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**Agenda - Final**

**Wednesday, November 16, 2022**

**9:00 AM**

To give written or live public comment, please see the top of page 4

## **Ad Hoc 2028 Olympics Committee**

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*Ara J. Najarian, Vice Chair*

*James Butts*

*Jacquelyn Dupont-Walker*

*Eric Garcetti*

*Gloria Roberts (Interim), non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

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Los Angeles, CA 90012

**CALL TO ORDER****ROLL CALL**

6. **SUBJECT: MOBILITY LESSONS LEARNED FROM WORLD SPORTS EVENTS** [2022-0770](#)

**RECOMMENDATION**

RECEIVE oral report on Mobility Lessons Learned from World Sports Events.

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

7. **SUBJECT: 2028 GAMES MOBILITY CONCEPT PLAN** [2022-0781](#)

**RECOMMENDATION**

APPROVE the 2028 Games Mobility Concept Plan - 2022 Prioritized Mobility Concept Plan Project List (Attachment A).

**Attachments:** [Attachment A - 2022 Prioritized MCP Project List](#)  
[Attachment B - Motion 42: 2028 Mobility Concept Plan](#)  
[Attachment C - Comprehensive Project List](#)  
[Presentation](#)

- SUBJECT: GENERAL PUBLIC COMMENT** [2022-0773](#)

RECEIVE General Public Comment

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

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



## Board Report

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File #: 2022-0770, File Type: Oral Report / Presentation

Agenda Number: 6.

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**2028 OLYMPICS COMMITTEE  
NOVEMBER 16, 2022**

**SUBJECT: MOBILITY LESSONS LEARNED FROM WORLD SPORTS EVENTS**

**ACTION: RECEIVE ORAL REPORT**

**RECOMMENDATION**

RECEIVE oral report on Mobility Lessons Learned from World Sports Events.

**ISSUE**

At its September 2022 meeting, Director Solis requested a report back on mobility lessons learned from previous world sports events.

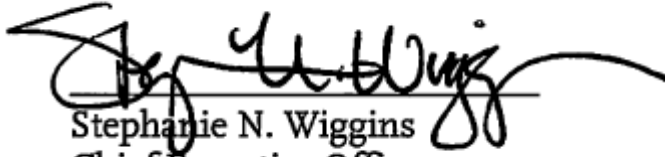
**EQUITY PLATFORM**

Nearly 90% of the proposed venues in Los Angeles County for the 2028 Games are within Equity Focused Communities (EFCs). The lessons learned offer best practices to enhance mobility during the 2028 Games to keep the region moving and minimize the disruption of quality of life for all Angelenos, especially EFC populations. The lessons learned from this presentation provide insight into how to leverage infrastructure for the Games to create legacy benefits, such as enhanced mobility, accessibility, connectivity, workforce development, and economic opportunity.

Like in previous major events, parking restrictions and road closures at venues may impact high ridership lines during the 2028 Games. Staff is working on preparing demand data to understand the potential impacts of the Games. When data becomes available, Metro can identify and mitigate service impacts to riders along high-ridership lines during the Games. The lessons learned incorporate best practices for reducing the impact on disadvantaged communities and overcoming these mobility challenges, including accessibility parking, transit detours, and implementation of the Games Route Network.

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Stephanie N. Wiggins  
Chief Executive Officer

◆ Major Events  
**Lessons  
Learned**








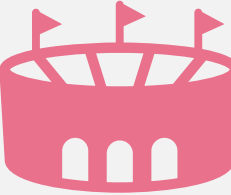


## Agenda

- LA 1984
- London 2012
- Rio 2016
- Super Bowl LVI
- LA Sports Equinox Day (Oct 28, 2018)
- MLS Cup Final & USC Game (Nov 5, 2022)




# LA 1984: What's changed?

LA COUNTY	1984	2028 (anticipated)
 Population	8M	12M
 Employment	3.5M	5M
 Average Delay per Vehicle/Commuter	60 hours	120 hours

## GAMES

- 
**35%** more sporting events
- 
**2X** the amount of athletes
- 
**3X** the amount of media coverage

# LA 1984: What's changed?

MOBILITY	Miles in 1984	Miles in 2028 (anticipated)
 Metro Rail	0	134
 Metro BRT	0	74
 Metrolink	0	538

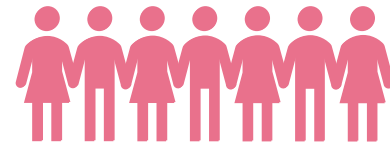
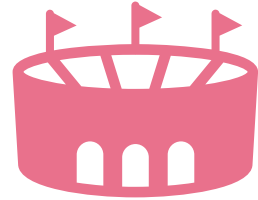


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# LA 1984: Leveraging Strategies for Success

## 1984 Games

## WHAT IS STILL APPLICABLE AND CAN BE SUCCESSFUL IN THE 2028 Games?



### SPECTATORS

### GENERAL PUBLIC

HIGHLY EFFECTIVE

- Transit marketing
- Express bus service
- Event Scheduling
- HOV system

- Encouraged vacations
- Reduced non-essential travel

MODERATELY EFFECTIVE

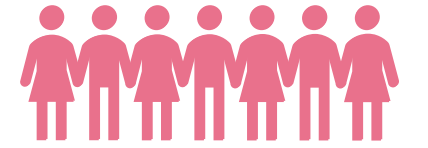
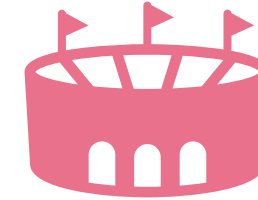
- Dynamic traffic signal system (ATSAC)

- Flexible work schedules
- Retimed truck traffic

LEAST EFFECTIVE

- One-way streets
- Ramp closures

- Remote working



### SPECTATORS

### GENERAL PUBLIC

- Transit marketing
- Express bus service
- Dynamic traffic signal system

- Flexible work schedules
- Retimed truck traffic
- Remote working (proven during the COVID pandemic)

## London 2012

- First car-free Games but has significantly more robust public transit system and culture
- UK government established the Olympic Delivery Authority to deliver venues and infrastructure
- London's GRN was highly successful but used local arterials, not freeways like current LA proposal
- London had to coordinate with 40 transit operators, similar coordination effort is needed in LA

**£6.5 BILLION**

INVESTED TO IMPROVE TRANSPORT INFRASTRUCTURE

**15%**

OF COMMUTERS CHANGED THEIR TRAVEL BEHAVIOR LONG TERM

**10%–16%**

TRAFFIC REDUCTION IN CENTRAL LONDON DURING THE GAMES

**62 MILLION**

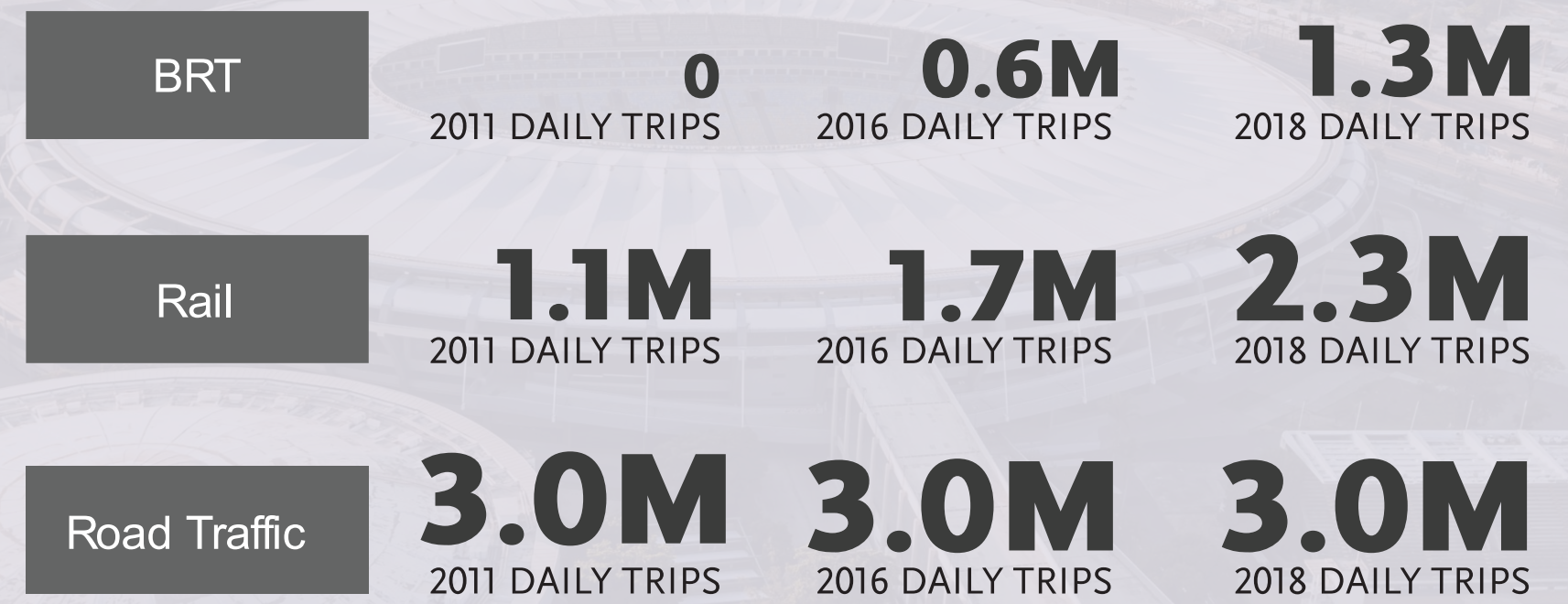
TRIPS MADE ON LONDON UNDERGROUND DURING THE GAMES

**100,000 TRIPS**

MADE USING ACCESSIBLE SHUTTLES

## Rio 2016

- Focused on building BRT routes
- Used the Games as a catalyst/accelerator to deliver large transit projects
- Used the 2014 World Cup to test and pilot mobility strategies
- Multiple city centers and Games dispersed into four sports parks
- Rio encountered what Los Angeles will encounter:
  - Public health, safety and security issues
  - Construction cost issues
- The Games Route Network used Rio's arterial network; not urban freeways like Los Angeles



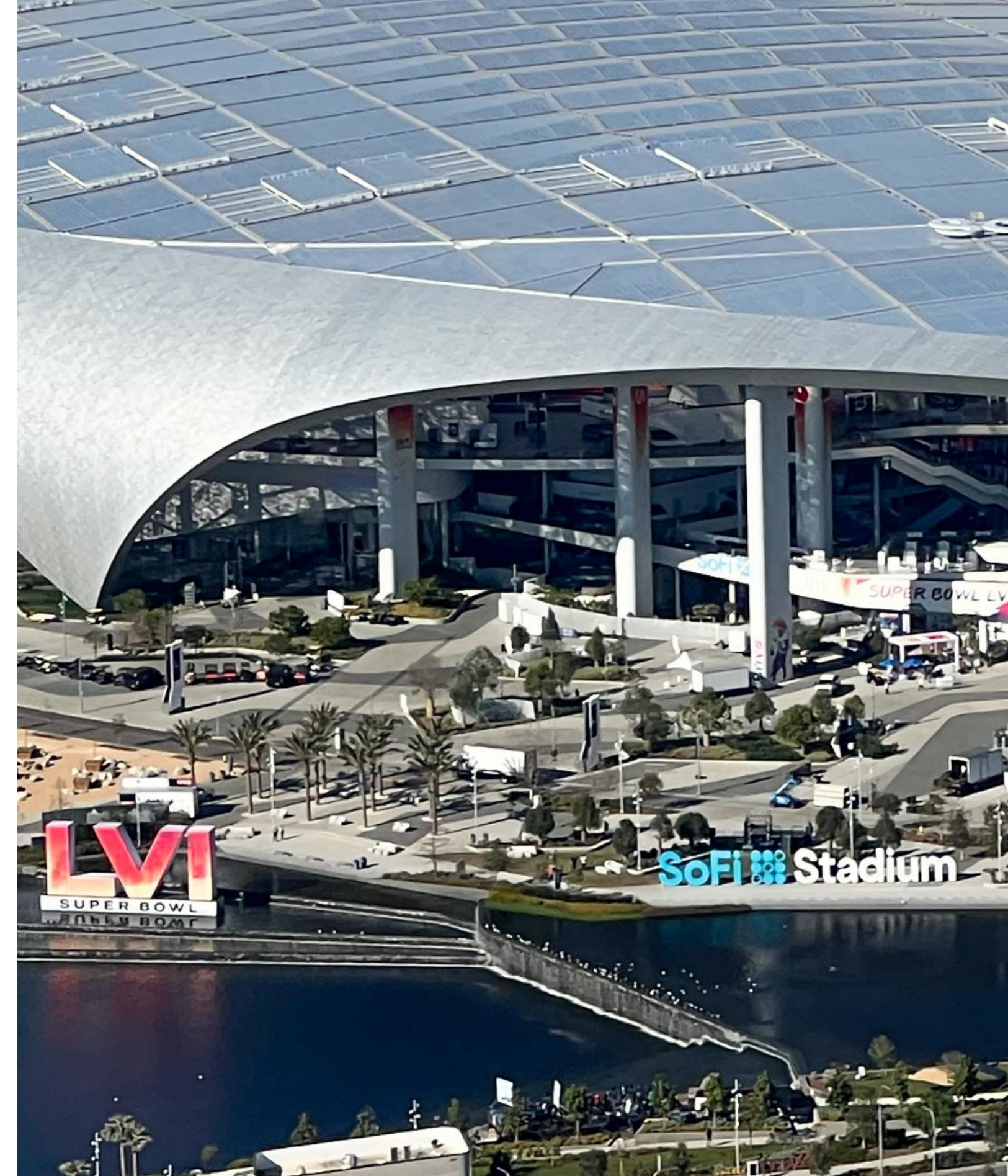
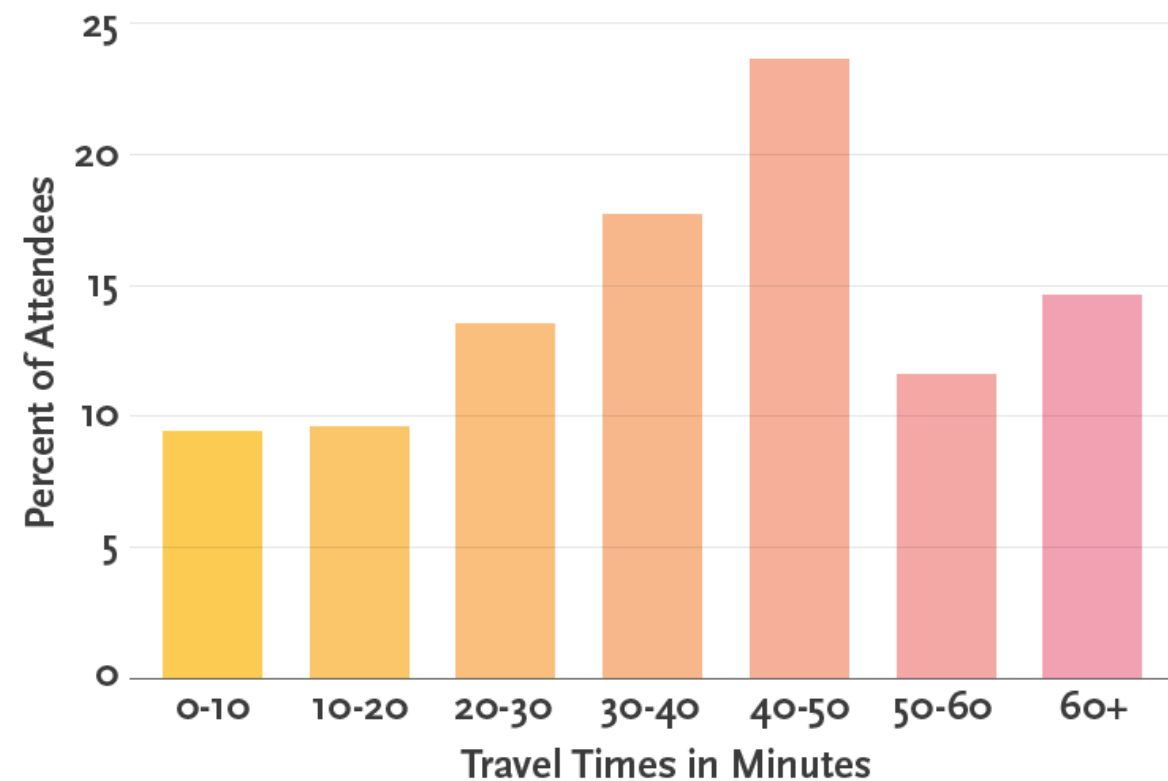
## Common Roles & Responsibilities of Metro's Equivalent at other Major Events

- Created and prioritized needs assessments for essential mobility investments
- Stewarded planning and delivery of mobility projects
- Conducted transportation modeling for demand on transportation systems including Games Route Network (GRN)
- Led TDM marketing, communications, strategies, and program
- Provided mobility services for spectators and general public

## Super Bowl LVI

- Of the approximately 75,000 who attended, nearly half came from outside LA County
- Most out-of-town attendees stayed within 5 miles of SoFi Stadium on game day
- Trips within 5 miles that would take about 10 minutes on a regular day tripled to an average of 37 minutes

**Super Bowl  
Attendee Travel  
Times within  
5 Miles of  
SoFi Stadium**





## LA Sports Equinox Day

- First time all five major men's sports leagues hosted games in LA on the same day
- Provides insight into what a typical 2028 Games event day might be like, including travel patterns and congestion hot spots
- Top 5 most common corridors traveled to get the venues used during the LA Sports Equinox Day:
  - I-110/SR-110 Harbor Freeway
  - I-405 Santa Monica Freeway
  - I-5 Golden State Freeway
  - SR-60 Pomona Freeway
  - SR-91 Gardena Freeway

## Los Angeles Sports Equinox Timeline

**KINGS**  
Crypto.com  
Arena

**21,000**  
capacity

11:00 am - 4:00 pm

**RAMS**  
Memorial  
Coliseum

**78,467**  
capacity

10:30 am - 6:00 pm

ARRIVAL AND DEPARTURE PROFILES

**GALAXY** **DODGERS** **CLIPPERS**  
Dignity Health Sports Park    Dodger Stadium    Crypto.com Arena

**27,000**  
capacity

**56,000**  
capacity

**21,000**  
capacity

12:30 - 4:30 pm

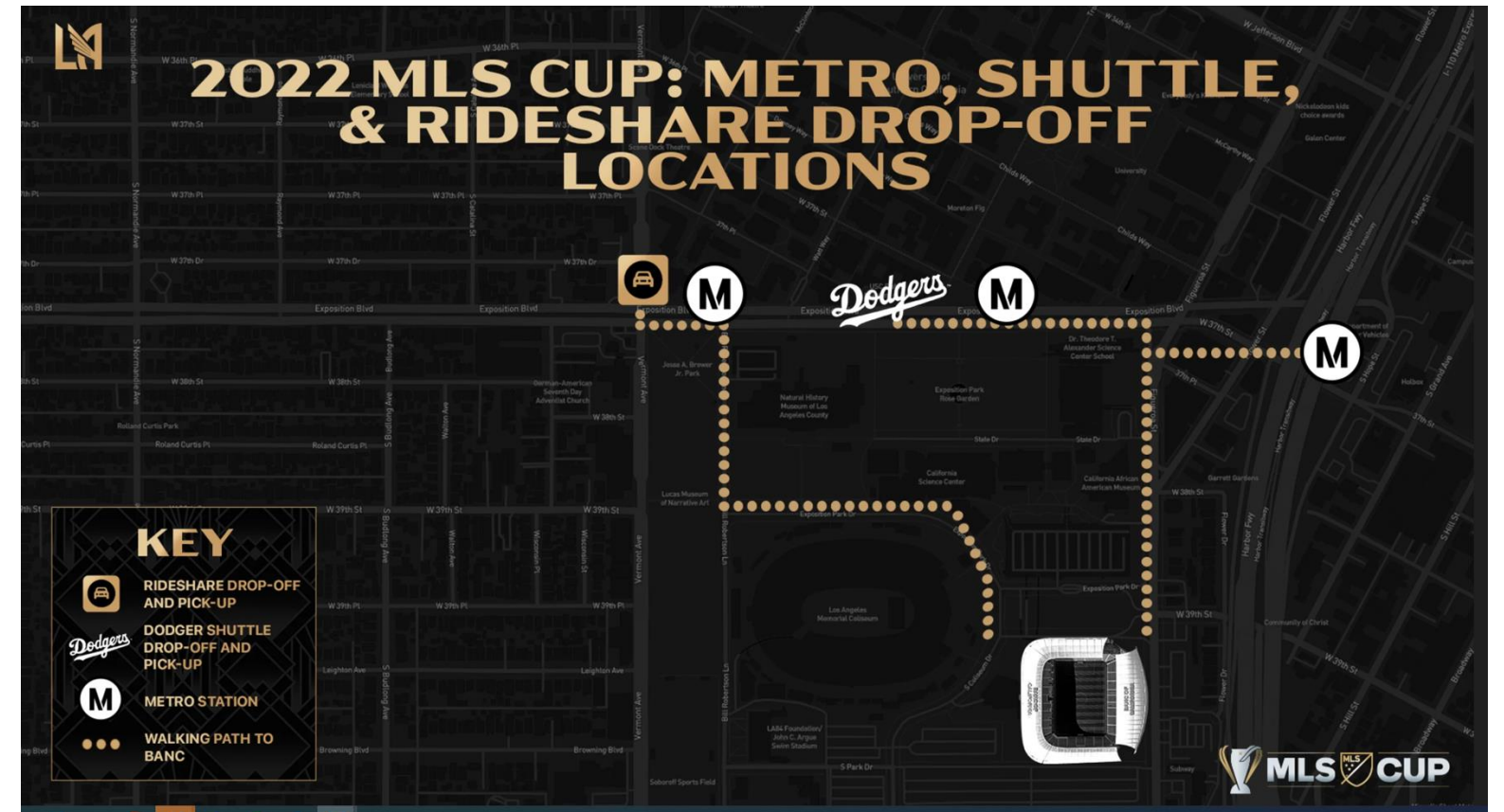
4:00 - 10:00 pm

5:30 - 9:30 pm

ARRIVAL AND DEPARTURE PROFILES

# MLS Cup Final and USC Game Day

- MLS Cup Final scheduled for 1pm; USC Game scheduled for 7:30pm – no parking at USC/Expo Park for MLS Game
- *Private shuttle bus service* – provided by MLS from Dodgers Stadium, 9 am to 6 pm; 500 car and 1500 riders used this service.
- *Metro Rail* - E Line Service increased to 10-minute headway, 9AM to 7PM; 8 to 10-minute headway after 7PM w/ 3-car trains
- **3x more ridership compared to a non-event Saturday**
- *Metro Bus*
  - Silver Line service was promoted by Metro and LAFC.
  - Extra standby buses provided 10 am – 7 pm
  - **5x more ridership compared to a non-event Saturday**



## Best Practices that Apply to Metro for 2028

- Use the Games as a catalyst to deliver high performing transit for all Angelenos
- Lead TDM program including freight policies
- Lead transportation modeling for demand on transportation systems including Games Route Network (GRN)
- Create integrated ticketing that includes venues and transit
- Implement trip planning applications with first-last mile strategies
- Increase ridership with permanent mode shift by improving customer experience and enhancing the existing network
- Develop a program management approach to deliver MCP prioritized projects
- Create a central, multiagency transportation operations center to manage all transport operations



## Board Report

File #: 2022-0781, File Type: Plan

Agenda Number: 7.

**2028 OLYMPICS COMMITTEE  
NOVEMBER 16, 2022**

**SUBJECT: 2028 GAMES MOBILITY CONCEPT PLAN**

**ACTION: APPROVE RECOMMENDATION**

### RECOMMENDATION

APPROVE the 2028 Games Mobility Concept Plan - 2022 Prioritized Mobility Concept Plan Project List (Attachment A).

### ISSUE

The 2028 Games Mobility Concept Plan (MCP) outlines mobility strategies, including capital and operating improvements, to support the transportation infrastructure needed to enhance mobility for the Games and beyond. To be updated annually; Board approval is requested of the Prioritized project list.

### BACKGROUND

At its December 3, 2020 meeting, the Board approved Motion 42 by Directors Garcetti, Solis, Hahn, Kuehl, Butts, and Garcia, which directed staff to work with regional partners to develop 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 (Attachment B).

In January 2022, the Board received a progress report on the MCP, including a draft initial project list (“the initial project list”) for stakeholder review and input (Legistar #2021-0730). Metro’s 2028 Games Task Force (“the Task Force”) developed the initial project list of over 200 projects starting with the projects listed in Motion 42 (including 28 by ‘28) and building on: 1) LA28’s core transport goals; 2) the draft 2028 Games Transport Funding Parameters; 3) a review of existing plans/programs as well as operational, capacity and safety needs to reveal areas of opportunity for enhancing mobility leading up to and during the Games and; 4) best practices from other World Games events.

### Outreach and Agency Coordination

Since the last Board update on the MCP, staff augmented and refined the Draft Initial Project List presented to the Board in January 2022 as a result of an extensive agency stakeholder outreach process to create the Comprehensive Project List, covering over 300 projects. Staff received input from Metro Service Councils, Councils of Governments, venue cities, Games Mobility Executives (GME) partner agencies, municipal operators, and other organizations.

In addition to the outreach efforts summarized above, staff gathered input from municipal operators at the first annual Transit Operators Leadership Summit, hosted by the CEO on September 8, 2022. The Summit brought together the County’s regional transit agencies to identify how to work better together to tackle transit challenges and capitalize on new opportunities for collaboration, including the 2028 Games and other major events.

The CEO hosted two national-level roundtables during the 2022 APTA Conference, one with Original Equipment Manufacturers (OEMs) and another with Transit agencies, to begin early engagement and

to share perspectives on how to achieve the goals and fulfill the extraordinary transportation needs for the 2028 Games (e.g., additional buses and operators).

These two roundtables and the Leadership Summit proved extremely valuable to better understand the challenges and possibilities, as well as lessons learned from prior experiences on delivering vehicles for Olympic Games or similar events.

#### LA28 Coordination

Through the development of the MCP, Metro has taken up a lead mobility partner role in planning for Games and as the aggregator of GME projects/priorities. Staff continues to meet with the LA28 (local organizing committee) mobility team on a regular basis to ensure Metro's internal planning efforts align with LA28's plans for the Games including over a dozen workshops to understand the needs and update the project list. Staff will continue to coordinate with LA28.

#### Technical Analysis

Staff made significant progress on the technical analysis, including further development and refinement of project scopes and cost estimates. These efforts have culminated in a seven-step process, described in the "discussion" section below, to evaluate the Comprehensive Project List and determine a prioritized list that is presented in this update on the MCP.

### DISCUSSION

The Comprehensive Project List includes capital and operational improvements, such as bus stops, bus lanes, transfer centers, mobility hubs, communications and security equipment, and system reliability investments; state-of-good-repair and maintenance work; and optimized customer experience improvements, such as wayfinding, digital information, and payment technology. The prioritized project list is a living list which staff will update regularly to reflect funding status and delivery capacity to complete these projects before the Games. As the leader for aggregating the project list for the GME, Metro included projects from Caltrans, Metrolink, the City of Los Angeles, and other cities in Los Angeles County. The Task Force, comprising various departments and disciplines across Metro, supported the project evaluation and prioritization described below through dozens of workshops and meetings and close coordination with LA28 and Metro's mobility partners.

#### *Step 1 - Build Comprehensive Project List*

The Comprehensive Project List (Attachment C) was the starting point to evaluate and prepare the prioritized project list.

#### *Step 2 - Can the Project be Complete by 2028?*

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

#### *Step 3 - Score Projects*

Next, the Task Force scored and evaluated all projects on the Comprehensive Project List that passed Step 2. The Task Force held workshops and scored projects to determine their value based on three criteria:

1. Project provides permanent/legacy benefits after the Games, per Motion 42;
2. Project provides potential benefits during the Games; and
3. Project serves the needs of and enhances the quality of life for disadvantaged communities.

Staff used metrics derived from Metro's Vision 2028 to score Criterion 1. LA28's transportation strategy was the basis for Criterion 2. Metro's Equity Platform and discussions with Metro's Office of Equity and Race staff informed the scoring for Criterion 3. The Task Force used both qualitative and quantitative scoring to measure how well each project met the

criteria.

After scoring the projects based on the criteria, staff applied a multiplicative scale of a project's magnitude and impact. Staff based the scale on whether a project was regional or local, permanent or temporary, what size sports park the project connected to, and population size of the impacted Equity Focus Communities. Further, the goals/metrics considered how the project might benefit EFCs such as targeted hiring, improved accessibility to areas with high park/open space availability, and enhanced transit connectivity to the transit system.

#### *Step 4 - Identify Top-Scoring Projects*

The Task Force identified 50 projects that received high scores in Step 3. These projects total approximately \$10.7 billion with a funding gap of \$9.5 billion. These 50 projects include a mix of small and large multimodal projects ranging in estimated cost from \$5 million to \$1.5 billion. This set of projects includes a mix of capital, operational and core expandable Metro program initiatives such as Transportation Demand Management. Several of these projects are "must-have" projects, such as the Games Route Network. After scoring, we had our first iteration of the 2022 Prioritized MCP Project List.

#### *Step 5 - Probability of New Funding*

Using our first iteration of the 2022 Prioritized MCP Project List from Step 4, the Task Force evaluated each project's potential to receive funding at the federal or state levels. This evaluation considered whether a project could demonstrate a strong case for funding. Key considerations for alignment with federal and state priorities included:

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

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

A project's funding gap and consistency with local priorities were other critical considerations. Projects with a large funding gap scored lower than projects with funding requests under \$10M.

Finally, the Task Force scored projects on how eligible they might be for state and/or federal funding programs. The more options a project had for funding through an established program, the higher the project scored. Projects that are temporary in nature or ineligible for existing funding received lower scores. These projects may match with other funding pots tied explicitly to Games delivery. At the end of Step 5, we had a ranked list of projects tied to potential funding opportunities.

#### *Step 6 - Probability of On-Time Delivery*

In Step 2, we considered if a project would be complete by summer 2028 if all funding were in place and delivery went smoothly. For this step, we used the following factors:

- Funding-Is funding in place or can new funding be secured?
- Status-How far along is the project?
- Duration-How long will it take to deliver?

- Difficulty-What is the technical degree of difficulty and overall complexity?

*Step 7 - 2022 Prioritized MCP Project List*

Moving through Steps 1 to 6, we identified and prioritized 50 projects for the Mobility Concept Plan Project List. This list includes the highest-scoring projects based on the three criteria from Step 3, probability of funding from Step 5, and probability of on-time delivery in Step 6. Refer to Attachment A for the 2022 Prioritized MCP Project List and maps of 2022 Prioritized MCP Projects by mode. This evaluation helps Metro use limited resources wisely and reduce Metro’s funding burden while also ensuring each key project can serve the Games.

The MCP’s Prioritized Project List is a “living document” in that it will change based on Metro’s and the GME’s ability to secure funding. The 2022 Prioritized MCP Project List consists of a broad range of multimodal projects (for example, active transportation, bus, congestion management, rail, and systemwide), and aligns with MCP goals. The project list has a diverse mix of project types: 58% capital projects, 28% operations-related improvements, and 14% expansion of existing Metro programs. Projects on this list have either no funding or partial funding.

The total cost of the 2022 Prioritized MCP Project List is approximately \$10.9 billion, with an estimated rough order-of-magnitude project values ranging from \$5 million to \$1.5 billion and a total funding gap of \$9.7 billion. Several of the largest projects on the project list are delivered by others (e.g., Inglewood Transit Connector, Metrolink’s SCORE program and Supplemental Games Readiness Network Improvements). Roughly half of the projects would be solely led by Metro and about another quarter of the projects would be co-led by Metro and other agencies. As a funding partner for Metrolink and Access Services, Inc., Metro will also be responsible for a portion of operational and capital maintenance subsidies associated with projects on this list. A mix of projects and programs will help ensure a range of needs are met systemwide, since customer experience needs also vary in magnitude and cost.

Complementing the 2022 Prioritized MCP Project List is a list of 24 fully-funded projects that are on track for 2028, totaling approximately \$17 billion. Projects on the fully-funded list are current projects planned or constructed by Metro. These 24 projects will join the 2022 Prioritized MCP Project List on the road toward the Games.

*Comparison to the Draft Initial Project List and 28x28 List*

The Draft Initial Project List presented to the Board of Directors in January 2022 was a starting point for the evaluation and identified Tier 1 projects representing the highest-scoring projects related to the three criteria. After refinement and stakeholder feedback on the project list and evaluation process described above, the 2022 Prioritized MCP Project List generally remained consistent. The following are the Tier 1 projects from the Draft Initial Project List that did not make the 2022 Prioritized Project List and the justification.

Draft Initial Project List #	Project Name	Reasons
6	Metro Bike Share Expansion	Duplicate project currently included in Metro Rail and Bus Games Mobility Hubs.
7	Protected Bike Lanes/Cycle Tracks Parallel to Games Route Network	Duplicate project currently included in Transit to Venue User Access Enhancements.
67	Congestion Pricing Study	Scored low in all three criteria. Study will proceed and may return to the list if it meets milestones.
72	Mega Event Customer Experience Analysis	Converted project into a recommendation in the MCP report.
74	Games Route Network Enabling Treatments and Spots Improvements	Duplicate project currently included in Games Route Network Design and Implementation.
75	Regional Incident Management Program and Tools	Duplicate project currently included in Arterial Network Traffic Signal Analytics.
76	Regional Traffic Management Network & Information Exchange	Duplicate project currently included in Arterial Network Traffic Signal Analytics.

185	Big Data Procurement	Converted project into a recommendation in the MCP report.
190	Metro Rail/BRT/Bus Mobile Wayfinding Application	Scored low in all three criteria.
196	Transit Integrated Network Study	Scored low in all three criteria.

Eight projects previously on Tiers 2 or 3 are now on the prioritized list based on the evaluation described above. These include:

- Atlantic Blvd. Bus Only Lanes & Transit Signal Priority
- Bus Terminal and Layover Improvements (county-wide)
- Venice Blvd. Bus Only Lanes & Transit Signal Priority
- I-710 ICM
- I-405 ICM
- Centinela Grade Separation
- Metrolink San Bernardino Line - Lone Hill to White, double track and station improvements
- Foothill Gold Line Extension to Montclair

Staff reviewed the 28x28 projects to finalize the transition to the MCP list based on current conditions. The 28x28 framing allowed Metro to accelerate project delivery timelines for ambitious capital projects. This focus within the agency benefitted many of the projects on the list through advancement of innovative thinking related to procurement and execution strategies. Specific positive outcomes which are linked to this leadership initiative included:

- Providing a greater focus on needs related to project advocacy and issue resolution, particularly for the four large pillar projects;
- Early assessment of financial forecasts and constructability of the projects, including taking steps to advance engineering components early to inform the scope in a way that will minimize future risks; and
- Advancement of expedited project delivery options, including alternative delivery models.

Changes to projects from the 28x28 list:

- I-405 South Bay Curve: Included in the list as the I-405 ICM project focused on Intelligent Transportation System interventions.
- I-710 South Corridor Early Action: Included in the list as the I-710 ICM project focused on Intelligent Transportation System interventions.
- Washington Wye: Included as a set of initial operational improvements, street closures, and turn-movement restrictions
- West Santa Ana Branch: Project completion later than 2028
- Sepulveda Transit Corridor: Project completion later than 2028
- South Bay Light Rail Extension: Project completion later than 2028
- I-10 Express Lanes I-605 to San Bernardino Line: Project completion later than 2028
- Gold Line East Side Extension: Project completion later than 2028
- East San Fernando Valley: Project completion later than 2028
- Sepulveda Pass Express Lanes: Project completion later than 2028

MCP Report

Upon approval of the 2022 Prioritized MCP Project List, the MCP Report will come before the next Ad-Hoc Committee meeting in March 2023. The report will provide Metro and our partners with a near-term road map, guiding project collaboration, delivery, and implementation to achieve the MCP’s diverse set of objectives while improving and better integrating our multimodal transportation systems for more equitable mobility. The MCP outlines Metro’s vision, the context of the Games, discusses case studies of other major events, technical analysis and needs assessment, the Prioritized Project List, and next steps. The MCP will be a living document; staff will continually update the plan as projects progress, and better information is available, and funding materializes.



### **DETERMINATION OF SAFETY IMPACT**

The proposed actions have no adverse impact on the safety of Metro's patrons, employees, or users of Metro facilities.

### **FINANCIAL IMPACT**

Adoption of the MCP would have a positive financial impact on the agency as the MCP outlines the funding plan for prioritized projects to support the Games while providing permanent benefits. The 2022 Prioritized MCP Project List will enable Metro to seek and secure state and federal funding. Any Board direction provided on the information presented in this MCP could result in financial and/or schedule impacts.

#### **Impact to Budget**

No impact to Metro's budget is anticipated as a result of Board adoption.

### **EQUITY PLATFORM**

The MCP evaluates projects based on their potential equity benefits, and how they will both serve the needs of and enhance the quality of life for Equity Focus Communities (EFCs). All MCP projects, strategies, and initiatives were considered based on their ability to support this goal. Ninety-two percent of the projects in the Prioritized Project list are in EFCs. The following were the equity metrics considered in the scoring to evaluate how well a project met Criteria #3 - Serves the Needs of and Enhances Quality of Life for Disadvantaged Communities:

- Improves multimodal mobility
- Improves air quality/reduces greenhouse gas emissions
- Reduces traffic congestion
- Improves access to community amenities
- Provides quality infrastructure
- Provides job creation/workforce development

Metro is committed to transparent, multilingual communication with stakeholders to build consensus and trust moving forward, with a further goal of strengthening broad community support for needed improvements. Metro's well-regarded outreach and engagement strategies help foster good will and credibility for the agency. We are committed to providing world-class service for the Games and the Mobility Concept Plan.

In spring 2022, Metro began outreach to explain the Mobility Concept Plan to our partner agencies. This included briefing LA28, Games Mobility Executives (GME), and their staff. Outreach expanded, with support from LA28, to Metro Service Councils, local Councils of Government, Advisory Committees and future venue cities. This first round of outreach was successful in sharing Metro's MCP vision with our transit partners and helped curate the MCP Project List. Each individual capital project on the list requires its own public outreach as it proceeds.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The Draft MCP supports the following Metro strategic goals:

- Goal 1-Provide high-quality mobility options that enable people to spend less time traveling
- Goal 2-Deliver outstanding trip experiences for all users of the transportation system
- Goal 4-Transform Los Angeles 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 Games.

### **NEXT STEPS**

Upon board adoption, staff will embark on the following next steps:

- Review the project list with the GME and participate in the development of a GME-endorsed short list that uses the 2022 Prioritized MCP Project List as a basis
- Seek and secure federal funding
- Prepare an implementation plan for the 2022 Prioritized MCP Project List
- Provide annual updates on the MCP development.

Additionally, the staff will present an updated 28 by 2028 list at the next Ad Hoc meeting.

**ATTACHMENTS**

Attachment A - 2022 Prioritized MCP Project List

Attachment B - Motion 42: 2028 Mobility Concept Plan

Attachment C - Comprehensive Project List

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Stephanie N. Wiggins  
Chief Executive Officer

# 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

## Metro



## 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.



# Comprehensive MCP Project List

(Note: Some projects have been renamed, bundled, or re-scoped)

MODE/TYPE	PROJECT NAME	DESCRIPTION	ORIGIN	COMMENTS
Active Transportation/ First-Last Mile	A Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Artesia, Downtown Long Beach, Grand/LATTC, and Pico stations.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	E Line FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Santa Monica, Culver City, Crenshaw, Vermont, and USC stations.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	Inglewood Transit Connector	Fully elevated, automated, fixed transit system with three stations connecting Metro K Line to Inglewood's new activity centers.	Draft Initial Project List	
Active Transportation/ First-Last Mile	K Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Fairview Heights, Downtown Inglewood, and Aviation/96th stations.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	Metro Active Transportation (MAT) Approved Projects	Corridor projects include Avalon-MLK-Gage, Randolph, Redondo Beach, 1st-Riggin-Potrero Grade, Huntington-Main/Fremont. FLM projects include Hollywood/ Highland, Hollywood/Vine, East LA Civic Center, LAX/Aviation, Olympic/26th, Western/Slauson, Sepulveda, Downtown Long Beach, and Santa Monica/La Brea.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Metro Bike Share Expansion/ Subsidy / TAP Enhancements	Expansion of the Metro Bike Share systems/locations near venues and along the Games Route Network. Increased subsidy for 500,000 bike share rides. Develop free transfers and improved security for cash payments for bike share trips.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Protected Bike Lanes/Cycle Tracks Parallel to GRN	Installation of Class IV bike routes/paths that parallel the Games Route Network to promote biking to the venues.	Draft Initial Project List	

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Active Transportation/ First-Last Mile	Stations/Venues Wayfinding and Circulation Improvements	Improved signage and communications system for navigation between mobility options and venues.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Countywide Safe Routes to School Program	Establish a countywide Safe Routes to School Program aimed at bringing safety improvements to streets connecting to the highest need schools.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Countywide Vision Zero Program	Establish a countywide Vision Zero program aimed at reducing the occurrence and severity of collisions, prioritizing highest need areas.	Draft Initial Project List	
Active Transportation/ First-Last Mile	D Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Westwood/VA and Westwood UCLA stations.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	Eastside Access Improvements	Project includes crosswalk improvements at 23 intersections, new bike lanes, sidewalk widening, and tree planting along 5 miles of city streets.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Metro Bike Hub Improvements	Enhancements to amenities and bike parking, and increased staffing at bike hubs. Implement Bike Hubs at key locations near Games venues.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	Figueroa Street Open Street	Open and car-free streets to create non-motorized mobility options between USC, LA Live, and Grand Park.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	G Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Balboa, Woodley, and Sepulveda stations.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	J Line Harbor Gateway Transit Center Mobility Hub/Park & Ride	Walking, biking, and mobility infrastructure with park and ride between Harbor Gateway Transit Center and South Bay Sports Park.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	L Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of San Dimas, La Verne, and Memorial Park stations.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	LA River Path	Proposed walking/bicycling path to close an existing 8-mile gap in the active transportation network along the LA River.	Draft Initial Project List	
Active Transportation/ First-Last Mile	LA Union Station Forecourt and Esplanade Improvements	Reconstruct Alameda and Los Angeles Streets along the frontage of Union Station with widened sidewalks for pedestrian and bike paths.	Draft Initial Project List	

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Active Transportation/ First-Last Mile	Metro Active Transportation (MAT) Waitlist Projects	Waitlisted projects include Florence, Van Nuys/Vanowen, Fountain (Hayworth-Harper), San Monica-Greenacre, Fairfax, Santa Monica-Poinsettia, and Santa Monica-Hayworth.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Metro Bike Share Subsidy	Increased subsidy for 500,000 bike share rides.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	Metro Bike Share TAP Enhancements	Develop free transfers and improved security for cash payments for bike share trips.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	Metro Micro Expansion	Expansion of existing Metro Micro program to the Games venues.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Rail to River ATC - Segment B	Proposed walking/bicycling path between the A Line Slauson Station to the LA River.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Bicycle Valet	Free and safe bicycle parking for events to encourage and enable cycling to events where parking for bikes is scarce, non-existent, and prone to theft.	Draft Initial Project List	
Active Transportation/ First-Last Mile	I-710 LA River Bike Path	Proposed walking/bicycling path along the LA River, specifically along I-710, which connects Maywood to Long Beach.	Draft Initial Project List	
Active Transportation/ First-Last Mile	LA River SFV Greenway	Proposed walking/bicycling path along the LA River in the San Fernando Valley.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Metro Bike Hub Expansion	Implement Bike Hubs at key locations near Games venues.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	Ocean Boulevard Open Street	Open and car-free streets to create non-motorized mobility options between Long Beach Civic Center and Long Beach Pier.	Draft Initial Project List	Bundled
Active Transportation/ First-Last Mile	Transit to Parks CBO Outreach and Partnership	Partnering with CBOs to increase awareness among park-poor communities of transit connections to the Games venues that are park facilities.	Draft Initial Project List	
Active Transportation/ First-Last Mile	Universal Station Mobility Hub	Dedicated mobility hub to provide residents additional options for accessing the B Line, bus lines, and other transit service	Draft Initial Project List	

**ATTACHMENT C – Comprehensive MCP Project List**

MODE/TYPE	PROJECT NAME	DESCRIPTION	ORIGIN	COMMENTS
Active Transportation/ First-Last Mile	Holly Garage Mobility Hub	Holly's proximity to the Memorial Park Station makes it an ideal candidate to be a mobility hub for the games. I'd like to find a way to add secure bike parking, potentially micromobility parking/storage, and to serve as a location for TNC pick-up and drop off (potentially on Arroyo adjacent to the garage).	Agency	
Active Transportation/ First-Last Mile	Bike Lanes to the Bowl	Stripe bike lanes from Memorial Park Station to the Rose Bowl and back. Provide a dedicated and properly signed path to the Rose Bowl from the Memorial Park L Station and back. Would likely need a shuttle stop nearby in case the uphill ride back is not feasible.	Agency	
Active Transportation/ First-Last Mile	ArroyoLink	Multimodal connection between Arroyo Blvd/the Rose Bowl to Colorado Blvd providing a key connection between the pedestrian and bicyclist activity in the Rose Bowl area to Old Pasadena, and the transit network of the Metro L line, the proposed North Hollywood to Pasadena BRT, the existing Metro Rapid bus and the numerous local and regional bus transit lines served by Metro, Pasadena Transit and Foothill Transit. This project includes a new pedestrian and bike path along Arroyo Blvd, south of the Rose Bowl and between Arroyo Blvd to Colorado Blvd/ Orange Grove Blvd, which begins near the intersection of Arroyo Blvd and Arroyo Drive. The ArroyoLink also provides an opportunity to connect the Arroyo Seco Bike path (which currently extends as far north as South Pasadena) into Pasadena.	Agency	
Active Transportation/ First-Last Mile	East San Fernando Valley First Last Mile (ESFV FLM)	Walking, biking, and mobility infrastructure within 1/2 mile radius of the ESFV rail corridor	Agency	
Active Transportation/ First-Last Mile	Rail to River Segment A	Proposed walking/bicycling path between the Crenshaw Line and A Line Slauson Station.	Agency	
Active Transportation/ First-Last Mile	Car Free Streets	Open street or car free street projects around venues to support spectators, revelers, and local businesses near games venues.	Agency	Bundled

**ATTACHMENT C – Comprehensive MCP Project List**

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Active Transportation/ First-Last Mile	Stress Free Connections	Targeted investments along neighborhood streets to support regional access to destinations. The network of local streets offers a ‘stress-free’ travel experience for people walking, biking, and rolling.	Agency	
Active Transportation/ First-Last Mile	Active transportation & Vision Zero	Support transportation via zero emissions and active modes	Agency	
Active Transportation/ First-Last Mile	Aerial Rapid Transit	Proposed project to connect Los Angeles Union Station to the Dodger Stadium via an aerial gondola system in Downtown Los Angeles	Agency	
Active Transportation/ First-Last Mile	Open Streets Program	Figueroa btw USC and 7th/Metro, Expo Blvd btw Vermont and Flower, MLK Blvd btw Vermont and Figueroa, Ocean Ave btw Wilshire and Pico, Flower btw Pico and 11th, Ocean Blvd btw Pacific and Shoreline, Balboa Blvd btw Burbank and Victory	Task Force	
Active Transportation/ First-Last Mile	Toro Hub	Mobility hub at the campus of Cal State Dominguez Hill	Task Force	Bundled
Active Transportation/ First-Last Mile	Transit Venue Ped/Bike Access Enhancements	Walking, biking, and active transportation street improvements on critical access streets, within the 1/4 mile radius of 10 venues: Long Beach Pier; Dignity Park; Sepulveda Basin, UCLA; LA Live; Grand Park; Dedeaux Field; USC; The Forum; and Downtown Long Beach.	Task Force	
Active Transportation/ First-Last Mile	Cabrillo Mole Intermodal Ferry Passenger Terminal	The Cabrillo Mole is a multimodal transportation hub used by cross-channel carrier passengers traveling between the mainland and Avalon and as a gathering place for residents and visitors.	Task Force	
Active Transportation/ First-Last Mile	BlueLA Expansion	Car sharing with new, fully-electric vehicles for everyday needs	Task Force	
Active Transportation/ First-Last Mile	USC Expo Park Pedestrian Bridges	Two Pedestrian bridges over Expo Blvd connecting USC and Expo Park and the E Line stations	Task Force	

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Active Transportation/ First-Last Mile	Los Angeles Universities Mobility Hubs	New mobility hubs at the universities in Los Angeles will support the 2028 Games and students before and after the Games. This includes mobility hubs at UCLA to support the Athletes Villages, at USC to support the Media Village, at Cal State Long Beach to support park-and-ride to the Long Beach Sports Park, and at Cal State Northridge to support park-and-ride to the Valley Sports Park.	Task Force	
Bus	Broadway Bus Only Lane & TSP (NexGen Improvements)	This project provides improved speed, reliability, and frequency	Draft Initial Project List	
Bus	Bus Headway/ Frequency Management Program	Dynamic scheduling wherein the rider can expect a bus on a given line or corridor at a regular interval as opposed to arrivals at specific published scheduled times. Assume this would apply to Metro's top 20 corridors in terms of ridership.	Draft Initial Project List	Converted to recommendation
Bus	NextGen Bus Priority Enhancements and Improvements along GRN	Speed up service along key bus routes on Games Route Network by creating bus-only lanes, bulb-outs, and transit signal priority, including bus stop amenities like lighting, real-time info, and shelter/shade canopies.	Draft Initial Project List	
Bus	Connecting C Line and Metrolink Norwalk Station	New express bus service between the C Line Norwalk Station and Metrolink Norwalk Station to close the existing transit gap.	Draft Initial Project List	Bundled
Bus	G Line Improvements	Upgrade the G Line with two grade separations, better signal priority technology, electronic bus connectivity, and a four-quadrant gating system.	Draft Initial Project List	
Bus	J Line Electrification Project	Install 40 charging stations and infrastructure at Division 18 and 10 en-route charging stations to enable uninterrupted zero emission bus service.	Draft Initial Project List	
Bus	Local Municipal Operators Call for Projects	Placeholder for potential projects and operations for local municipal transit operators through a call for projects.	Draft Initial Project List	
Bus	NoHo to Pasadena BRT	New BRT Service that provides high-capacity, fast connection between the San Fernando and San Gabriel Valleys.	Draft Initial Project List	

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Bus	North SFV Transit Improvements	This project provides improved speed, reliability, and frequency for San Fernando Valley transit riders, including CSUN.	Draft Initial Project List	
Bus	Vermont BRT	New BRT Service that provides high-capacity, fast connection between Koreatown and South LA. BRT to supplement and not preclude future rail corridor.	Draft Initial Project List	
Bus	Zero Emission Bus Master Plan - Phase 2	Procurement of Zero Emission Bus vehicles for local, rapid, shuttle, and express routes. Conversion of "dependent" Divisions (Divisions 1, 2, 3, 5, 7, and 13) from CNG to battery charging.	Draft Initial Project List	Cannot be done by 2028
Bus	Zero Emission Bus Master Plan - Phase 3	Procurement of Zero Emission Bus vehicles for local, rapid, and express routes. Conversion of Divisions 8, 9, 15, and 18 from CNG to battery charging.	Draft Initial Project List	Cannot be done by 2028
Bus	All-Door Boarding Expansion	All door boarding expansion along higher volume Games-impacted routes. If time permits conduct analysis to determine high volume routes near venues.	Draft Initial Project List	Converted to recommendation
Bus	Atlantic Bus Only Lane & TSP (NexGen Improvements)	This project provides improved speed, reliability, and frequency	Draft Initial Project List	
Bus	Camera Bus Lane Enforcement	Implement camera-based technology to enforce bus-only lane use along key BRT and bus-only lane corridors.	Draft Initial Project List	
Bus	Cesar Chavez/ Sunset to Glendale Bus Only Lane & TSP (NexGen Improvements)	This project provides improved speed, reliability, and frequency	Draft Initial Project List	
Bus	Frequent Bus Interior Cleaning	Increase routine cleaning for high-frequency buses with high ridership to improve cleanliness.	Draft Initial Project List	
Bus	La Cienega Bus Only Lane & TSP (NexGen Improvements)	This project provides improved speed, reliability, and frequency	Draft Initial Project List	
Bus	Games Route Network Bus Circulator	Enhanced and express bus service between LAX and the venues/hotels within the four sports parks during the Games.	Draft Initial Project List	

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<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Bus	Lincoln Blvd BRT	New BRT service along Lincoln Blvd. consistent with Board-adopted standards & design guidelines, such as dedicated running ways & BRT stations.	Draft Initial Project List	Cannot be done by 2028
Bus	Bus Terminal Improvements	Implements speed and reliability improvements at terminal stations to ultimately allow buses to run every 5 to 10 minutes.	Draft Initial Project List	Bundled
Bus	San Gabriel Valley Transit	Depending on the result of the study, this assumes BRT service within the San Gabriel Valley to replace the Eastside Transit Corridor Route 60 Alternative.	Draft Initial Project List	
Bus	Systemwide Bus Layover Improvements	Bus layover improvements for faster turnaround time for improved service and reliability.	Draft Initial Project List	Bundled
Bus	Venice Boulevard Bus Only Lane & TSP (NexGen Improvements)	This project provides improved speed, reliability, and frequency	Draft Initial Project List	
Bus	Arbor Vitae Bus Lane	Add eastbound bus lane for dedicated route between I-405 and So-Fi Stadium.	Draft Initial Project List	Bundled
Bus	Bus Operator Backup Staff	Increases bus driver staffing levels to prevent missed assignments. Current labor shortages affect this estimate.	Draft Initial Project List	Bundled
Bus	Bus Stop Safety Relocation	Speed up service, increase pedestrian safety by relocating bus stops from nearside to farside of intersections along the Games Route Network.	Draft Initial Project List	
Bus	G Line Power & Communications Systems Upgrades	Upgrade critical systems (CTS, fiber, and UPS) to power and provide enough bandwidth for communication services for the G Line.	Draft Initial Project List	
Bus	Hawthorne/La Brea Bus Lanes	Add bus lanes on La Brea Avenue (from Market St. to Century Blvd.), and on Hawthorne Boulevard (from Century Blvd. to Hawthorne/Lennox Station).	Draft Initial Project List	Bundled
Bus	I-110 Freeway Bus Stops	Restore abandoned bus stops on I-110 freeway to avoid congestion in the downtown core.	Draft Initial Project List	
Bus	Prairie Avenue Bus Lanes	Add bus lanes on Prairie Avenue between the K Line and C Line.	Draft Initial Project List	Bundled



**ATTACHMENT C – Comprehensive MCP Project List**

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Bus	Bus zone improvements	<p>"Bus zone improvements in Central District and Northwest Pasadena, with a particular emphasis at transfer connection points, connections to the Metro L Line, and other heavily used bus stops serving the local feeder services that support the regional network, as well as those serving DACs.</p> <p>Improvements to include branding/ wayfinding, bus stop furniture enhancements, accessibility improvements, those that facilitate efficiencies of bus service (e.g., bus bulbs, etc.), security and comfort improvements (e.g., security devices, public art, etc.), upgrade Bus Finders to be able to push messaging out and to provide accessibility features; upgrades to bus stop lighting"</p>	Agency	
Bus	Pasadena Integrated Central Transit Management System Upgrade	<p>Upgrade Pasadena Integrated Central Transit Management System which is essential for all aspects of local transit operations, including AVL, connecting to the City's bus priority signal system, fare systems, dispatching, safety, routing, schedule adherence, data collection, communication to riders, and customer service. This system also enables the public to obtain real-time arrival information via smartphone apps, online, and by phone, as well as at displays at key bus stops throughout the City for the multiple transit agencies operating in Pasadena. For the Olympics, this project is essential in supporting the anticipated magnitude of transit demand and facilitating critical regional and local transit connections, including those to the Rose Bowl.</p>	Agency	
Bus	LA Express Park	Expand LA Express Park to four new high demand parking areas in the city	Agency	
Bus	LADOT Transit Projects	Electrification of LADOT entire fleet	Agency	
Bus	Bus Priority projects	Support transportation via zero emissions and active modes	Agency	

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Bus	Washington Blvd BRT	This project would construct bus rapid transit on Washington Blvd from Walnut Ave to Fairfax Ave. As a dedicated right-of-way bus rapid transit project, it qualifies as a Tier 1 Transit project.	Agency	
Bus	Culver City Bus Battery Electric Transit Buses Purchase and Facility Electrification	This project would replace Culver City's existing CNG-powered buses with vehicles powered by battery technology. As an electric bus purchase, it qualifies as a Tier 2 Transit project.	Agency	
Bus	Culver City Transit Center Expansion	Expansion of the Westfield Culver City Transit Center to provide increased capacity for buses, passengers, and create multimodal connections.	Agency	
Bus	Antelope Valley Access	Acquisition of facilities and construction of essential facilities to ensure quality, consistent ADA paratransit services are provided.	Agency	
Bus	Eastern Region Access	Acquisition of facilities and construction of essential facilities to ensure quality, consistent ADA paratransit services are provided.	Agency	
Bus	Northern Region Access	Acquisition of facilities and construction of essential facilities to ensure quality, consistent ADA paratransit services are provided.	Agency	
Bus	Southern Region Access	Acquisition of facilities and construction of essential facilities to ensure quality, consistent ADA paratransit services are provided.	Agency	
Bus	West/Central Region Access	Acquisition of facilities and construction of essential facilities to ensure quality, consistent ADA paratransit services are provided.	Agency	
Bus	Games Mobility Hub Strategy	Implement venue mobility and central mobility hub typologies	Task Force	
Bus	Sports Park Metro Zero Emission Bus Fleet	Acquisition of zero emission buses and implementation of charging infrastructure for Metro and LADOT for routes that serve the Downtown Sports Park	Task Force	

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Bus	Supplemental Bus System	This project commissions a fleet for the Games to ensure a sufficient supply of buses is available to transport Games attendees. Recruit a temporary bus driver workforce to ensure there is no shortage during the Games and support them with accommodations, transportation, and meals. In addition, conduct Games-specific training of the public transit workforce to promote familiarity with the Games Route Network. Remodel existing bus depots to be Games-ready by installing cameras, fueling stations, fencing, and similar. Construct additional depots as necessary.	Agency	
Bus	Sepulveda BRT	Provide fast, frequent, reliable and accessible bus service along Sepulveda Blvd	Agency	Bundled
Bus	Event Parking and Fueling Facilities	Additional parking and fueling infrastructure for approximately 1,000 event buses during the games.	Draft Initial Project List	Bundled
Congestion Management	Arterial Network Traffic Signal Analytics	Implement location-based services to measure the performance of intersection traffic signals at locations throughout LA County including the Games Route Network	Draft Initial Project List	
Congestion Management	ATSAC/LARTMC Integration and Operations Enhancements	Improvements to the Automated Traffic Surveillance and Control (ATSAC) Center, which manages real-time detector loops between and at intersections, and changes the signal timing as traffic conditions change. ATSAC also supports LA Metro's ability to move its trains and buses faster.	Draft Initial Project List	
Congestion Management	Business Planning/Promotion of TDM	This is a placeholder project to allow for stakeholder engagement directly with local businesses to help them plan for the games to help decrease traffic on the network.	Draft Initial Project List	
Congestion Management	Congestion Pricing Study	Study to explore a new approach to reduce traffic by managing travel demand through congestion pricing and providing more high-quality transportation options.	Draft Initial Project List	
Congestion Management	I-10 Extension ExpressLanes	Convert existing HOV lane to single HOT lane along I-10 between I-605 and the San Bernardino County line.	Draft Initial Project List	Cannot be done by 2028

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<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Congestion Management	I-105 ExpressLanes (Segment 1)	Add HOV lane and convert to dual HOT lanes along I-105 between I-405 and I-605.	Draft Initial Project List	
Congestion Management	I-405 ExpressLanes	Convert existing HOV lane to single HOT lane along I-405 between I-10 and US-101.	Draft Initial Project List	
Congestion Management	Incentives for Households to Drive Less During Games	Pay households to drive less during Games by depositing funds in mobility wallets if they agree to reduce car use with accountability.	Draft Initial Project List	Bundled
Congestion Management	Mega Event Customer Experience Analysis	Analysis to understand potential overcrowding and crush loads at stations and transit vehicles.	Draft Initial Project List	
Congestion Management	Games Park and Ride Strategy	Identify parking lots that link to major transit lines to encourage mode shift.	Draft Initial Project List	
Congestion Management	GRN Enabling Treatments and Spot Improvements	Study to investigate all minor GRN treatments (low cost/temporary) that enable more efficient games operations such as pavement, signage, traffic signals, and minor civil works.	Draft Initial Project List	
Congestion Management	Regional Incident Management Program and Tools	Implementation of a regional incident management program and associated tools to streamline, coordinate, and improve the management and handling of roadway incidents.	Draft Initial Project List	
Congestion Management	Regional Traffic Management Network & Information Exchange	Enhance multi-jurisdictional traffic signal operations by enhancing local traffic signal control system connectivity and interoperability.	Draft Initial Project List	
Congestion Management	TDM Campaign	Placeholder project to provide solutions and communication strategies using the following mechanisms: reduce the need to travel; re-mode using alternative transportation; reroute to avoid congestion; and re-time to avoid the peak hours.	Draft Initial Project List	
Congestion Management	Business-as-Usual Network Planning (Non-Games Routes)	Plan the non-games network, identify preferred routes and interventions/ upgrades needed, determine operational principles during the Games.	Draft Initial Project List	Bundled
Congestion Management	HOV 3+ Policy Implementation	Convert existing HOV lane occupancy to three or more persons per vehicle countywide.	Draft Initial Project List	Bundled

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Congestion Management	I-405 Aux Lanes	Adds segments of auxiliary lanes in each direction to improve traffic flow at on/off ramps for ten miles from Florence Avenue to I-110.	Draft Initial Project List	
Congestion Management	I-710 Integrated Corridor Management	Deploy multi-jurisdictional integrated corridor management solutions on I-710 between SR-91 to SR-60.	Draft Initial Project List	
Congestion Management	LAX Congestion Pricing Study	Study to explore a new approach to reduce traffic at LAX by managing travel demand through congestion pricing.	Draft Initial Project List	
Congestion Management	Sports Park Transportation Performance Monitoring Network	Traffic signal controller and cabinets upgrades and the installation of fiber optic communication infrastructure to provide a redundant high bandwidth network in LA, Long Beach, Inglewood, Santa Monica, Carson, & Pasadena.	Draft Initial Project List	
Congestion Management	SR-710 Mobility Improvements Program	Local mobility improvements between Alhambra and Pasadena on the existing transportation system to reduce traffic bottlenecks.	Draft Initial Project List	
Congestion Management	US-101 HOV Lanes between SR-134 and I-110	Adding HOV Lanes along US-101 that is part of the Games Route Network between the International Broadcast Center and Downtown Sports Park.	Draft Initial Project List	Cannot be done by 2028
Congestion Management	Arroyo Seco Safety and Operational Enhancements	Project to reduce collisions and improve reliability on SR-110 (Arroyo Seco Parkway) from I-5 to its terminus in South Pasadena.	Draft Initial Project List	
Congestion Management	Aviation/LAX Parking Study	Capacity analysis of parking at Aviation/LAX station.	Draft Initial Project List	
Congestion Management	Curbspace Management Projects	Coordination with SCAG's Curbspace Management Study to fund and implement recommendations to the most congested & complicated curb space locations.	Draft Initial Project List	
Congestion Management	I-110 ExpressLanes Extension to I-110/I-405 Interchange*	Extend existing I-110 ExpressLanes to I-405/I-110 interchange.	Draft Initial Project List	Cannot be done by 2028
Congestion Management	I-405 Active Traffic Management & Integrated Corridor Management Strategies	System management approaches to make best use of existing roadway capacity to improve operations on I-405 from Rosecrans Avenue to SR 90.	Draft Initial Project List	
Congestion Management	I-405/I-110 Interchange and HOV Ramps*	Operational improvements to the I-405/I-110 interchange with HOV ramps.	Draft Initial Project List	

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Congestion Management	I-605 Hot Spots Projects	Projects to improve mobility and relieve congestion, capacity constraints, and other related deficiencies on I-605, which include Valley, Beverly, South, and SR-60/7th.	Draft Initial Project List	
Congestion Management	Metro Vanpool	Increased subsidy for 1,000 vanpools at \$600 per van per month.	Draft Initial Project List	Bundled
Congestion Management	Games Autonomous Vehicles Demonstration	Deployment of autonomous vehicles to support transportation needs during Games.	Draft Initial Project List	
Congestion Management	SoCal 511 Multicounty Regional Trip Planning	Enhancements and elevate trip planning information, including carpool match.	Draft Initial Project List	
Congestion Management	SR-91 Improvements (Westbound SR-91 Connector, Atlantic to Cherry, Central to Acacia)	These projects are part of Metro's SR-91/I-605 "Hot Spots" Measure R Program in the Gateway Cities to reduce traffic congestion.	Draft Initial Project List	
Congestion Management	Station Parking Improvements**	Projects include parking facility valet assist for up to 20 facilities, parking guidance system enhancements, parking kiosks, and parking pre-sale reservation system.	Draft Initial Project List	Bundled
Congestion Management	"BRT-Light" Improvements for Rose Bowl-serving Transit Corridors (e.g., Fair Oaks, Lincoln, Lake, Mountain/Seco, etc.)	<p>"Install/implement speed, capacity, and passenger trip experience improvements, concurrent with Vision 2028 goals, that result in providing higher quality and more efficient transit connections – moving more people, faster and more comfortably, to where they want to go in Pasadena – in this case, Olympic events. These improvements would be along regional and local transit corridors that are vital to supporting getting visitors to the Rose Bowl from throughout the region and the City.</p> <p>Including Signal priority/signal preemption &amp; Bus Only Travel Lanes To improve travel time on listed corridors with improvement that would leave a legacy, implementation of bus only lanes and enhanced signal priority/preemption would be deployed. These improvements are concurrent with the Nextgen Bus Plan.</p>	Agency	

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Congestion Management	I-105 Integrated Corridor Management (ICM) project	ICM: identified in Caltrans District 7 Highest Priority Corridors for Future ICM Deployment for LA County (Caltrans D7 ICM Master Plan Study, April 2021); I-105 (Begin to I-110)	Agency	
Congestion Management	I-405 Integrated Corridor Management (ICM) project	ICM: identified in Caltrans District 7 Highest Priority Corridors for Future ICM Deployment for LA County (Caltrans D7 ICM Master Plan Study, April 2021); I-405 (ORA to I-110)	Agency	Bundled
Congestion Management	I-405 Active Traffic Management & Integrated Corridor Management Strategies EA 36330	System management approaches to make best use of existing roadway capacity to improve operations on I-405 from Jefferson Boulevard (PM R25.9) and Roscoe Boulevard (PM 43.75).	Agency	Bundled
Congestion Management	LA-134-PM 0.03/13.34 (LA-101 to LA-210)	ICM, CV to support Games Route Network	Agency	
Congestion Management	I-710 Integrated Corridor Management (ICM) project	ICM: identified in Caltrans District 7 Highest Priority Corridors for Future ICM Deployment for LA County (Caltrans D7 ICM Master Plan Study, April 2021); I-710 (SR 91 to SR 60)	Agency	
Congestion Management	SR-91 Integrated Corridor Management (ICM) project	ICM: identified in Caltrans District 7 Highest Priority Corridors for Future ICM Deployment for LA County (Caltrans D7 ICM Master Plan Study, April 2021); SR-91 (Begin to I-710)	Agency	
Congestion Management	I-605 Integrated Corridor Management (ICM) project	ICM: identified in Caltrans District 7 Highest Priority Corridors for Future ICM Deployment for LA County (Caltrans D7 ICM Master Plan Study, April 2021); I-605 (ORA to I-105)	Agency	
Congestion Management	LA-101-PM S0.33/17.17 (LA-010 to LA-405)	ATM, ICM, CV to support Games Route Network	Agency	
Congestion Management	LA-010-PM R2.16/18.29 (PCH to LA-005) ICM-Lite	ICM, CV to support Games Route Network	Agency	
Congestion Management	The Shoemaker Bridge Replacement Project	Replace the Shoemaker Bridge. The new bridge will flow into SR-710 and include pedestrian and bicycle access. Additionally, bicycle, pedestrian, and street enhancements will be provided on adjacent thoroughfares	Agency	
Congestion Management	SR-14 Safety Improvements	Safety improvements along SR-14 between I-5 and Palmdale	Task Force	

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Congestion Management	Union Station and Civic Center Transit District	Alameda Street mobility enhancements to close the gap and develop a freeway cap over the 101 freeway	Task Force	
Congestion Management	GRN Design and Implementation	This project identifies, designates, and operates the Games Route Network (GRN) to create designated lanes for the Games with improvements such as signage, traffic signals, incident response, and minor civil works. The GRN will be converted to bus-only lanes where appropriate after the Games. Additional support personnel specializing in public safety, incidents, or similar will be hired as necessary to support the GRN.	Agency	
Goods/Freight Movement	Freight TDM	Placeholder project for engaging directly with freight businesses to help them plan for the games and help decrease traffic on the network.	Draft Initial Project List	
Goods/Freight Movement	Alameda Corridor Terminus Enhancements	New Cerritos channel rail bridge and supporting connections throughout Port of LA.	Draft Initial Project List	
Goods/Freight Movement	Terminal Way Grade Separation	New grade separation to replace at-grade crossing to improve freight traffic flow.	Draft Initial Project List	
Goods/Freight Movement	Clean Truck Infrastructure	Install charging infrastructure throughout LA County for zero emissions trucks.	Draft Initial Project List	
Goods/Freight Movement	I-5 North County Enhancements	Widen I-5 for approximately 17 miles between SR-14 and Parker Road Interchange.	Draft Initial Project List	
Goods/Freight Movement	Montebello Grade Separation Project	New bridge at the UP crossing at Montebello Boulevard and at Olympic Boulevard, creating a roadway underpass at both.	Draft Initial Project List	
Goods/Freight Movement	Pier 400 On Dock Rail Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Draft Initial Project List	
Goods/Freight Movement	San Pedro Waterfront Access	Improves traffic operations on key arterial connecting San Pedro to I-110 & SR-47.	Draft Initial Project List	
Goods/Freight Movement	SR-47/Navy Way Interchange	Improves traffic operations/safety on SR-47 between Vincent Thomas Bridge and Gerald Desmond Bridge.	Draft Initial Project List	



**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Goods/Freight Movement	SR-57/SR-60 Interchange Improvements	Project includes building multiple on-and off-ramps, widening Grand Avenue and reconstructing the Grand Avenue bridge overcrossing.	Draft Initial Project List	
Goods/Freight Movement	Terminal Island Transfer Facility Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Draft Initial Project List	
Goods/Freight Movement	Turnbull Canyon Road Grade Separation	Separate the roadway and the Union Pacific Railroad tracks on Turnbull Canyon Road.	Draft Initial Project List	
Goods/Freight Movement	West Basin Container Terminal Railyard Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Draft Initial Project List	
Goods/Freight Movement	Zero Emission Commercial Loading Zones	Install, enforce, monitor, and evaluate new Zero Emission Delivery Zones within the Games Sports Parks.	Draft Initial Project List	
Rail	7th/Metro Center Comprehensive Station Upgrade	Holistic station refurbishment including station finishes, lighting, wayfinding, audio/security systems, restroom installation and other customer amenities, and ADA improvements.	Draft Initial Project List	
Rail	Airport Metro Connector	New light rail station, bus plaza, bicycle parking, customer service center, passenger pick-up and drop-off area, providing a direct connection to the future LAX APM.	Draft Initial Project List	
Rail	Arcadia Power Substation Upgrade	Arcadia Substation improvements to allow A and E Line to operate with 5-minute service during the games.	Draft Initial Project List	
Rail	B Line Extension for NoHo to Burbank Airport	Extension of the B Line from North Hollywood to Burbank Airport.	Draft Initial Project List	Cannot be done by 2028
Rail	C Line Station Platform Extensions and Reliability Upgrades	Replace 25-year old high-voltage traction power substations and extend station platforms at Redondo Beach, Mariposa, Douglas, and LAX/Aviation stations to accommodate three-car trains.	Draft Initial Project List	
Rail	Comprehensive Union Station Improvements	Improvements include redundant elevator and stairways, ADA/accessibility enhancements, wayfinding improvements to help visitors find their way through the station, new A Line operator restrooms, and general SOGR to the facility.	Draft Initial Project List	

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Rail	Crenshaw/LAX Transit Corridor	New light rail transit service between the E Line at Expo/Crenshaw Station to merge with C Line at Aviation/LAX Station.	Draft Initial Project List	
Rail	Crenshaw Northern Extension	Project would fill a major gap in the Metro Rail network and create an important north-south link.	Draft Initial Project List	Cannot be done by 2028
Rail	East San Fernando Valley Transit Corridor	Project is a north-south street running light rail transit corridor in the middle of Van Nuys Boulevard between the G Line and San Fernando Road and includes 11 at-grade stations along with the maintenance facility.	Draft Initial Project List	
Rail	Eastside Transit Corridor Phase 2	Proposed 9-mile light rail transit extension of the L Line further east from its current terminus at Pomona Boulevard and Atlantic Boulevard. The proposed alignment includes at-grade, aerial, and below grade configurations.	Draft Initial Project List	Cannot be done by 2028
Rail	Flower Street A & E Line Improvements	Add pedestrian islands for pedestrian crossing at Flower Street, separate crossings into roadway crossing and track crossing.	Draft Initial Project List	
Rail	Foothill Gold Line Extension Phase 2B (Pomona)	Extension of the L Line beyond the current end point in Azusa, and add stations in the cities of Glendora, San Dimas, La Verne, and Pomona.	Draft Initial Project List	
Rail	K Line Traction Power Substation Enhancements	Add new traction power substations to accommodate three-car trains and more frequent service.	Draft Initial Project List	
Rail	Light Rail Speed Improvements	Reevaluate speed commands/block design, upgrade train control system to integrate with traffic signals, gate technology for pre-emption.	Draft Initial Project List	
Rail	Pico Station Improvements	Expand Pico Station with a second platform and prevent queuing issues at station.	Draft Initial Project List	
Rail	Regional Connector	New rail line that will provide riders a seamless journey from Azusa to Long Beach, and from East Los Angeles to Santa Monica, through the downtown LA core.	Draft Initial Project List	
Rail	Sepulveda Transit Corridor	High-capacity rail line that connects the San Fernando Valley, the Westside and LAX. Options being considered are heavy rail transit (HRT) and monorail transit (MRT) and is being pursued as a potential P3 through PDA contracts.	Draft Initial Project List	Cannot be done by 2028

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Rail	South Bay C Line Extension to Torrance	Proposed light rail transit extension of the C Line (Green) along a 4-mile segment of the Harbor subdivision corridor from the existing Redondo Beach Station to the under-construction Torrance Transit Park and Ride Regional Terminal in Torrance.	Draft Initial Project List	Cannot be done by 2028
Rail	Vermont Rail	New light rail corridor that provides high-capacity, fast connection between Wilshire/Vermont to 120th Street.	Draft Initial Project List	Cannot be done by 2028
Rail	Washington Wye Junction and Flower Street Operational Improvements	Restriction of certain traffic movements and limited redesign/modifications to the junction. Add pedestrian islands for pedestrian crossing at Flower Street, separate crossings into roadway crossing and track crossing.	Draft Initial Project List	
Rail	West Santa Ana Branch Transit Corridor	New 19-mile light rail transit corridor connecting downtown Los Angeles, Huntington Park, Bell, Cudahy, South Gate, Downey, Bellflower and Artesia.	Draft Initial Project List	Cannot be done by 2028
Rail	Westside Purple Line Extension Section 1	Section 1 of the D Line extension will add three new stations: Wilshire/La Brea, Wilshire/Fairfax and Wilshire/La Cienega.	Draft Initial Project List	
Rail	Westside Purple Line Extension Section 2	Section 2 of the D Line extension will add two new stations: Wilshire/Rodeo and Century City/Constellation.	Draft Initial Project List	
Rail	Westside Purple Line Extension Section 3	Section 3 of the D Line extension will add two new stations: Westwood/UCLA and Westwood/VA Hospital.	Draft Initial Project List	
Rail	D Line Extension from VA to Ocean Avenue	Extension of the D Line from end of Section 3 to Ocean Avenue in Santa Monica.	Draft Initial Project List	Cannot be done by 2028
Rail	Division 20 Portal Widening and Turnback Facility	Build a new turnback facility and readjust rail storage tracks to support the D Line extension and frequencies.	Draft Initial Project List	
Rail	Elevator and Escalator Improvements	Improve elevator and escalator operations without down time through improved monitoring and repair implementation of systems reaching failure modes prior to scheduled manufacturer recommended maintenance and replacements.	Draft Initial Project List	
Rail	Expo Park-Watt Way Roadway	Close off Watt Way across tracks and convert Watt Way entrance to right-in/right-out to eliminate vehicle movement across tracks.	Draft Initial Project List	Bundled

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<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Rail	Expo/Crenshaw Transfer Station Improvements	Portal entrance on southwest side of Expo/Crenshaw Station and other improvements to better facilitate transfers between both lines. Walking and biking infrastructure improvements derived from Metro Board-adopted FLM Plan.	Draft Initial Project List	
Rail	Frequent Train Interior Cleaning	More routine cleaning of Metro rail vehicles with high ridership to improve cleanliness.	Draft Initial Project List	
Rail	Hawthorne/Lennox Station Improvements	Station amenities and widen sidewalks to improve queuing and station access from buses.	Draft Initial Project List	
Rail	Memorial Park Station Improvements	Station amenities and improvements. Close off Holly Street at Arroyo Parkway in front of station.	Draft Initial Project List	
Rail	Metro Red Line Segment Traction Power Substation and Auxiliary Power Replacements	Replace 25-year old station power distribution system (MCCs) such as lighting, escalator/elevator power, public communication systems power, fire alarm power and similar, and replace 30-year old high voltage traction power substations.	Draft Initial Project List	
Rail	New L Line Interlocks	Add two new interlocks between Lincoln/Cypress and Heritage Square, and Memorial Park and I-210.	Draft Initial Project List	Bundled
Rail	New Siding and Crossover between Degan and 7th Avenue	Adding a new siding on the Track 4 side between Degan Ave. and 7th Ave. with a single crossover on the east to accommodate a three-car train.	Draft Initial Project List	Bundled
Rail	Rail Communications Systems Upgrades	State of good repair across the system to upgrade communications systems for the rail lines such as CTS, fiber, and UPS.	Draft Initial Project List	
Rail	Transit Passenger Information System Upgrades	Upgrade the existing transit passenger information system for seamless integration between public address and visual messaging signs.	Draft Initial Project List	Renamed
Rail	Video Management System Upgrades	Upgrade the existing video management system for better support for CCTV cameras, intrusion detection systems and access control systems.	Draft Initial Project List	
Rail	12th Street/Flower Street Closure	Permanently close off 12th Street to east/west traffic and prohibit left turns coming from southbound Flower Street on to 12th Street eastbound across the ROW.	Draft Initial Project List	Bundled

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Rail	Arts District/6th Street Station	New Metro rail station to serve the Arts District, Boyle Heights, and surrounding communities.	Draft Initial Project List	
Rail	Blue Light Call Boxes and Help Points	Add universal blue light call boxes at all rail platforms for passengers to summon police/fire/EMS. Upgrade existing emergency, passenger and gate telephones to Metro blue light help points.	Draft Initial Project List	
Rail	Centinela Grade Separation Project	Convert the at-grade crossing at Centinela and Florence to an above-grade crossing along the K Line.	Draft Initial Project List	
Rail	Downtown Long Beach Platform Optimization	Use 1st Street station as drop-off only, Downtown Long Beach Station as pick-up only during the games.	Draft Initial Project List	Converted to recommendation
Rail	E Line Expo Park/Vermont/ USC Station Improvements	Extend trench past Vermont; consolidate Vermont and USC stations to a single large multi-train center platform station with entrances at both ends. Construct pedestrian overpass or underpass to access station and/or cross over ROW.	Draft Initial Project List	
Rail	Fire Alarm Upgrades	Replace fire alarm system for rail lines.	Draft Initial Project List	
Rail	Foothill Gold Line Extension Phase 2B (Montclair)	Extension of the L Line beyond Pomona to Claremont and Montclair.	Draft Initial Project List	
Rail	I-210 Barrier Replacement	Safety improvements by increasing the barrier height between the L Line and I-210 freeway for Phases 1 and 2.	Draft Initial Project List	
Rail	L Line System and Reliability Upgrades	Replacement and upgrade of 20-year old OCS weight poles, air brake system, fire alarm system, and communications (CTS, fiber, UPS) systems along the Pasadena segment of the L Line.	Draft Initial Project List	
Rail	North Hollywood Maintenance-of-Way Access	Provide maintenance-of-way high-rail access ramp at North Hollywood Station.	Draft Initial Project List	
Rail	Platform Screen Doors (PSD) or Platform Edge Doors (PED)	Separate the platform from the tracks with PSD or PED at key stations to support the games.	Draft Initial Project List	
Rail	Radio Stations UPS Upgrade	Upgrade UPS systems to power all radio equipment for four hours as per MRDC.	Draft Initial Project List	
Rail	Rail Line Fencing	Reinforce and improve right-of-way fencing along at-grade rail lines for safety purposes.	Draft Initial Project List	

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Rail	Safety Intrusion Detection Systems	A physical layer track level intrusion detection system to detect objects or people on the track and unauthorized areas.	Draft Initial Project List	
Rail	Station Emergency Coordination	Provide station maps for first responders via smartphone scan.	Draft Initial Project List	
Rail	Systemwide Emergency Tunnel Ventilation Fan and Damper Replacement	Replace existing emergency fans and dampers with new energy saving fans and dampers to enhance safety.	Draft Initial Project List	
Rail	Wilshire/Vermont Passenger Notification System	Create a passenger notification system of train arrivals, which is difficult given the split and stacked platform configuration at the Wilshire/Vermont station.	Draft Initial Project List	
Rail	DTLA Streetcar	The 3.8-mile route will run approximately 18 hours a day to connect rides with places like South Park, Financial District, Staples Center, and LA Live. The LA streetcar improves connections Downtown and to the regional transit network. LA Streetcar will be the most frequent streetcar service in the entire country, with 7-minute headways during peak hours and frequencies of 10 to 15 minutes during off-hours.	Agency	Cannot be done by 2028
Regional Rail	Antelope Valley Line Improvements	The Antelope Valley Line (AVL) Capacity and Service Improvement will improve service frequency and reliability along the 76.6-mile long corridor between Lancaster and downtown Los Angeles.	Draft Initial Project List	
Regional Rail	Link US Phase A	The Link US project proposes the integration of new run-through tracks on an elevated viaduct over the US-101 freeway to improve operational flexibility and expand capacity at Union Station.	Draft Initial Project List	Cannot be done by 2028
Regional Rail	Link US Phase B	The Link US project proposes the integration of new run-through tracks on an elevated viaduct over the US-101 freeway to improve operational flexibility and expand capacity at Union Station.	Draft Initial Project List	Cannot be done by 2028

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Regional Rail	Metrolink SCORE Program Phase 1	\$10 billion capital improvement program – grade crossing, station and signal improvements as well as track additions and work that accelerates progress toward Metrolink’s zero-emissions future.	Draft Initial Project List	
Regional Rail	Metrolink SCORE Program Phase 2	\$10 billion capital improvement program – grade crossing, station and signal improvements as well as track additions and work that accelerates progress toward Metrolink’s zero-emissions future.	Draft Initial Project List	Cannot be done by 2028
Regional Rail	Metrolink Strategic Satellite Intercept Parking Locations	Creation or enhancement of parking lot locations on the Metrolink System, such as: Angel Stadium and LA County Fairgrounds.	Draft Initial Project List	
Regional Rail	Brighton to Roxford Double Track	Project proposes adding a second mainline track along the Valley Subdivision, new and upgraded traffic and pedestrian crossings between Hollywood Way in Burbank and Roxford Street in Sylmar.	Draft Initial Project List	
Regional Rail	Doran Street Grade Separations	Replace at-grade railroad crossings at Doran Street and West Broadway/Brazil Street with above-grade crossings.	Draft Initial Project List	
Regional Rail	High Desert Corridor	High-speed rail service between the California High-Speed Rail project in the Antelope Valley to the Brightline project in Victorville.	Draft Initial Project List	Cannot be done by 2028
Regional Rail	Lone Hill to White Double Track	Second mainline track along a 4-mile segment between Lone Hill Avenue in San Dimas and White Avenue in La Verne along the San Gabriel Subdivision.	Draft Initial Project List	
Regional Rail	Metrolink Downtown Burbank and Burbank Airport Stations Improvements	Network integration and station enhancements at these key transfer stations to support increased passengers at Burbank Airport.	Draft Initial Project List	
Regional Rail	Metrolink Norwalk/Santa Fe Springs Station Improvements	Modifying current station so that it has a center platform and track slot capacity allowing more trains along corridor and other station improvements for increased passenger demand.	Draft Initial Project List	
Regional Rail	Metrolink Passenger Information System Upgrade	Ensure the ability to effectively inform Games travelers using Metrolink.	Draft Initial Project List	

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<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Regional Rail	Metrolink River Park Station	New Metrolink station at G2 Park/Taylor Yard serving the Cypress Park, Glassell Park, and Elysian Valley communities.	Draft Initial Project List	
Regional Rail	Metrolink Van Nuys Station Improvements	Network integration and station enhancements at these key transfer stations to support increased passengers at this location.	Draft Initial Project List	
Regional Rail	Rehabilitation of Metrolink Train Sets/Locomotives	Rehabilitation of Metrolink equipment as spare in order for Metrolink to maximize use of existing equipment.	Draft Initial Project List	
Regional Rail	Rosecrans/Marquardt Grade Separation	Project proposes to convert the at-grade railroad crossing at Rosecrans and Marquardt Avenues in Santa Fe Springs to an above-grade crossing.	Draft Initial Project List	
Regional Rail	Vehicle Wayfinding	Install improved wayfinding on Metro bus and train vehicles, such as ground wayfinding in the event of crush loading during peak periods.	Draft Initial Project List	Bundled
Regional Rail	Expanded Regional Rail Fleet for 2028	Additional passenger cars and trainsets to accommodate increased demand and to offer bidirectional half-hourly service on most of the core Metrolink network, and hourly on key connecting segments.	Agency	Cannot be done by 2028
Regional Rail	Supporting Facilities for Fleet Expansion	Upgrade and expansion of fleet layover and maintenance facilities to support an expanded and cleaner fleet	Agency	Cannot be done by 2028
Regional Rail	Line Capacity Improvements on the San Bernardino Line	Additional double track and supporting improvements on the San Bernardino Line to accommodate half-hourly service on the corridor. In addition to Downtown LA venues, serves venues at Bonelli Park	Agency	
Regional Rail	Line Capacity Improvements on the Metrolink 91/Perris Valley Line	Additional double track and supporting improvements on 91/Perris Valley Line to accommodate half-hourly service on the corridor at least between Riverside and Perris-South. In addition to Downtown LA venues, serves venues in or near Perris	Agency	



**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Regional Rail	Additional Passenger Capacity on BNSF San Bernardino Subdivision (OC, 91/PV, and IEOC Lines)	Investment in additional passenger track capacity (e.g. segments of 3rd or 4th track) between LA, Orange, and Riverside counties on the BNSF San Bernardino Subdivision to support half-hourly service on the OC, 91/PV, and IEOC Lines. Includes the relocation of Commerce Station to optimize freight and passenger train flow. Serves the Rowing Venue at Lake Perris	Agency	
Regional Rail	"VC Line Capacity Improvement (Ventura to Moorpark)"	Investment on UP Santa Barbara Subdivision to support increased service from the City of Ventura (up to hourly)	Agency	
Regional Rail	Pomona Fairplex Station Upgrade	Upgrades and addition of a platform face for more robust circulation to and from the Pomona Fairplex, reconfiguration of parking facility for parking, regional bus shuttles, venue buses to Bonelli Park	Agency	
Systemwide	Big Data Procurement	Purchase big data (such as cellphone movement data) and license to share and use within Metro and by partner agencies to understand real-time travel patterns.	Draft Initial Project List	
Systemwide	"Cybersecurity and Data Security"	Securing of sensitivity data to and from Metro systems to prevent disruptions.	Draft Initial Project List	
Systemwide	Emergency Security Operations Center (Center Street Project)	Facility in the Arts District that will provide a central location for Metro's security operations, dispatch and emergency coordination.	Draft Initial Project List	
Systemwide	Increased Rail/Bus Service	Increased rail/bus service on targeted routes impacted by Games travelers.	Draft Initial Project List	Converted to recommendation
Systemwide	Metro Clean Program	Increased capacity (staffing/equipment) for additional pressure washing of rail platforms, bus stations, bus stops focused on stations near Games.	Draft Initial Project List	
Systemwide	Metro Rail/BRT/Bus Mobile Wayfinding Application	Facilities navigation application for customers with disabilities and other customers. Digital beacon/phone technology that provides audio read outs for passengers who are blind/low vision.	Draft Initial Project List	
Systemwide	Metro Rail and BRT Stations Improvements	Providing required maintenance upgrades to Metro Rail and BRT Stations near Games venues, transfer, and terminals that are at least a decade old.	Draft Initial Project List	

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Systemwide	Metro Rail/BRT ADA Tactile Guidance Systems	Tactile guidance system for customers with blindness/visual impairments and other customers with disabilities.	Draft Initial Project List	Bundled
Systemwide	Mobility Wallet Development	Implementation of mobility wallet in TAPforce which allows users to pay for multiple public and private mobility services.	Draft Initial Project List	Renamed
Systemwide	Systemwide ADA Accessibility Improvements	Upgrade system accessibility elements as needed to meet current California Title 24 accessibility/MRDC.	Draft Initial Project List	Bundled
Systemwide	TDM Integration with Transit APP	Integration of TDM programs and Park & Ride into Transit APP.	Draft Initial Project List	Bundled
Systemwide	Transit Integrated Network Study	Study best approach to establishing transit network with Metro, Metrolink, and local municipal operators and games events.	Draft Initial Project List	
Systemwide	Universal Fare Integration	Improvements to fare integration technology to enable single source of payment among all municipal transit providers and shared mobility companies.	Draft Initial Project List	
Systemwide	ATMS2 Upgrade	Upgrade CAD/AVL system to improve, service quality, safety, and security.	Draft Initial Project List	
Systemwide	Data Management & Analytics	Secure, integrate new transportation data sets to support improve management of transportation to and from Games venues.	Draft Initial Project List	
Systemwide	HASTUS Upgrade	Upgrade HASTUS software to allow automated scheduling of single track, EV buses, deviations, restricting fallbacks, and managing delays.	Draft Initial Project List	
Systemwide	Multilingual Blue Shirts/ Ambassadors Expansion Program	Expansion of multilingual blue shirts/ ambassador staffing to assist Games travelers who are unfamiliar with the system.	Draft Initial Project List	
Systemwide	Open Loop Payment	Replace card scanners/readers with ones that are open loop in that they can accept payment from credit cards, debit cards, payment apps etc.	Draft Initial Project List	Bundled
Systemwide	Regional Special Event Data Exchange and Distribution (ATIS)	Implementation of a regional event management system to collect and distribute data/information.	Draft Initial Project List	
Systemwide	Rider Alert System	SMS text-based system that allows riders to subscribe for alerts on particular lines.	Draft Initial Project List	

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Systemwide	Station Restrooms	Add restrooms at key stations near Games venues.	Draft Initial Project List	
Systemwide	Elevator Attendant Program	Attendants at select elevators in the Metro system to keep them clean and safe for seniors, people with disabilities and travelers with luggage.	Draft Initial Project List	
Systemwide	Temporary Systemwide Signage	Temporary signage and printed info at key bus stops and rail stations - welcome signs in multiple languages, wayfinding guidance to Games venues and lodging, etc.	Draft Initial Project List	
Systemwide	Ticketing Integration	TAP enhancements to integrate with the Games ticketing process for travel choices.	Draft Initial Project List	Bundled
Systemwide	Urban Ecosystem (Street Tree Replacement)	Increase LA's tree canopy in areas of greatest need by at least 50% by 2028.	Agency	
Systemwide	Essential Worker Assessment and Support Needs during Games	Assessment of LA County (and neighboring) populations that need to continue driving during the games due to the nature of their work as essential and/or vehicle based. Recommend strategies of supporting populations to ensure awareness of venue locations, avoidance, retiming of trips, continued transit service, etc.	Agency	
Systemwide	Asset Management Program	Account for needed investment in ensuring new (and existing) assets are documented and maintained over their lifespan.	Agency	
Systemwide	Digital Infrastructure	Digital tools to make infrastructure more dynamic.	Agency	
Systemwide	Gender Action Plan	Bundled together all GAP projects and strategies	Task Force	Bundled
Systemwide	Transportation Center of Excellence	Establish bus and rail car manufacturing in the county along with an innovation hub, proving ground, and testing center.	Task Force	

**ATTACHMENT C – Comprehensive MCP Project List**

<b>MODE/TYPE</b>	<b>PROJECT NAME</b>	<b>DESCRIPTION</b>	<b>ORIGIN</b>	<b>COMMENTS</b>
Systemwide	Local Access Games Route Network	A network of temporary dedicated-lanes that serve active transportation users who are accessing Olympic venues, within the 1/4 mile radius of 10 venues: Long Beach Pier; Dignity Park; Sepulveda Basin, UCLA; LA Live; Grand Park; Dedeaux Field; USC; The Forum; and Downtown Long Beach. Dedicated lanes would allow for "Conversation Lanes" for bike riders, and would act as shared use pathways within the roadway for active transportation users.	Task Force	
Systemwide	Connections with airline passengers and air travel	Provide land side transit information to airline passengers as well as potentially offer promotions to airline ticket holders to travel by transit.	Task Force	
Systemwide	Customer feedback and reporting	Create systems for riders to deliver feedback easily, specifically developing a system to get customer feedback directly through the Transit app	Task Force	
Systemwide	Public Arts Program - Special Events and Appearances	Provide public art on and near transit stops and on transit vehicles to surprise and delight riders. Plan events and appearances from celebrities and athletes on and near transit as a way of creating special moments for tourists and locals to engage with LA culture and engage with alternative transportation options.	Task Force	
Systemwide	Transportation Communication Network Expansion	Expand TCN to rest of LA County	Task Force	
Systemwide	Universal Basic Mobility Expansion	Bring transit, e-bikes, shared electric vehicle (EV) cars and on-demand EV shuttle service using a mobility wallet that subsidizes transit fares for 2,000 pilot area residents who have historically lacked options for how to get to where they need to go safely.	Task Force	



# Motion 42 Update: 2022 Prioritized MCP Project List



**Metro**

*November 16, 2022*

## BACKGROUND – Motion 42

- Per Motion 42, develop a prioritized project list that helps to achieve the following:
  - Leaves a permanent legacy after the 2028 Games
  - Enables all spectators and workforce to get to the 2028 Games by public transit, walking, or rolling
  - Ensures accessibility for all
  - Creates an effective coalition of partners



**Metro**

# BACKGROUND – 2028 Games

- Multiple sports parks across LA County
- Anticipate 10 to 15 million tickets across 800+ events
- Likely the largest sports event in US history
- Mobility considerations during the Games:
  - **Games Route Network:** Dedicated lanes for Games vehicles between venues
  - **No venue parking:** All spectators will need to arrive to the venues using public transportation
  - **Supplemental spectator system:** Temporary bus system to meet spectator demand during the Games



# BACKGROUND – Games Mobility Executives

- Pursuant to the host city contract, LA28 (organizing committee for the 2028 Games) will convene the Games Mobility Executives (GME) to plan mobility for the 2028 Games and includes the following:
  - LA28
  - Metro
  - Caltrans
  - Metrolink
  - LADOT
  - City of LA Mayor's Office
- GME to endorse projects to jointly seeking funding

## METRO'S ROLE

- Metro is the lead mobility partner in planning and delivery of mobility services during the Games
- Metro is the aggregator of the project list through the Mobility Concept Plan



# Prioritization Process

- Finalized seven-step prioritization methodology
- Comprehensive Project List based on:
  - Draft Initial Project List presented to the Board in January 2022
  - Input from agencies and key stakeholders
  - Technical analysis and needs assessment
- Criteria used for scoring:
  - Provides legacy and permanent benefits after the Games
  - Provides significant value during the Games
  - Serves the needs of and enhances quality of life for disadvantaged communities

Step 1: Comprehensive Project List



Step 2: Can project be completed by 2028?



Step 3: Score project based on criteria



Step 4: Identified Top Scoring Projects



Step 5: Probability of Funding



Step 6: Probability of On-Time Delivery



Step 7: 2022 Prioritized MCP Project List



**Metro**

# Prioritization Process

- **Probability of Funding**
  - **Priorities:** Does it align with federal and state priorities (disadvantaged communities, climate resiliency, safety, partnerships)?
  - **Local:** Is it consistent with local plans/policies?
  - **Funding:** What is the funding gap and what are potential funding sources?
- **Probability of On-Time Delivery**
  - **Funding:** Is funding in place and can new funding be secured?
  - **Status:** How far along is the project?
  - **Duration:** How long will it take to deliver?
  - **Difficulty:** What is the technical degree of difficulty?

# Benchmarking Other World Games

- Each Games varied widely in terms of size, scope, and location, thus making it difficult to make comparisons
- DOT allowed deferral of local match requirement to receive the entire available federal share before spending any local funds
- Majority of federal funding received went towards transportation infrastructure
- DOT temporarily waived some federal requirements to build rapid transit system

Games Hosted in US Cities	Transportation Investments		Federal Share	
	Costs (in 2022 \$)	# of Projects	Funding (in 2022 \$)	Cost Share %
Salt Lake City 2002 Winter Games	\$4B	40	\$1.9B	49%
Atlanta 1996 Summer Games	\$2B	35	\$0.8B	41%

Recent Games	Transportation Investments (in 2022 \$)
London 2012 Summer Games	\$7.5B
Rio 2016 Summer Games	\$10.5B

## 2022 Prioritized MCP Project List

- Screened unfunded and partially funded projects based on top scoring projects
- Prioritized projects based on:
  - 60% Criteria Score
  - 40% Probability of On-Time Delivery & Funding
- 2022 Prioritized MCP Project List is a living list and will be updated regularly
- Also identified projects in construction or fully funded projects already on track to be delivered by 2028

### 2022 Prioritized MCP Project List

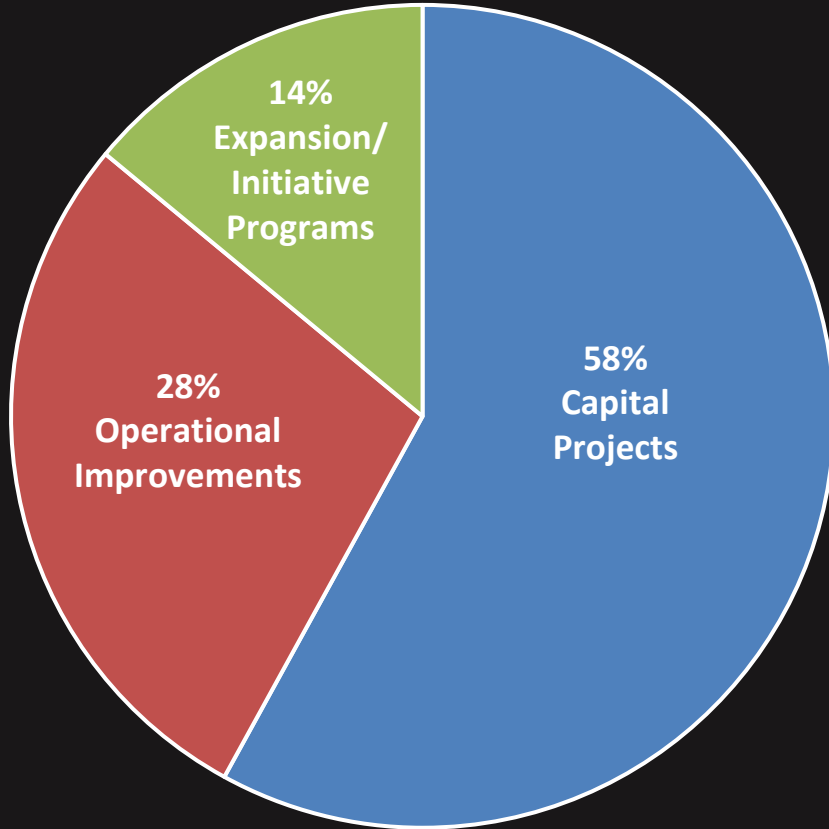
**50** projects

**\$10.9B** total cost

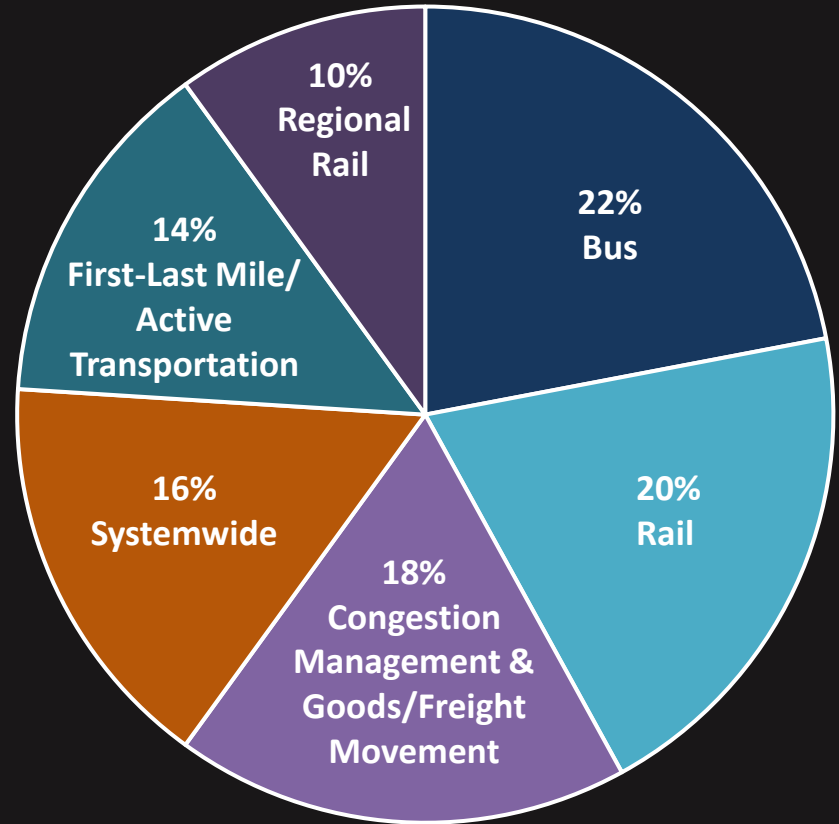
**\$9.7B** funding gap

# 2022 Prioritized MCP Project List

## Project Type

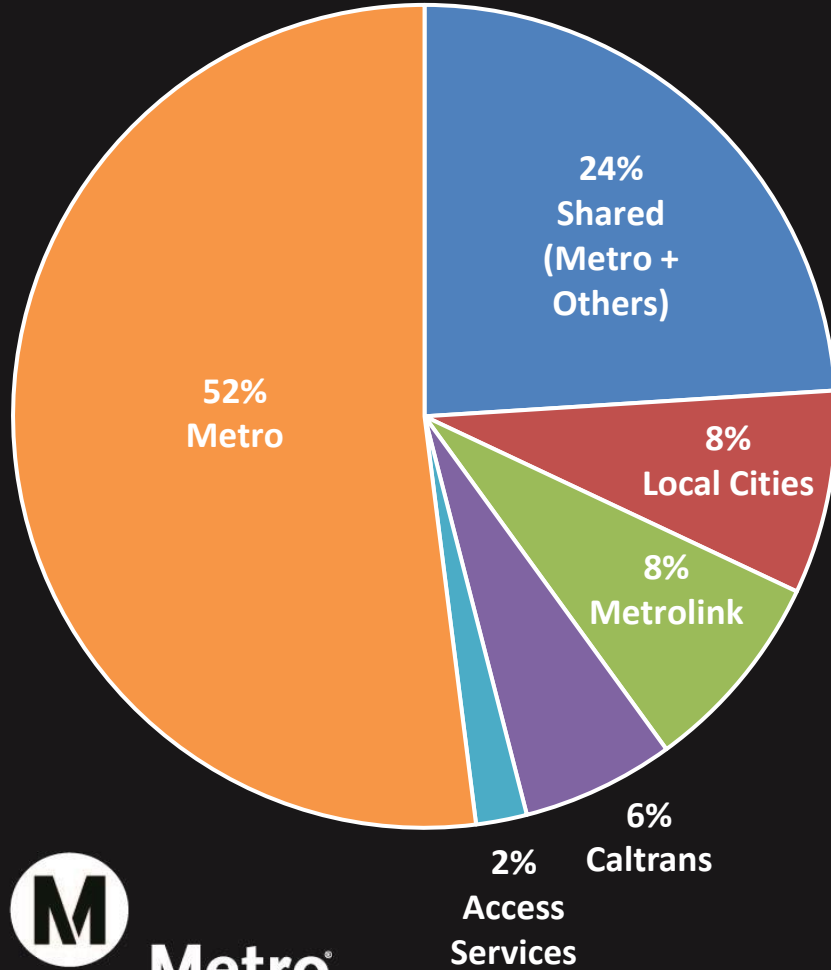


## Mode/Type



# 2022 Prioritized MCP Project List

## Lead Agency



## Equity Considerations

**90%** of LA County venues are within or near EFCs

**92%** of projects are located within EFCs

**\$320M** specifically allocated for accessibility improvements



# 2022 Prioritized MCP Project List (Page 1 of 2)

Mode	Project Name	ROM Cost	Funding Gap
Bus	Access Services EV Fleet & Charging Infrastructure	\$40,000,000	\$40,000,000
Bus	Atlantic Blvd Bus Only Lanes & TSP (NextGen Improvements)	\$150,000,000	\$150,000,000
Bus	Broadway Bus Only Lanes & TSP (NextGen Improvements)	\$250,000,000	\$250,000,000
Bus	Bus Terminal and Layover Improvements	\$175,000,000	\$175,000,000
Bus	Camera Bus Lane Enforcement	\$20,000,000	\$20,000,000
Bus	GRN Bus Only Lanes & TSP (NextGen Improvements)	\$600,000,000	\$600,000,000
Bus	Local Municipal Operators Call for Projects	\$65,000,000	\$65,000,000
Bus	Sports Park Metro Zero Emission Bus Fleet	\$275,000,000	\$275,000,000
Bus	Supplemental Bus System	\$500,000,000	\$500,000,000
Bus	Venice Blvd Bus Only Lanes & TSP (NextGen Improvements)	\$150,000,000	\$150,000,000
Bus	Vermont BRT	\$425,000,000	\$45,000,000
CM-GFM	Arterial Network Traffic Signal Analytics	\$20,000,000	\$20,000,000
CM-GFM	ATSAC/LARTMC Integration and Operations Enhancements	\$15,000,000	\$15,000,000
CM-GFM	Countywide TDM Campaign	\$60,000,000	\$60,000,000
CM-GFM	Freight TDM	\$25,000,000	\$25,000,000
CM-GFM	GRN Design and Implementation	\$85,000,000*	\$85,000,000
CM-GFM	I-10 Santa Monica Freeway ICM Project	\$9,000,000	\$9,000,000
CM-GFM	I-405 ICM Project	\$57,000,000	\$47,000,000
CM-GFM	I-710 ICM Project	\$35,000,000	\$35,000,000
CM-GFM	Centinela Grade Separation Project	\$225,000,000	\$75,000,000
FLM-AT	Inglewood Transit Connector	\$1,400,000,000	\$1,035,000,000
FLM-AT	LA River Path	\$525,000,000	\$210,000,000
FLM-AT	Los Angeles Universities Mobility Hubs	\$30,000,000	\$30,000,000
FLM-AT	Metro Micro Expansion	\$30,000,000	\$30,000,000
FLM-AT	Open Streets to Uplift Arts, Culture, and Recreation	\$10,000,000	\$10,000,000

# 2022 Prioritized MCP Project List (Page 2 of 2)

Mode	Project Name	ROM Cost	Funding Gap
FLM-AT	Rail and Bus Games Mobility Hubs	\$100,000,000	\$100,000,000
FLM-AT	Transit to Venue Ped/Bike Access Enhancements	\$75,000,000	\$75,000,000
Rail	7th/Metro Center Station Upgrades	\$25,000,000	\$25,000,000
Rail	Arcadia Power Substation Upgrade	\$20,000,000	\$20,000,000
Rail	C/K Lines Station Platform Extensions & Reliability Upgrades	\$250,000,000	\$250,000,000
Rail	Elevator and Escalator Improvements	\$55,000,000	\$55,000,000
Rail	Foothill Gold Line Extension Phase 2B (Montclair)	\$120,000,000	\$120,000,000
Rail	L Line (Pasadena) System and Reliability Upgrades	\$85,000,000	\$85,000,000
Rail	Light Rail Speed & Operational Improvements	\$300,000,000	\$300,000,000
Rail	Pico Station Improvements	\$40,000,000	\$40,000,000
Rail	Union Station Improvements	\$25,000,000	\$25,000,000
Rail	Washington Wye/Flower St Operational Improvements	\$150,000,000	\$150,000,000
RR	Lone Hill Ave to White Ave Double Track (SBL)	\$135,000,000	\$125,000,000
RR	Regional Rail Park and Ride Facilities	\$35,000,000	\$35,000,000
RR	SCORE (Package 1: Fleet and Additional Track Capacity)	\$1,560,000,000	\$1,560,000,000
RR	Supplemental Games Readiness Network Improvements (Package 2)	\$540,000,000	\$540,000,000
RR	Supplemental Games Readiness Network Improvements (Package 3)	\$1,210,000,000	\$1,210,000,000
SYS	Customer Information System Integration/Technology	\$9,000,000	\$9,000,000
SYS	Cybersecurity and Data Security	\$75,000,000	\$75,000,000
SYS	Emergency Security Operations Center	\$230,000,000	\$146,000,000
SYS	Games Sports Park Stations SOGR Improvements	\$500,000,000	\$500,000,000
SYS	Metro Clean Program	\$50,000,000	\$50,000,000
SYS	Multilingual Blue Shirts/ Ambassadors Expansion Program	\$5,000,000	\$5,000,000
SYS	Universal Basic Mobility Expansion	\$40,000,000	\$40,000,000
SYS	Universal Fare and Ticketing Integration	\$30,000,000	\$30,000,000



# Funded/Construction Projects To Be Completed by 2028

Mode	Project Name	Estimated ROM Cost	Completion Year
Bus	G Line Improvements	\$380,000,000	2026-2027
Bus	J Line Electrification	\$125,000,000	2024-2026
Bus	NoHo to Pasadena BRT	\$335,000,000	2028
Bus	North SFV BRT	\$225,000,000	2024-2025
CM-GFM	I-105 ExpressLanes (Segment 1)	\$250,000,000	2026
CM-GFM	I-105 Integrated Corridor Management (ICM) project	\$25,000,000	2026-2027
CM-GFM	I-5 North County Enhancements	\$702,000,000	2026-2027
CM-GFM	I-605 Hot Spots Projects	\$74,500,000	2026-2028
CM-GFM	Socal 511 Regional Trip Planning	\$700,000	2023
CM-GFM	SR-57/SR-60 Interchange Improvements	\$750,000,000	2028
CM-GFM	SR-91 Improvements	\$70,000,000	2026-2028
FLM-AT	Eastside Access Improvements	\$35,000,000	2023
FLM-AT	LA Union Station Forecourt and Esplanade Improvements	\$35,000,000	2026-2028
FLM-AT	Metro Active Transportation (MAT) Approved Projects	\$66,500,000	2028
FLM-AT	Rail to Rail ATC Segment A	\$140,000,000	2024-2025
Rail	Airport Metro Connector	\$924,000,000	2024-2025
Rail	Division 20 Portal Widening and Turnback Facility	\$938,500,000	2024-2025
Rail	Foothill Gold Line Extension Phase 2B (Pomona)	\$877,500,000	2025
Rail	Regional Connector	\$1,773,000,000	2023
Rail	Westside Purple Line Extension Section 1	\$3,129,000,000	2024
Rail	Westside Purple Line Extension Section 2	\$2,470,000,000	2025
Rail	Westside Purple Line Extension Section 3	\$3,224,000,000	2027
RR	Antelope Valley Line Improvements	\$235,000,000	2028
RR	Rosecrans/Marquardt Avenue Grade Separation	\$175,000,000	2025

## Next Steps

- **2022 Prioritized MCP Project List**
  - Submit Board approved project list to the Games Mobility Executives (GME)
  - GME to review list and determine which projects to jointly seek funding
  - Metro will seek funding for projects not selected for GME advocacy separately