



**Metro**

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3rd Floor, Metro Board Room*

**Agenda - Final**

**Wednesday, September 20, 2023**

**9:30 AM**

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

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Los Angeles, CA 90012

## CALL TO ORDER

## ROLL CALL

5. **SUBJECT: 2028 MOBILITY CONCEPT PLAN UPDATE** [2023-0545](#)

### **RECOMMENDATION**

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

**Attachments:**      [Attachment A - Motion 42: 2028 Mobility Concept Plan](#)  
[Attachment B - 2022 MCP Prioritized Project List](#)  
[Attachment C - GME Surface Transportation Priority List](#)  
[Attachment D - Workstreams Progress Report](#)  
[Attachment E - NAE Regional Challenge Project Map](#)  
[Presentation](#)

6. **SUBJECT: SPECIAL EVENT SERVICE LESSONS LEARNED** [2023-0577](#)

### **RECOMMENDATION**

RECEIVE oral report on the special event service: Taylor Swift ERAS Tour 2023 that took place for six nights at SoFi Stadium, a designated venue for the 2028 Olympic Games.

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

- SUBJECT: GENERAL PUBLIC COMMENT** [2023-0546](#)

RECEIVE General Public Comment

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

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

## **Adjournment**



## Board Report

File #: 2023-0545, File Type: Informational Report

Agenda Number:

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### AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE SEPTEMBER 20, 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**

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

#### **BACKGROUND**

##### 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.

The goals of the MCP are to leave a lasting, positive legacy by expanding transportation improvements; to make it easy for people, including those with specific mobility needs, to get to venues via public transit, biking and walking and to create an effective coalition of public and private-sector partners that can deliver on mobility and operational improvements for the 2028 Games. Cities that have hosted past Games have achieved transformative progress in transportation, including increases in transit ridership, mode shift away from drive-alone trips, and improvements in customer experience. Preparation for the Games provides a unique opportunity to shift how residents and visitors experience transportation in the Los Angeles region. Metro's goal is to deliver excellent customer experiences that put people first so that many of the improvements built remain in place

long after the Games are over.

Since 2021, as the mobility leader responsible for spectator and workforce transportation for the 2028 Games, Metro has worked with LA28, Caltrans, Metrolink, the Los Angeles Department of Transportation (LADOT), the City of Los Angeles Mayor’s Office, and the Southern California Association of Governments (SCAG), a group collectively known as the Games Mobility Executives (GME), to develop a 2028 Mobility Concept Plan. 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.

Games Mobility Executive 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 Mobility Concept Plan into groups.

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

Development of an Implementation Plan

As an immediate next step, the GME determined the key roles and responsibilities for each agency to develop 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 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, LADWP, SCE
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 Expansion	Metro	LADOT, Caltrans
Key Station Improvements (State of Good Repair )	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 to successfully compete for funding opportunities. The progress made over the past eight 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.

**DISCUSSION**

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



- Scope refinement for priority projects
- Development of a grant application bundle for federal funding opportunity
- Building internal and external alignment towards implementation of the MCP
- Advancing advocacy efforts at the federal level

A detailed progress report is provided in Attachment D.

### Legislative Efforts

Metro has been working with a broad and diverse number of federal stakeholders to ensure that the Federal Government provides robust support for surface transportation projects related to the 2028 Games being hosted by the City of Los Angeles. These federal stakeholders have included, but not been limited to, senior officials at the U.S. Department of Transportation, officials at the Office of Management and Budget (Executive Office of the President of the United States), and members of Congress, including members of the Los Angeles County Congressional Delegation.

As part of this outreach to federal stakeholders, Metro is working in partnership with the LA28 organizing committee to ensure that the 2028 Games offer unparalleled mobility for Southern California residents and visitors - given that with no spectator parking at the sporting venues, these games will be car-free. To achieve this worthwhile and ambitious goal and with a clear appreciation that these upcoming games will likely be the largest sporting event in American history, Metro is strongly supporting assistance for surface transportation projects relating to international Olympic, Paralympic, and Special Olympics events.

In the coming weeks, Metro will be working with the Biden Administration to encourage them to ensure that the Federal Fiscal Year 2025 Budget (which will be released early next year) includes federal funding recommendations for worthwhile transportation projects and initiatives related to the 2028 Games. This is similar to the federal transportation funding for the 2002 Winter Olympic Games in the Federal Fiscal Year 2002 Budget released by then-President George W. Bush. In parallel to this effort, Metro will be working with our Los Angeles County Congressional Delegation to support our Budget request and to back funding requests our agency will advance through the Federal Fiscal Year 2025 appropriations process - which will commence in the Spring of 2024.

### Funding Opportunities

In parallel to the federal advocacy efforts described above, staff continues to work with GME partners to explore grant opportunities and innovative financing options to help fund the GME Surface Transportation Priority Project List.

### *Safe Streets for All*

The Safe Streets and Roads for All (SS4A) discretionary program was established by the Bipartisan Infrastructure Law (BIL) with \$5 billion in appropriated funds over 5 years, 2022-2026. The SS4A program funds regional, local, and Tribal initiatives through grants to prevent roadway deaths and serious injuries. Staff worked with SCAG to include funding for two to four temporary demonstration projects, as well as Open Streets events, as part of a Planning and Demonstration Grant application they submitted for Fiscal Year 23. These demonstration projects would arise from the Transit/Venue Ped/Bike Access Enhancements workstream of the MCP and would highlight and test potential project designs to improve safe connections to/from transit stations, prefacing permanent improvements. Examples of elements included in demonstration projects include improving crosswalks, adding street trees/landscaping, pedestrian lighting, traffic calming measures, wayfinding, street furniture, bike lanes (where space is available), and opportunities to temporarily pedestrianize streets. Planning and Demonstration Grant award decisions are expected in October 2023.

### *Reconnecting Communities / Neighborhood Access and Equity Programs*

One significant opportunity is the Fiscal Year 2023 Neighborhood Access and Equity Grant Program (NAE). This program was established under the Inflation Reduction Act in 2022 and will allocate \$450 million for projects addressing regional equitable access and mobility challenges. Projects located in economically disadvantaged areas will be prioritized and may receive a larger share of federal funds. Funds will be awarded on a competitive basis for projects that: 1) Advance community-centered connection transportation projects; 2) Benefit underserved communities; 3) Improve access to daily needs; 4) Foster equitable development and restoration; and 5) Reconnect communities.

Metro staff coordinated with partners and local jurisdictions countywide in scoping and developing the grant application to ensure a successful funding request that addresses a regional challenge to benefit all Angelenos, especially in Equity Focus Communities. This included outreach and collaboration with all Los Angeles County Supervisor Districts, Los Angeles City Council offices, Games Mobility Executive agency staff, a dozen cities, municipal transit operators, Councils of Government, and transportation stakeholders to ensure a comprehensive commitment to these projects and future outreach and engagement.

Funding will benefit transit riders through improvements such as bus-only lanes, bus shelters, bus bulbs, and transit signal priority. Funding will improve first/last mile connections to transit spaces and community amenities through pedestrian and cyclist improvements, such as bicycle lanes, sidewalk improvements, and Metro Bike Share expansion. Furthermore, the funding request will include mobility hub investments at critical transfer stations that invest in place-making strategies like pop-up vendor spaces, public art, and shade structures. Beyond capital improvements, Metro will seek funding to expand the successful GoPass program beyond 2025 to ensure low-income students continue to have access to free transit. This set of projects will create legacy benefits to support Metro's Vision 2028 Plan goals of transforming Los Angeles County through regional collaboration. A map of the proposed project bundle is provided as Attachment D. A funding announcement is

expected in Spring 2024.

If selected for this grant opportunity, Metro will develop a robust strategy to engage a wide audience to inform, educate, and invite feedback from different perspectives, as well as develop a feasible project wish list prior to the final design of any project.

## **FINANCIAL IMPACT**

There is currently no financial impact for these efforts. While the NAE grant has no local match requirements, the projects included in Metro's application already have more than \$15.6 million in state and local grants. Several of these projects have already received Board approval as part of NexGen and other agency efforts. Additional local funding, such as Proposition C 25% and Measure R 2% may be recommended to help fund these projects in upcoming capital budgets, based on availability and eligibility at time of expenditure.

## **EQUITY PLATFORM**

Approximately 90% of the proposed 2028 Games venues within Los Angeles County are located in or near (i.e., within one mile) 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 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.

Having prioritized seven of the 15 priority projects/programs due to longer lead times for implementation, staff has made a concerted effort to further evaluate and screen the bundled projects within each of the seven workstreams: Games Route Network, Supplemental Bus System, Countywide Mobility Hubs, Countywide Bus-Only Lanes, Transit/Venue Ped/Bike Access Enhancements (First/Last Mile), Key Station Improvements and Light Rail Speed and Operations Improvements. Additional equity criteria defined top projects and improvements within each workstream and engagement with stakeholders.

## **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**

The next few months will be critical for the advancement and implementation of the MCP. Our most immediate next step is the submittal of an NAE grant application, due on September 28, 2023.

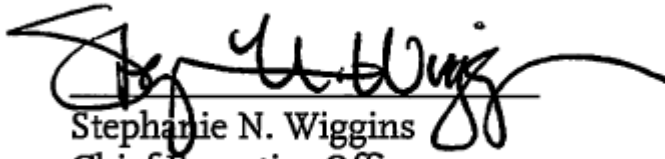
By the end of 2023, staff will complete the scope refinements and prioritization for seven of the 15 Surface Transportation Priority projects. This effort will be critical to ensuring these projects can compete for State and Federal funding opportunities and be delivered in time for the Games. Initial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

## **ATTACHMENTS**

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

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Stephanie N. Wiggins  
Chief Executive Officer



**Board Report**

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

**Agenda Number:** 42.

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**REGULAR BOARD MEETING  
DECEMBER 3, 2020**

**Motion by:**

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

**2028 Mobility Concept Plan**

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

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

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

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

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

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

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

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

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

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

## **SUBJECT: 2028 MOBILITY CONCEPT PLAN**

### **RECOMMENDATION**

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

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

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



# 2022

## Prioritized MCP

### Project List

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

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

#### UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE

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

## UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE (CONTINUED)

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

## UNFUNDED AND PARTIALLY FUNDED PROJECTS BY MODE (CONTINUED)

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



## BUS

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

**11** PROJECTS

**\$2.7B** COST

**25%** OF TOTAL MCP COST



## CONGESTION MANAGEMENT, GOODS AND FREIGHT MOVEMENT

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

**9** PROJECTS

**\$0.6B** COST

**6%** OF TOTAL MCP COST



## FIRST-LAST MILE/ACTIVE TRANSPORTATION

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

**7** PROJECTS

**\$2.2B** COST

**20%** OF TOTAL MCP COST



## METRO RAIL

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

**10** PROJECTS

**\$1B** COST

**9%** OF TOTAL MCP COST



## REGIONAL RAIL

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

**5** PROJECTS

**\$3.5B** COST

**32%** OF TOTAL MCP COST





## SYSTEMWIDE

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

**8** PROJECTS

**\$0.9B** COST

**8%** OF TOTAL  
MCP COST



## FULLY FUNDED/CONSTRUCTION PROJECTS COMPLETE BY 2028 GAMES

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

## FULLY FUNDED PROJECTS TO BE COMPLETED BY 2028 GAMES

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

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

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

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

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

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

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

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

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

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

*Games Route Network*

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

The GME hosted a series of workshops to review the Games plans, current and future projects, traffic analysis, and legacy opportunities for bus-only lanes to refine the GRN. Based on the workshop discussions, staff have recommended primary and alternate routes for the GRN that link together competition and non-competition venues. The GRN will evolve as necessary when LA28 announces the new sports program. Staff from Metro and LA28 continue to identify the policy and legislative actions needed to enable the implementation, operation, and enforcement of the GRN.

*Supplemental Bus System*

To meet the mobility demands of the 2028 Games and achieve the goal of a car-free event, a supplemental bus system (SBS) must augment and complement the existing public transit network. It is customary for major sporting events to implement supplemental bus systems, including Los Angeles 1984, Salt Lake City 2002, London 2012, and Paris 2024.

Using the preliminary results of the travel demand model, staff have been working on determining the number of additional vehicles required to support the 2028 Games. The methodology considers the Games demand, existing transit capacity, bus operations, and other parameters. Staff are identifying potential park-and-ride mobility hubs, bus depots, and workforce needs to optimize the temporary fleet and service increase and enhance the existing transit network.

Based on the nationwide survey of peer transit agencies, Metro is developing a detailed strategy to borrow buses temporarily from external parties to support the SBS. In addition, Metro will convene transit agencies of the host cities for the FIFA 2026 World Cup and survey participants to advance discussions and the planning for the supplemental bus system.

### *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 are planning four types of mobility hubs:

- Venues Mobility Hub: Located directly adjacent to the 2028 Games venues, users can easily access Metro rail/bus or the supplemental bus system.
- Central Mobility Hubs: Located at Metro rail and BRT stations with significant parking infrastructure and can support a bus mall for the supplemental bus system.
- Neighborhood & Equity-Focused Mobility Hubs: Locations that provide users with various 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.

Through a combination of primary and secondary research, the team has identified a set of amenities that could be included at mobility hubs. Over the next few months, Metro will prepare conceptual designs for the selected mobility hub locations, some of which may remain in place after the Games.

### *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 continues to coordinate with the NextGen Bus Speed and Reliability Working group to advance this legacy effort. Recent discussions with the working group include resource needs, fiscal year planning, and setting up similar collaborations with other local jurisdictions. Over the next few months, Metro will prepare conceptual designs for the prioritized corridors and support future grant applications.

### *First/Last Mile*

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

## Attachment D – Workstreams Progress Report

Staff continues to work with local jurisdictions to package improvements to help users walk, bike, and roll between the key transit stations and venues. Examples of such improvements include replacing/adding new bus stops, improving crosswalks, adding street trees/landscaping, adding pedestrian lighting, traffic calming measures, wayfinding, adding street furniture, adding bike lanes (where space is available), and opportunities to temporarily pedestrianize streets. Metro, LA28, and local partners will fine-tune the first/last mile improvements in the next few months as access points, entrances, and consolidated transit nodes become more set as 2028 approaches.

### *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.

Since the last update, staff has coordinated with multiple departments at Metro (Systemwide Design, Operations, Wayfinding, Accessibility, Safety and Security, and Customer Experience) to review best practices from other mega events and the audit findings.

### *Light Rail Speed and Operations Improvements*

This workstream will improve capacity, reliability, and safety along the A Line and E Line through the following improvements: Washington Wye operational improvements, E Line improvements (siding and intersection improvements), and two new interlocks before and after Memorial Park Station along the A Line.

Conceptual design is complete for the E Line siding and the A Line interlock including the technical feasibility of these projects. Cost estimates and an implementation plan are in progress and will be completed in the fall.

With the opening of the Regional Connector in June, Metro operations shared findings from the testing phase and the initial revenue service from the first month of operations, which are informing the projects at the Washington Wye and E Line.

### Other Metro-led Projects

Staff has advanced work on other Metro-led projects/programs from the Surface Transportation Priority List that do not require the same level of advance work. Below is a summary of current and planned efforts for these projects/programs.



## Attachment D – Workstreams Progress Report

### *Countywide Travel and Freight Demand Management (including Universal Fare and Ticketing Integration)*

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

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

Staff continues to pursue funding for the program including a collaboration with SCAG to include an Open Streets grant program component on a regional "Safe Streets for All" application submitted in June 2023 and an application for a \$5.25 million grant in partnership with LA County through the Metro ExpressLanes program.

### *Phase I Zero Emission Bus Program*

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

### *Universal Basic Mobility Expansion*

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

# Draft NAE Regional Challenge Project Map





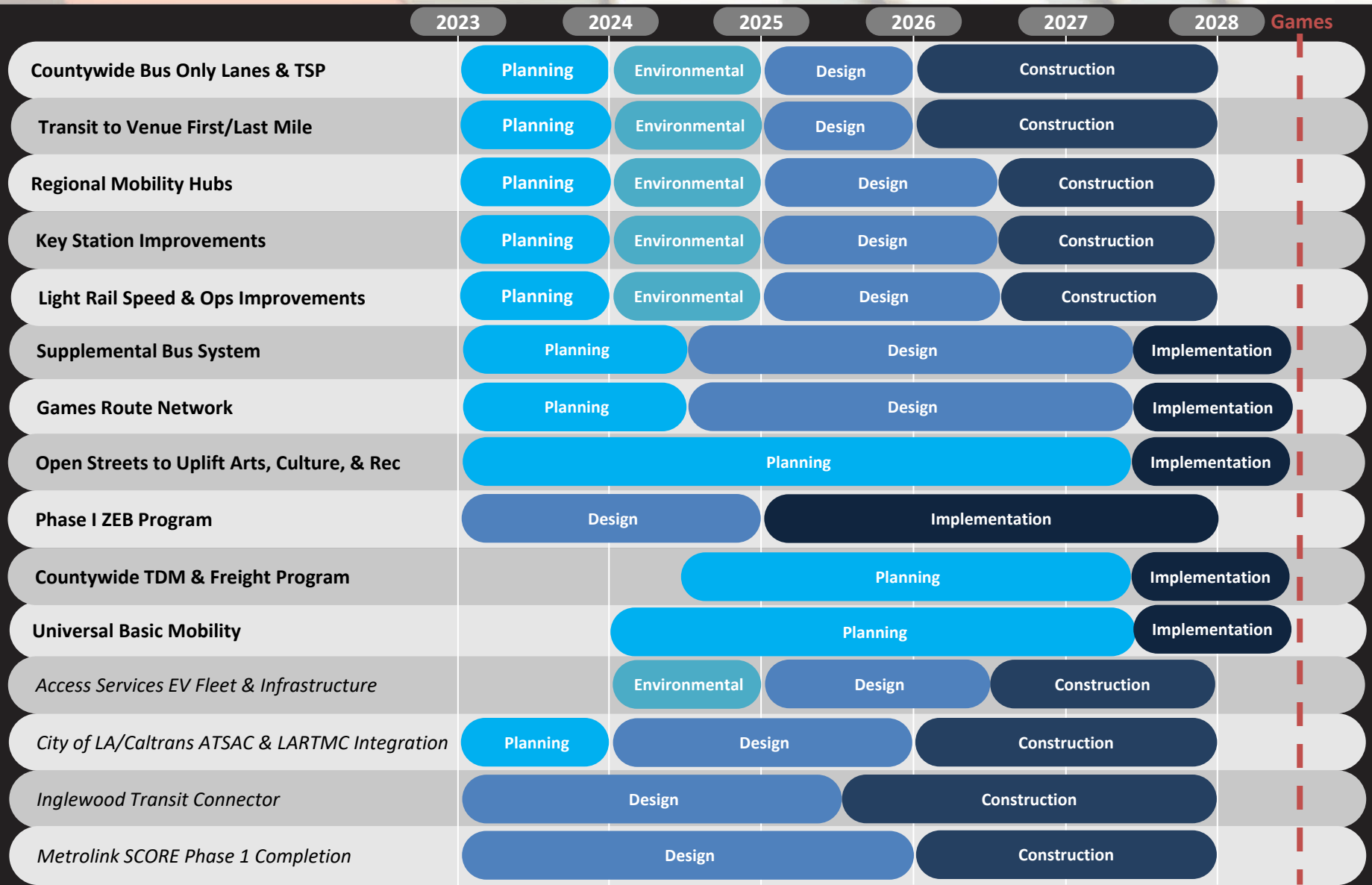
# Motion 42 Update: MCP Implementation Plan



**Metro**

*September 20, 2023*

# MCP Project Schedules



# Grant Opportunities – Neighborhood Access & Equity



## Legislative Efforts

- Working with a broad and diverse number of federal stakeholders – Legislative and Executive Branch – to continue the tradition (Atlanta/Salt Lake City) of the Federal Government backing mobility projects in regions hosting Olympic and Paralympic Games
  - Partnering with LA28 efforts in Washington, DC
- Supporting Congressional efforts – House and Senate – to encourage funding during and prior to the 2028 Olympic and Paralympic Games
- Encouraging Biden Administration to include Federal Fiscal Year 2025 Budget funding recommendations for mobility projects and initiatives tied to the 2028 Olympic and Paralympic Games
- Continuing non-monetary request discussions with USDOT
- Working to advance legislative and regulatory efforts tied to a possible Borrowed Bus Program

## MCP Delivery Next Steps

- Complete scope refinements and prioritization for seven of 15 Priority workstreams
- Ensure Priority Projects are ready to compete for State and Federal funding
- Partnering and scope meetings continue for additional eight workstreams
- Create implementation plan with schedule and staff resource requirements
- Community conversations for individual projects anticipated 2024



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File #: 2023-0577, File Type: Oral Report / Presentation

Agenda Number: 6.

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**AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE  
SEPTEMBER 20, 2023**

**SUBJECT: SPECIAL EVENT SERVICE LESSONS LEARNED**

**ACTION: RECEIVE ORAL REPORT**

**RECOMMENDATION**

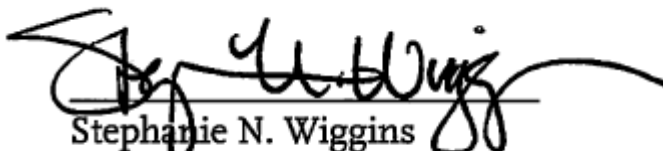
RECEIVE oral report on the special event service: Taylor Swift ERAS Tour 2023 that took place for six nights at SoFi Stadium, a designated venue for the 2028 Olympic Games.

**EQUITY PLATFORM**

Operations collaborates with the Office of Equity and Race and Customer Experience to identify and mitigate any concerns to ensure equitable outcomes relative to service.

Prepared by: Diane Corral-Lopez, Executive Officer, Operations Admin, (213) 922-7676  
Jennifer Vides, Chief Customer Experience Officer, (213) 922-4060

Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418-3034



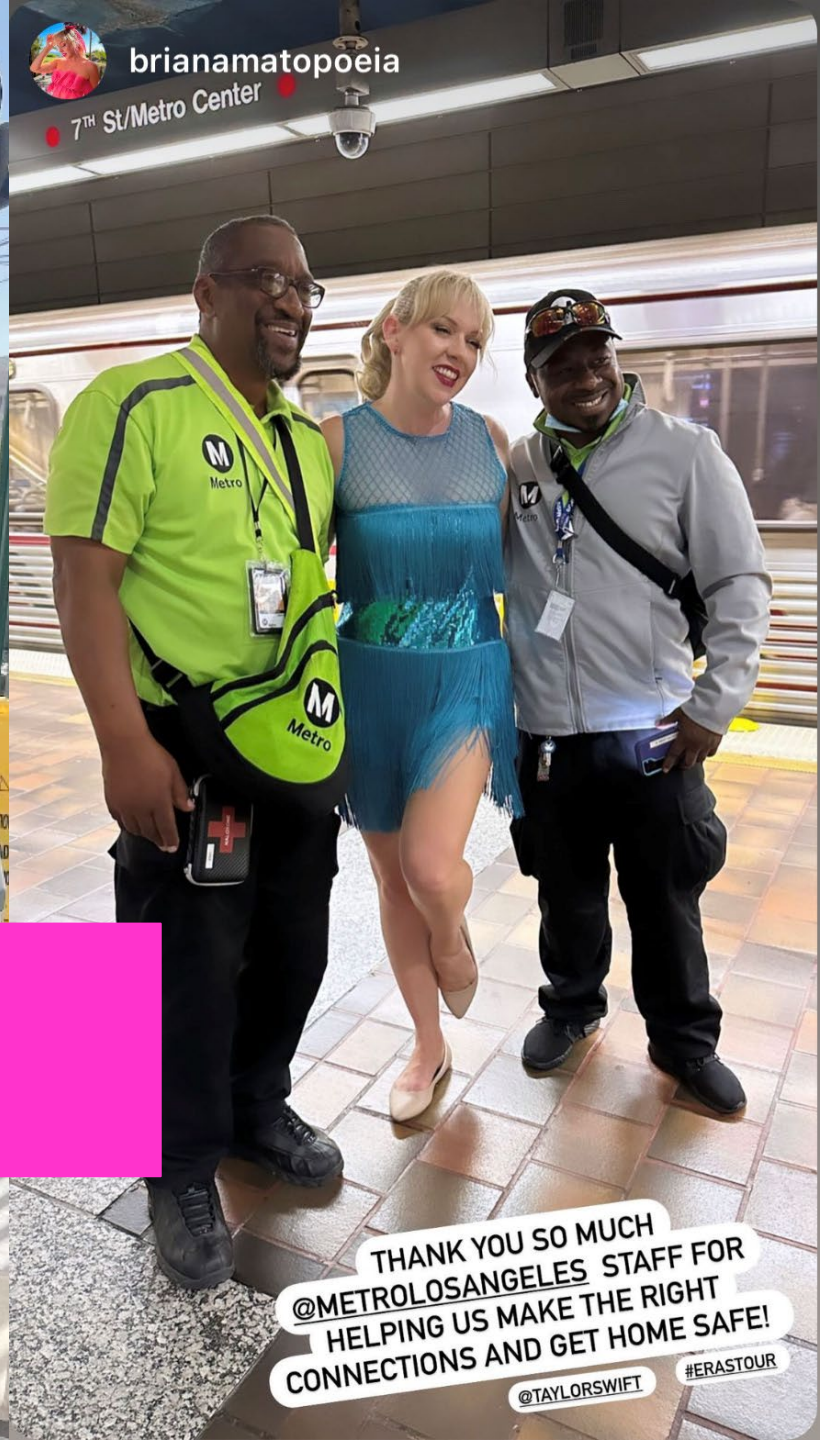
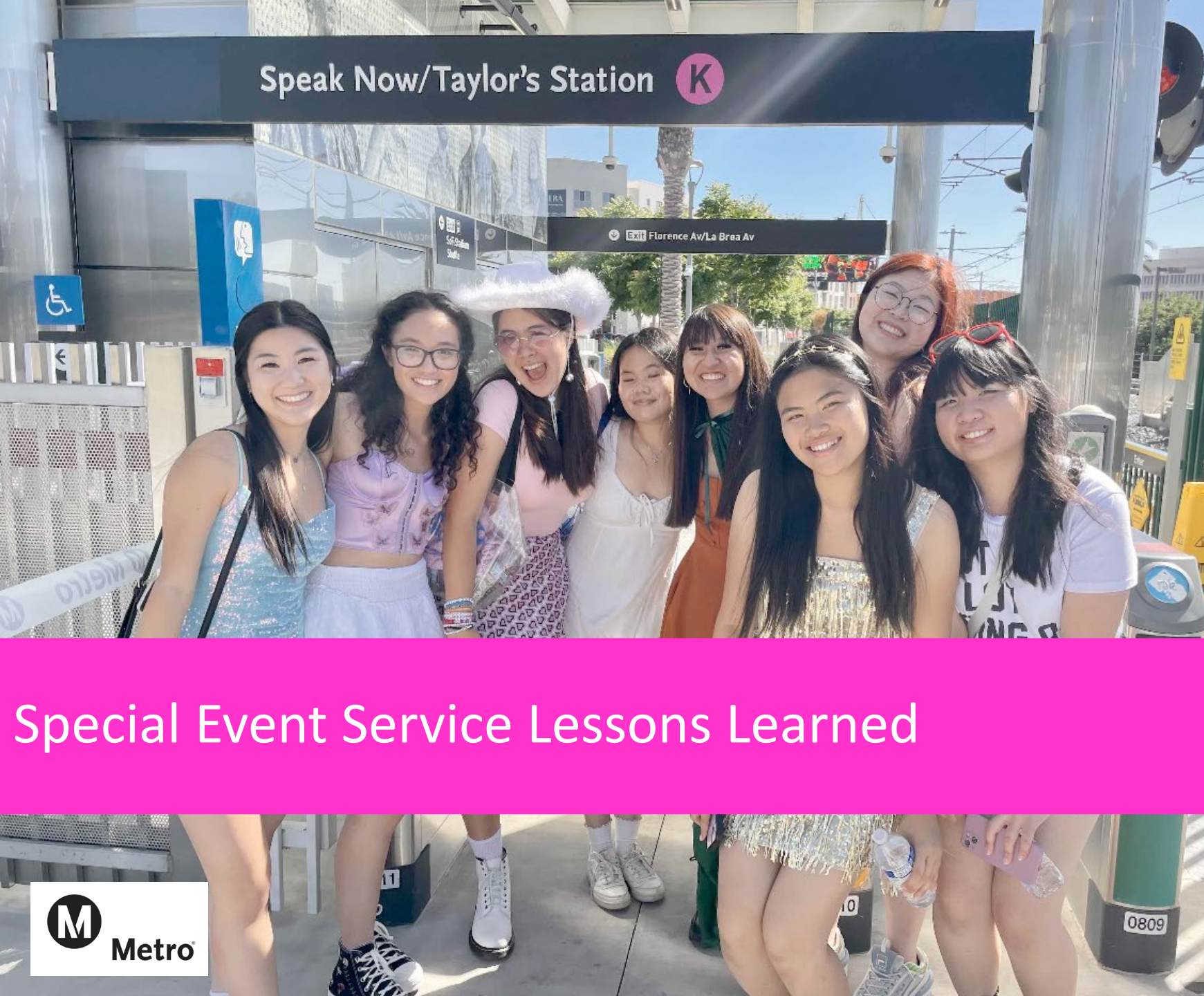
Stephanie N. Wiggins  
Chief Executive Officer



Speak Now/Taylor's Station **K**



Exit Florence Av/La Brea Av



brianamatopoeia  
7th St/Metro Center

# Special Event Service Lessons Learned



THANK YOU SO MUCH  
@METROLOSANGELES STAFF FOR  
HELPING US MAKE THE RIGHT  
CONNECTIONS AND GET HOME SAFE!  
#ERASTOUR  
@TAYLORSWIFT



## The Opportunity: Taylor Swift | The Eras Tour at SoFi Stadium

- Build upon lessons learned from Superbowl special service
- Taylor Swift's Eras Tour 2023 took place at SoFi Stadium for an unprecedented 6 nights
- Estimated Attendance: 60,000 each night plus additional crowds outside the stadium
- Doors opened at: 4:30 pm. Event end time 11:45 pm
- Transit in Chicago, Atlanta, Philadelphia, etc. saw a significant ridership boost from their Taylor Swift Concerts.
- **Target ridership:** 5,000 riders per night or 8% of the crowd

# Why Taylor?

## The Conditions Were Right For Us to Deliver Excellent Customer Experience

- Experience of other US cities showing high transit system usage by "Swifties" gave Metro the confidence that a market existed for high volumes of riders to choose Metro for their travel to the concerts if we let them know we were ready to assist.
- SoFi Stadium has a 50K minimum attendee requirement to open their parking lots for the City of Inglewood shuttle service (The Eras Tour had an attendance of 60K+ per night).
- If the City of Inglewood activates their shuttles, they also create the priority bus access on Arbor Vitae to/from SoFi stadium that allow Metro buses fast access for expedited service to transit patrons.
- Metro has two high-capacity rail lines (C and K) in proximity to SoFi Stadium, with connections across the broader Metro rail network across LA County. These are designed for high volume usage. Surrounding Metro rail stations in proximity to SoFi Stadium offer over 5,400 parking spaces.
- Metro's bus team has plenty of experience successfully shuttling thousands of customers between our rail network and SoFi Stadium (2 seasons of NFL, 2022 Super Bowl, 2023 College Football Championship).
- This is great experience for future events coming to LA such as World Cup. LA28 etc.



# What We Did: Taylor Swift Special Service Activation

## Operations Overview:

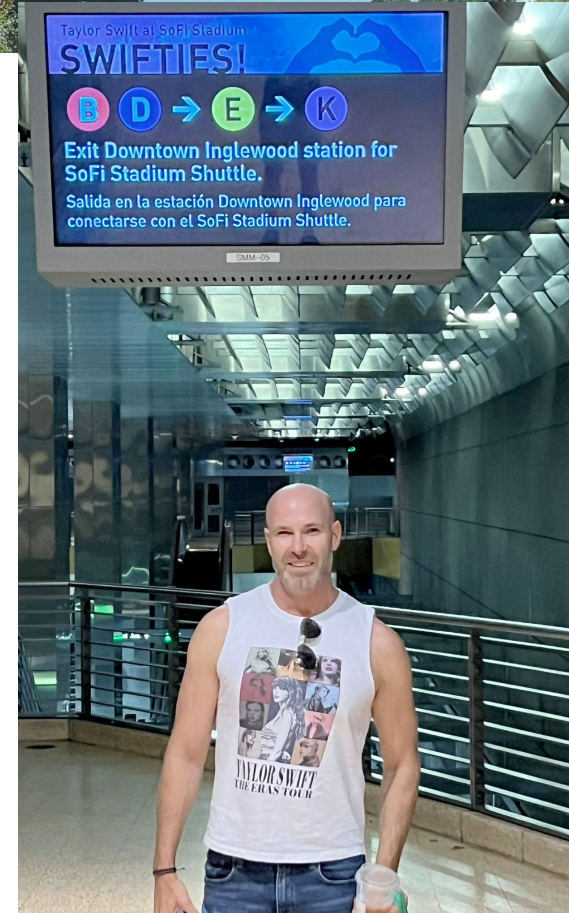
- Bus/shuttle services connecting Metro Rail to SoFi Stadium
  - C and K Lines - Serve rail riders and station parking
- Supplementary bus service for LAX area hotels guests, parking lots and airline passengers
- Expanded late night rail service frequency and span (all lines)  
Operated from 3:30 pm – 6:30 pm (3 hours) pre-event and 11:45 pm – 1:15 am (90 min.) post event

## Signage and Wayfinding:

- Provided temporary directional signage and shuttle signage
- Two Station Takeovers at Downtown Inglewood and Hawthorne

## Public Safety:

- Additional roving and stationary patrols for Metro Ambassadors and TSOs, law enforcement, and contract security
- Recruited more than 100 Metro staff for crowd control and customer service at key transfer stations



# The Results:

## Enhanced Service Plan Resulted in Major Ridership Increase

- **+25% Ridership Increase:**
  - SoFi Stadium Express **shuttles** carried over **30,000** additional boardings and over **180,000** boardings on rail and bus over the six nights.
  - Newly opened **K Line** saw **+250%** ridership increase, or nearly **5,000 extra boardings each night**
  - **C Line** saw **+35%** ridership increase, or 6,000 extra boardings each night
  - **A & E Lines** saw nearly **+20%** increase with nearly **15,000** extra boardings each night



# Operations: Criteria Considerations for Future Events at SoFi

Taking transit to Sofi offers a more dependable, attractive, and efficient option compared to driving.

## Transit Demand Assessment

- Evaluation of anticipated attendance and transit usage: Ensure that transit usage meets the minimum threshold required to justify supplemental shuttle services.
- Simultaneous events in the vicinity (The Forum)
- Geographical origins of event attendees where transit services can replace the need for driving (Ticket sales data)

## Transit Support Assessment

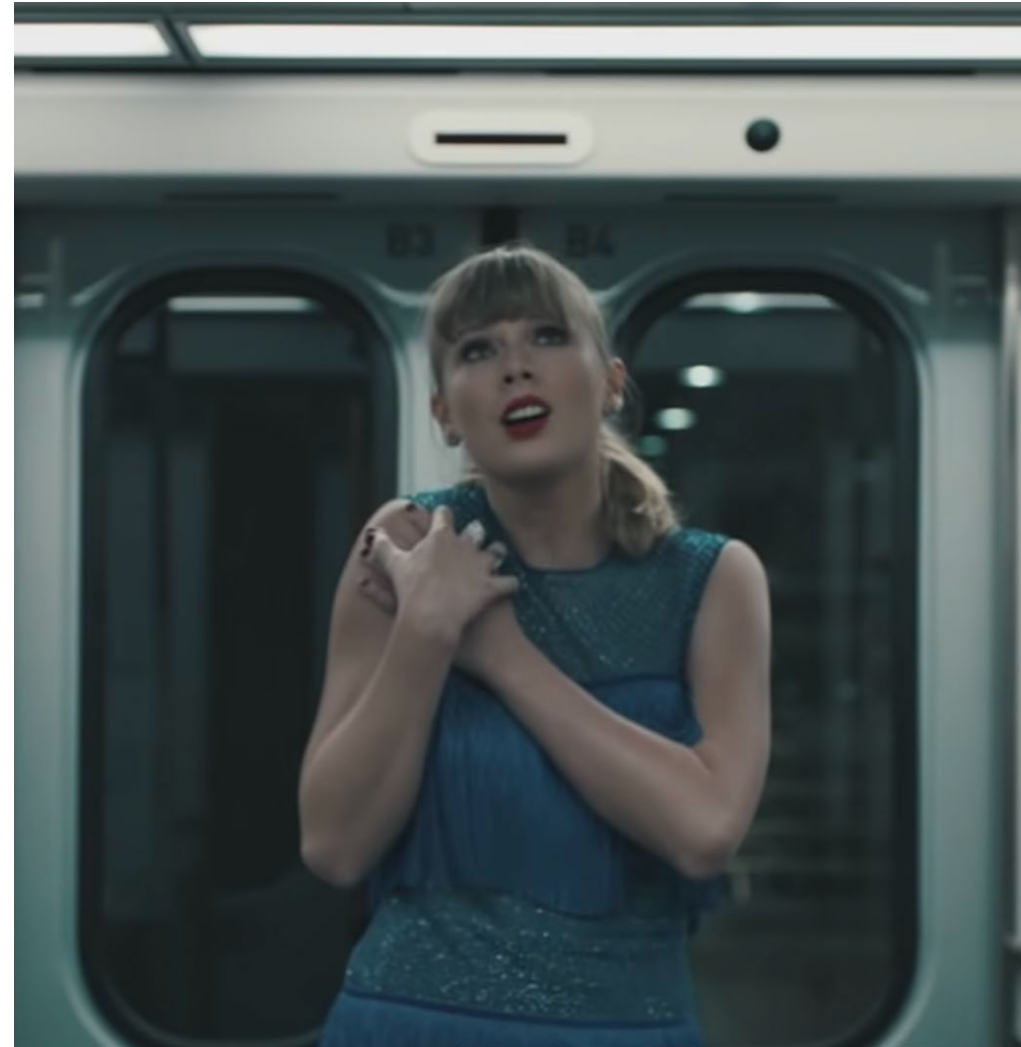
- Availability of an on-site staging area, separate from SoFi Stadium location
- Availability of traffic control measures and transit prioritization to establish transit as a more attractive and competitive alternative to driving
- Availability of operation staff to ensure dependable transit services, prioritize customer safety, and offer support (bus and train operators, crowd control ambassadors, and security resources)

The inability to meet these thresholds makes it difficult for Metro to operate this shuttle service



# CX Key Learnings for Special Event Service

- Use visual, audio, and other queues to inform riders of their station/shuttle origin at the station, shuttle zone, and on-vehicle
- Encourage riders to prepare their fare media: re-load, pre-load, or download app
- More information, wayfinding, and location identifiers needed on the SoFi property. Many fans coming out of the stadium looking for various shuttle and bus stop, Uber/Lyft, etc.
- All shuttle operators within ITF need to be identified
- Be flexible and willing to adapt to dynamic conditions
  - Unexpected traffic disruptions
  - Unexpected changes to traffic control patterns and staffing
  - Changed event finish time with limited notice



# Speak Now/Taylor's Station



THANK YOU