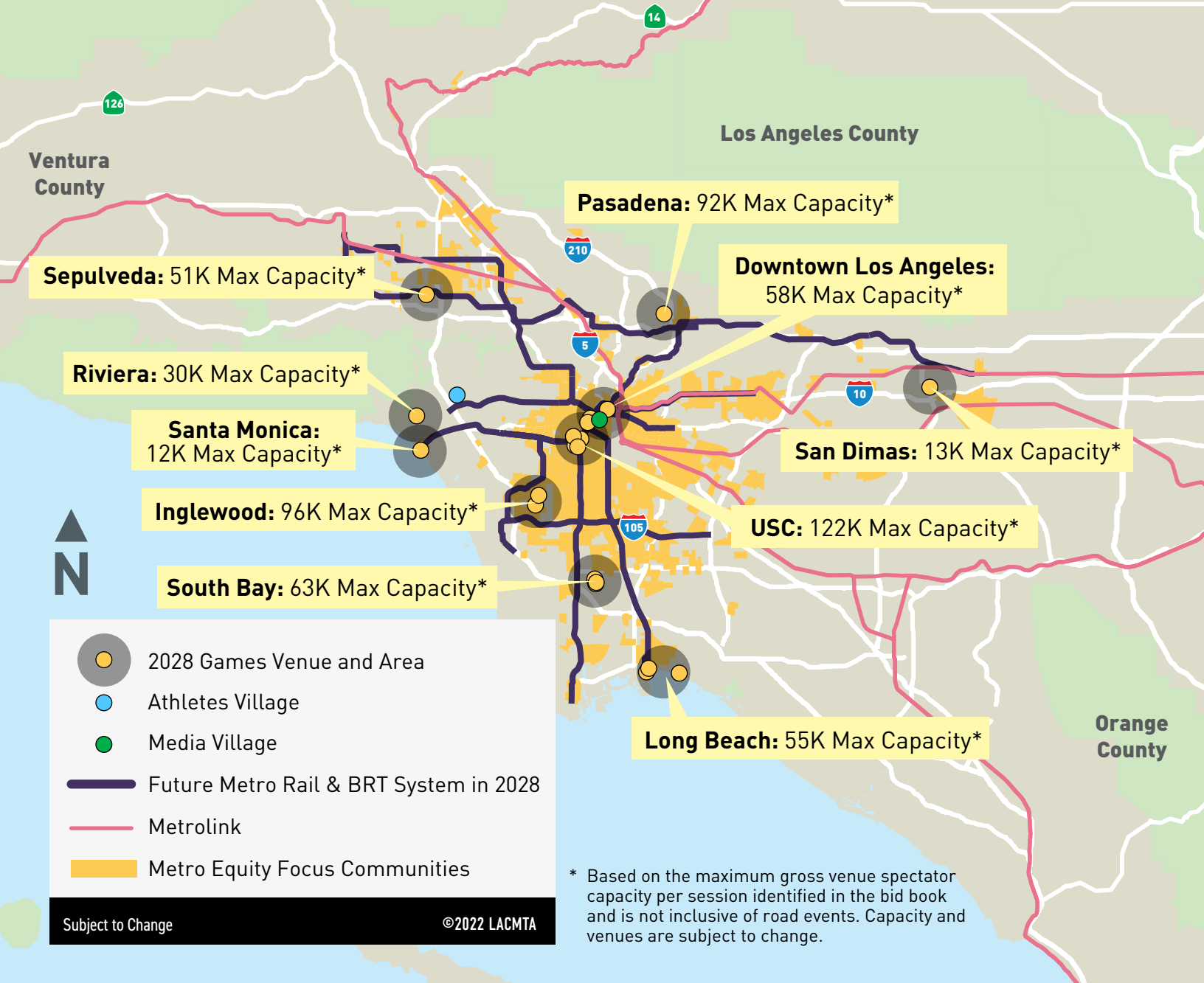
JULY 14 TO JULY 30, 2028



PARALYMPIC GAMES

13 DAYS

AUGUST 15 TO AUGUST 27, 2028



DURATION OF THE GAMES

The 17-day Olympic Games will run from July 14 to July 30, 2028. The 13-day Paralympic Games will run from August 15 to August 27, 2028. LA28 plans to use the historic Memorial Coliseum and iconic SoFi Stadium to jointly host opening and closing ceremonies. Throughout the

region, there will be live sites, fan zones, and open streets events that will be public celebrations, providing live event broadcasts to enhance the experience for all. Fan zones will allow as many people as possible to experience the Games.

Games temporary facilities or infrastructure, known as “venue overlay,” will start construction six months before the Games and intensify in the last three months before the Games. During the venue overlay period, Angelenos can expect road closures, detours, and other roadway impacts.

LA28's Transportation Strategy

For many visitors, their first impression of Los Angeles will be their experience with Metro's and the region's transportation systems. And for our 10 million Angelenos who are here to live, work and play, there is an opportunity to change the way people think about and use public transportation during and after the 2028 Games.

With the increase in demand, it will be necessary to reduce traffic volumes. The bid book identified the goal of reducing traffic congestion by 15%. To accomplish this, LA28 envisions a seamlessly integrated transportation system that serves all athletes, 2028 Games workforce members, and stakeholders, while keeping the region moving.

To support this goal, LA28's strategy includes the following:



CAR-FREE VENUES

Spectators will not be able to park directly at venues and will need to arrive at venues using other modes like public transportation, walking, or rolling.



MOBILITY HUBS

To support multimodal and car-free 2028 Games, mobility hubs will provide spectators with connections to either rail or the supplemental bus system to support first-last mile trips.



GAMES ROUTE NETWORK (GRN)

Dedicated lanes will be created for Games vehicles to travel between venues to be used by Games athletes, the media, officials, IOC members, spectators, workforce, and public transit.



SUPPLEMENTAL BUS SYSTEM

LA28 anticipates demand will exceed existing scheduled capacity of the region's public transit system. Supplemental bus system will enhance capacity between mobility hubs and venues, similar to services provided during other Olympic and Paralympic games, and the 1984 Games in Los Angeles.



**Transforming
mobility for
years to come**



RIGHT
LANE
MUST
TURN
RIGHT



The Grand Scale

The magnitude and scale of the 2028 Games will impact more than traffic congestion. Metro's transit network already serves over 1,400 square miles and includes commuter regional rail that stretches into five adjacent counties. Mobility planning and delivery of the 2028 Games will consider the following impacts on the public:

- > Managing suspension and temporary relocation of bus stops and detours of bus routes
- > Embracing numerous transportation demand management strategies to keep the region moving during the Games
- > Understanding that the 2028 Games will likely be considered a National Special Security Event, which will result in road closures, barricades and fencing around event sites, and additional security personnel
- > Preparing for operators and bus drivers to be in high demand and the need for accessible vehicles
- > Anticipating the surge of international visitors with needs for multilingual information and accessibility
- > Coordinating logistics, including different-than-normal goods and freight movement
- > Staging fan zones across the region that could attract thousands of participants
- > Pausing construction of certain projects during the Games
- > Planning road closures that minimize disruptions to traffic and public transportation for events such as the torch relay, cycling, marathon, and other road events

An aerial photograph of a city, likely Los Angeles, showing a dense urban landscape. In the foreground, a large sports complex is visible, featuring a football field with yard lines and a track. The text is overlaid on the image in three white boxes with red text.

Reimagine

how we travel

to the Games

2028 Games Pilot Tests

To get ready for the 2028 Games, we'll test our mobility strategies and policies in conjunction with special event operations. Los Angeles offers some of the best opportunities and places to do just that. Given that our region is home to major sports franchises and entertainment programs that have a long history of hosting large-scale, world-class events, we have the opportunity to start testing and scaling new mobility options before 2028. Over the next few years, Los Angeles will host major sporting events such as WrestleMania, the 123rd US Open Men's Golf Championship, the 2024 NCAA Division 1 Men's Basketball West Region Championship, the 2026 US Open Women's Golf Championship, and the 2026 FIFA World Cup. Of course, this is in addition to Hollywood's annual course of red-carpet events such as the Oscars, Emmys, and Grammys. While none of these events are at the scale of the Games, they offer us experience that will scale up; these events will help us pilot test and create strategies to improve mobility and manage congestion.


2




Upcoming Major Events in Los Angeles

2023

 WWE WrestleMania

 USGA 123rd US Open
Championship (Golf)

2024


 NCAA Men's Final Four
Basketball West Region

 USGA US Women's Open
(Golf)

2026


 FIFA World Cup

2028

 2028 Olympic &
Paralympic Games

Legend

 Major special events
with regional impact

 Other significant
events



1984 and 2028: How We've Changed

The last time we hosted the Olympics was 1984, and to say Los Angeles has changed is an understatement. The region has grown in population, and has an ever-growing rail and regional rail system. The way people move has evolved via new technology, fleet electrification, and new services like micromobility and microtransit.

The region is making significant investments in transportation via Measure R in 2008 and Measure M in 2016. However, even today, many Angelenos continue to favor their cars, and the city consistently ranks as one of the most congested in the world. But we're countering

old habits via historic levels of funding from Metro's local sales tax measures, California's SB 1, and the bipartisan Infrastructure Investments and Jobs Act (IIJA) to improve public transit and encourage mode shift.

The 2028 Games will replicate a discrete yet crucial success of the 1984 Games: the reduction of traffic congestion through transportation demand management strategies. In 1984, the positive trends in transportation did not last. Over the past three decades, traffic has worsened and the trend of driving alone has generally stayed the same based on US Census data. This must change to support a car-free Games.

In 2028, the Games themselves will be different. There will be a significant increase in competition events and athletes. There will be greater demand in media coverage and more ticket sales. There will be the extraordinary needs of security, logistics, and transport to host the Games. We're proud to be part of that future.









1984

1984 | 2028

HOW MOBILITY HAS CHANGED

	Metro Rail Miles	0	116
	Metro BRT Miles	0	87
	Metro Express Lanes Miles	0	68
	Metrolink Miles	0	538



2028

HOW LOS ANGELES COUNTY HAS CHANGED

	Population (millions)	8	11*
	Employment (millions)	3.5	5*

HOW THE GAMES HAVE CHANGED

	35% MORE SPORTING EVENTS		2X THE AMOUNT OF ATHLETES		3X THE AMOUNT OF MEDIA COVERAGE
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*Projections based on historical data and trends



2028



3

Games Mobility Planning

From Long Beach to the San Fernando Valley, all Angelenos and Games-related travelers will need clear and efficient mobility solutions to arrive at the right place at the right time. Delivering mobility for the 2028 Games will be a momentous effort and requires careful planning and smart investment. This section describes Metro's first preliminary plans for the Games and a mobility legacy.

Roles and Responsibilities

Metro is the lead mobility partner for the 2028 Games and is working with LA28 to reach clear consensus on roles and responsibilities, decision-making authority, and reporting and communications protocols about mobility to support the 2028 Games. As a team, we will establish clear governance, which will result in timely decision-making, transparent communication, and efficient execution while preparing for the 2028 Games.

Through Metro Board of Directors' approved Motion 42, Metro and the Games Mobility Executives defined and assigned roles and responsibilities to each of Games Mobility Executive partners (LA28, Metrolink, Caltrans, City of LA Mayor's Office, LADOT, and SCAG). Each partner evaluated lessons learned from previous World Games through the lens of mobility and discussed each Game Mobility Executive partner's strengths. Together, the Games Mobility Executives reached consensus about Metro's roles and responsibilities:

- > Lead mobility partner, planning and delivering mobility infrastructure and operations
 - > Aggregator of the Games-related project list through the Mobility Concept Plan
 - > Steward for the delivery of prioritized mobility projects, including projects delivered by transportation agencies other than Metro
- Metro and LA28, working with the City of Los Angeles, will do the following:
- > Lead analysis of government programs and map prioritized projects to funding sources
 - > Lead engagement with federal and state officials on the 2028 Mobility Concept Plan and GME priorities

ONE-TEAM APPROACH

Acting as a single team is the key to a successful 2028 Games. A one-team approach defines clear responsibilities and accountability for each party. Metro has a long history of partnering with the City of Los Angeles, LADOT, Caltrans, and Metrolink to deliver complex regional projects. A one-team approach will help us get there.

This commitment to work together drives our team to not only deliver an amazing 2028 Games but leave a permanent legacy of sustainable and equity-focused mobility enhancements for all Angelenos.



**Working
together to
keep the region
moving**

Draft Initial Project List

In January 2022, Metro's Interdisciplinary Task Force created a Draft Initial Project List of more than 200 projects that could help Metro and the region deliver excellent transportation during the 2028 Games and leave a legacy of improved mobility. That list served as a starting point for future analysis and stakeholder coordination.

The Draft Initial Project List started with projects listed in the Board's motion (including Twenty-Eight by '28 projects) and built on information from the following:

- > LA28's Draft 2028 Games Transport Funding Parameters
- > Review of existing plans/ programs and operational, capacity, and safety (creating mobility enhancements leading up to and during the Games)
- > Best practices from other World Games events
- > Outreach to Metrolink, Caltrans, LADOT, and local venue cities

The Draft Initial Project List included capital and operational improvements like:

- > Bus stops and bus lanes
- > Transfer centers
- > Mobility hubs
- > Communications and security equipment
- > System reliability investments
- > State-of-good-repair and maintenance work
- > Optimized customer experience improvements like wayfinding, digital information, and payment technology

Metro categorized these projects into three tiers based on preliminary screening results. The three tiers considered expected mobility, equity, and permanent transportation improvement benefits during the Games.



100 EAST
Norwalk
200 SOUTH
Santa
Long Beach

35

Stakeholder Conversations

SERVICE COUNCILS AND COUNCILS OF GOVERNMENT

Providing mobility during the 2028 Games will be a team effort, and Metro has begun seeking input from partner agencies and riders on how best to prepare and collaborate. After the January 2022 Board meeting, Metro presented information to Local Service Councils and Councils of Government. Metro shared an overview of this Mobility Concept Plan, first discussing its impetus, goals and vision, and then diving into methodology for selecting and refining the Draft Initial Project List. Metro posed questions to each audience, like **“Are there projects you would add?”** and **“What are your priorities for the 2028 Games?”** Participants provided feedback and asked questions.

Some of the most common recurring comments were in appreciation of Metro initiating Games mobility planning. Feedback included information about:

- > Success of the 1984 Games in terms of reducing traffic congestion
- > Requests that Metro not divert local return/subregional funds to Mobility Concept Plan projects not already included in those capital plans
- > Concerns Mobility Concept Plan projects are exclusive to venue locations

LOCAL VENUE CITIES

Metro met with local venue cities in Los Angeles County to discuss their planning efforts for the 2028 Games and this Mobility Concept Plan. Metro staff reviewed relevant projects in each local venue city to seek input on and support for the Draft Initial Project List and this Mobility Concept Plan. This support could potentially translate into joint advocacy for funding and project delivery acceleration.

Outreach by the Numbers

9 ADVISORY MEETINGS

5 SERVICE COUNCIL MEETINGS

7 INDIVIDUAL GME PARTNER MEETINGS

7 VENUE CITIES MEETINGS

8 COUNCIL OF GOVERNMENTS MEETINGS

20 LA28 COORDINATION MEETINGS

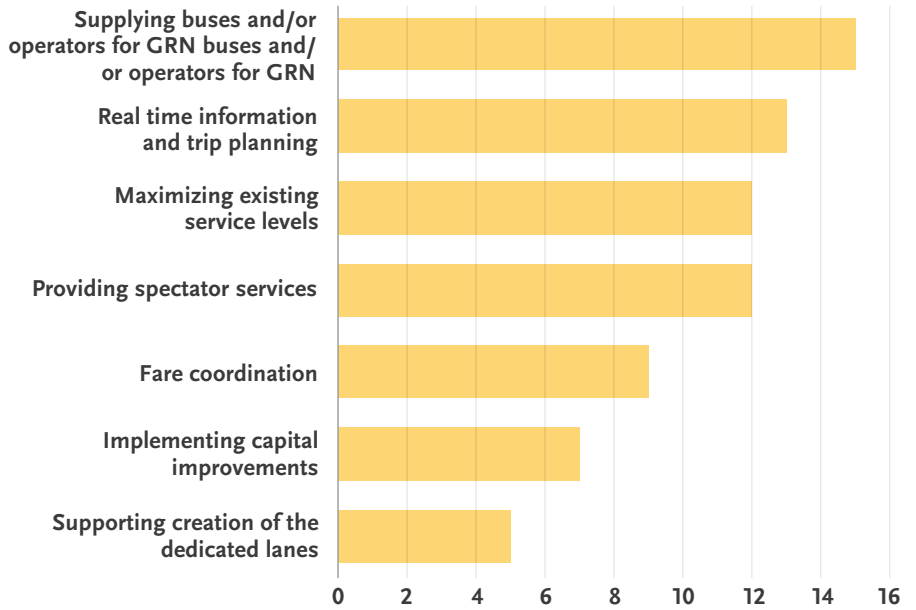
48 NEW PROJECTS FROM STAKEHOLDERS, ADDING TO THE PROJECT LIST

Survey Results

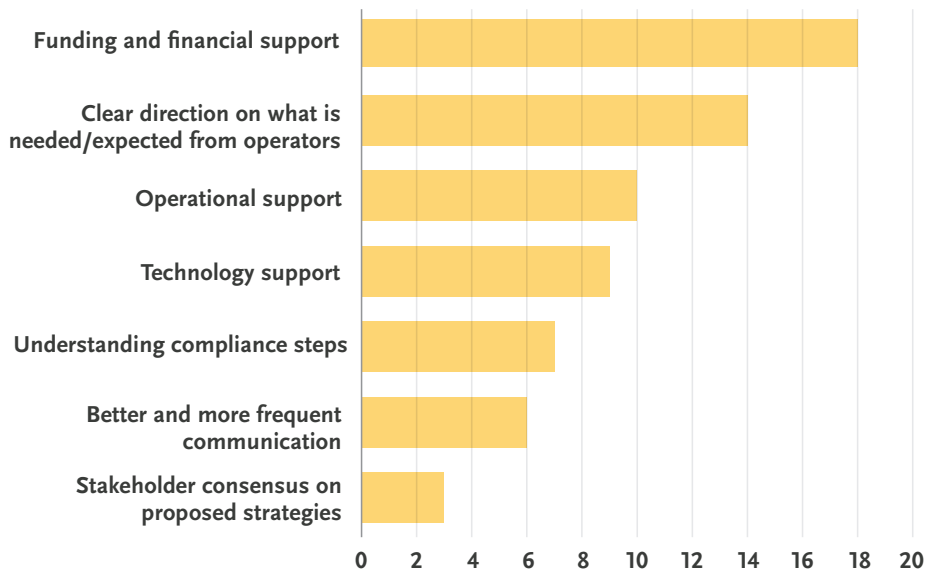
MUNICIPAL BUS OPERATORS

Metro engaged with municipal bus operators about this Mobility Concept Plan and planning for the 2028 Games. We presented at the Municipal Operators General Managers' meeting in February 2022. Metro hosted the Transit Leadership Summit with all municipal transit operators in Los Angeles County in attendance. At the summit, we gave an update on this Mobility Concept Plan, polled attendees and asked for feedback, and held discussions about best practices for the 2028 Games. Summit attendees included Los Angeles County Consolidated Transportation Services Agency (Access Services), Antelope Valley Transit, Arcadia Transit, Claremont Dial-A-Ride, Commerce Bus, Culver City Bus, Foothill Transit, Gardena Transit, La Mirada Transit, Long Beach Transit, LADOT, Metrolink, Montebello Bus, Norwalk, Redondo Beach Wave, Santa Clarita Transit, Santa Monica Big Blue Bus, and Torrance Transit.

WHAT ACTIVITIES DO YOU EXPECT TO BE INVOLVED IN FOR THE 2028 GAMES?



WHICH AREAS DO YOU NEED SUPPORT TO BE ABLE TO PARTICIPATE MORE FULLY IN THE 2028 GAMES?



LA28 COLLABORATION

Over the past year, Metro and LA28 have regularly coordinated on an overall transportation strategy for the 2028 Games. Topics have included Mobility Concept Plan coordination, project deep dives, project list refinement, 2028 Games information and IOC requirements, and roles and responsibilities.

FUTURE ENGAGEMENT

Stakeholder engagement is critical to generating ideas and obtaining support for the Draft Initial Project List and this Mobility Concept Plan. Over the next six years, we will continue to reach out to key stakeholders to seek input, build support, and create awareness.

3





Customer Experience

In 2028, we expect to serve the needs of a diverse customer base with a wide range of needs, and we intend to do it at the world-class level. This will support our efforts to **recruit**, **retain**, and **reclaim** riders during the Games and beyond. Most of our customers will be from one of the following five categories.

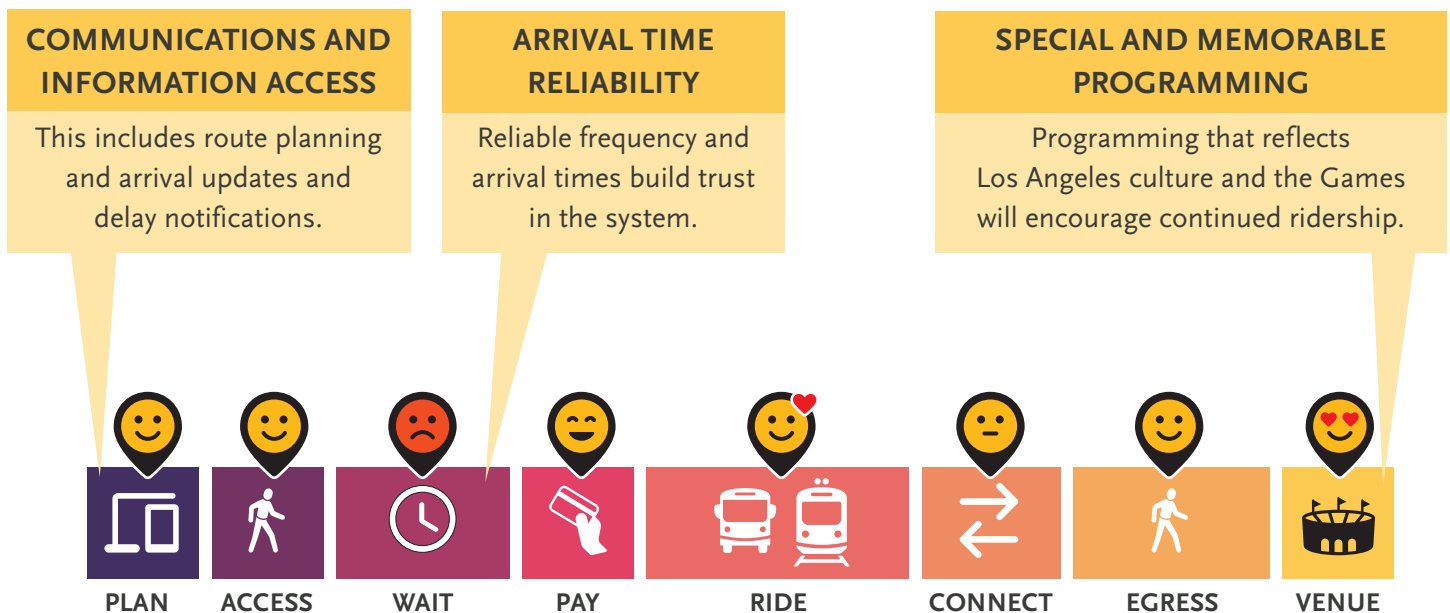
OUT-OF-TOWN SPECTATORS	Out-of-town spectators will not be familiar with the region or transit options and will need to learn the system as they go. They will need high-quality service, clear and multilingual communications and signs, and some flexibility in their schedules.	<p>While there will be varied specific customer needs, we understand the core needs for all people: safety, reliability, comfort, and cleanliness. Because these conditions affect everyone, they must shape our priorities for mobility planning before, during, and after the Games.</p> <p>The three pillars of great customer experience include:</p> <ul style="list-style-type: none">> Frequent, safe, reliable service> Excellent communications and information access> Special and memorable programming <p>Improving these three ways in which customers experience public transit, and considering their influence on each journey, will be key to delivering world-class service during the Games and for providing excellence for years to come.</p>
LOCAL SPECTATORS	Local spectators will have some familiarity with the transit system and may need help connecting from regional travel options. They may need to shift their thinking around access, parking, and travel times to and from events at locations they have previously visited.	
GENERAL PUBLIC	The general public will need to maintain their days to be business as usual, with minimal delay during the Games. They will want regular updates about traffic and transit hotspots so that they can avoid congestion.	
GAMES WORKFORCE	The Games workforce will need to travel to and from Games venues while meeting strict schedules and potentially traveling at different hours than spectators and the general public. These riders may or may not be familiar with the transit system already.	
GAMES FAMILY	The Games Family will include athletes, coaches, media, and officials. They will be on strict schedules and will need greater privacy and security. They will travel in private shuttles and vehicles but may use transit if it is convenient and reliable. They will want updates about traffic and travel time reliability.	

EXPERIENCE MATTERS THROUGHOUT THE JOURNEY

To address customer needs, we will coordinate with a wide variety of stakeholders, including other transit agencies and communications outlets. We will grow our presence by recruiting staff and developing capacity to meet customer needs. The Games provide an opportunity for Metro to use customer feedback and improve existing communications tools.

We want to not only host, but care for our customers. Safety is paramount. Metro will put Transit Ambassadors in place along with an active, but less prominent, policing and enforcement presence. Transit Ambassadors will help support customers experiencing homelessness by partnering in advance with community organizations that provide wraparound services and by developing alternative responses to nonviolent safety concerns.

Focusing on these core needs and the pillars of customer experience will help us recruit, retain, and reclaim riders before, during, and beyond the Games, creating a lasting legacy.



Transit/Venue Access

We're looking at improving key pathways for walking or rolling between transit and 2028 Games venues. This section discusses possible improvement projects based on an analysis of where transit riders will likely be walking or rolling to/from using Metro's *First/Last Mile Strategic Plan* (Metro 2014) as a guide.

We analyzed the following locations:

- > Downtown Sports Park
(Grand Park, LA Live, Expo Park, and USC)
- > Long Beach Sports Park
- > South Bay Sports Park
- > Valley Sports Park
- > Inglewood
- > UCLA

During the assessment, we identified key pathways that connect high-quality transit stops to main visitor venue access points. Then, we specified street improvements along these routes that would help people walking between key transit stops and venues. In most cases, the high-quality transit stops selected included rail stations. Based on the assessment, we see a need to consolidate high-quality bus stops, so that wayfinding and access enhancements can be localized along key routes for transit riders accessing the venues.

While LA28 has not yet finalized identifying visitor access points, we can recommend a series of consolidated visitor entry points, which are most easily served by nearby high-quality transit. By consolidating entry points and identifying safe and pleasant access routes, Metro can achieve accessibility while honoring venue safety and security needs.



Recommendations for improving walking and rolling experiences between transit stations/stops and venues include the following:



IMPROVE BUS STOPS

Relocate/add new stops and amenities like bus shelters, shade, lighting, real-time signs, and trash cans



IMPROVE CROSSWALKS

Add crosswalks with high-visibility striping and dual curb ramps for improved Americans with Disability Act (ADA) access



ADD STREET TREES AND LANDSCAPING

Provide shade and enhance user experience; plant as soon as possible to allow for growth before Games



ADD PEDESTRIAN-SCALED LIGHTING

Orient lighting toward sidewalks, with frequent placement and regular spacing



IMPLEMENT TRAFFIC CALMING

Add corner bulb-outs, Intelligent Transportation System (ITS) technology, and speed tables



ADD WAYFINDING

Show the way to venues, key local destinations, and transit stations/hubs



WIDEN SIDEWALKS

Improve community safety and access; accommodate demand and queuing



ADD STREET FURNITURE

Add benches and chairs



OPEN STREETS

Pedestrianize our streets into safe places for play and public spaces for all



ADD BIKE LANES

Support last-mile journeys between transit and venues



OTHER IMPROVEMENTS

Close roads, expand transit platforms, and add crossings

Safety and Security

The 2028 Games is a large-scale, complex undertaking that requires a comprehensive and robust safety and security strategy. The ultimate priority will be the safety and security of all participants, stakeholders, and the host region—and transportation will be a critical element of the safety and security plan.

Safety and security planning has started, led by the California Olympic and Paralympic Public Safety Cooperative. This group consists of members from LA28, the City of Los Angeles, and the California Office of Emergency Services, among others. This group aims to identify and facilitate preplanning and cooperation, including policy, resourcing, learning, training, logistics, governance, community engagement, and communication.

Following preplanning, the 2028 Games are anticipated to be designated as a National Special Security Event (NSSE). As such, the US Secret Service will take the lead responsibility for planning and implementing operational security, with support from other federal, state, and local agencies, including Metro.

Metro will play a crucial role in planning transportation safety and security in a holistic and integrated manner for the 2028 Games. The key will be delivering safety and security measures that provides effective transport and balances customer experience and safety and security measures.

This Mobility Concept Plan preliminarily assessed potential safety and security challenges related to moving people between Metro’s systems and the venues during the 2028 Games. A clear understanding of the challenges will help inform the decision-making and planning processes. A few examples of safety and security considerations as they relate to mobility include the following:

- > Coordinate with LA28 to define secured perimeters, especially near Metro stations
- > Collaborate with LA28 to identify specific locations for spectator access points and for accredited personnel entrances to avoid use conflicts, and provide sufficient queueing between a venue and the closest transit station
- > Identify potential street closures for safety reasons to accommodate large crowds between transit stations and venues



Preparing for the Games includes the following transportation safety and security activities related to internal and external coordination, infrastructure planning and delivery, and operations:

- > Developing and implementing a robust public transportation safety communications campaign, similar to the 2022 Super Bowl Know Before You Go campaign
- > Ensuring that the security objectives are fully understood, endorsed, and acted upon by all transportation stakeholders throughout planning for the 2028 Games
- > Research appropriate technology to protect passengers, the Games, and the public

Funding and Policy Initiatives

Historically, government has played a vital role in assisting and coordinating with transportation agencies to ensure enhanced mobility during Olympic and Paralympic Games. LA28 has indicated that no new venues are needed, and that it will privately finance the staging of the 2028 Games. However, according to LA28, the 2028 Games will be one of the largest transportation events in the US. To meet the extraordinary needs associated with transporting people to the 2028 Games and to keep the region moving, we will collaborate with all levels of government to fund and deliver mobility improvements.

The role of government has been different for each of the last three Olympic and Paralympic Games in US cities. The figure shows federal support received for each event according to the US Government Accountability Office (GAO) (GAO 2000).

In 1984, federal agencies did not provide dedicated federal funding or support for highway, transit, or other capital projects considered Olympics-related—unlike the Atlanta 1996 and Salt Lake City 2002 Games. According to the GAO, this was in part attributable to local officials deciding not to undertake any new construction or capital improvements specifically for the 1984 Games.

The 2028 Games offers Los Angeles the opportunity to enhance, strengthen, and accelerate its plans for the future of mobility. The GME will advocate and collaborate to secure funding by using the 2028 Games as a catalyst. The following are examples of potential funding and policy initiatives for consideration.

U.S. GAMES EVENT	FEDERAL SUPPORT (2022 DOLLARS)	
	PLANNING/STAGING	GAMES-RELATED MOBILITY PROJECTS
Los Angeles 1984 Summer Games	\$120,000,000	\$0
Atlanta 1996 Summer Games	\$327,000,000	\$653,000,000
Salt Lake City 2002 Winter Games	\$448,000,000	\$1,762,000,000

FEDERAL STRATEGIES

- > Request policies that enable flexible and streamlined processes to deliver improvements and operate services during the 2028 Games
- > Advocate for Transportation Assistance for Olympic Cities Act
- > Request discretionary funding and earmark appropriations over the next five years to fund Mobility Concept Plan projects

STATE STRATEGIES

- > Request discretionary state funding over the next five years to fund Mobility Concept Plan projects
- > Develop legislation to authorize Metro to operate charter bus services, similar to when the 2000 Democratic National Convention was in Los Angeles and the 1984 Games
- > Enhance Metro's ability to operate and expand ExpressLanes and authority to implement a temporary Games Route Network working with Caltrans and local cities
- > Collaborate with California Public Utilities Commission and other relevant state agencies to consider methods to manage commercial fleets around venues
- > Consider geofencing restrictions for commercial fleets adjacent to sports parks

Salt Lake City 2002 Games

by the Numbers

21 GAMES-RELATED
TRANSPORTATION PROJECTS

\$3.7B TOTAL TRANSPORTATION
PROJECT COSTS
(2022 DOLLARS)

45% FEDERAL COST SHARE OF
TRANSPORTATION PROJECTS

Transportation

Demand Management

Transportation demand management (TDM) is the use of multimodal strategies to reduce traffic, improve mobility, and reduce emissions. With millions of expected visitors, a TDM program is crucial to reducing transportation system demand and limiting the Games' impact on Angelenos. In its bid to host the Games, LA28 set a goal of reducing traffic volumes across Los Angeles County by approximately 15% during the 2028 Games. We will need practical, effective, and innovative TDM strategies to achieve this goal.

The 2028 Games offers Metro the opportunity to expand and build upon many of its TDM programs. Games-related TDM strategies could include a marketing and communications campaign, financial incentives and pricing strategies, park-and-ride strategies, and mobility hubs. Park-and-ride approaches and mobility hubs are discussed later in this section.

The COVID-19 pandemic showed us that more people can work remotely and help reduce traffic. In response to the pandemic, a considerable 45% of the population in Southern California telecommuted. We know that telecommuting during the Games, will significantly reduce traffic. For example, Metro saw a reduction between 50% to 75% in the number of vehicles using the ExpressLanes during the first year of the COVID-19 pandemic.

Telecommuters are more likely to be higher-income individuals who, before the pandemic, did not use public transit and commuted via single-occupant vehicles. Not everyone can telecommute; many essential workers are lower-income earners and frequently use public transit to get to work. Strategies to maximize telecommuting will be an integral part of the overall travel demand management approach for the Games, and communications with the general public and employers will encourage and to support anyone who chooses to telework. This can greatly reduce the number of vehicles on the road, easing traffic and emissions.

To successfully implement TDM strategies, coordination among stakeholders is crucial. Working groups including representatives from major employers and Transportation Management

Organizations (TMOs) across the region could be created by Metro to identify data needs and resources. Implementation of a diversified portfolio of TDM strategies will result in an approach that is stronger and less susceptible to failure, with the goal of reducing Games traffic volumes while encouraging long-term mode shift among local residents. For the 2028 Games, a successful TDM strategy will help new riders learn about Metro's services, and grow its customer base beyond the Games.

POTENTIAL TDM IDEAS FOR CONSIDERATION	REDUCE	REMODE	REROUTE	RETIME	TARGET AUDIENCE	LEGACY
Marketing and Communications	●	●	●	●	Spectators and general public region-wide	<ul style="list-style-type: none"> > Memorable messaging > Communications platform
Incentives to Drive Less (Mobility Wallet)	●	●	●	●	General public	<ul style="list-style-type: none"> > Mode shift > Program expansion
Transportation Communication Network Expansion (digital billboards)	●		●	●	Spectators and general public who drive	<ul style="list-style-type: none"> > Intelligent systems and communications platform
Freight TDM	●	●	●	●	General public (specifically freight industry)	<ul style="list-style-type: none"> > Curbside management systems > Goods movement policy change > Partnerships with freight industry
SoCal 511 Regional Trip Planning		●	●	●	General public	<ul style="list-style-type: none"> > Communications platform > Systems investment > Informed decision making
Pricing Strategies (Parking, Congestion, etc.)	●	●			Spectators and general public who drive	<ul style="list-style-type: none"> > Revenue generation > Parking policy change
Metro Vanpool/Metro Micro Expansion	●	●			General public	<ul style="list-style-type: none"> > Program expansion > Vehicle electrification
BlueLA Expansion	●			●	General public, spectators, out-of-town visitors	<ul style="list-style-type: none"> > Program expansion > Reduce car ownership
Local Route Network + Metro Bike Share and Bike Hub Expansion		●	●		General public and spectators	<ul style="list-style-type: none"> > Mode shift > Air quality > Program expansion
HOV 3+ Policy Implementation	●				General public	<ul style="list-style-type: none"> > Air quality, mode shift

Park-and-Ride

Park-and-ride lots are a place for drivers to leave their cars and access transit. They are a proven Games-related strategy to manage transportation demand and reduce congestion near Games venues. With the influx of visitors to Los Angeles for the 2028 Games, freeways and streets throughout the region will experience significant traffic congestion. A region-wide park-and-ride strategy that focuses on providing places with easy access to park their vehicles and board transit, especially Metrolink, will be key to managing congestion and supporting long-term mode shift.

Park-and-ride lots can offer a range of modal options and amenities such as express bus service to key destinations and sports parks. Potential amenities may include safety and security services, restrooms, real-time information, wayfinding, and Wi-Fi. Many Metrolink stations already have some or all of these amenities.

The park-and-ride sites can provide efficient and effective service for people with disabilities, in particular non-regional attendees, by removing the challenges of traveling on a congested road network. Making this an attractive option will require accessible and secure facilities and service levels that consider the needs of all riders.

Metro will assess the available parking resources and demand at each park-and-ride option and to use TDM strategies to maximize parking space available during the Games for use by spectators who may travel from communities near park-and-ride locations.

3

Nation's Largest Clean-Air Fleet





A potential approach to a region-wide park-and-ride strategy is to identify the following levels of park-and-ride facilities:

LEVEL 1

Level 1 facilities are generally the end of the line at Metrolink stations and the first opportunity to capture the attention of inter-county commuters and encourage them to use transit rather than drive.

LEVEL 2

Level 2 facilities are Metrolink stations outside of the Los Angeles Basin or outside of Los Angeles County. They ideally have a large capacity for parking and are considered “parking reservoirs.”

LEVEL 3

Level 3 facilities are Metrolink stations typically along the Los Angeles County border or near the Los Angeles Basin. The locations are parking reservoirs and act as overflow locations for Level 2 park and rides.

LEVEL 4

Level 4 facilities are Metrolink stations that connect with Metro Rail and BRT in the Los Angeles Basin, and the last resort for commuters outside of Los Angeles County who want to park within the Los Angeles Basin.

Mobility Hubs

One of LA28's goals for TDM is to build mobility hubs for multiple reliable and efficient connections for everyone going to venues, homes, or jobs throughout the region. Mobility hubs will help the public transit network manage capacity at all the venues and provide convenience and efficiency for spectators and residents alike. Mobility hubs for the 2028 Games are defined as multimodal transport hubs that connect people from their home or accommodation to public transit and directly to the venues and reduce congestion near venue hubs.

Mobility hubs should be inclusive and accessible to all. Particular attention should be paid to the diverse needs of people with disabilities and restricted mobility, so it is a service that can be relied upon to provide connected and integrated travel experiences alongside other users without additional effort or concern. Achieving this will require a consistent approach across all transport modes to the physical infrastructure and operations.

Metro has a critical role in the implementation of mobility hubs for the 2028 Games because many mobility hubs will be located at Metro rail and BRT stations. Other potential locations where mobility hubs may be considered include the Los Angeles Zoo and the regional California State University campuses at Dominguez Hills, Long Beach, Los Angeles, and Northridge. For the mobility hubs at transit stations, there are two tiers, or typologies, that reflect the varying needs of the users and scale/context of the location. The following provides a description of each typology.





▲ VENUE MOBILITY HUB

Stations that are nearest to the proposed venues and sports parks. Venue Mobility Hubs will serve as the critical point for accessing mass transit, Games-specific transit, and micro-mobility options. These hubs will move and contain people efficiently while they wait to board transit, clear and visible signage, real-time information, and staffing to provide guidance and support.

◆ CENTRAL MOBILITY HUB

Central Mobility Hubs are concentrated at or near the end of Metro Rail and BRT stations with significant parking capacity. These hubs will also be used heavily by Games visitors using public transit for their journey, or a combination of public transit and micro-mobility. The primary users of Central Mobility Hubs will be Games spectators and Games workforce, as well as people taking non-Games related trips to avoid vehicle travel during the Games.

Based on these definitions and criteria, 13 locations are potential venue mobility hubs and 18 locations are potential central mobility hubs.



4

Prioritized Project Lists

Like in London and Rio, the 2028 Games are the catalyst to create a legacy of multimodal improvement and mode shift for Los Angeles. Metro is ready to make this happen.

Project Evaluation Steps

The 2028 Games are a catalyst; they challenge us to improve mobility as much as we can before they arrive. Metro already has several fully funded and construction projects in the works and on track for 2028. Even with this capital program, the 2028 Games will challenge us, and they give us an opportunity to implement projects that otherwise may not happen. That's why we've identified and prioritized a set of projects that align with this Mobility Concept Plan's goals, and we will strive to fund and deliver them for the 2028 Games. Here's how we used a seven-step process to identify and prioritize the Mobility Concept Plan projects.



STEP 1: BUILD COMPREHENSIVE PROJECT LIST

Building off the Draft Initial Project List from January 2022, Metro's Interdisciplinary Task Force and key stakeholders refined that set of projects, resulting in a Comprehensive Project List. The Comprehensive Project List includes rail, bus/BRT, active transportation/first-last mile, regional rail, congestion management, and goods/freight

movement projects. This range of projects target a variety of capital, state-of-good-repair, customer experience, systemwide, and operations-related improvements. The Comprehensive Project List was our starting point for evaluation. Refer to Appendix A for the complete list of projects we reviewed.

STEP 2: CAN THE PROJECT BE COMPLETE BY 2028?

After looking at project timelines and risk factors, we screened out projects that either could not be delivered/constructed by 2028 or projects that were not operationally feasible by 2028 even if they were fully funded. Generally, screened-out projects were large-scale, complex transit corridor projects that would take at least six years to construct.



Platform 2

Downtown LA E

Metro Rail

Culver City E

STEP 3: SCORE PROJECTS

Next, we scored projects based on three criteria. Criterion 1 used metrics derived from Metro's *Vision 2028*. Criterion 2 relied on metrics from discussions with LA28 on their transportation strategy. We used Metro's Equity Platform and discussions with staff from Metro's Office of Equity and Race to score Criterion 3. Metro's Interdisciplinary Task Force used both qualitative and quantitative scoring to measure how well each project met the criteria.

MULTIPLICATIVE SCALE TO MEASURE MAGNITUDE

CRITERION 1



METRICS
SCORING

X



REGIONAL/
LOCAL

X



PERMANENT/
TEMPORARY

CRITERION 2



METRICS
SCORING

X



VENUE PROXIMITY
& PEOPLE SERVED

CRITERION 3



METRICS
SCORING

X



EFC
POPULATION

After scoring, we applied a multiplicative scale of a project's magnitude and impact. The multiplicative scale calculated whether a project was regional or local, permanent or temporary, helped EFCs, and what size sports park the project served.

CRITERIA	WEIGHT	METRICS	MAGNITUDE FACTORS
1. Provides legacy and permanent benefits after the 2028 Games	20%	<ul style="list-style-type: none"> > Encourages shift to sustainable transportation modes > Improves safety > Increases accessibility > Increases transit travel speeds > Increase connectivity > Improves customer experience 	<ul style="list-style-type: none"> > Regional vs local > Permanent vs temporary
2. Provides significant value during the 2028 Games	40%	<ul style="list-style-type: none"> > Encourages shift to sustainable transportation modes > Supports GRN implementation and use > Supports car-free venues > Is geographically relevant to the 2028 Games > Supports TDM/Mobility Hubs > Supports moving the region 	<ul style="list-style-type: none"> > Size of sports park where project is or where it connects
3. Serves the needs of and enhances quality of life for disadvantaged communities	40%	<ul style="list-style-type: none"> > Improves mobility > Improves air quality > Reduces traffic congestion > Improves access to community amenities > Provides quality infrastructure > Creates jobs, promotes workforce development 	<ul style="list-style-type: none"> > EFC population

STEP 4: IDENTIFY TOP-SCORING PROJECTS

When we analyzed transportation investments from other World Games, including Games in the US, we learned it is common for host cities to invest \$5B to \$10B in transportation infrastructure. Using this as a benchmark, we identified 49 projects that received high scores in Step 3. These projects total approximately \$9B with a funding gap of \$6B, aligning with investments reported from other World Games. These 49 projects include a mix of small and large multimodal projects ranging in estimated cost from \$4M to \$1.5B. This set of projects also include a scalable mix of capital, operational and core Metro program initiatives. Several of these projects are “must-have” projects based on what we learned from other World Games. After scoring, we had our first iteration of the Mobility Concept Plan Project List.

STEP 5: PROBABILITY OF FUNDING

Using our first iteration of Mobility Concept Plan Project List, we evaluated each project’s potential to receive funding at the federal or state levels. This evaluation considered whether a project could demonstrate a strong case for IIJA federal funding, which also aligns with state funding priorities. Key considerations for alignment with IIJA priorities included:

- > Disadvantaged communities— Does the project benefit to disadvantaged communities, in line with the Biden-Harris Justice40 initiative?
- > Partnerships and leverage— Are state and local partners committed to the project, and have matching funds been dedicated?
- > Safety—Does the project improve safety for all users of the transportation system?
- > Climate resilience—Does the project include resiliency or climate change mitigation features?

Other considerations for alignment with IIJA included readiness (that is, the project’s current phase of delivery such as whether it was undergoing environmental clearance or final design), local hiring policies, prior and planned community engagement, the project’s potential to support more inclusive housing policies, and whether the project incorporates innovative elements.

A project’s funding gap was also a critical consideration. Projects with a large funding gap scored lower than projects with funding requests under \$10M. A project’s funding gap also considered its level of risk associated with delivery.

We scored projects on their consistency with local priorities, including Measures M and R, and other local and regional agency plans.

Finally, we scored projects on how eligible they might be for state and/or federal funding programs. The more options a project had for funding through an established program, the higher the project scored. At the end of Step 5, we had a ranked list of projects tied to potential funding opportunities.

STEP 6: PROBABILITY OF ON-TIME DELIVERY

In Step 2, we considered if a project could be completed by 2028; for that step, we assumed all funding was in place, and that implementation and delivery would go smoothly. For this step, we evaluated how likely it was for Metro and our Games Mobility Executive partners to deliver the projects on-time using a more complex set of probabilities:

- > Funding—Is funding in place and can new funding be secured?
- > Status—How far along is the project?
- > Duration—How long will it take to deliver?
- > Difficulty—What is the technical degree of difficulty?

STEP 7: 2022 PRIORITIZED PROJECT LIST

Moving through Steps 1 to 6, we identified and prioritized 49 projects for the Mobility Concept Plan's 2022 Prioritized Project List. This is a living list composed of the highest-scoring projects based on our analysis today. The maps summarize selected projects by mode. Refer to Appendices B and C for more detailed project fact sheets and the complete criteria scoring table.

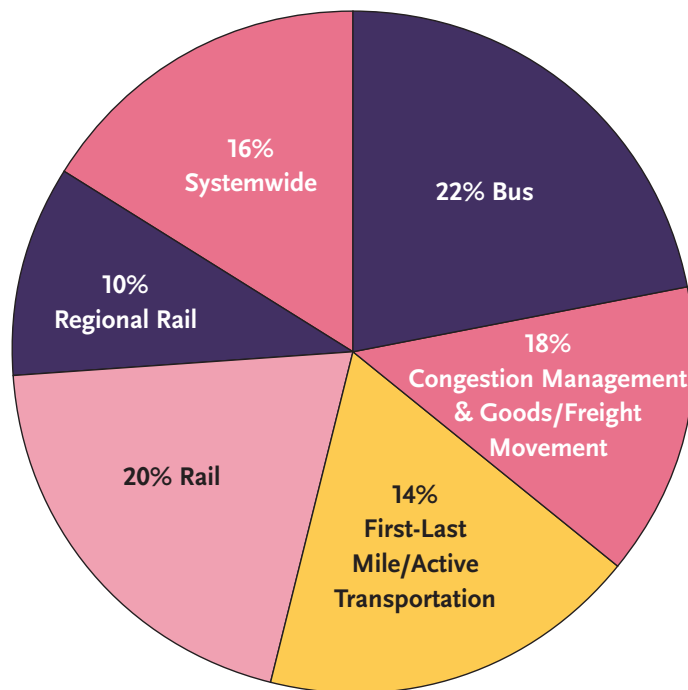
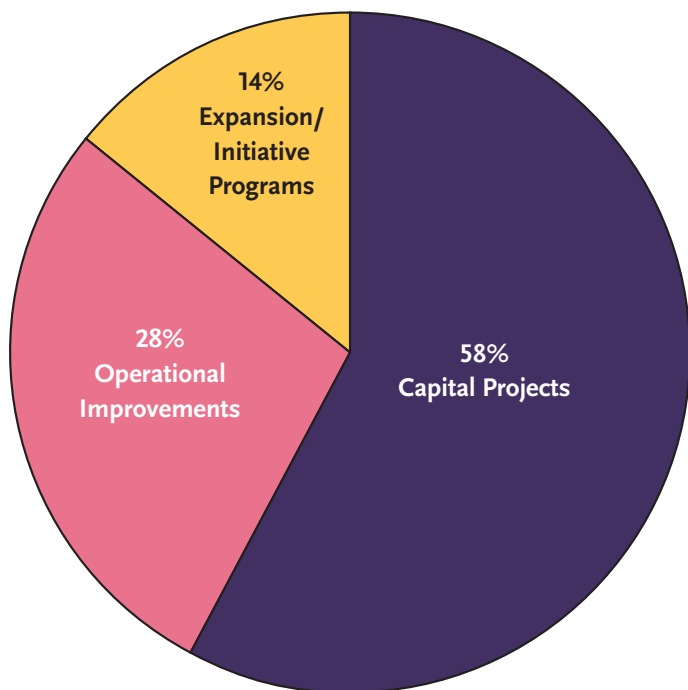
2022 Prioritized Project List

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

Completing projects on this list will depend on what kind of funding we receive, how our partners want to work together, and what the future holds for the region. Over the next five years, Metro, in partnership with the Games Mobility Executives and LA28, will refine and modify to reflect what we learn, what we hear, and what we can accomplish in time for the Games.

4

2022 PRIORITIZED PROJECT LIST BY TYPE AND MODE



UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE

MAP ID	PROJECT NAME	MODE/TYPE	ROUGH ORDER OF MAGNITUDE COST	PROJECT LEAD
1	Access Services EV Fleet & Charging Infrastructure	Bus	\$40,000,000	Access Services
2	Atlantic Boulevard Bus Only Lanes & TSP	Bus	\$150,000,000	Metro
3	Broadway Bus Only Lanes & TSP	Bus	\$250,000,000	Metro, LADOT
4	Bus Terminal and Layover Improvements	Bus	\$175,000,000	Metro
5	Camera Bus Lane Enforcement	Bus	\$20,000,000	Metro, Local Cities
6	Games Route Network Bus Only Lanes & TSP	Bus	\$600,000,000	Metro, Caltrans, Local Cities
7	Local Municipal Operators Call for Projects	Bus	\$65,000,000	Metro
8	Sports Park Metro Zero-Emission Bus Fleet	Bus	\$275,000,000	Metro
9	Supplemental Transit System	Bus	\$500,000,000	Metro, LA28
10	Venice Boulevard Bus Only Lanes & TSP	Bus	\$150,000,000	Metro, LADOT
11	Vermont Bus Rapid Transit	Bus	\$425,000,000	Metro
1	Arterial Network Traffic Signal Analytics	Congestion Management	\$20,000,000	Metro, LADOT, Local Cities
2	ATSAC/LARTMC Integration and Operations Enhancements	Congestion Management	\$150,000,000	LADOT, Caltrans
3	Centinela Grade Separation Project	Congestion Management	\$225,000,000	Metro
4	Countywide Transportation Demand Management Campaign	Congestion Management	\$60,000,000	Metro
5	Freight Transportation Demand Management	Congestion Management	\$25,000,000	Metro
6	Games Route Network Design and Implementation	Congestion Management	\$85,000,000	Metro, LA28, Caltrans, Local Cities
7	I-10 Santa Monica Freeway Integrated Corridor Management	Congestion Management	\$9,000,000	Metro, Caltrans
8	I-405 Integrated Corridor Management	Congestion Management	\$57,000,000	Metro, Caltrans
9	I-710 Integrated Corridor Management	Congestion Management	\$35,000,000	Metro, Caltrans

MAP ID	PROJECT NAME	MODE/TYPE	ROUGH ORDER OF MAGNITUDE COST	PROJECT LEAD
1	Inglewood Transit Connector	First-Last Mile/Active Transportation	\$1,400,000,000	Local Cities
2	LA River Path	First-Last Mile/Active Transportation	\$525,000,000	Metro
3	Los Angeles Universities Mobility Hubs	First-Last Mile/Active Transportation	\$30,000,000	Metro
4	Metro Micro Expansion	First-Last Mile/Active Transportation	\$30,000,000	Metro
5	Open Streets to Uplift Arts, Culture, and Recreation	First-Last Mile/Active Transportation	\$10,000,000	Metro, Local Cities
6	Rail and Bus Games Mobility Hubs	First-Last Mile/Active Transportation	\$100,000,000	Metro, LA28, Local Cities
7	Transit to Venue Ped/Bike Access Enhancements	First-Last Mile/Active Transportation	\$75,000,000	LADOT, Local Cities
1	7th/Metro Center Station Upgrades	Rail	\$25,000,000	Metro
2	Arcadia Power Substation Upgrade	Rail	\$20,000,000	Metro
3	C/K Lines Station Platform Extensions and Reliability Upgrades	Rail	\$250,000,000	Metro
4	Elevator and Escalator Improvements	Rail	\$55,000,000	Metro
5	Foothill Gold Line Extension Phase 2B (Montclair)	Rail	\$120,000,000	Construction Authority
6	L Line (Pasadena) System and Reliability Upgrades	Rail	\$85,000,000	Metro
7	Light Rail Speed and Operational Improvements	Rail	\$300,000,000	Metro, LADOT, Local Cities
8	Pico Station Second Platform	Rail	\$40,000,000	Metro
9	Union Station Improvements	Rail	\$25,000,000	Metro
10	Washington Wye Junction/Flower Street Operational Improvements	Rail	\$150,000,000	Metro, LADOT

MAP ID	PROJECT NAME	MODE/TYPE	ROUGH ORDER OF MAGNITUDE COST	PROJECT LEAD
1	Lone Hill to White Double Track (San Bernardino Line)	Regional Rail	\$135,000,000	Metro
2	Regional Rail Games Park-and-Ride Facilities	Regional Rail	\$35,000,000	Metro, Metrolink, Local Cities
3	SCORE (Package 1: Fleet and Additional Track Capacity)	Regional Rail	\$1,560,000,000	Metrolink
4	Supplemental Games Readiness Network Improvements (Package 2)	Regional Rail	\$540,000,000	Metrolink
5	Supplemental Games Readiness Network Improvements (Package3)	Regional Rail	\$1,210,000,000	Metrolink
1	Customer Information System Integration/ Technology	Systemwide	\$9,000,000	Metro, Metrolink
2	Cybersecurity and Data Security	Systemwide	\$75,000,000	Metro
3	Emergency Security Operations Center	Systemwide	\$230,000,000	Metro
4	Games Sports Park Stations State-of-Good-Repair Improvements	Systemwide	\$500,000,000	Metro
5	Metro Clean Program	Systemwide	\$50,000,000	Metro
6	Multilingual Blue Shirts/ Ambassadors Expansion Program	Systemwide	\$5,000,000	Metro
7	Universal Basic Mobility Expansion	Systemwide	\$40,000,000	Metro
8	Universal Fare and Ticketing Integration	Systemwide	\$30,000,000	Metro, LA28



BUS

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

11 PROJECTS

\$2.7B COST

25% OF TOTAL MCP COST



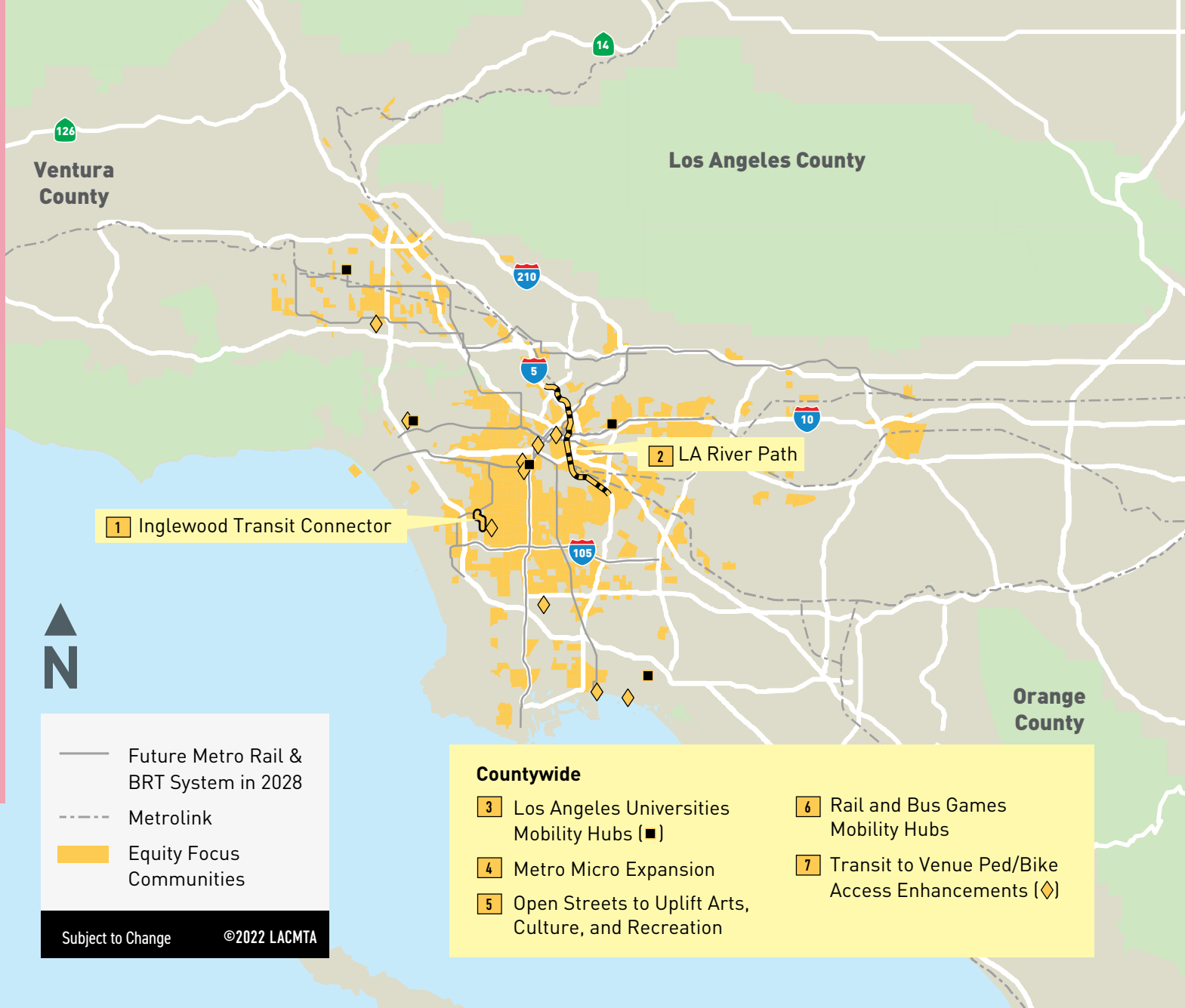
CONGESTION MANAGEMENT, GOODS AND FREIGHT MOVEMENT

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

9 PROJECTS

\$0.6B COST

6% OF TOTAL MCP COST



FIRST-LAST MILE/ACTIVE TRANSPORTATION

The prioritized active transportation and first-last mile projects are a diverse mix of strategies to get people walking and rolling. This set of projects includes two major programs. The first program pedestrianizes our streets between Games venues and transit stations and stops, creating streets that are closed to cars and open to people. The second program would implement mobility hubs across the region to connect people from their homes or accommodations to public transit and directly to Games venues.

7 PROJECTS

\$2.2B COST

20% OF TOTAL MCP COST



METRO RAIL

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

10 PROJECTS

\$1B COST

9% OF TOTAL MCP COST



REGIONAL RAIL

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

5 PROJECTS

\$3.5B COST

32% OF TOTAL MCP COST



SYSTEMWIDE

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

8 PROJECTS

\$0.9B COST

8% OF TOTAL MCP COST

FULLY FUNDED/CONSTRUCTION PROJECTS COMPLETE BY 2028 GAMES

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

WESTSIDE D LINE EXTENSION

This project will provide a faster trip between Downtown Los Angeles and UCLA; UCLA will host the Athletes Village and other competition venues.

J LINE ELECTRIFICATION

This project connects many of the Games venues, including the South Bay Sports Park and Downtown Sports Park via a sustainable travel mode that will remain in place.

I-105 EXPRESSLANES & ICM

This corridor will see a conversion of the high-occupancy vehicles lanes to high-occupancy toll lanes and the implementation of integrated corridor management strategies to improve traffic flow on this critical corridor between LAX and Downtown Los Angeles.

NORTH HOLLYWOOD TO PASADENA BRT

This project closes a gap, connecting the L Line in Pasadena with the B and G Lines in North Hollywood with a high-capacity and high-frequency bus rapid transit service. This also project provides a multimodal connection between the Rose Bowl and the Valley Sports Park.

AIRPORT METRO CONNECTOR

Once built, this project directly connects the Metro system to LAX with a multimodal station along Metro's K Line and integrates into the Automated People Mover into the passenger terminals at LAX.

RAIL-TO-RAIL ACTIVE TRANSPORTATION CORRIDOR

This walking and rolling corridor connects the A and K Lines with a dedicated path through EFC to enhance mobility, and for getting to Games venues in Inglewood.



Together, we create
BETTER mobility



5

Mobility in 2028

*We're all in on the future. In fact, we believe in **BETTER**—**Bringing Equitable Transportation to Every Resident**. Our view of 2028 is pretty bright, and it will be **BETTER** because of the Games. This is what we mean by **BETTER**. In this section, we lay out an aspirational vision for mobility in 2028 across a variety of arenas.*

**Our view of 2028 is pretty
bright, and it will be
BETTER because of the
Games; this is what we
mean by **BETTER****

BETTER Mobility

A richer, more vibrant future for Los Angeles depends on mobility. Improved mobility offers more access to opportunity for all, including jobs, education, housing, and health care—essentials for a higher quality of life. Improved mobility requires bold action to improve our transportation system.

COMPETITIVE TRANSIT

In 2028, better mobility means faster, more frequent, secure, and reliable public transportation that serves more people. Better transit means integrated and seamless trips even if a rider moves from rail to bus or to new mobility transportation options. Better transit creates a world-class transit system that Angelenos' first choice for how to get around; better transit works in many ways for many riders, each with different trip purposes and destinations. This is what the Mobility Concept Plan's project list will help us achieve.

COMPLETE STREETS

In 2028, better mobility means operational priority for transit, safer street crossings, and improved roadway facilities for bicyclists and pedestrians. Complete streets have more greenery and fewer potholes and help create a more sustainable transportation system. Complete streets enhance all transportation modes and strive for connection, whether that's when people walk, roll, or drive, use public transit, or deliver goods and services.

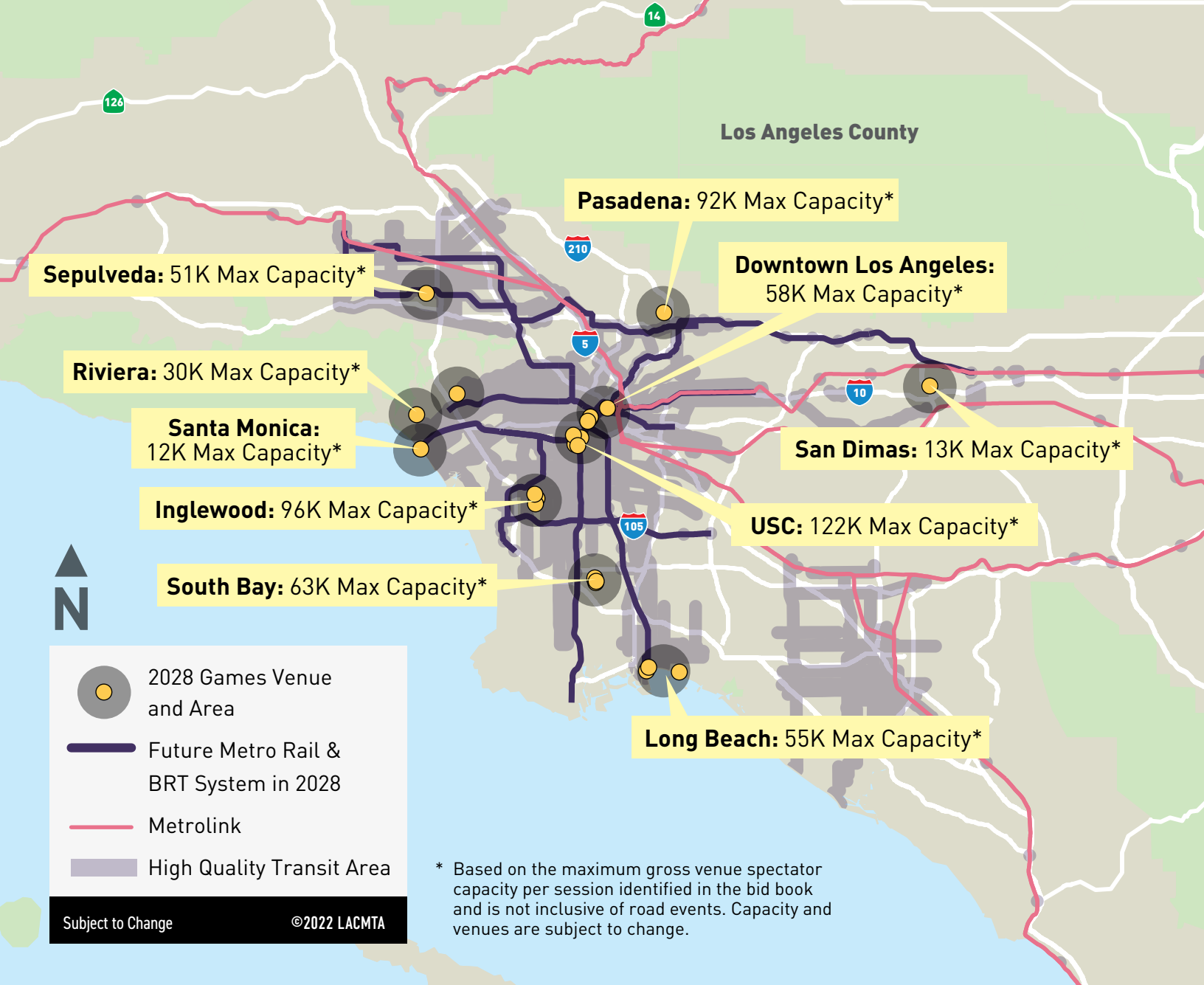
LESS TRAFFIC

In 2028, better mobility means less traffic and better ways to bypass traffic—with improved travel times for all. Better mobility uses technology and policies to manage traffic flow all across the region, responds to incidents more efficiently, and creates a dynamic roadway transportation system. This is what the Mobility Concept Plan project list aims to do.

BOLD NEW PILOTS

In 2028, better mobility means demonstrating our vision in the real world through pilot testing and programs. Pilot programs might include full-lane dedication for transit priority across Los Angeles County, cordon pricing to better manage traffic, curbside management to make our streets and public spaces more efficient, holograms and augmented reality for information and messaging at stations, and integrated ticketing all within one platform.

Here is what **BETTER**
mobility could look like



Venues in Los Angeles County

at a Glance

25+
PROPOSED VENUES IN
LOS ANGELES COUNTY

92%
OF VENUES LOCATED IN OR WITHIN A 1-MILE
RADIUS OF AN EQUITY-FOCUSED COMMUNITY

1.5 MILLION
PEOPLE IN EQUITY-FOCUSED COMMUNITIES
WITHIN 1 MILE OF A PROPOSED VENUE

62%
OF VENUES LOCATED IN A
HIGH-QUALITY TRANSIT AREA

BETTER

Equity and Inclusion

In the US, people of color will be the majority by 2044 and Los Angeles is ahead of the game; the city reached this marker in the 1980s and is one of the most diverse cities in the US. However, it has one of the highest income disparities compared to other large US cities. In the region, people of color are more likely to be living in poverty than white people.

In Los Angeles County, you can reach 12 times as many jobs in an hour by car than you can by transit. This underlines inequalities for people who depend on transit. Metro riders are more likely to be people of color and have lower incomes than those who drive. We can and must do better.

An equitable and inclusive transportation system in 2028 ensures the Games are accessible for all, and provides long-term benefits. It makes a positive impact on how people thrive in their homes, at work, at school, and in their communities.

BUS RIDERS ARE PRIORITY

Bus riders get high-quality, safe, efficient, reliable, comfortable, and attractive bus infrastructure, including vehicles, bus stops, and transit rider amenities. When we treat bus riders with dignity by providing shade and places to sit, make it easy to find and use the system, or improve frequency, we improve everyone's quality of life.

UNIVERSAL BASIC MOBILITY

This is a permanent countywide program helping people in Equity Focused Communities access a range of transit options, including rail, bus, shared cars, e-bikes, and on-demand shuttles through cash payments, incentives, and focused infrastructure improvements. Program members get a mobility wallet they can use for transit, and people in affordable housing programs and transit riders who meet certain income or age criteria are eligible.

ACCESS FOR ALL

Better mobility meets people where they are and lets people in, giving people with disabilities and aging populations access to education, employment, housing, healthcare, and services. The Paralympics creates momentum for access and lasting change for people with disabilities.

A hand is shown holding a sign that says "n trains! Look,". The background is a blurred crowd of people. Overlaid on the image is a large text graphic in four stacked white boxes with dark blue text.

**In 2028,
this is what
BETTER
looks like**

BETTER

Accessibility

People with disabilities will come together to share their enthusiasm at the 2028 Games—at every venue, during every event, and at every celebration. That starts with real accessibility. We will ensure that all people with disabilities can travel safely, with dignity, and as independently as possible, while integrating with all other riders.

IMPROVED PLACES AND SERVICE

In 2028, access to public transportation infrastructure, service, and communications will be better, helping to increase ridership among people with disabilities before, during, and after the 2028 Games. Examples include better functioning elevators at all stations, an expanded fleet of accessible shuttles, level boarding lifts, and audible wayfinding information.

SAFE AND INTEGRATED TRAVEL EXPERIENCE

Where accessibility gaps arise in the public transportation network, we will seek to create a travel experience that is safe, dignified, integrated, and as independent as possible for everyone. Examples of this include reliable vertical circulation at underground and aerial stations, manual ramps onto vehicles, and provide golf carts for first/last mile service.

ACCESSIBLE TRIP PLANNER, CONSISTENT INFORMATION

People with disabilities need to make informed choices about their route—the same as anyone else using a journey planner. Offering accessibility at this level builds awareness, trust, and confidence in the system. This starts with seeking input from people with disabilities to share what they know about moving through the region.

WE LISTEN

And we learn. People with disabilities will be involved in decision making and have a platform to share what they know about moving through the region. Metro wants to understand how people with disabilities use and experience public transit.

BETTER
accessibility in
2028 looks like this



***BETTER* Goods**

Movement and Freight

Business won't sleep during the 2028 Games. Los Angeles County's goods movement and freight systems are the backbone of the regional and national economies. Los Angeles is home to the largest container seaport complex in the US and is the sixth-busiest cargo airport (LAX), serving manufacturing facilities that support numerous industries. Goods and freight must keep moving during the 2028 Games.

Leading up to the 2028 Games, massive amounts of equipment from around the world will be shipped, stored, delivered, and returned to support the event. For example, the London 2012 host committee moved 30 million items in and out of the city during the Games.

Metro is committed to keeping business going. Due to the magnitude and scale of goods movement and freight operations in Los Angeles, there will be competing priorities during the 2028 Games. Metro will develop a comprehensive freight transportation demand management strategy to balance those priorities.

FREIGHT TRIP JOURNEY PLANNING

Consolidated deliveries were key to the success of the 1984 Games in Los Angeles. A hard lesson from the COVID-19 pandemic is that while air quality and traffic congestion temporarily improved globally, they rebounded more quickly in Los Angeles because of the volume of goods moving in and out of the Ports of Los Angeles and Long Beach. Early engagement with the freight industry and collaboration for freight servicing and delivery operations will be crucial to our success, given the increase in small urban good delivery. Tailored travel advice will help make change easier and minimize operations disruptions.

**In 2028, here's what
BETTER goods movement
and freight looks like**

CLEAN TRUCKS

Clean trucks mean a cleaner Los Angeles. In 2028, we will deploy near-zero- and zero-emission trucks to address air quality and public health concerns, particularly for our most vulnerable communities along major freight highway corridors.

CONNECTED VEHICLES

Connected vehicle technology could create seamless communication between Los Angeles' marine terminal and its truck fleets. In 2028, this would result in better management of truck traffic on freeways and arterials, and improved flow of containers to and from distribution centers, reducing wait time at ports.



Freight TDM Strategies

Using the 4Rs

RETIME

- > Moving delivery and servicing times outside of competition times
- > Promote off peak or overnight deliveries
- > Encourage long-haul truckers to retime their journeys to off peak hours

RE-MODE

- > Use smaller size delivery vehicles with sports parks
- > Use alternate delivery modes such as cycling and walking for small, short distance deliveries

REROUTE

- > Provide alternative freight routes that avoid the sports parks
- > Avoid traveling through the GRN and sports parks especially during competition times

REDUCE

- > Postpone non-essential deliveries during the Games
- > Load up and reserve non-perishable goods before the Games
- > Plan for scheduled maintenance and services before or after the Games

BETTER

Innovation

Los Angeles is always creating and dreaming, and the 2028 Games are an extension of those dreams—a living laboratory for innovation. Purpose-driven innovation does not prize new ideas for their novelty, but for their utility and their ability to advance specific outcomes. Innovation can be high-tech or low-tech, but we measure its success by what it delivers. Here is what *BETTER* innovation looks like.

Here is what **BETTER**
innovation looks like

UPLIFTING ARTS, CULTURE, AND RECREATION

In 2028, Metro will sponsor arts, culture, and recreation initiatives, especially in Equity Focused Communities. This transforms our streets and transportation facilities into potential festivals, dances, concerts, and pop-up events. The Metro 2028 Games Ad Hoc Committee's first motion directed Metro to work with other stakeholders in the region to create open streets to host hyper-local arts, culture, and recreational programming. We envision a Games where visitors and locals alike can interact with Los Angeles County's unique neighborhoods in a way they did not expect.

WORKFORCE DEVELOPMENT

Metro's investment in workforce development will pay dividends in 2028. WIN-LA graduates will thrive in good-paying jobs that are helping to improve mobility and keep the region moving during the Games. The SEED School's first graduating class will be entering the workforce and immediately have an opportunity to affect their communities through the 2028 Games. Metro will have a deep bench of rail and bus operators trained and ready to support the increased demand.



INTEGRATING TICKETING

In 2028, Games stakeholders, spectators and riders will have access to an easy, integrated ticketing experience. This will support improved trip planning, payment, and multimodal transportation access, and encourage people to take Metro to the 2028 Games and Los Angeles' world-class culture, arts, and entertainment attractions.

AUTOMATION AND TRAFFIC CONTROL SYSTEMS

Los Angeles pioneered an industry leading Automated Traffic Surveillance and Control System known as ATSAC for the 1984 Olympics. Now moving into ATSAC 3.0, the region's automated traffic signal control system is being integrated with new digital mobility infrastructure and communication networks, coordinated across multiple operations partners, and connected to vehicles, mobility service providers, and navigation products like Google Maps and Waze. ATSAC 3.0 and its related Regional Integration of Intelligent Transportation Systems (RIITS) data management platform will help optimize access for travelers and

enable centralized control of signal operations throughout the changing conditions during the 2028 Games.

REAL TIME INFO

Real time transportation information will underpin operations during the 2028 Games. From real-time vehicle information on transit to buildout of automated programming interfaces (APIs) that share location-based information on street closures, incidents, and congestion, mobility providers can adjust and respond to changing conditions as they occur.

MAPPING AND TRIP PLANNING PARTNERSHIPS

Companies that provide mapping and trip planning service will benefit from access to planned transit service and street network changes during the 2028 Games as well as real time access to transportation data for accurate delivery of travel time estimates, journey mapping, and informed decision making. New feedback and communication pathways between public mobility providers, customers, and private service providers can enhance wayfinding, travel experience, and enable exploration of all that our region has to offer.



BETTER

Customer Experience

SURPRISE AND DELIGHT

Metro riders can experience imaginative programs that distinguish the customer experience from all other transit agencies and create legacy benefits. During and after the Games this could include ideas like wrapping buses with large-scale, eye-catching photographs and biographies of Games athletes or holding an art-on-transit festival, festooning stations and stops with high-quality, tactile, and dimensional art, which customers can check out on self-guided or group tours. A sister city art project could install interactive portal screens at different rail stations around the world where Games have happened, so that customers can interact with passersby and say hello across borders.

MULTILINGUAL TRANSIT AMBASSADORS

As an international destination, the 2028 Games will attract people from around the world who speak many different languages. Transit Ambassadors—whether in person at key transit hubs or virtually at stations through kiosks—can help people find their destinations and navigate the transit system in multiple languages.

WAYFINDING AND AMENITIES

Metro stations, stops, and vehicles can be retrofitted with wayfinding, quick-charging stations, and interactive kiosks where people can make free phone calls, look up services, and navigate the

transit system. Wayfinding signs can help visitors understand the quickest mode of travel to get to their destination.

STATION IMPROVEMENTS

To improve everyone's experience both during and after the Games, Metro is undertaking a program of station improvements. We plan to optimize the layout of stations and customer amenities while improving connections to the urban environment and regional transit network. Improvements ranging from better accessibility, wayfinding, lighting, cleaning/maintenance routines, and capacity to new kiosks and finishes are being considered all over the region.

**Metro is building a
customer-centric culture, and that
BETTER culture looks like this**



BETTER

Sustainability

In Los Angeles County, cars contribute the most greenhouse gas (GHG) emissions. Poor air quality disproportionately impacts communities near freeways, and those facing the greatest burden are communities of color and low-income communities. Those living with poor air quality disproportionately face serious cardiovascular and respiratory health harm.

In 2028 we will change those trends. In 2028, significantly more Angelenos will choose public transit, walking, or rolling because it is easier and faster. Our air will be cleaner, and we will be healthier. We will have made significant expansion of our zero-emissions fleets. Los Angeles will be a leading example of how to encourage long-lasting mode shift to sustainable travel modes.

MODE SHIFT TO MITIGATE CLIMATE CHANGE

With bus lanes, transit priority, and micromobility, public transit will be more time-competitive than driving a passenger car on a wider range of trips. Shifting away from passenger cars is our chance to reduce GHG emissions, improve air quality, and improve health—especially in Equity Focused Communities. This is our chance to reverse generations of inequity. Los Angeles will be greener and have an enhanced quality of life through permanent mode shift and mitigating the impacts of climate change.

ZERO-EMISSION FLEETS

In 2028, the region will make significant progress toward our transition to a completely zero-emission bus fleet and charging infrastructure. With significant electrification of Metro's BRT lines and key bus lines, along with the electrification of local transit operators, zero-emission vehicles will service the majority of the Sports Parks, marking a major clean air

milestone for Los Angeles. Additional zero-emission fleets, such as Metro Micro, Access Services, and BlueLA, the region's all-electric car-share program, may compliment this effort. Zero-emission fleets contribute to Metro's sustainability and equity goals to help reduce disparities in access to opportunity, including health outcomes.

**For 2028 and beyond,
a BETTER, more sustainable,
resilient, and equitable
mobility network looks like this**



FACE COVERING
REQUIRED

Go Metro

19505
Go Metro

VCA EXEMPT
1589259



6

The Road to 2028

With five years to go, the time to prepare for the 2028 Games is right now. Using the goals and project lists in this Mobility Concept Plan, here is our plan for getting there.

Our Path to Gold

Our path to the 2028 Games includes all kinds of projects and actions—both near- and long-term—to make our vision a reality.

We studied best practices from other World Games, learned from Task Force members and stakeholders, and gotten specific about our goals. Along with our projects, these actions will get us to the 2028 Games with leadership from other partners around the region.

FUND AND DELIVER PROJECTS



NEAR-TERM

- > Include Mobility Concept Plan projects in Metro's federal and state funding strategies
- > Dedicate resources; lead planning and delivery; use best practices from other World Games to achieve success
- > Dive into data; use robust reporting tools with consistent dashboard reports; share centralized project status with partners/stakeholders for on-time delivery
- > Draft memoranda of understanding with local jurisdictions to streamline project permitting and support

6

PRIORITIZE EQUITY AND INCLUSION



NEAR-TERM

- > Create local jobs; integrate workforce development into 2028 Games construction and operations projects
- > Increase access to amenities and hold ourselves accountable to our goals for racial equity and inclusion
- > Reach out and engage with communities to raise awareness and talk about plans for the Games



LONG-TERM

- > Make the 2028 Games the most-attended Olympics and Paralympics ever
- > Use what we learned from the Universal Basic Mobility pilot to create long-term solutions across Los Angeles County

IMPROVE CUSTOMER EXPERIENCE



NEAR-TERM

- > Analyze mega-event customer experience
- > Analyze pedestrian queueing at key stations in sports parks
- > Offer grants and identify funding sources for projects per Motion 9, *Uplifting Arts, Culture and Recreation*
- > Implement a bus headway and frequency management program to improve bus reliability



LONG-TERM

- > Establish a new and stronger reputation for outstanding customer care and delight
- > Build lasting customer communication channels that reward loyal customers and attract new riders
- > Hold open streets events throughout Los Angeles County

PREPARE FOR THE 2028 GAMES DEMAND



NEAR-TERM

- > Model/forecast travel demand and network performance. Modeling will tell us how to plan for and manage how spectators, Games workforce, and business-as-usual customers get around
- > Work with LA28 to evaluate and define access points and secured perimeters at all venues
- > Establish freight, business, and resident working groups; build awareness and talk about the pros and cons of Transportation Demand Management



LONG-TERM

- > Diversify; create a local route network with different travel modes so people can keep their day-to-day routines going
- > Prepare a focused operations analysis and plan similar to the London 2012 and Rio 2016 teams
- > Train staff about large-event safety and security, including training in soft skills
- > Survey people at parking facilities, learn more who uses transit and whether they will shift modes during the 2028 Games and discuss how to maximize and measure the benefits of Transportation Demand Management

BUILD PARTNERSHIPS



NEAR-TERM

- > Ask for and review unsolicited proposals that will help Metro prepare for and deliver the 2028 Games
- > Engage now; reach out and build awareness about the 2028 Games and mobility
- > Work with LA28, transit agencies, and venues to integrate ticketing, schedules, fares, and payment
- > Work with local and regional transportation agencies to advance projects
- > Create an advisory council of select transit CEOs and General Managers across the country to partner on the supplemental bus and share best practices for hosting mega special events



LONG-TERM

- > Streamline interagency coordination; use interoperable databases, communication, and information exchange systems for safety and security

LEAVE A LASTING LEGACY



LONG-TERM

- > Higher-frequency service and headways on rail and bus routes
- > Convert the Games Route Network into ExpressLanes or bus-only lanes
- > Convert mobility hubs into amenities for local communities; support first/last mile trips
- > Offer all-door boarding on every bus line

Timeline

With a lot to do by 2028, significant planning will continue. This Mobility Concept Plan is our first step. We will reach out to communities and stakeholders and gather input about how we can improve.

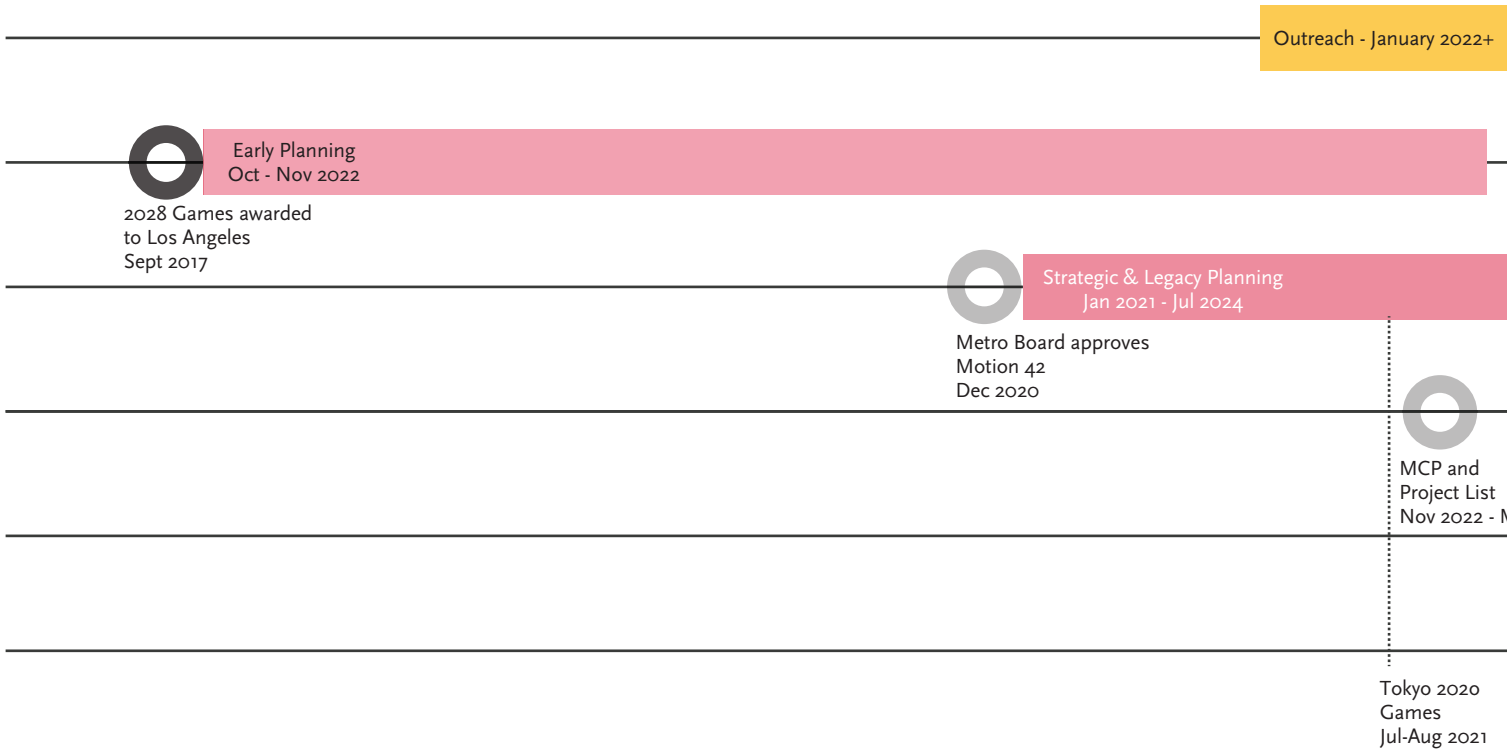
In the next few years, LA28 and the IOC will finalize the venue plans, sports events, and schedule for the 2028 Games. These details will help refine this Mobility Concept Plan. As Metro and our partners refine this plan, we will continue to work toward our goals, creating an equitable and inclusive mobility future, as described in Chapter 6.

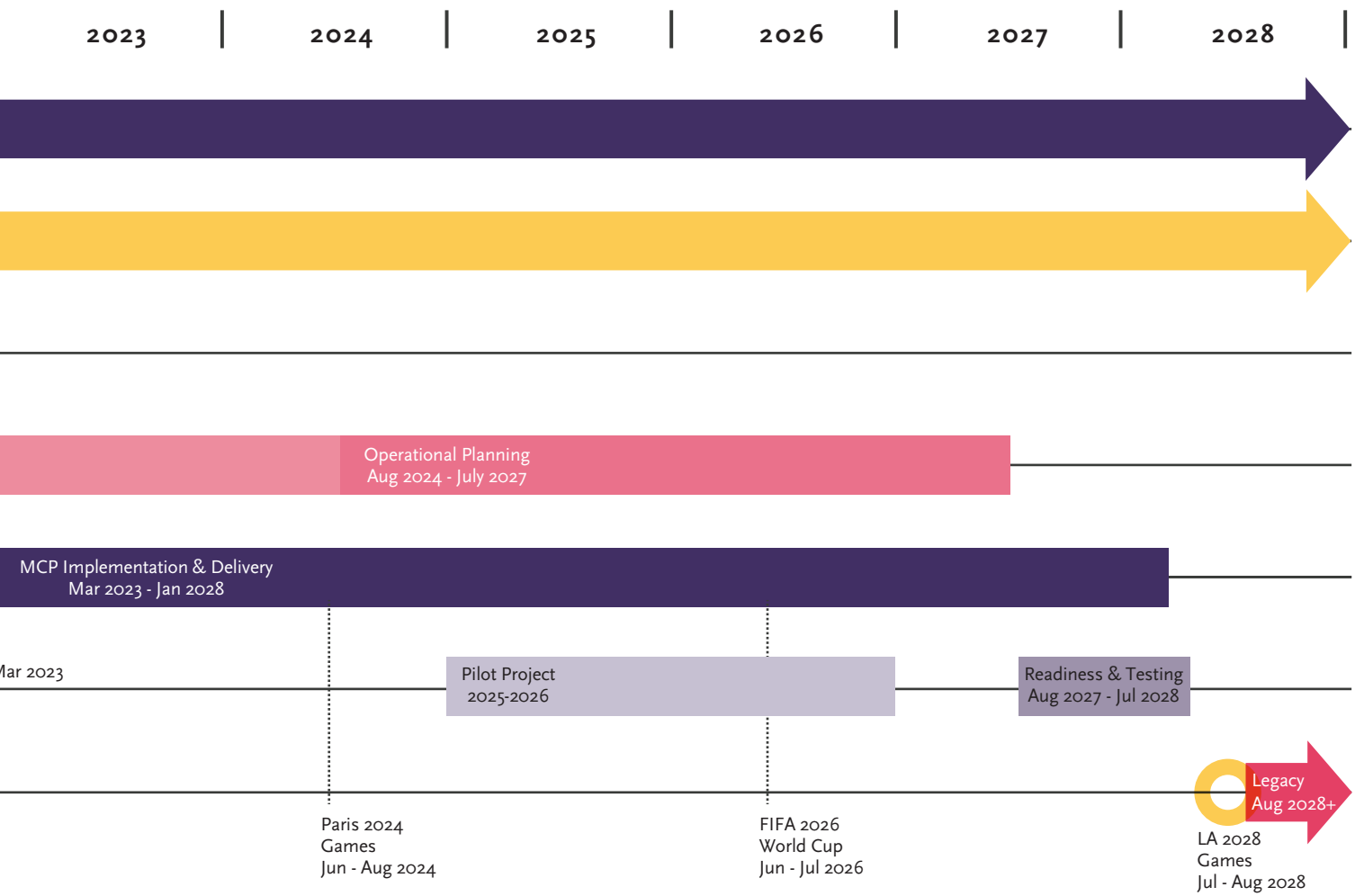
2028 is just on the horizon; we know where we want to be, and we have a plan to get there. Just as Olympic athletes are training now for the 2028 Games, we are continuing to plan, deliver, and implement.

Our eyes are on the prize: better and more equitable mobility for all Angelenos, creating a permanent legacy before, during, and after the 2028 Games.



Implementation & Delivery (Measure R/M Projects)





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Acronyms and Abbreviations

ADA	Americans with Disability Act
BRT	bus rapid transit
EFC	Equity Focus Communities
GAO	Government Accountability Office
GHG	greenhouse gas
GME	Games Mobility Executives
GRN	Games Route Network
IIJA	Infrastructure Investments and Jobs Act
IOC	International Olympic Committee
LADOT	Los Angeles Department of Transportation
LAX	Los Angeles International Airport
NSSE	National Special Security Event
TDM	Transportation demand management
TNC	transportation network company
UCLA	University of California Los Angeles
US	United States
USC	University of Southern California

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GAMES MOBILITY EXECUTIVE PARTNERS

LA28

City of Los Angeles (Mayor's Office)

LADOT

Metrolink

Caltrans

CONSULTANT TEAM

Jacobs

Fehr & Peers

HereLA

TransLink



3

APPENDIX

Case Studies

To prepare for the 2028 Games, we started by learning and listening. Metro and the Task Force heard from World Games experts and peer agencies who planned the London 2012 and Rio 2016 Games, transportation planners involved in the Gold Coast 2018 Commonwealth Games, and an accessibility expert who worked on the Qatar 2022 FIFA World Cup.

Case studies highlighted here describe best practices, successes, and lessons learned during other World Games; Metro will put this knowledge to use for the 2028 Games. The World Games case studies are followed by information about two major sporting events that happened in Los Angeles. The first is Super Bowl LVI at the new SoFi Stadium in Inglewood. The second is the 2018 Los Angeles Sports Equinox, a day when five of Los Angeles's major sports teams hosted a game. These two events provide insight into what we might expect on a typical 2028 Games day.

London 2012 Olympic and Paralympic Games

London 2012 was the UK's largest peacetime event. More than 10,000 athletes, nearly 9 million spectators, and 22,000 media personnel attended. There were a million additional public transit trips on the busiest days. London made significant investments to enhance public transport capacity and reliability to move everyone effectively and efficiently, while keeping London going during the 2012 Games. **London 2012 was a success—ready ahead of time, under budget, and receiving an 83% public approval rating.**

ENHANCING THE EXISTING NETWORK

London invested about \$7 billion in their already robust public transit systems to enhance mobility during the 2012 Games. Much of this work was planned in advance by transit operators, and the Olympic Delivery Authority invested an additional \$500 million in mobility improvements near venues. This investment accelerated 40 projects, including station upgrades, rail line capacity improvements, new rail vehicles, and last mile strategies. London delivered most of these permanent improvements a full year before the 2012 Games, enabling that city to host the first car-free Games.

THE FIRST CAR-FREE GAMES

London aimed to have all spectators arrive by public transit or active transportation. Already near capacity, London's transit network moves millions of people every day, which made this a lofty goal for the 2012 Games. Nearly all ticketed spectators moved by public transport, walking, or cycling, including Games officials. Other than reserved spaces for people with disabilities, no venue offered private car parking. Temporary parking restrictions and enforcement took place around each venue, which helped make this goal a reality.

PROGRAM MANAGEMENT FOCUS

Program management and planning were critical at every phase of the 2012 Games. A program management team used innovative tools that focused on reporting about finance; risk; health and safety; legacy, commercial, and legal considerations; workforce development; and sustainability, which allowed London to complete all projects one year before the Games. The team especially focused on making sure contractors, suppliers, and other key stakeholders used a one-team approach, creating enthusiasm and urgency to deliver on time.

Although the portfolio of projects and methods of delivery evolved over time as preparations for the Games advanced, all changes underwent a rigorous change control process underpinned by supporting documentation and approved within a system of delegated authority.

London's 2012 Games was both flexible and responsive to external and internal events. These responses included changes to venues, competition schedules, weather, the role of the organizing committee, demand and capacity data, and information following ticket sales.

London 2012 Games

by the Numbers

£6.5 BILLION

INVESTED TO IMPROVE
TRANSPORT INFRASTRUCTURE

15%

OF COMMUTERS CHANGED
THEIR TRAVEL BEHAVIOR
LONG TERM

10%–16%

TRAFFIC REDUCTION IN CENTRAL
LONDON DURING THE GAMES

62 MILLION

TRIPS MADE ON LONDON
UNDERGROUND DURING
THE GAMES

100,000 TRIPS

MADE USING
ACCESSIBLE SHUTTLES

COMPARING LOS ANGELES AND LONDON

SIMILARITIES

Goal of achieving 100% ticketed spectators traveling to venues by public transport, walking or cycling.

Host the Games in a large, busy city while keeping the region moving with minimal disruption.

As anticipated in Los Angeles, London had more than 40 organizations involved in Games transportation and needed high-level coordination and integration among rail, bus, and transport operators.

DIFFERENCES

London has a significantly more robust public transportation system and culture than Los Angeles.

In addition to the organizing committee, the UK government established the Olympic Delivery Authority to deliver \$15 billion in venues and transport infrastructure for the Games. LA28 is focused on hosting the 2028 Games using existing venues and by using existing and planned infrastructure created by others.

London 2012 used the local arterial network for dedicated lanes. The 2028 Games Route Network will leverage the region's freeway network (including ExpressLanes and carpool lanes) and local arterials near venues.

Rio 2016 Olympics and Paralympics

The Rio 2016 Games (Rio 2016), the first to be held in South America, overcame several major challenges in the lead-up to the event, including traffic congestion, construction delays, safety and security, and the Zika virus, many of which Los Angeles must address. In many ways, the Rio 2016 Games was a success. One of the big successes and legacy benefits was public transit.

A SHIFT IN FOCUS FROM RAIL TO BUS RAPID TRANSIT

Rio was unsuccessful in bidding for previous Games in 2004 and 2012. For those bids, Rio's transport strategy was based on constructing new rail lines and highways. After the 2007 Pan American Games, the IOC had doubts about Rio's ability to deliver rail construction when the city failed to implement three promised rail projects.

For their successful 2016 bid, Rio shifted their mobility strategy from rail to bus rapid transit (BRT) and committed to building 45 miles of BRT. As a result, Rio implemented more than 75 miles of BRT, nearly doubling its promise in their 2016 bid. In addition, Rio constructed approximately 20 miles of rail. The new BRT corridors linked underserved transit communities to rail and were the backbone for transport operations during the 2016 Games.

THE GAMES AS A CATALYST AND ACCELERATOR

Before 2016, Rio de Janeiro experienced significant population growth and growing economic disparities between high- and low-income communities. This resulted in a severe lack of investment in transportation, causing congestion and reliability issues on an already outdated transportation system.

This set of challenges was directly addressed in Rio's 2016 bid. Rio wanted the 2016 Games to be the catalyst and accelerator for a much-needed transport network upgrade. As a result of the successful bid, Rio invested approximately \$10 billion in improvements.

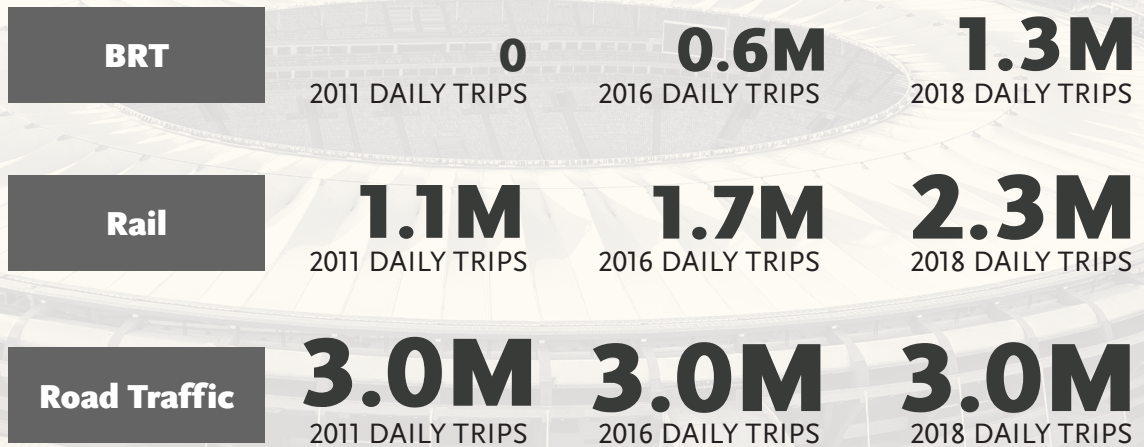
This Games-related investment resulted in a transit connection between the national airport and city center with a tree-lined and car-free corridor exclusive to transit and pedestrians in downtown Rio. The investments expanded the bicycle path network to 250 miles, becoming the largest urban cycling network in Latin America.

The 2016 Games allowed Rio to accelerate long-range transportation plans by 25 to 30 years and deliver within 6 to 7 years to meet the 2016 Games deadline. Projects that would not have happened without the 2016 Games included a subway expansion from Ipanema and Copacabana to Barra.

Rio 2016's

Mobility Legacy

Rio's 2016 public transit overhaul not only allowed spectators to travel throughout the city without a car, but established a transit network that is faster and more connected. The new BRT and rail projects prepared for the 2016 Games are shaping future urban development, leaving long-term, lasting impacts. This is arguably the greatest legacy of Rio 2016. The percentage of people in Rio using the new rail and BRT lines jumped from 16% in 2011 to 33% in 2016, and by 2018 it increased to 48%.



COMPARING LOS ANGELES AND RIO DE JANEIRO

SIMILARITIES	DIFFERENCES
Multiple city centers and Games dispersed into four sports parks	All venues were in the City of Rio de Janeiro; events will occur in multiple jurisdictions for the 2028 Games
Two years prior to the Rio 2016 Games, Rio hosted the 2014 World Cup, which will be similar to Los Angeles hosting the 2026 World Cup and 2028 Games	Rio had few existing/modern sports facilities and were not accustomed to the large-scale event crowd sizes
Rio faced similar challenges to what Los Angeles will likely encounter: public health, safety and security, and construction issues	The Games Route Network used Rio's arterial network because it didn't have many urban freeways like Los Angeles

Gold Coast 2018 Commonwealth Games

The Gold Coast 2018 Commonwealth Games (GC2018) held in Australia challenged its car-centric culture. Through partnerships, infrastructure investment, and transportation demand management, GC2018 offered safe and reliable transport that moved everyone smoothly during this major event.

WORKING WITH PARTNERS

GC2018 created a central, multimodal, multiagency Transport Coordination Centre to monitor, coordinate, and manage all transport operations, and allow for real-time decision-making during the event. The Transport Coordination Centre changed how existing modes of transport worked together and responded to the challenges of moving spectators across the Gold Coast and event cities. Queensland's Department of Transport and Main Roads (similar to Metro) worked together with communities and agencies like police, transport, law, fire, and emergency response to cover security, testing, and readiness, and infrastructure initiatives.

THE 4Rs

GC2018 got the word out by developing a travel management campaign called *Get Set for the Games*. The campaign prepared local communities and others who might be affected by changes in transportation during GC2018. The campaign strategy used the 4Rs of transportation demand management to influence the public's travel behaviors:

- > Reroute—encouraging people to use a different route that would not be as impacted by Games traffic
- > Retime—encouraging people to travel at a different time of day
- > Re-mode—encouraging people to use a mode other than private vehicles (that is, active transport, public transport, carpooling)
- > Reduce —as a last resort, encouraging people to not travel at all

Get Set for the Games was successful and resulted in dramatically changed travel behavior during GC2018:

- > 35% of residents re-moded or rerouted their trips
- > 47% chose to retime their journeys to avoid busy travel times
- > 84% rated their experience as positive

GC2018 worked to distribute demand across multiple transport modes and contributed to overall transport network success during the event.

Gold Coast 2018

Commonwealth Games

by the Numbers

\$1 BILLION

IN MOBILITY
IMPROVEMENTS

13

NEW PARK AND RIDES

8

MOBILITY HUBS

700,000

TRIPS PLANNED VIA THE
GOLD COAST 2018 (GC2018)
JOURNEY PLANNER

1.5 MILLION

TRIPS ON THE SHUTTLE
BUS SYSTEM

3X

PUBLIC TRANSIT TRIPS TAKEN
DURING THE GAMES

COMPARING LOS ANGELES AND GOLD COAST

SIMILARITIES

Both cities are tourist destinations and have multiple city centers, and mode share is predominantly private auto vehicles

Similar to Metro, Gold Coast's mobility agency (Department of Transport and Main Roads) leads the planning, funding, design, building, and operation of both transit and highway projects

Gold Coast had an extensive Games Route Network, proportionally similar to what is proposed for Los Angeles

DIFFERENCES

Gold Coast has a much smaller population than Los Angeles and much less traffic congestion

Gold Coast had fewer local jurisdictions to coordinate with, which made it easier to deliver projects before GC2018

Commonwealth Games are approximately half the size in scale and magnitude of the Olympic and Paralympic Games

Super Bowl LVI

Los Angeles hosted Super Bowl LVI on February 13, 2022 between the Los Angeles Rams and Cincinnati Bengals at SoFi Stadium. The Super Bowl is the most iconic sporting event in American sports and attracts tens of thousands of visitors to local hotels, restaurants, and businesses. Because of the national interest in the Super Bowl and the fact that the Los Angeles Rams played in it, the 2022 Super Bowl offers a data point for anticipating the number of out-of-town visitors versus the number of local fans who will attend the 2028 Games and their likely effect on travel patterns.

Super Bowl LVI provides a good example of a high-attendance, high-visibility event, very similar to the anticipated opening and closing ceremonies and major gold medal events of the 2028 Games. Super Bowl LVI demonstrates how SoFi Stadium will likely operate during the 2028 Games in terms of security and road closures. This gives us a picture of potential 2028 Games travel behaviors and patterns around SoFi Stadium.

Using information from StreetLight Data, we can determine where Super Bowl LVI attendees originated. Of the approximately 70,000 who attended, nearly half came from outside of Southern California. The data suggest that the majority of attendees stayed in hotels and accommodations near Inglewood and LAX. On game day, many attendees originated their trip from within 5 miles of SoFi Stadium and experienced and contributed to severe traffic congestion. Trips that would take about 10 minutes on a regular day tripled to an average of 37 minutes.

Analysis of the Super Bowl LVI traffic data shows that we can improve travel times and user experience by providing multimodal options to reduce the traffic congestion around SoFi Stadium. We plan to use transportation analytics in future planning tasks to evaluate origin–destination data during upcoming major sporting events at SoFi Stadium and understand the positive impacts of the recent opening of the K Line and future Inglewood Transit Connector.

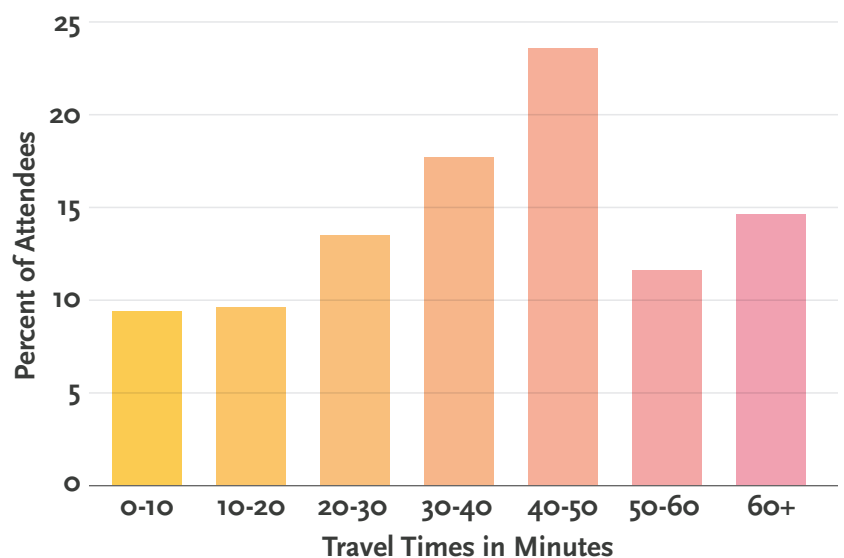
Super Bowl

Attendee Travel

Times within

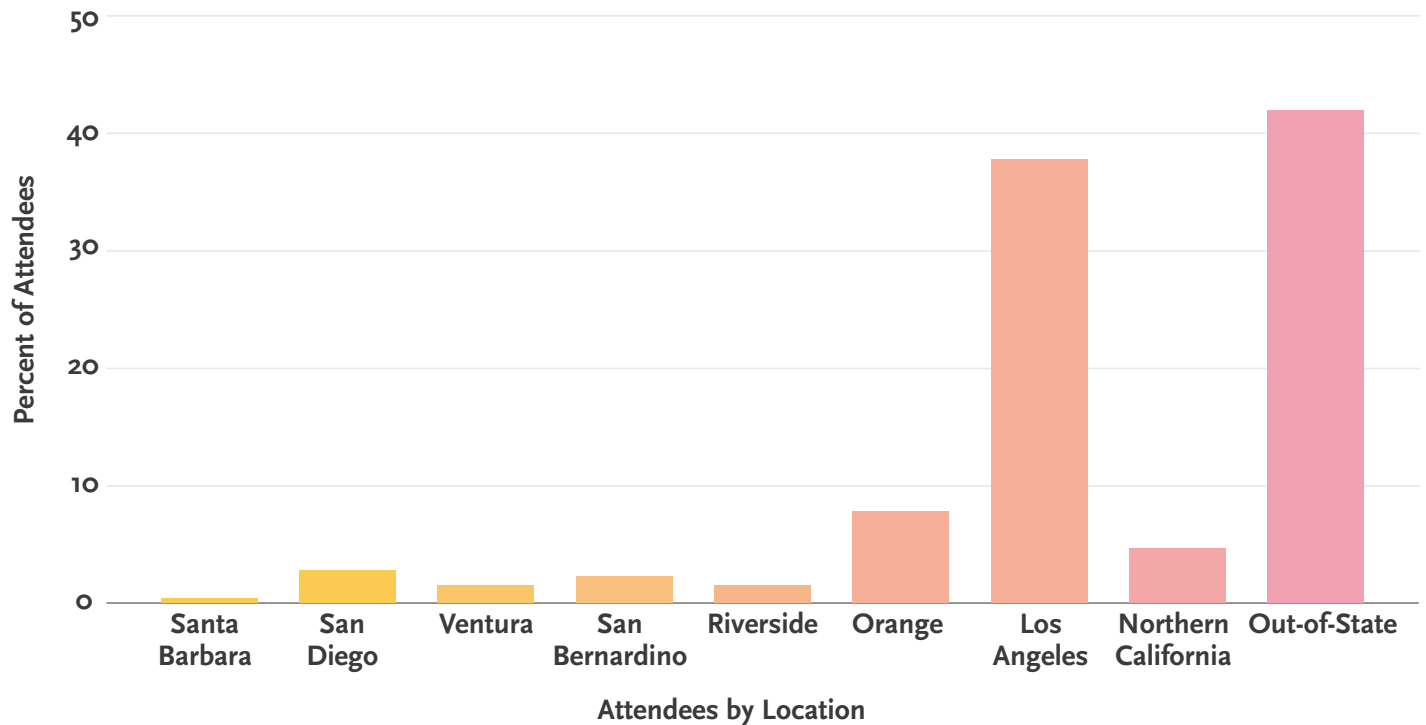
5 Miles of

SoFi Stadium





Super Bowl Attendees by Home Location



Los Angeles

Sports Equinox:

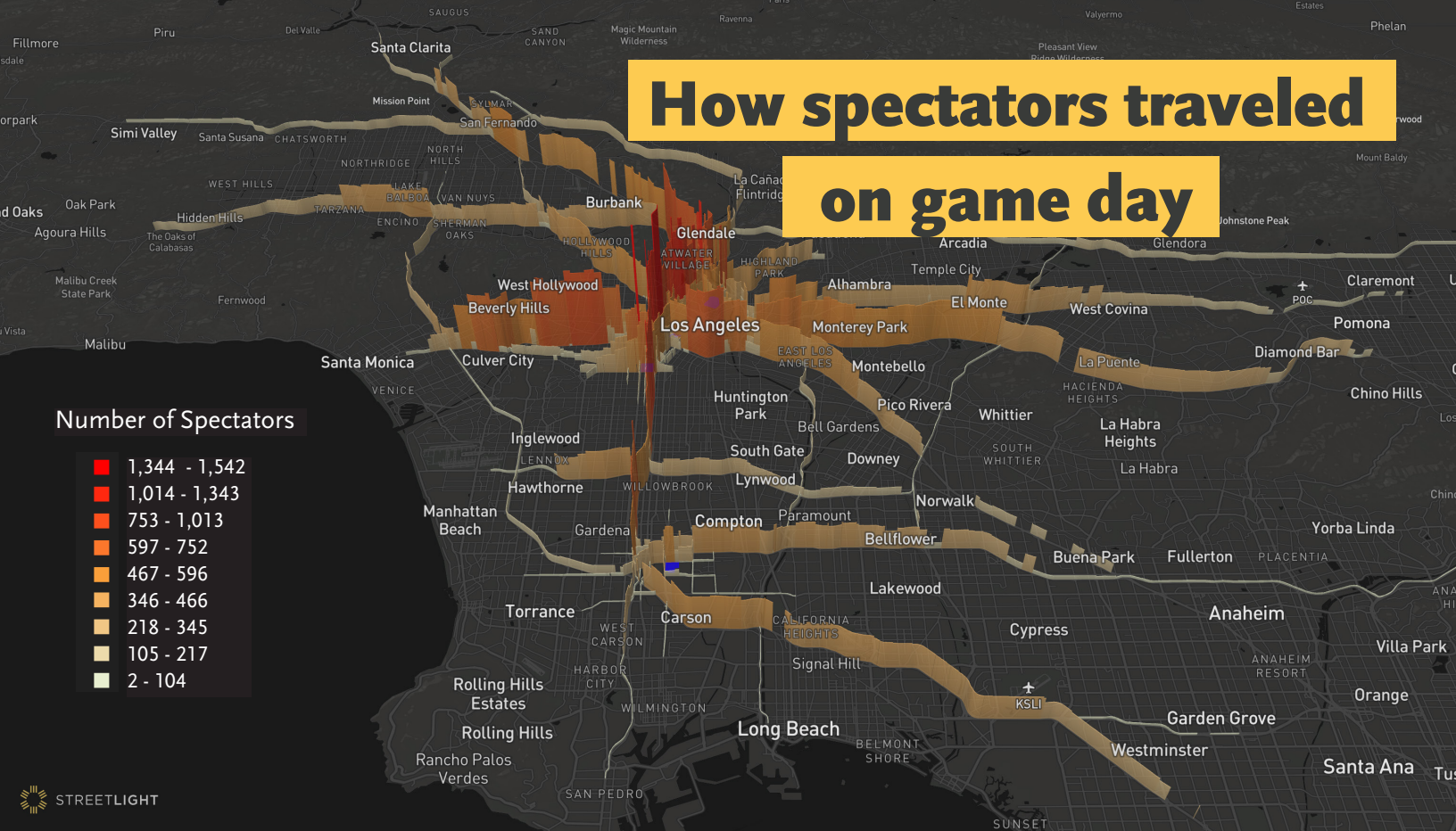
October 28, 2018

Sports history was made on Sunday, October 28, 2018. It was the first time in North American sports history that all five major men's sports leagues hosted games in the same metropolitan area on the same day, according to Elias Sports Bureau. This has become known as the "Los Angeles Sports Equinox."

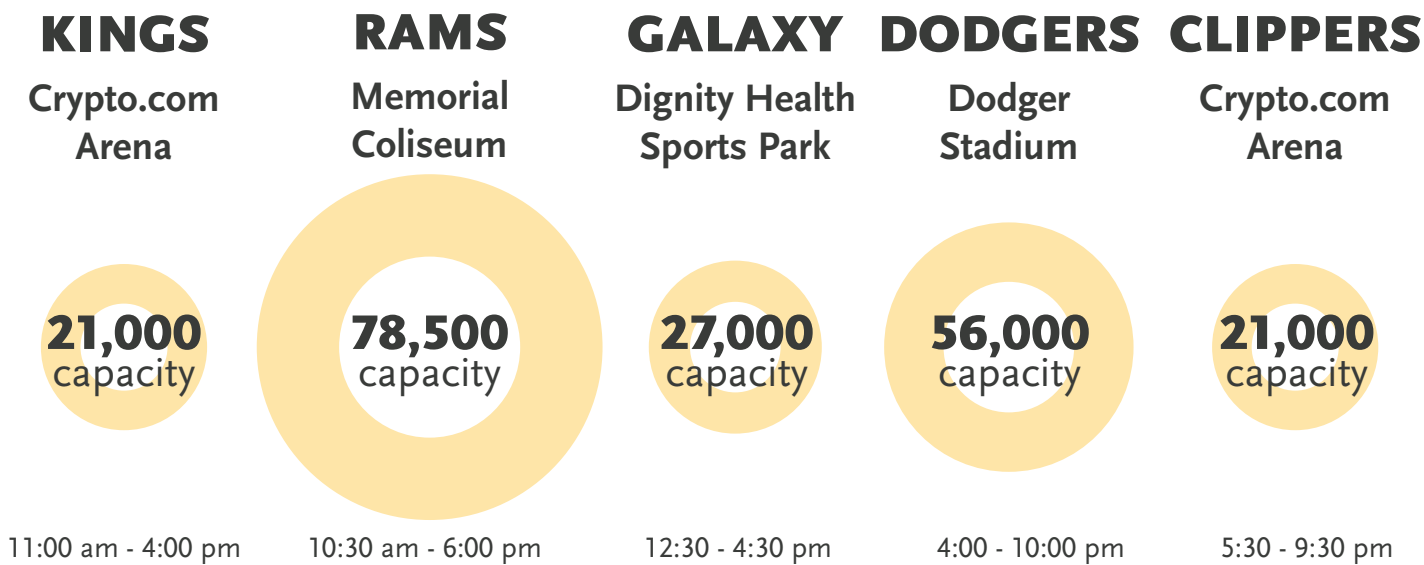
The Los Angeles Sports Equinox was made possible by the Dodgers hosting the World Series at Dodger Stadium, the Rams playing at the Coliseum, the Kings playing at Crypto.com Arena, the Galaxy at Dignity Health Center, and the Clippers playing at Crypto.com Arena. The games all started within 6 hours of each other. In addition, there were other events happening across the region such as concerts at the Hollywood Bowl and The Forum in the evening.

With the exception of Dodger Stadium, all the venues of the Los Angeles Sports Equinox are proposed as venues for the 2028 Games. Therefore, October 28, 2018 provides insight into what a typical 2028 Games event day might be like, including travel patterns.

StreetLight mobility data provided insight into the arrival profiles of spectators on the Los Angeles Sports Equinox day to understand how early people might arrive and stay at the 2028 Games venues, the most common routes they might take to get to the venues, and the potential bottlenecks in the system. The following page illustrates the data and supported the development of the project list in this report. Insights gained from data gleaned from the Los Angeles Sports Equinox will help Metro anticipate and prepare for 2028 Games demand. Therefore, we plan to use location-based services and transportation analytics in future tasks such as travel demand modeling, mobility hub evaluation, and evaluation of bottlenecks in the system.



Los Angeles Sports Equinox Timeline



ARRIVAL AND DEPARTURE PROFILES



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Metro



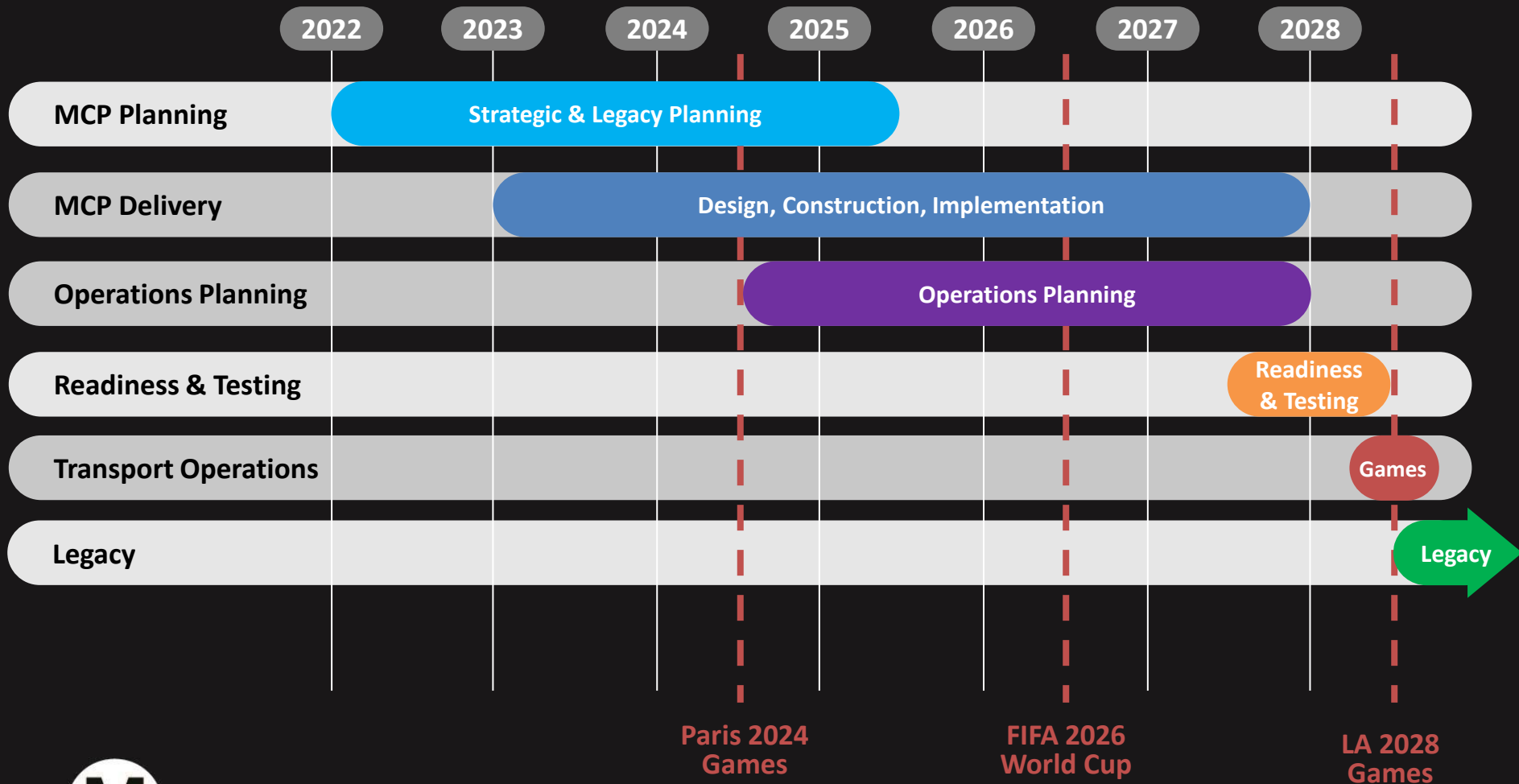
Motion 42 Update: MCP Implementation Plan



Metro

June 14, 2023

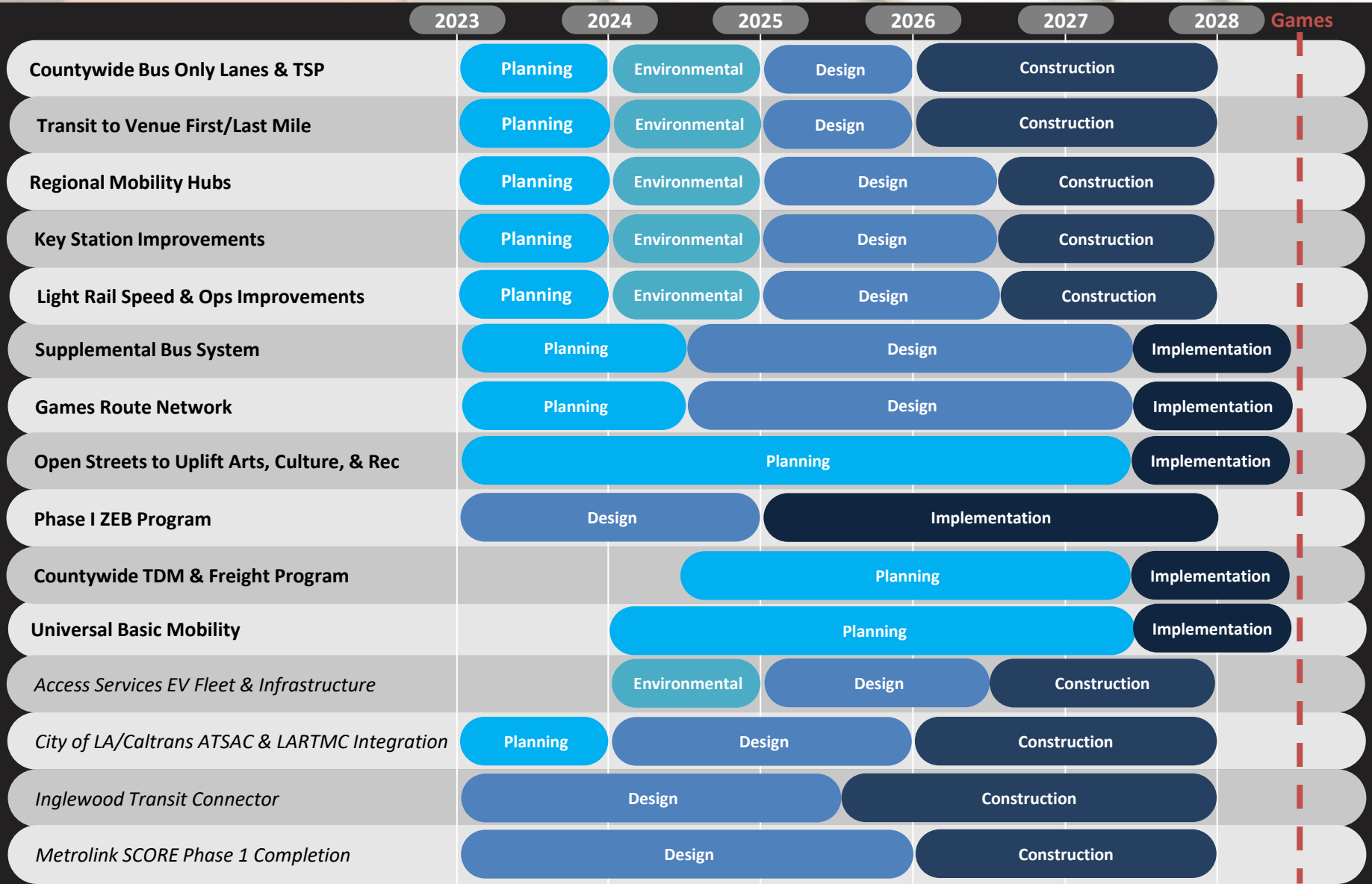
MCP Delivery Timeline



GME Surface Transportation Priority List

Project Name	ROM Cost	Lead Agency for Implementation Plan Development	Partner / Stakeholder Agencies for Implementation Plan Development, Project Delivery, and/or Operations
Countywide Bus Only Lanes & TSP Improvements	\$1,125M	Metro	LADOT, Caltrans, local agencies
Transit to Venue First/Last Mile	\$75M	City of LA	Metro, local agencies
Regional Mobility Hubs	\$165M	Metro	Caltrans, LADOT, Metrolink, LA28
Key Station Improvements (SOGI)	\$900M	Metro	City of LA
Light Rail Speed and Operational Improvements	\$450M	Metro	LADOT
Supplemental Bus System	\$500M	Metro	LA28, LADOT, muni transit agencies
Games Route Network Design & Implementation	\$85M	Metro	LA28, Caltrans, LADOT, local agencies
Open Street to Uplift Arts, Culture, and Recreation	\$10M	Metro	City of LA, LA28
Phase I Zero Emissions Bus Program	\$340M	Metro	LA28
Countywide and Freight TDM Program	\$90M	Metro	City of LA, Caltrans, Ports, Freight RRs
Universal Basic Mobility	\$40M	Metro	LADOT, Caltrans
Access Services EV Fleet and Infrastructure	\$40M	Metro	Access Services
ATSAC/LARTMC Integration & Operations Enhancements	\$150M	LADOT	Caltrans, Metro, local agencies
Inglewood Transit Connector	\$1,400M	City of Inglewood	Metro
Metrolink Fleet and Track Capacity Improvements: SCORE Phase I Completion	\$1,450M	Metrolink	Metro

MCP Project Schedules



FY23/24 Work Streams – Countywide Bus Only Lanes

- **PROGRESS**

- Existing conditions assessment
- Developing typical sections
- Developing phasing plan
- Identifying potential packages for federal funding opportunities
- Coordinating with Bus Speed and Reliability Working Group on existing/planned projects

- **NEXT STEPS**

- Coordinate and co-design with local jurisdictions
- Coordinate with the Games Route Network workstream



OUTCOME Building on existing and planned bus only lane projects, confirm feasibility of additional routes, gain alignment with local jurisdictions and advance corridors to compete for funding opportunities.

SCHEDULE Summer/Fall 2023

FY23/24 Work Streams – Transit to Venue First/Last Mile

- **PROGRESS**

- Identified key ten locations
- Completed transit access and bicycle analysis
- Envisioning walk and roll network
- Developing tool kit of strategies
- Coordinating funding opportunities

- **NEXT STEPS:**

- Identify phasing plan
- Coordinate and co-design with local jurisdictions
- Coordinate venue planning with LA28



OUTCOME Building on existing and planned FLM projects, empower Metro & local jurisdictions to seek funding and implement important first/last mile and streetscape improvements

SCHEDULE Summer/Fall 2023

FY23/24 Work Streams – Regional Mobility Hubs

- **PROGRESS**

- Identified four typologies and proposed amenities
- Refining potential locations
- Coordinating with Metro’s mobility hub team (current studies underway)

- **NEXT STEPS:**

- Coordinate with supplemental bus system workstream
- Integrate results from demand modeling
- Coordinate and co-design with LA28 and local jurisdictions



OUTCOME

Building on current work on Mobility Hubs, provide multi-modal connections to and from venues, support the supplemental bus system, enhance park-&-ride sites, and create legacy opportunities

SCHEDULE

Summer/Fall 2023



FY23/24 Work Streams – Key Station Improvements

- **PROGRESS**

- Building on existing Metro work, prepared station assessment checklists
- Conducted station audits of 7th/Metro Center, Union Station, Pico Station
- Developing toolkit of best practices from other World Games

- **NEXT STEPS**

- Confirm improvements with Metro Task Force
- Prepare for funding opportunities



OUTCOME Identify safety, accessibility, capacity, and customer experience improvements at key stations near venues. Building on existing Metro plans, refine scope of each project to compete for funding

SCHEDULE Summer/Fall 2023

FY23/24 Work Streams – LRT Speed & Ops Improvements

- **PROGRESS**

- Reviewing past work and coordinating with Metro operations
- Assessed feasibility for new sidings and interlocks on A and E Lines
- Evaluating baseline and traffic conditions

- **NEXT STEPS:**

- Develop Washington Wye operational improvements
- Assess findings from Regional Connector testing
- Prepare conceptual design
- Prepare for funding opportunities



OUTCOME Provide safer and faster multi-modal transit options to encourage mode shift through improvements long the A and E Lines

SCHEDULE Summer/Fall 2023



FY23/24 Work Streams – Supplemental Bus System

• PROGRESS

- Completed industry survey
 - 70 participants; majority from CA
 - Approximately 80% may consider or likely provide buses and staff
 - Respondents cited 800+ buses & 400+ staff that may be available
- Held 2 APTA workshops with LA28
- Coordinating with peer agencies regarding FIFA 2026 World Cup

• NEXT STEPS:

- Confirm level of service with LA28 and identify bus depot locations
- Prepare borrowed bus strategy



OUTCOME Confirm number of supplemental buses and infrastructure needs. Develop a preliminary service plan to meet Games demand

SCHEDULE Summer/Fall 2023

FY23/24 Work Streams – Games Route Network

- **PROGRESS**

- Collaborating with LA28 to reflect latest plans
- Compared route alternatives and assessed performance metrics
- Identifying primary and alternate routes

- **NEXT STEPS:**

- Draft maps and operations plan
- Coordinate with local jurisdictions on arterial routes
- Confirm venue plans with LA28
- Coordinate with bus-only lanes workstream



OUTCOME Build consensus on the Games Route Network network to start planning work and use as a catalyst for other legacy projects

SCHEDULE Summer2023

MCP Delivery Next Steps

- Advance project development of seven workstreams
 - Define scope
 - Prepare concepts/design
 - Refine schedule and cost estimates
- Initial partnering and scoping conversations for additional projects/programs
- Coordinate with GME on legislative/funding strategy
- Agency stakeholder engagement
- Development of community engagement plan

Other Metro-led Workstreams

Project/Program	Progress to Date	Planned Activity for Q1/Q2 FY24
Countywide Travel and Freight Demand Management	Integrated Ticketing – <ul style="list-style-type: none"> • \$2 million SMART Grant award for Integrated Transit Trip Planning and Fare Purchase with Event Ticketing pilot • Pilot will develop, build, and test a minimal viable product (MVP) that integrates transit trip planning and fare purchase with event ticketing. • Longer-term benefits: integrating transit with events, including preparation for the 2026 World Cup and the 2028 Games. 	<ul style="list-style-type: none"> • Integrated Ticketing <ul style="list-style-type: none"> • Conduct research and proof of concept • Partnership exploration • TDM <ul style="list-style-type: none"> • Develop program framework • Partnering and chartering sessions with GME and other partners
Open Streets to Uplift Arts, Culture, and Recreation Program	Progress report and motion response provided to the Board in March 2023 - File #: 2023-0075.	<ul style="list-style-type: none"> • Staff will work with internal and external stakeholders to secure funding sources.
Phase I Zero Emission Bus Program	Ongoing discussions with OSI, Operations and Government Relations on path forward.	<ul style="list-style-type: none"> • Confirm/refine scope of work based on most recent Zero Emission Bus Transition Plan.
Universal Basic Mobility	Ongoing discussions with CXO, TAP, OSI and Operations on path forward.	<ul style="list-style-type: none"> • Develop Program Framework • Partnering and chartering sessions with GME, other partners
Access Services	Ongoing discussions with Task Force about path forward.	<ul style="list-style-type: none"> • Partnering and chartering sessions with GME and Access Services.

