

**Board Report**

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**AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE
MARCH 20, 2024****SUBJECT: TWENTY-EIGHT BY '28 PROJECT LIST****ACTION: APPROVE RECOMMENDATIONS****RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the Twenty-Eight by '28 progress report, and;
- B. APPROVING revisions to the Twenty-Eight by '28 project list (Attachment A).

ISSUE

The purpose of the Twenty-Eight by '28 Initiative is to highlight projects for completion by the 2028 Olympic and Paralympic Games (the 2028 Games). The list approved in January 2018 included Measure R, Measure M, and other projects already slated for completion by 2028, as well as “aspirational” project schedules that propose to be accelerated by 2028 (“aspirational” is defined as a project that has a current delivery date later than 2028). This item is a status report on the pursuit of the Twenty-Eight by '28 Initiative and a recommendation to update the project list by replacing projects that are not able to meet the 2028 Games timeline with projects/programs that align with Metro’s 2028 Mobility Concept Plan (MCP) and either have been completed since the Initiative began or can be completed before the 2028 Games. Investments on this list are distributed countywide, demonstrating proactive regional coordination.

BACKGROUND

In anticipation of hosting the 2028 Games, and in response to the Twenty-Eight by '28 Initiative, in January 2018, the Board approved a list of 28 projects for \$42.9 billion targeted for delivery by 2028. The Twenty-Eight by '28 Initiative provided staff with a clear vision of the Board’s priorities, including establishing and emphasizing four pillar projects. Selected projects addressed regional needs, with a focus on transit solutions that would provide additional connectivity to major sports venues. The list of projects included some already slated for completion by 2028 and several complex mega projects that would require unprecedented acceleration, including a funding gap of \$26.2 billion. The success of this initiative depended upon strong advocacy, as well as perfect alignment of funding

opportunities, partnership arrangements, project execution processes, and innovative strategies.

Pursuant to the Measure M Ordinance, project acceleration may only occur if doing so does not delay the delivery of any other project. Accordingly, the 2028 Games presents an opportunity to advocate for accelerated resources, particularly from the state and federal government, to achieve early project delivery of the aspirational schedules and additional projects. By identifying projects with aspirational schedules alongside projects already planned to be delivered by 2028, the Board would be highlighting-but-not-committing those projects for early project delivery.

Through the end of 2019, staff explored options that would deliver the projects faster and reported to the Board regularly on the progress and challenges. Staff diligently assessed and reviewed project needs such as financing, constructability, risks, and potential acceleration strategies. Since that time, construction market pressures, impacts related to the COVID-19 pandemic, and project development challenges (e.g., design changes, and funding assumptions) have continued to challenge delivery schedules. Despite these challenges, Metro has continued to advance several significant projects that support the transportation needs for the 2028 Games, including ongoing efforts related to each of the projects identified in the initial project list.

Using the Twenty-Eight by '28 Initiative as a baseline, in 2021 Metro initiated work 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), on a 2028 Mobility Concept Plan (MCP). December 2022, the Board approved the 2022 Mobility Concept Plan (MCP) Prioritized Project List comprising 50 partially funded or unfunded projects/programs, including capital and operational improvements (beyond the ones identified Twenty-Eight by '28 Initiative) that support Metro's objective to deliver clean, safe, and reliable public transportation for Games spectators and would also leave a lasting legacy for Angelenos.

Using the 2022 MCP Prioritized Project List as a basis, the GME identified a subset of 15 unfunded or partially funded projects/programs (some of which are bundles of projects) deemed to either serve a specific Games delivery need or be highly beneficial and supportive of the transport strategy for the Games. Since December 2022, the GME has used this Surface Transportation Priority List to jointly advocate for state and federal funding support.

DISCUSSION

Metro has benefited from a focus driven by the establishment of a select group of projects termed 'Twenty-Eight by '28'. The status of each of the projects spans the planning phase, including the environmental approval process and funding strategy, through engineering, construction, and ultimately operations. This report groups projects by phase to convey updated project milestones.

For the current list, three projects are complete and in operation; seven projects are under construction; six projects are in the engineering/final design phase; and 12 projects are in the Planning phase. Ten of the projects on the list have anticipated opening dates after 2028, however, a summary of progress for each of these ten projects is provided in Attachment B.

Proposed Revisions to the 28 by'28 List

With four years and four months to go before the Games, Metro has an opportunity to revisit what is already planned and what is needed for the Games. In doing so, the outcome for Los Angeles County will be a more livable, successful, and equitable region, with projects and programs that will benefit Los Angeles County for generations after they are completed, and the 2028 Games have concluded. In addition, since the launch of the Twenty-Eight by '28 initiative, other global sporting events have been announced for the LA County region: 2026 FIFA World Cup and the 2027 Superbowl so an updated list will also consider these global events.

Staff from Program Management, Operations, Countywide Planning, and the Office of Strategic Innovation evaluated several potential replacements for the ten projects projected to open after 2028. (The Metro Micro program, launched in 2020, was also considered for replacement from the list as it is still in the pilot phase and does not have a nexus for the Games venues). This evaluation included all projects within the 2022 MCP Prioritized Project List, as well as projects that are consistent with the goals of the 2028 MCP and either are completed or can be completed before the 2028 Games. As a result of the evaluation, the following eleven projects are recommended for inclusion in the revised projects list:

Project	Estimated Completion Date	Support to the 2028 Games
MCP Priority Station Improvements (Union, 7 th /Metro, Pico)*	2027	This project (3 stations) provides required maintenance upgrades and improvements to Metro Rail stations near Games venues, with a focus on 7th/Metro Center, Union Station, and Pico stations. This project will also enhance accessibility and customer experience with improved elevator and escalator operations. It will also expand Metro Ambassadors program to enhance the customer experience and offer in-person support to riders.
Eastside Access Improvements	Completed 2023	Improving pedestrian and bicycle access in Little Tokyo and the Arts District, areas served by Metro's A and E lines, will make it easier and safer for our regular riders to get around and, during the Games, will provide more alternatives for spectators to reach venues located near these two rail lines. These improvements will benefit to spectators and the Games workforce traveling to the Grand Park venue and those using Union Station to start or end their rail journeys to their venues.
"New Blue" Improvements to the A - Line	Completed 2019	The A Line will be critical for the 2028 Games, providing access to the Long Beach and downtown LA sports parks. This project improved reliability, speed, and overall customer experience on the A Line.

MCP Mobility Hubs in SFV (Chatsworth, NoHo, Balboa)**	2028	Chatsworth Station will serve as an important mobility hub for spectators and the Games workforce, providing a key interchange point for drivers and vehicle passengers coming from other parts of the region. The North Hollywood Mobility Hub will improve interchange facilities for Games visitors traveling to the Sepulveda Basin sports park and those visitors traveling into LA from accommodation in the San Fernando Valley area. These stations will improve facilities for those travelling by car, transit, and micro-transit as their initial mode of transport on their journeys to venues. The Balboa Station will be a venue mobility hub for the Sepulveda Basin sports park.
Gateway Cities MCP Projects*	2027	With an emphasis on equity, legacy, and the 2028 Games, five specific 2028 Games MCP projects are located within the Gateway Cities subregion. Projects include: 1) a crossover track near the intersection of Anaheim Street and Long Beach Boulevard to improve service reliability for the A Line; 2) a mobility hub at the A Line Willow Station to enhance multimodal connections and improve the customer experience at this key station; 3) bus priority improvement projects along Florence Avenue, Studebaker Road, and Imperial Highway to enhance connectivity between SoFi Stadium, Metro C Line Norwalk Station, and Metrolink Norwalk/Santa Fe Springs Station; and 4) first/last mile improvements near key station locations in Norwalk and Long Beach.
J Line Electrification	2024	This project will support the goal of having sustainable and clean transportation options for Games spectators.
MCP LRT Speed and Reliability Improvements near Washington/Flower**	2027	This project will help increase capacity on the A and E Lines, forming the critical “backbone” of the transit network for spectators and workforce traveling to the busiest 2028 Games venues. These improvements will also provide safer crossings, synchronized rail movements, and better traffic management.
Silver Line Improvement Program	Completed 2020	The project enhanced connectivity, reliability, and customer experience on the Silver (now J) line. The J Line will be a critical connection for spectators coming from the San Gabriel Valley (the El Monte station has been identified as a Central Mobility Hub) and into any of the venues downtown or transit-accessible sports parks in the region.

MCP Bus Only Lane Corridors (Olympic/Venice)*	2027	Bus-only lanes enable fast, frequent, reliable, and accessible bus services that will be used before and after the 2028 Games, encouraging people to use public transit instead of private cars. Olympic Blvd will be one of the most important sections of the GRN, linking the Athletes Village at UCLA with the Downtown LA sports park. Bus-only lanes on Venice Blvd would offer improved journeys and increased capacity for spectators travelling to/from Downtown venues. Both corridors will also encourage mode shift to reduce congestion on the I-10 corridor.
Rosecrans/Marquardt Avenue Grade Separation	2025	The project provides a critical pedestrian and traffic safety improvement along key arterials in Gateway Cities. This project will also improve the efficiency and reliability of the Metrolink Orange County Line, a very important rail service for the Games, as it directly connects the Honda Center in Anaheim to Union Station and destinations in Orange County. Furthermore, this and all other Metrolink lines will be critical and transporting spectators coming from the larger, 5-county region into LA County, where most of the venues are located.
Rail to Rail ATC Segment A	2024	An active transportation connection between the K, J, and A Lines will make it easier and safer for our regular riders to get around and, during the Games, will provide more alternatives for spectators to reach venues located near these rail/BRT lines.

*Project is partially funded

** Project is not funded

Attachment C illustrates the locations of the 11 replacement projects. Two of the projects have already been completed. Several projects from the 2022 MCP Priority List are contained within bundles, including Mobility Hubs in San Fernando Valley and several bus priority corridors improvements in Gateway Cities and Westside Cities. These projects, totaling an estimated \$ 400 million, are partially funded, and Metro is concurrently pursuing funding and advancing project development for them. All other projects on the list are fully funded and on track to be delivered by 2028. The revised Twenty-Eight by '28 project list (Attachment A) totals more than \$20 million in transportation investments for LA County.

Additionally, the title of four projects on the Twenty-Eight by '28 project list will need to be modified to reflect updates to the project description. Those changes are as follows:

- Gold Line Foothill Extension 2B (to Claremont) - Revise the terminus to Pomona station to reflect current project limits. The Pomona to Montclair segment is not yet funded.
- Vermont Transit Corridor BRT - Focused on delivering the core transit travel time

improvements.

- I-105 Express Lanes -Phase 1(between I-405 and I-110).
- I-405 South Bay Curve Improvements - Revise project title to clarify the scope: The Integrated Corridor Management improvements on I-405, between Manchester Ave. and Rosecrans Blvd. are underway).

The original Twenty-Eight by '28 project list laid out an aspiration for Metro's contributions ahead of the 2028 Games. The proposed revisions to the project list align the Twenty-Eight by '28 initiative with the priorities set forth by the Board in the 2022 MCP Priority Project List and with the GME's Surface Transportation Priority List. The MCP guides our state and federal advocacy for Games-related funding. The MCP is comprehensive and informed by our ongoing work to plan to host this global event. It remains the north star as we pursue funding collaboratively with our partners in the cities, the county, the region, and the state. Twenty-Eight by '28 focuses on Metro's projects that are a subset of the MCP.

FINANCIAL IMPACT

There is no financial impact associated with this update. Any financial impacts associated with the implementation of currently unfunded MCP projects will be identified when the Board considers approval of the funding/implementation plans.

Impact to Budget

Staff may follow up with any requests in a future separate action.

EQUITY PLATFORM

The qualitative criteria upon which the Twenty-Eight by '28 List of projects were selected included:

- Supports high-capacity access to key regional activity centers and corridors;
- Provides a vital link in Los Angeles County's developing high-capacity transit network;
- Supports the integration of land use and transportation to accommodate new mixed income housing opportunities in areas to be served by transit, along with economic development opportunities; and
- Eases congestion at existing bottlenecks and congested corridors.

By revising the Twenty-Eight by '28 list by replacing projects that could not be delivered by the Games with those aligned with Metro's 2028 Mobility Concept Plan, which included additional equity metrics and prioritization, Metro aims to deliver tangible improvements that will resonate for generations beyond the Games' conclusion. This thoughtful recalibration, involving collaboration across departments and strategic evaluations, positions Metro to contribute to the success of transport during the 2028 Games and leave a lasting legacy that promotes a more accessible,

connected, and equitable Los Angeles County. As illustrated in Attachment C, ten of the eleven proposed projects are either fully or partially located in Metro's Equity Focus Communities and will have a long lasting impact for current and future generations.

These projects represent a strategic and forward-thinking approach to ensure the success of the Games while concurrently fostering long-term benefits for the diverse communities of Los Angeles County. This reconstitution is not exclusively about timelines; it is a deliberate effort to foster equity by prioritizing projects that enhance accessibility and connectivity for all residents. The inclusion of projects such as the Rail to Rail ATC Segment A and Mobility Hubs across most of the County's subregions demonstrates a commitment to improving public transportation networks, providing residents with reliable and efficient options for commuting and facilitating greater access to education centers, job opportunities, and essential services. Other potential anticipated equity benefits include a reduction in single occupancy vehicle reliance, improved air quality, and reduced household transportation costs. Any needed mitigation strategies are determined and implemented at the project level. Robust community engagement opportunities will be provided as staff continues to develop programs/projects throughout the next four years until the 2028 Games are delivered.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Recommendation supports Strategic Plan Goal #1 - Provide high-quality mobility options that enable people to spend less time traveling. This will be accomplished by planning and delivering multiple capital projects on time and on budget.

NEXT STEPS

Staff will continue to monitor and report back on a regular basis to the Board's Ad Hoc 2028 Olympic and Paralympic Games Committee on the status of the revised Twenty-eight by '28 project list.

ATTACHMENTS

Attachment A - Revised Twenty-Eight by '28 list

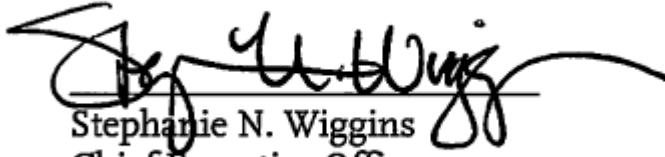
Attachment B - Summary of Progress for Projects to be Delivered Beyond 2028

Attachment C - Map of Twenty-Eight by '28 Projects and Proposed Replacements

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