



Streetcar System Modernization Masterplan

Existing Conditions Assessment -
Executive Summary



Project Overview



Purpose

To evaluate options to modernize the RTA's streetcar system in a comprehensive, systemwide manner.

Project Phases



Existing
Conditions



We are here



Vision &
Goals

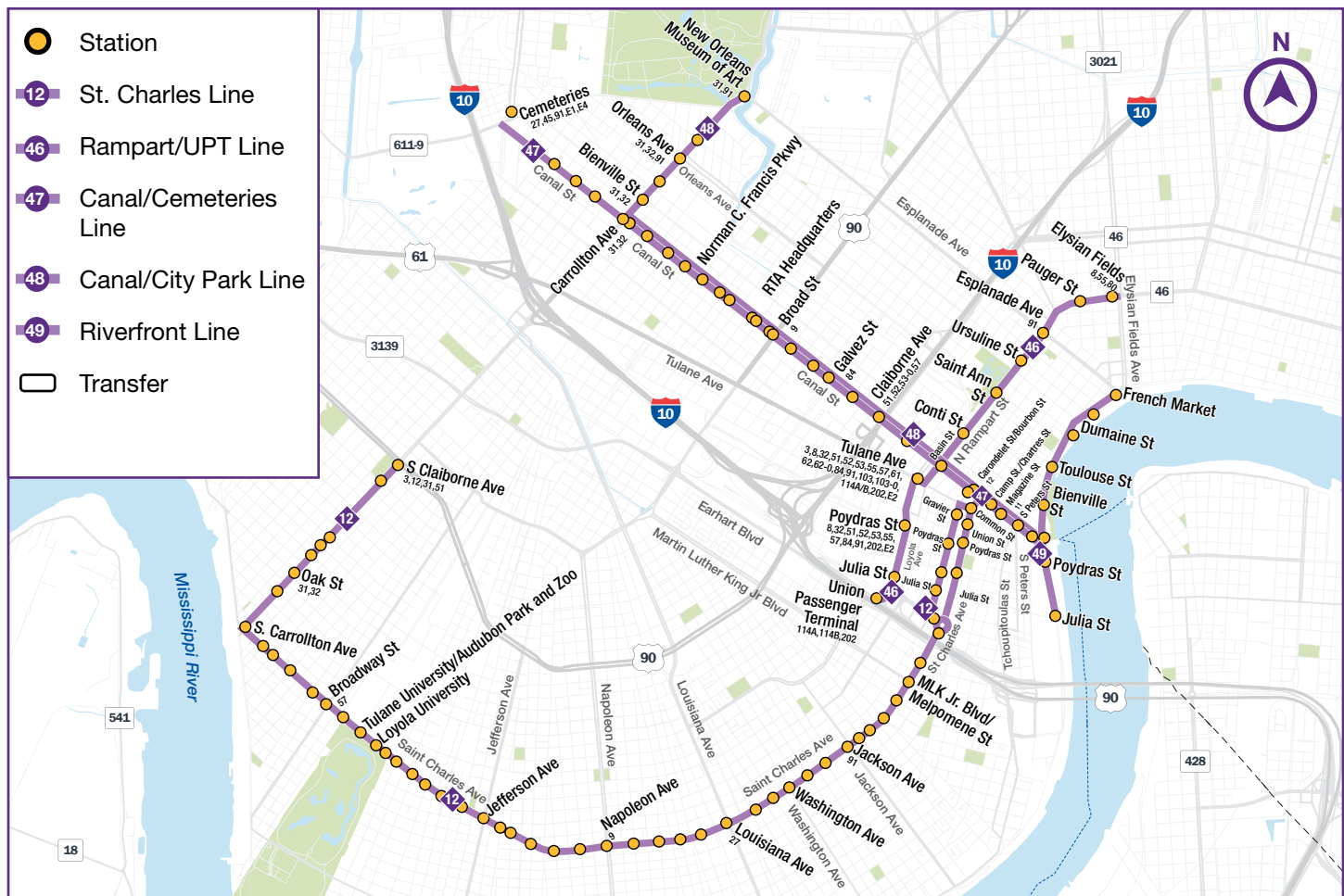


Streetcar
Modernization
Scenarios



Finalized Plan
Phase

STREETCAR SYSTEM OVERVIEW



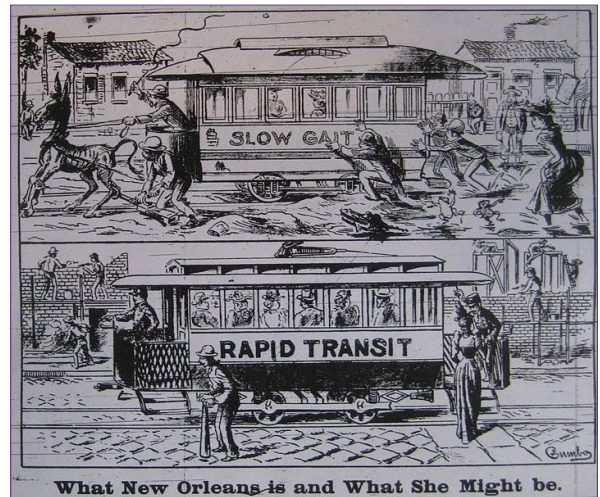
Source: HDR, 2026

Executive Summary and Purpose of Study

The purpose of the Streetcar System Modernization Master Plan (Master Plan) is to evaluate options to modernize RTA's streetcar system in a comprehensive, systemwide manner while adhering to the requirements of the St. Charles Avenue consent decree. Although certain elements of the analysis inherently focus on the oldest portions of the RTA network, including the St. Charles line, the study is not limited exclusively to that corridor.

The Master Plan is intended to provide a strategic framework that balances historic preservation and the unique character of the St. Charles streetcar service with the desire to achieve universal accessibility, enhanced safety, and improved operational efficiency. In developing and screening modernization alternatives, the study recognizes and accounts for variability in the interpretation of consent decree requirements. The plan also considers funding availability, capital investment needs, and ongoing operating and maintenance costs to support effective and feasible future implementation.

The Master Plan will focus on ADA compliance requirements and modifications to support universal accessibility where possible, while also planning for current industry best practice and state-of-good repair (SGR) efforts like traction power upgrades, potential trolley pole to pantograph conversion, or signal and communications integration. Obtaining stakeholder input on alternatives and building consensus on the proposed recommendations will be essential for project success. The Master Plan will be developed in the phases outlined below. This Executive Summary includes key takeaways and findings found in the Existing Conditions Assessment report.



Existing Conditions Assessment

The existing conditions assessment provides a high-level assessment of RTA's streetcar assets including transit elements such as vehicles, communications and signals, overhead contact system, traction power, track, stops/stations, and maintenance facilities. The assessment also included a review of system performance, operations and safety, and regulatory requirements at the local, state, and federal level.

Vision and Goals

The vision and goals phase will evaluate the existing conditions compared to stakeholder priorities and needs. This phase will establish a clear vision and a set of goals based on internal and external feedback that are not constrained by current infrastructure, operating, or funding capacity. It is anticipated that accessibility will be central to the vision and goals, as will speed, safety, and reliability improvements. The vision will articulate how a modern service could better serve the local community through modal parity and equity. It will also show how streetcar modernization could still support economic development and work alongside the historic and cultural status of streetcars in the New Orleans community.

Streetcar Modernization Scenarios

The Master Plan will develop multiple modernization scenarios for consideration, leading to a single recommended scenario confirmed by the RTA Board to define the path forward. The evaluation criteria framework will be established during the vision and goals phase and applied to each scenario in order to make a recommendation. The recommended scenario will become the guiding vision for a New Orleans streetcar system that establishes an accessible system that is safe and efficient, that controls capital and operating costs over time, and that honors the streetcar's historic legacy.

Regulatory Framework

Three primary controlling regulatory frameworks affecting the streetcar modernization study:

Framework	Detail	Applicability
Americans with Disabilities Act of 1990 (ADA)*	Requires public agencies provide equal access to programs, services and activities. Under the ADA, transit agencies have certain requirements to make vehicles, facilities, and services accessible by three mechanisms: 1. Direct Compliance (upgrading stops and vehicles to ADA standards) 2. Equivalent Compliance (paratransit, underlying local bus, wheel chair lift, etc) 3. Wheelchair Compliance by Exception (waiver due to historic designation impact)	All routes
National Historic Preservation Act	Requires consultation with the State Historic Preservation Office (SHPO) and Federal Transit Administration (FTA) when changes are made to St. Charles line and vehicles because it is a National Historic Landmark. Eligibility for historic designation is detailed in the National Register of Historic Places (Section 106) Criterion A and Criterion C.	St. Charles
Consent Decree issued by U.S. District Court January 13, 2025	■ Requires all stops on St. Charles line be ADA-compliant by August 2028; being addressed by All Stations Accessibility Program (ASAP) – separate from this study. ■ Requires all seven 400-series vehicles to be available for service, with a minimum of 5 in operation at peak. ■ Requires completing a plan “for achieving a fully accessible fleet on the St. Charles Streetcar line” by November 3, 2026.	St. Charles

*49 CFR Part 37 and Part 38 establish accessibility requirements for transportation services and vehicles under the Americans with Disabilities Act (ADA)



Key Question

How will changes to the St. Charles line impact historic designation?

Key Takeaways



Changes to St. Charles line will require coordination with SHPO and FTA related to impacts to National Historic Landmark status of the line and vehicles. This could open up proposed modernization modifications to public comment beyond the New Orleans community.



There is no timeline required for implementation of a fully ADA-accessible fleet for the St. Charles Line, but one may be added under the Consent Decree once the scenarios are approved by the RTA Board.

Streetcar Vehicles



	900-Series	400-Series	2000-Series
Builder - Description	Historic Perley A. Thomas Cars; restored for authenticity	Brookville - Transitional fleet bridging heritage and modern accessibility	Brookville - More modern fleet with comfort and accessibility amenities
Lines Served	St. Charles	Initially Riverfront, now supplemental for St. Charles	Canal, Riverfront, Rampart-Loyola
Fleet Age; Useful Life	1920s (original cars); can be rebuilt indefinitely	Late 1990s; approaching 30-year useful life	Early 2000s; approaching 30-year useful life
Operating Cost Trend	Labor costs are increasing due to the need for specialized maintenance skills and the risk of skill loss with impending staff retirements	Labor costs remain stable due to modern vehicle type and wider range of skilled workforce, but face rising electronic costs driven by modernized system and components	Labor costs remain stable due to modern vehicle type and wider range of skilled workforce, but face rising electronic costs driven by modernized system and components
Number of Vehicles	35	7	24
ADA-Compliant (Y/N)	N	Y	Y
Seating Capacity	~52 seated + 33 standing	~30-40 seated + 32 standing	~30-40 seated + 32 standing
Minimum Turning Radius Navigated Within Existing System	40'R	40'R	40'R
National Historic Landmark	Yes	No	No
On-Board Fare Collection	Yes	Yes	Yes
Air Conditioning	No	No	Yes
Vehicle Length	~47.5'	~48-50'	~48-50'
Clever real-time tracking devices	Y	Y	Y
Automated Passenger Counters	N	Y	Y



Strengths

- **900-series streetcars:** Over 100-years old and easier to maintain due to design and in-house fabrication. These vehicles are more forgiving when operating on older infrastructure. Modern vehicles have tighter operating tolerances that would require infrastructure upgrades not necessary if 900-series are retained
- Maintenance staff have a wealth of knowledge about the vehicles and system overall.



Issues

- **2000-series:** Cracks in some truck frames require regular structural engineering monitoring. Vehicles nearing end of useful life.
- **400-series:** Designed without air conditioning which may cause discomfort for passengers.
- **900-series:** No Automated Passenger Counters (APCs), designed with no air conditioning which may cause passenger discomfort, no wheelchair access, and difficulties with opening rear doors.
- **General:** Difficult to get replacement parts for all vehicles, but particularly the 900-series. Overcrowding/capacity issues on St. Charles and Canal lines. On-board fare collection slows boarding process. Limited accessibility for passengers due to stairs. For 400- and 2000-series, wheelchair lifts are slow to deploy.
- **Modernization Consideration:** Newer vehicles likely to require significant infrastructure upgrades (special trackwork, overhead catenary system, operations maintenance facility) and trigger historic preservation considerations.

Are Our Streetcar Vehicles ADA-Compliant*?



Currently, the 900-series are not physically ADA-compliant, however could be eligible for an exception due to historic designation; adding wheelchair lifts or any alteration would require approval from FTA and SHPO to maintain historic designation.



The 400- and 2000-series are ADA-compliant and are equipped with wheelchair lifts. Ramp deployment takes 3.5 minutes on average, and up to 23 minutes.



Lifts are not industry best practice for accessibility as they increase dwell times. Modern best practice is to have platforms that allow wheelchair users to roll directly on and off vehicles.

*49 CFR Part 37 and Part 38 establish accessibility requirements for transportation services and vehicles under the Americans with Disabilities Act (ADA)

Stops/Stations

Stop Typologies

Route	Segment	Stop Spacing* (avg. feet)	ADA Compliant Stops*	Boarding Orientation		Location			Operating Environment		
				Side	Center	Neutral Ground	Sidewalk	Ballasted Track	Exclusive	Mixed	Stop Width***
St. Charles	St. Charles Ave	635 ft	10%	✗	✗	✗			✗		Min: 2.5 ft Average: 4 ft Max: 8.75 ft
	Downtown			✗	✗	✗	✗			✗	
Loyola/Rampart	All	1055 ft	100%		✗		✗			✗	11 - 12.5 ft
Canal	Museum	790 ft	100%		✗	✗				✗	10.5 - 13 ft
	Cemeteries				✗	✗			✗		
	Canal			✗	✗	✗			✗		
Riverfront	All	1000 ft	100%	✗	✗			✗	✗		12.5 - 15.5 ft

* Industry best practice is one stop every .25mi or 1320ft (Transportation Research Board)

** ADA stop compliance for modern systems is nearly always 100%

*** Observed widths based on sampling of system



Observations

- Space will need to be reallocated to ensure ADA compliance and allow for ramp deployments at some St. Charles Line existing stations.
- Inconsistent presence of protective guardrails/bollards (St. Charles).
- Gaps in accessibility of adjacent crosswalks and sidewalks; requires City buy-in to address compliance outside of platform envelope.
- Flooding impacts accessibility during severe rain events.
- Close proximity between stops/stations likely impacting speed/reliability.
- Insufficient signage/wayfinding can be a barrier for new riders.
- Limited shelters/amenities at most stops, in part due to limited space.
- Existing near-side stops at signalized intersections increases dwell times and reduces system performance.



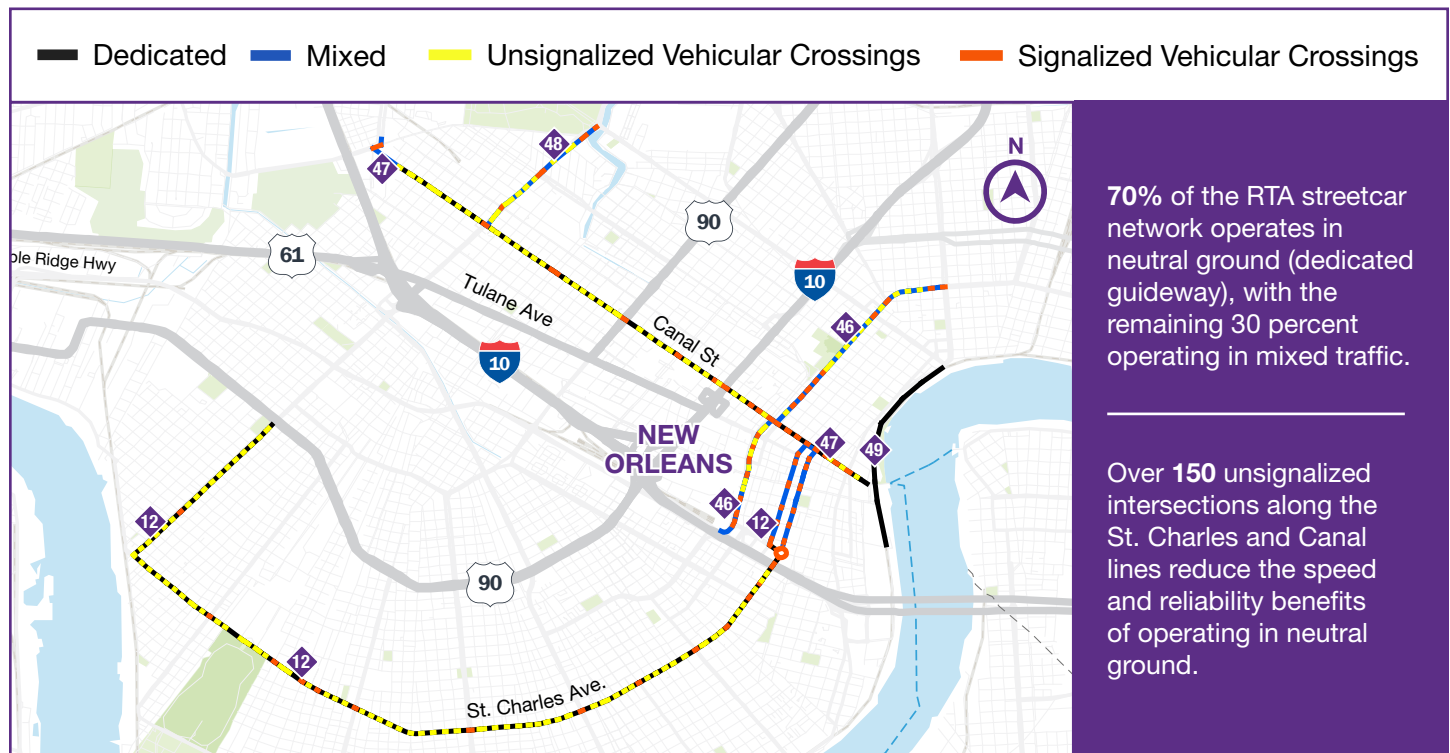
Opportunities

- Additional study/data collection effort to evaluate accessibility at station/stop locations, including All Stations Accessibility Program (ASAP) project, and develop detailed inventory of station/stops to support transit asset management efforts.
- Bringing stop spacing to RTA standards and industry best practices could increase speed and reliability.
- Enhance signage and wayfinding strategies to facilitate more efficient passenger movement.
- Work toward City buy-in on pedestrian signals, crosswalks/sidewalks, lighting, and drainage improvements to ensure accessibility to/from RTA stations.
- Improve shelter design for protection from the elements.
- When possible, implement far-side stops and additional shelters and amenities.



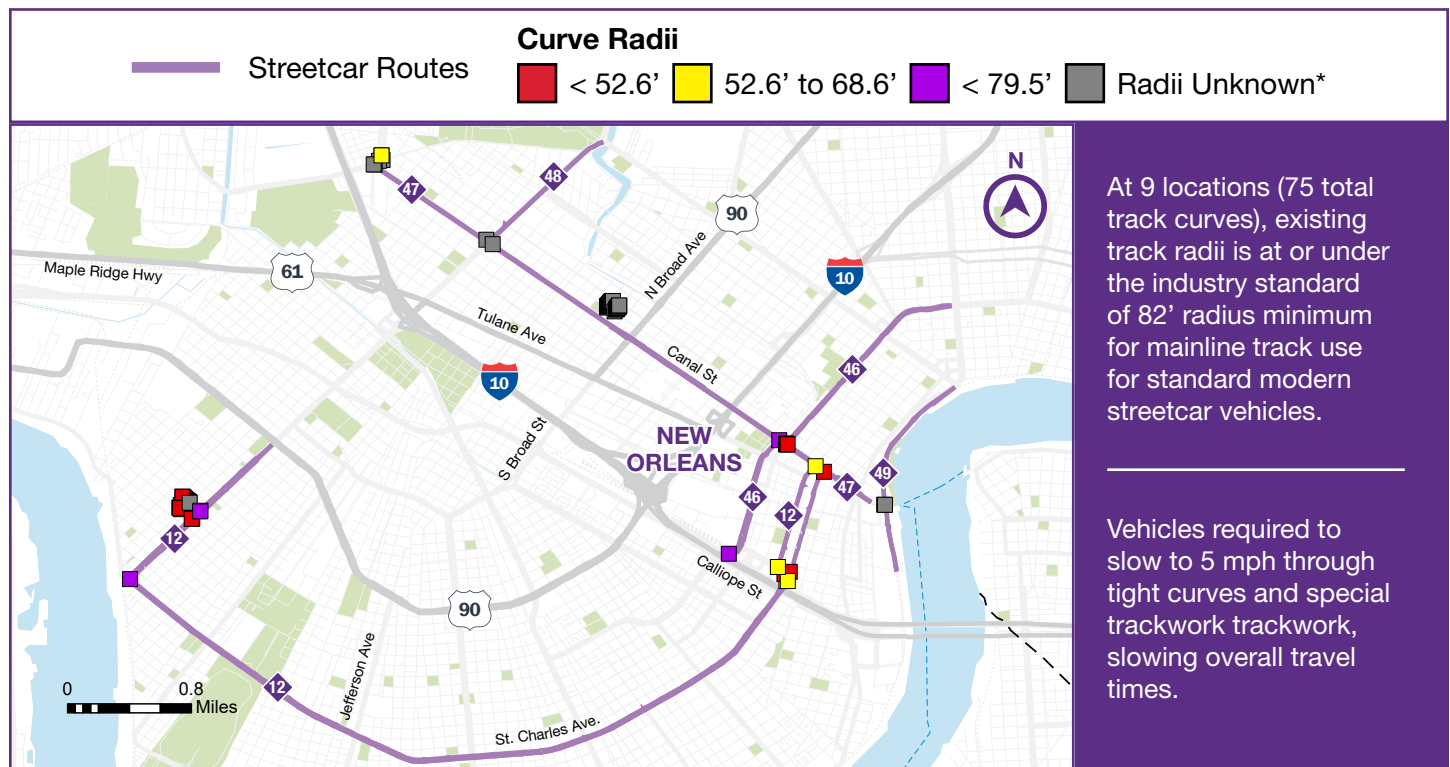
Guideway, Track, and Signals

GUIDEWAY & INTERSECTIONS



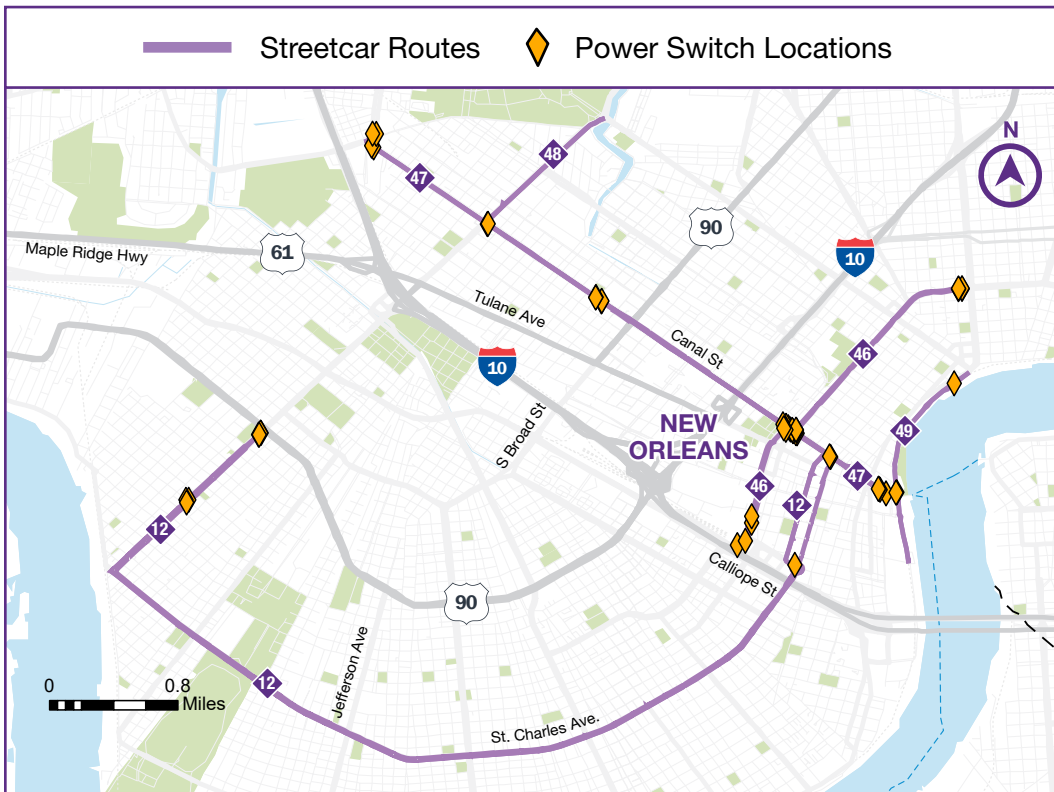
Source: HDR, 2026

SYSTEM TRACK CURVES



*Curve radii is under 82 degrees but further analysis is needed for precise measurement of radii
Source: RTA, 2025

SYSTEM POWER SWITCHES



28%

of mainline switches (25/89) are powered. Industry best practice is to utilize 100% powered switches on all mainline maneuvers.

225*

total switches throughout the system (including lead/yard tracks).

*Most of the 225 switches in the overall system are located within the maintenance facilities and track leading to/from the maintenance yards.

Source: RTA, 2025



Issues

- Dedicated streetcar signals at limited locations, but not all functioning reliably; largely reliant on operator judgement.
- There are 150+ unsignalized crossings across the system. At these locations, vehicular traffic can cross in front of streetcar operations, degrading the benefit of neutral ground operations by slowing streetcar speed, delaying a streetcar vehicle, and presenting opportunities for collisions.
- Not giving streetcar priority over vehicular traffic.
- It is industry standard that vehicles typically proceed at < 5mph through curves under 82'R and through special trackwork, which slow vehicle progress. This effort identified 75 minimum track curves and 89 special trackwork turnouts (at special trackwork turnouts, operators occasionally have to exit the vehicle to operate the switch. This primarily occurs at end-of-line and to operate around accidents in the ROW).
- Significant flooding occurs along guideway during rain events, does not impact streetcar vehicles but does make it difficult for riders to get to/from the stations.
- Degradation of track at Harmony Circle and Claiborne end-of-line require replacement for safety and operational efficiency.
- No track engineer on RTA staff. Requires procuring consultant expertise for track design work.
- Track infrastructure would require custom vehicle aspects and/or infrastructure upgrades if fleet is modernized – wide/non-standard track gauge (62.5 vs 56.5 inches) and tight mainline curves (40-82'R) are unique to New Orleans system.



Strengths

- Approximately 70% of the system operates in neutral ground positioning the system for efficiency, if the below opportunities pertaining to limiting vehicular crossings and improving signalization are implemented.
- The track condition across the system is generally good, except along some portions of St. Charles, such as Harmony Circle that often require additional maintenance. The RTA maintenance staff has been diligent at addressing damaged track.
- RTA track maintenance staff are experienced and resourceful.
- In-house team of welders continually address track maintenance needs.



Opportunities

- Consolidate the number of unsignalized crossings and/or add signals at these locations.
- Consider adding streetcar signals at switch machines for safety/reliability improvements, and removing unused special trackwork.
- Identify opportunities to create a digital/GIS based inventory of system infrastructure to support data-driven decision making and asset management.
- Prioritize transit operations in the neutral ground by increasing the use of Transit Signal Priority at major intersections and adding protections that raise awareness of streetcar right-of-way for vehicular traffic crossing the track.



Other Component Assessment

	Overhead Contact System	Traction Power Substations
Strengths	■ Staff constantly prioritize upgrades and maintenance	■ All substations are weather protected and feature a standardized design ■ Maintenance program is adequate ■ Of the 8 substations, 7 operate at 25% or less of their capacity during peak periods, demonstrating capacity to handle 3x the current load.
Issues	■ Overhanging foliage and tree branches are an immediate safety concern ■ Potential for pole failure ■ Existing trolley poles do not align with modern streetcar best practices ■ Trolley poles are limitedly in use around the United States, requiring customization in vehicle order and presenting challenges with technical expertise to maintain and operate the system.	■ No major issues. Traction Power Substation (TPSS) breaker replacements for St. Charles substations are in progress.

Bent OCS pole



Traction Power Substation



	Maintenance Facilities	Communications and Management Systems
Strengths	■ Robust in-house capabilities for fabrication, repair, and overhaul of its streetcar fleet at Carrollton Barn. ■ Adequate maintenance facility capacity to service a larger fleet.	■ The Operations Control Center (OCC), Intrusion Access Control System, and Secure Wi-Fi at Maintenance Facilities are well maintained and are in good condition.
Issues	■ Upgrades are needed for infrastructure that directly affects safety and reliability (i.e. vehicle lifts for heavy maintenance). ■ Aging infrastructure and non-functional elements, such as vehicle lifts, freight elevator, and stormwater intrusion points, should be evaluated to determine whether refurbishment or modernization is cost effective relative to current and anticipated needs.	■ Reliability is an issue; current streetcar communications system is more in line with a local bus system ■ Operations Technology network security review needed to prevent cyberattack. ■ There is no centralized video management system at OCC/mobile command center Backup Operations Control Center (BOCC). ■ Need for centralized maintenance management system to monitor and control field assets at the OCC/mobile command center (BOCC). ■ On-board fareboxes present maintenance challenges and increase dwell times, slowing overall travel times.

**Carrollton Barn
Maintenance Facility**



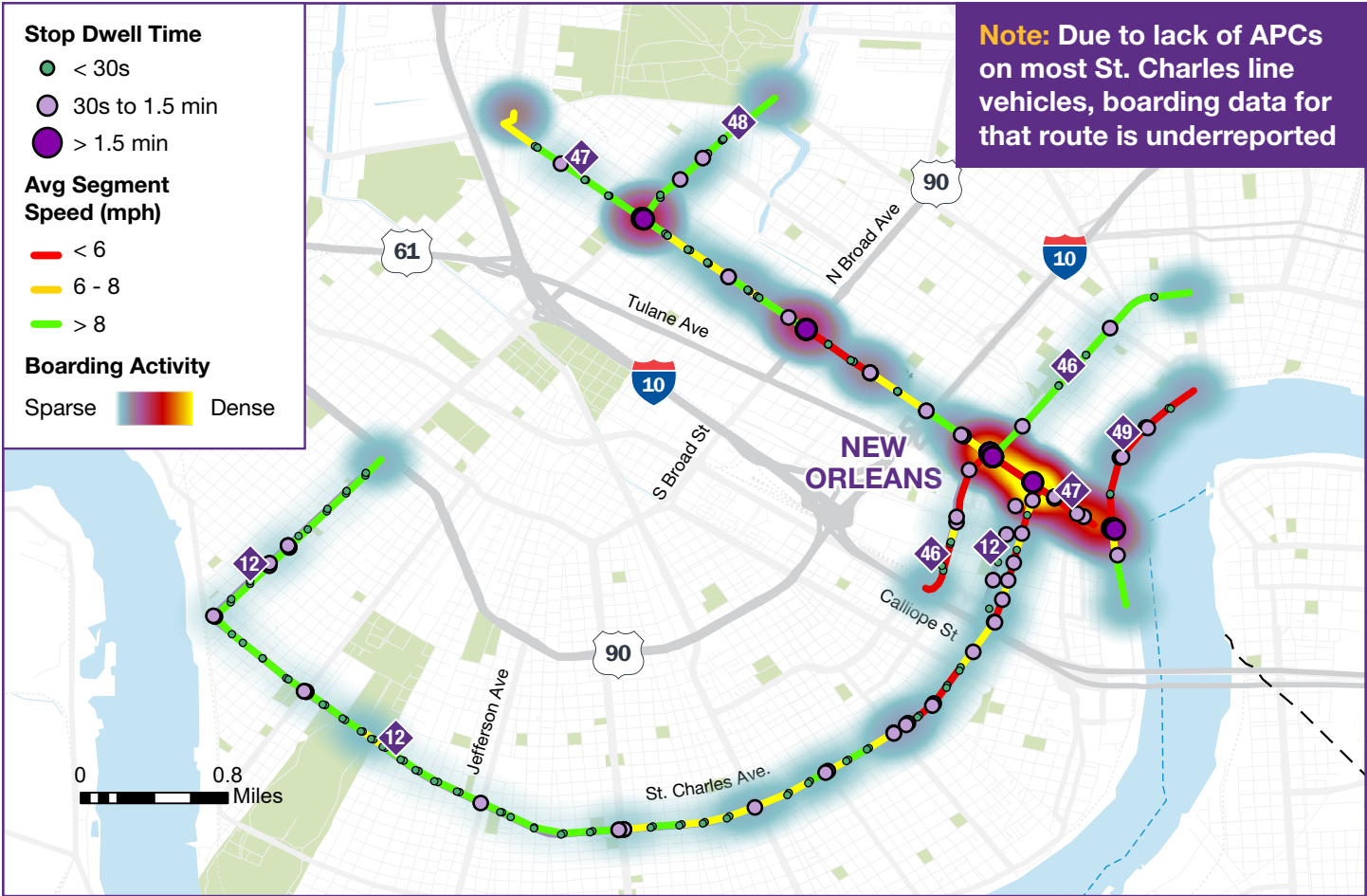
**Controller Desk
Portable Radio**



System Performance

Vehicle Speed, Dwell Time, and Boarding Activity

SYSTEM PERFORMANCE



Source: RTA APC (Sept 2025-Jan 2026) & GTFS data (Sept 2025).

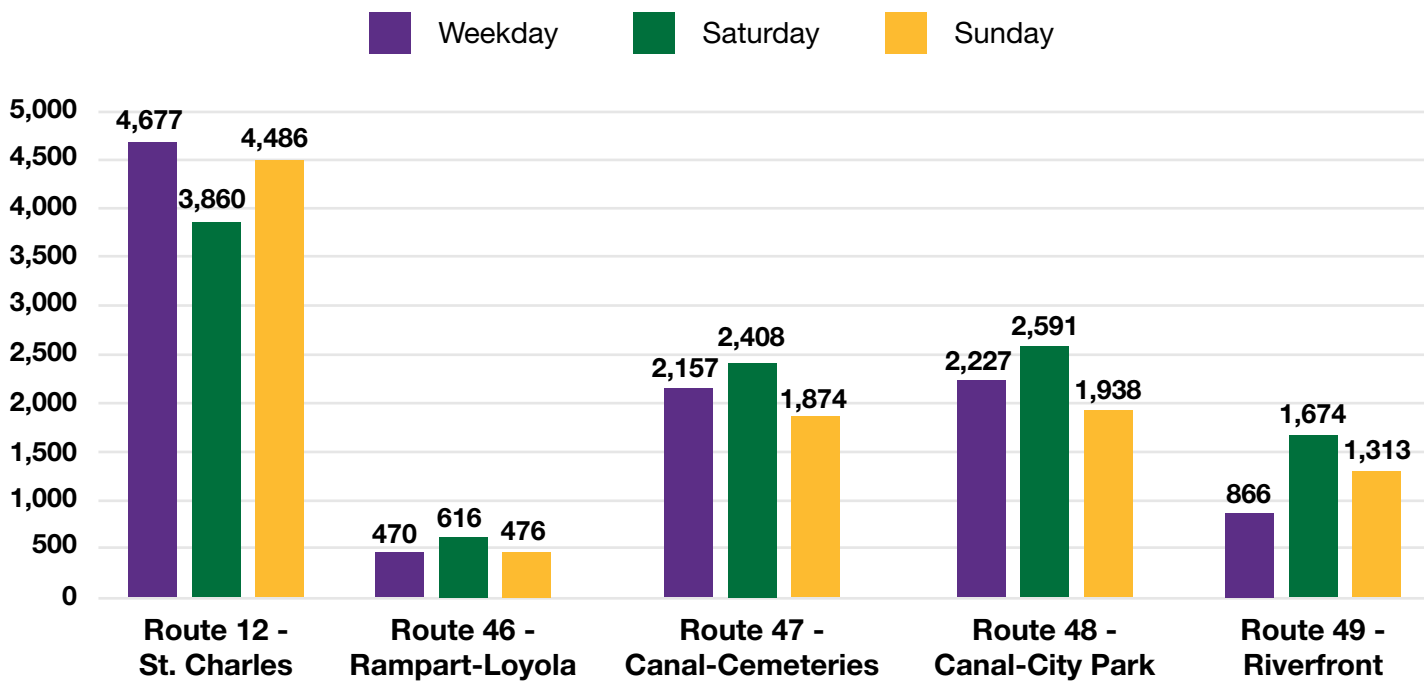
	RTA Standard	Industry Standard **	RTA Streetcar Average	Route 12 – St. Charles	Routes 46 – Rampart-Loyola	Route 47 – Canal-Cemeteries	Route 48 – Canal-City Park	Route 49 - Riverfront
On time performance (average weekday)	85%	85-90%	67.1%	72.2%	65.0%	79.9%	78.8%	39.7%
Average Speed (mph)*	None	8-12	6.7	8.0	6.7	6.4	6.5	6.1
Weekday Average Dwell Time per Stop (seconds)	None	20-30	35	23	40	36	42	36

*Actual speeds

**American Public Transportation Association (APTA) or Transportation Research Board (TRB).

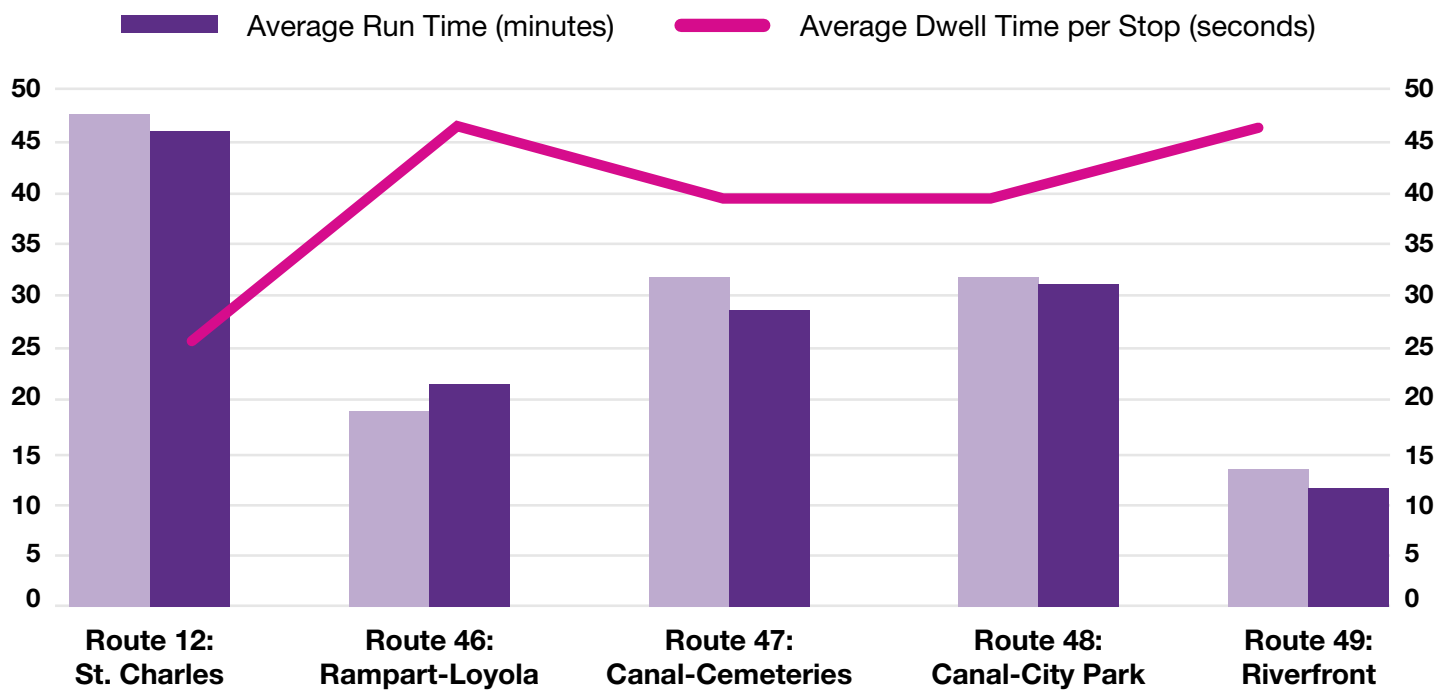
Source: OTP – RTA, Fall 2025. Average speed – GTFS, Fall 2025.

AVERAGE DAILY RIDERS



Source: RTA farebox data (St. Charles line) Sept – Dec 2025. RTA Automated Passenger Counters (all other lines) Sept 2025-Jan 2026.

WEEKDAY AVERAGE RUN TIMES AND DWELL TIMES PER STOP

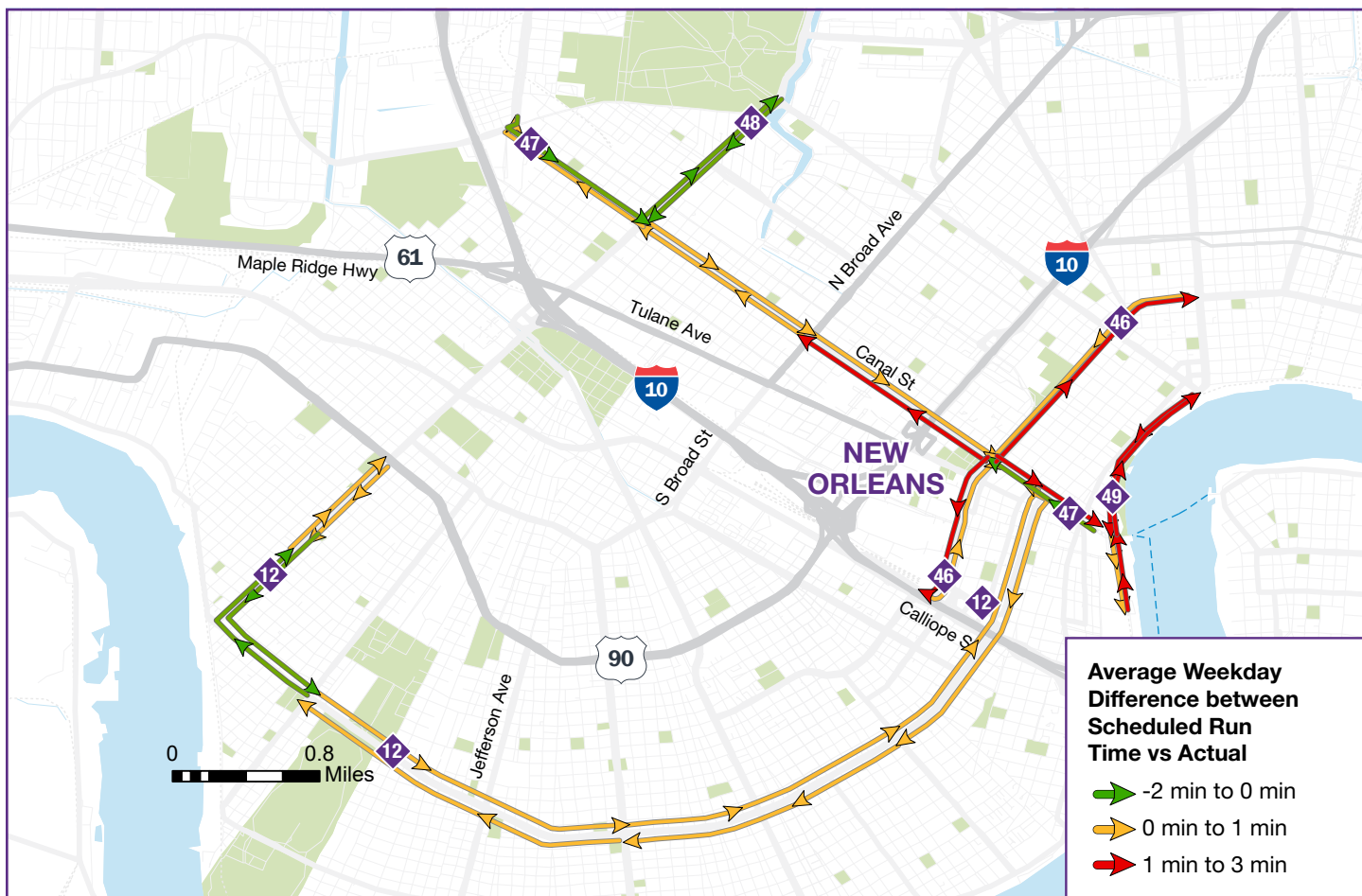


Source: RTA Automated Passenger Counters. Sept 2025 - Jan 2026.



At high traffic stops, dwell time can be as long as 3.5 minutes and up to 23 minutes.

SCHEDULE ADHERENCE BY SEGMENT AND DIRECTION



Source: RTA Automated Passenger Counters September 2025-Jan 2026



Insight

While overall trip routes run times generally align with scheduled run times, schedule adherence varies depending on the route segment. Factors likely impacting schedule adherence include high boarding activity on the Canal line in the downtown area, a mixed operating environment for Rampart-Loyola, close stop spacing on St. Charles line, and high tourism activity on Riverfront.



Source: nola.com



Insight

In the timeframe explored, wheelchair lifts were deployed only four times a day across the entire network. Lifts make up 0.06% of boardings, demonstrating very little usage of the streetcar system by those requiring mobility devices. Limited availability of lifts on St. Charles line vehicles may be a contributing factor to this.



Issues

- On-time performance (OTP) is well below industry standard. While average vehicle speed is on par with the industry, long dwell times at high-activity stops greatly impact OTP.
- The on-board fare collection system is believed to be the primary reason behind long dwell times at high-activity stops.
- Unsignalized vehicular crossings frequently delay streetcar vehicles and impact OTP.
- Performance data not easily accessible/readily available, and often contradictory.
- Automated People Counters (APCs) haven't been certified; no APCs on 900-series due to historic designation protections.
- APC counts generally exceed fare system counts, suggesting unpaid boardings possibly due to operators waiving passengers through to maintain schedule and reduce dwell times.
- Inconsistent terminology and datasets risk misinformed asset management and inaccurate capital and operating forecasts.



Strengths

- Approximately 70% of the system operates in neutral ground and open nature of neutral ground does not appear to be reducing average speed below industry standards.



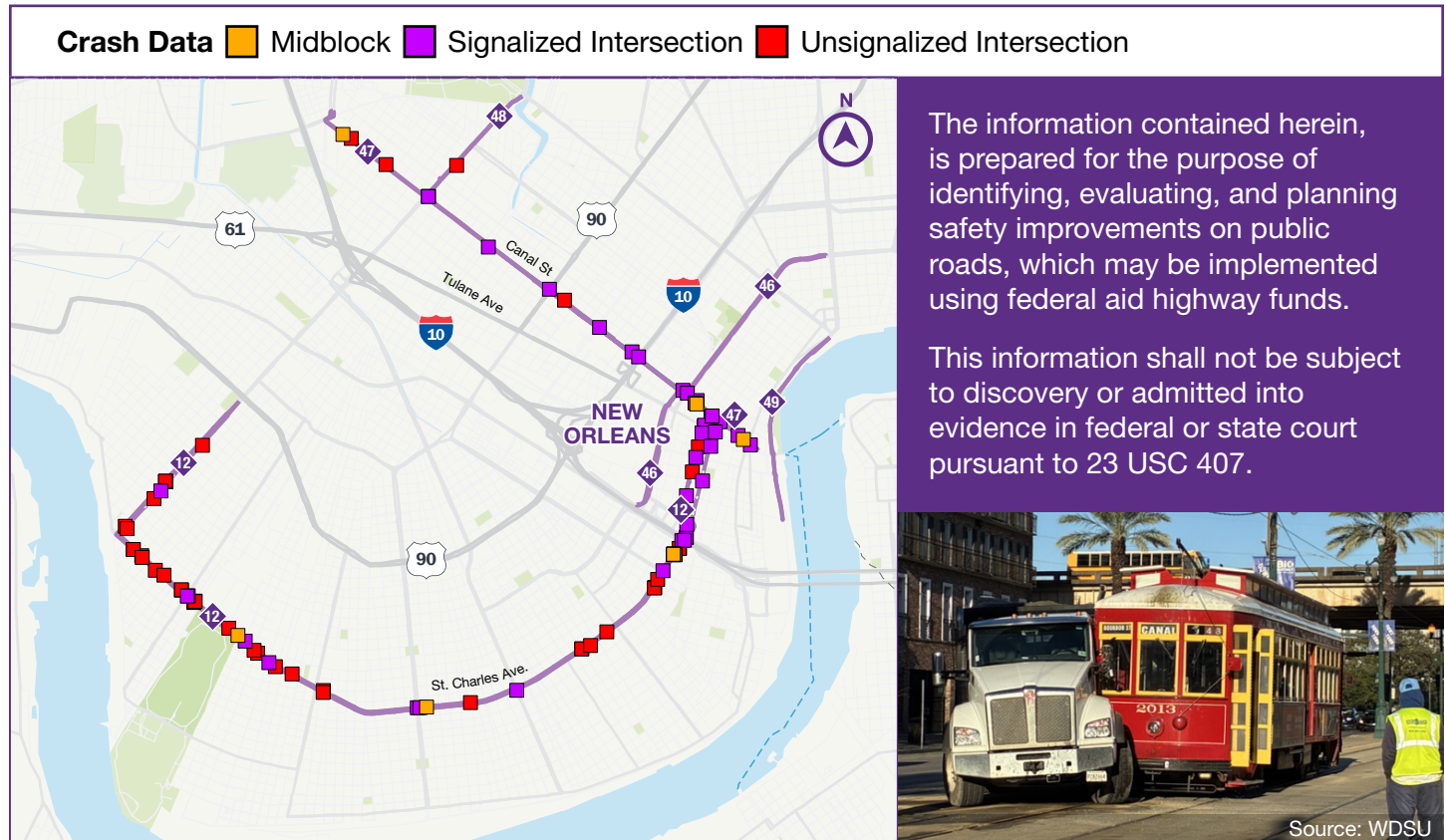
Opportunities

- Explore off-board ticketing solutions and/or updated fare system on vehicles.
- Explore option for APCs on 900-series as part of fare system upgrades.
- Explore strategies for improving OTP: consolidating unsignalized crossings, adding signals with transit priority, decreasing dwell time.
- Enough fleet to operate more frequent service.



System Safety

STREETCAR SYSTEM CRASHES



Source: LADOTD Data, 2022-2024.

Issues

- Signalized and unsignalized accidents between streetcars and vehicles were found to occur at equal rates and indicate a key area in which RTA can implement improved safety measures to prevent future accidents.
- No natural conditions seemed to affect these numbers because most of the accidents happened in daylight (+70%) and/or in dry (+85%) conditions.
- Most collisions occurred while vehicular traffic was making a left turn. Need to improved signalization along the corridors to regulate movements.

Strengths*

- Despite high pedestrian utilization of the neutral ground, pedestrian injuries are rare.

*RTA has a comprehensive safety management system that promotes safety, manages risks, and measures performance.

Opportunities

- Create RTA policy with the goal of reducing or eliminating streetcar collisions.
- Implement signal improvements with dedicated streetcar phases.
- Consolidate opportunities for unsignalized left / u-turns.
- Enhance surface treatments and install bollards or fencing at space-constrained stops to better define pedestrian space.
- Implement restrictions such as bollards or fencing at signalized intersections to define streetcar right-of-way from crossing vehicles.

Maintenance and State of Good Repair

Maintaining State of Good Repair (SGR) is essential for system reliability, safety, and long-term asset performance. It also reduces lifecycle costs and prevents service disruptions that can undermine rider confidence and overall system effectiveness. Major SGR efforts—such as track renewal and traction power upgrades—currently exceed in-house capacity and depend on external contractors, while challenges in funding, cost forecasting, and scheduling increase the risk that critical needs may be deferred. At the same time, limited data organization and accessibility constrain the agency’s ability to support timely, data-driven decision-making for asset management and capital planning. The table below identifies upcoming and/or pressing streetcar maintenance projects.

Operations and Maintenance Project Description	Status	Estimated Costs*
Harmony Circle Track Replacement (Lee Circle)	In engineering design	\$4.5-10M
Carrollton/Claiborne End-Of-Line Track Upgrades	Parts obtained, awaiting installation	\$3-4M
Track Expansions – UPT-St. Charles Connector, Riverfront 2-stop extension	In planning	\$7M
Wayside Signal Upgrades – new signals and/or address communications connectivity issues on existing signals	Data not available	\$2.1M
System Safety Upgrades, including streetcar crossings	Data not available	\$2M
Loyola Feeder Replacement near UPT	Scoping for replacement	\$1.5-2.1M
TPSS Braker Replacements for St. Charles Substations – Calliope, Valence, Dublin	In progress	\$1.2M
Tree Trimming around OCS lines – new contract about to be signed	In progress	\$75K
OCS Pole Re-Painting to avoid replacing – requires scheduling service shutdowns	2026-2027	~\$2-3M

*Internal RTA estimates



Risk

Maintenance costs anticipated to increase exponentially as infrastructure ages and parts/labor become more difficult to obtain.

Operations and Maintenance Project Description	Status	Estimated Costs*
2000/400-Series - Truck Rebuilds, Main Power Wire Change Outs, Module Upgrades, Wheel Change – required to keep rolling stock active – closely monitoring tire inventory stock – once depleted, replacement could be an issue. Per staff, only ¼-funded – considering option to rebuild in-house and sub part out to reduce costs	2026-2028	\$14M
900-Series – Inverter Upgrades, Paint and Repair	2027-28	\$2.4M
Vehicle Inverters – six 2000-series currently out of service due to inverters	Data not available	\$650K
Maintenance Facility & Equipment – Carrollton Wheel Press Upgrade, Wheel Truing Machine Upgrade, Wheel Press Machine Upgrades	Completed?	Wheel Truing Machine Upgrade cost ~ \$197,721 Wheel Press Machine Upgrades ~ \$198,600
Riverbend (St. Charles/Carrollton) track upgrades	Identified, not yet scheduled	To be determined

Key Takeaways



Issues

- Low operating speeds reduce travel competitiveness and rider attractiveness.
- Open operations allow vehicle and pedestrian intrusions, degrading safety, speed, and reliability.
- More than 150 unsignalized crossings create significant safety and delay risks.
- An average of 30 crashes per year highlights ongoing safety deficiencies.
- The St. Charles Line 900-series vehicles are not ADA compliant, creating accessibility and equity gaps. Four ADA-compliant 400-series vehicles run on the St. Charles line to support accessibility to six wheelchair accessible stations.
- Portions of the system have nuisance flooding during rain events that does not impact streetcar vehicles but does make it difficult for riders to get to/from the stations.
- Limited funding constrains the ability to modernize an aging system.
- Rapidly escalating O&M costs threaten long-term financial sustainability.
- Nationwide parts shortages complicate maintenance and extend outages.
- Outdated data and record keeping limit effective, data driven decision making.
- Shorter stop spacing degrades travel speed and reliability.
- Overcrowding on streetcar due to capacity constraints.
- Long dwell times at congested stops degrades system reliability.
- Front-door-only boarding with on-board fare payment increases dwell times and reduces system reliability and efficiency



Opportunities

- The system is designated as a National Historic Landmark, reflecting its cultural, historical, and architectural significance.
- The streetcar system is a major source of pride for the City of New Orleans and is closely tied to the city's identity and heritage.
- The agency benefits from a dedicated and resourceful staff with strong institutional knowledge and commitment to the system's success.
- The streetcar functions as a significant tourist attraction, contributing to the local economy and enhancing the visitor experience.
- Approximately 70 percent of the guideway operates as exclusive right-of-way. Reducing or restricting free left turns at key locations could quickly enhance operating performance and maximize the benefits of the dedicated guideway.
- Aging rolling stock presents an opportunity for RTA and New Orleans to think about what modernizing the streetcar system looks like.
- The ASAP St. Charles Streetcar project is funded and will explore upgrades to stops.



Overall Insights



Staff is RTA's greatest asset, but require better-organized real-time information on state of system for data-driven decision-making; both for performance and infrastructure management.



Day-to-Day maintenance is being addressed efficiently; however, larger State of Good Repair/deferred maintenance needs more funding and contractor support to implement effectively.



RTA currently has all the tools to comply with ADA. Meeting the consent decree requirements for streetcar accessibility presents both complications and opportunities beyond just meeting federal ADA requirements.



New Orleans is a unique system - implementing best practices to align better with industry standards could improve performance, but may require cultural shifts within RTA and among riders and the community.



There are opportunities for near-term, medium-term, and long-term modernization improvements while balancing historic sensitivities.

