



# GAMES TDM RESOURCE GUIDE



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# Games TDM Resource Guide

## Purpose of the Games TDM Resource Guide

As part of the development of a regionwide Games transportation demand management (TDM) plan, the Games Mobility Executives (GME) TDM Subcommittee is creating resources to support local jurisdictions and partner stakeholders with TDM implementation. As part of this effort, subcommittee members developed this Games TDM Resource Guide to help agencies and organizations develop TDM approaches for mega-events like the 2028 Olympic and Paralympic Games (LA28 Games or Games). The guide is intended to serve as a starting point, outlining strategies that are well-suited to mega-events, while accounting for varying levels of capacity and organizing options based on scalability and cost.

Specifically, the intent of the guide is to:

- Provide context on the Games and describe the role of SCAG and the GME in coordinating the development of a regionwide TDM strategy.
- Assist local jurisdictions in identifying existing resources and pinpointing resource gaps.
- Highlight key TDM categories with potential strategies and case studies to help partners tailor efforts to large-scale events.
- Compile existing and planned resources that can be leveraged to enhance and support ongoing local TDM initiatives.

The GME TDM Subcommittee may apply updates to this resource guide as planning efforts continue to advance and updated or new information is generated or shared.

## Overview of the LA28 Olympic and Paralympic Games

The 2028 Olympic and Paralympic Games will be held in Los Angeles and the region at large from July 14 to 30 and August 15 to 27, 2028, respectively. The LA28 Games will mark the third time Los Angeles hosts the Olympic Games, previously hosted in 1932 and 1984, and its first time hosting the Paralympic Games. The Games will be both exciting and impactful for the entire region and particularly for transportation networks. The LA28 Games will host approximately 10 to 15 million spectators and 11,000 athletes competing in 36 sports across 351 events, while the Paralympic Games will host around 2.5 million spectators and 4,400 athletes competing in 22 sports. LA28 has confirmed [49 venues](#) for the Games,



Source: Photograph: Richard Vogel/AP

some of which will be reused for the Paralympic Games, and has published the Olympic Games schedule [by day, session, and event](#), and the Paralympic Games schedule by [day](#) and [session](#). [Tickets for the Olympic Games](#) go on sale in 2026, and Paralympic Games tickets are available for purchase in 2027.

People from across the region may be traveling to the Games themselves, either as spectators, volunteers, or workers at the Games, and goods will need to be delivered to the venues. Everyone else will still need to carry on with their lives while the Games are occurring. As such, mobility across the region will be a major challenge, requiring extensive and advanced planning.

To support the successful delivery of the Games, the City of Los Angeles entered into the [Host City Contract](#) with the International Olympic Committee (IOC) and the Los Angeles Organizing Committee for the 2028 Olympic and Paralympic Games (LA28) in September 2017. This agreement outlines the core responsibilities of the City and LA28 in planning, organizing, financing, and delivering the LA28 Games. This foundational agreement was further supplemented in December 2021 through the execution of the [Games Agreement between the City and LA28](#), which further clarifies key roles and responsibilities.

## Games Mobility Planning and Regional Coordination

To address the transportation demands of this large-scale-event, the Games Agreement established the Games Mobility Executives (GME), a coordinating body composed of key transportation agencies and stakeholders, including LA28, the City of Los Angeles Mayor’s Office, the Los Angeles County Metropolitan Transportation Authority (Metro), the Southern California Regional Rail Authority (SCRRRA or Metrolink), the California Department of Transportation (Caltrans), the Los Angeles Department of Transportation (LADOT), and Southern California Association of Governments (SCAG). The GME is tasked with planning and coordinating mobility for the LA28 Games. Table 1 outlines the list of GME Subcommittees and associated lead agencies.

GME Subcommittee	GME Lead Agency
Accessibility	City of Los Angeles
Communication and Outreach	LA28
Countywide Bus Only Lanes	Metro
First/Last Mile and Open Streets	LADOT
Games Enhanced Transit Service (GETS)	Metro
Games Route Network (GRN) / Integrated Traffic Management	Caltrans
Heat	Metro
Key Stations / LRT Improvements	Metro
Mapping	LA28
Mobility Hubs	Metro
Modeling	Metro
Passenger and Freight Transportation Demand Management	SCAG
Regional Rail	Metrolink
Wayfinding	Metro

Table 1: GME Subcommittees

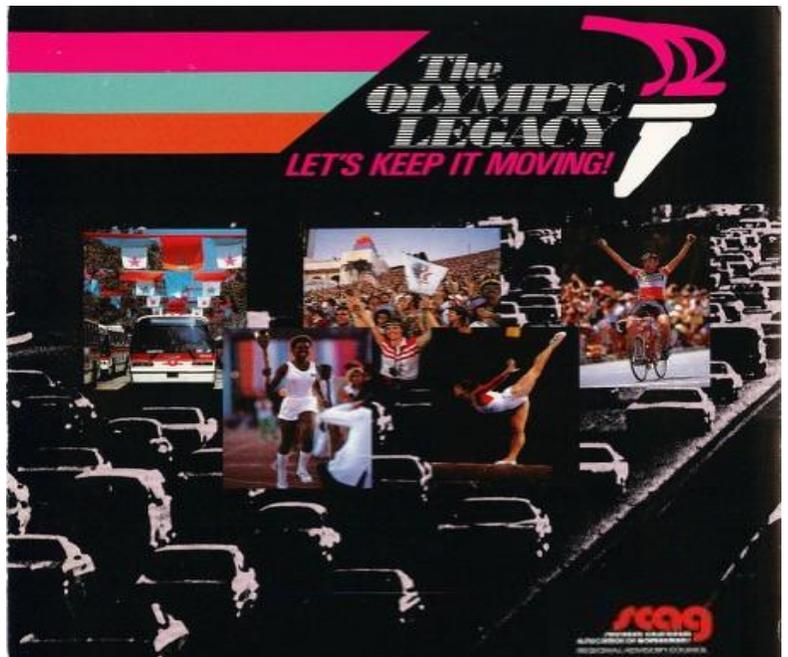
The GME along with key stakeholders are currently working with partners from across the region to develop a comprehensive transportation and mobility strategy for the Games. There is an expressed goal to develop a “transit first” Games, and partners are being engaged around a variety of areas including transportation demand management. Though there are plans for transportation projects to address the immediate needs of the Games, other projects are being conceived of as “legacy” projects - projects that are more enduring and will provide benefits to regional stakeholders long after the Games have concluded. These transportation projects are aiming to permanently alter the way that people interact with and utilize the region’s transportation systems, on a large scale.



Source: [TDM advertisement from Paris 2024 Olympic and Paralympic Games](#)

## LA28 GME TDM Subcommittee’s Regional TDM Strategy

To achieve the Games’ transit-first goal, the LA28 GME TDM Subcommittee, with SCAG as the project manager, is leading efforts on a regional approach to TDM. The regional TDM strategy will include a set of policies, projects, and/or programs to be implemented by LA28, transportation agencies, and local jurisdictions to facilitate travel to Games venues and major destinations. The strategy will include the promotion of transit use and sustainable first/last mile transportation solutions. The TDM strategy will also entail working with businesses and freight operators to continue to operate effectively during the Games while minimizing impacts on the roadways. The TDM strategy will also address the travel needs of everyone else in the region who will need to carry on with their normal routines while the Games are occurring.



Source: SCAG. SCAG authored an [Olympic Impact Report](#) in 1985 analyzing the effectiveness of transportation demand management strategies used in the 1984 Olympic Games.

## REGIONAL CONVENINGS AND PARTNERSHIPS (2025-2028)

To ensure seamless coordination of Games-related TDM initiatives, the GME TDM Subcommittee is leading efforts to plan, develop, and implement TDM strategies in collaboration with a broad range of regional agencies and stakeholder partners. Given the scale and complexity of creating a regional TDM strategy for the Games, there is a critical need to engage a diverse and expansive set of stakeholders through outreach efforts.

Stakeholder outreach and engagement efforts include:

- **Regional TDM Forums** – Quarterly Regional TDM Forums – one focused on passenger TDM and another on freight TDM – hosted by SCAG to engage a broad group of stakeholders to support alignment on shared goals, regional coordination, and knowledge exchange.
- **GME TDM Subcommittee Meetings** – Monthly TDM Subcommittee meetings under the GME partnership to support the planning, funding advocacy, and implementation of regional passenger and freight TDM strategies.
- **One-on-One Meetings** – Individual meetings with stakeholders to gain detailed insights into local TDM efforts, including best practices, lessons learned, and areas in need of support.
- **Surveys** – SCAG distributed a regionwide survey to public agencies and private partners to assess current TDM practices, identify challenges, highlight innovative approaches, and understand support needs across the region. SCAG and GME partners may continue to conduct surveys as needed throughout the planning process to capture input from a wide range of stakeholders to ensure the regional TDM strategy is informed by diverse perspectives and experiences.

## TDM INITIATION PLAN AND IMPLEMENTATION ROADMAP (2025-2026)

SCAG, in partnership with GME members and other partners, is developing a TDM Initiation Plan and Implementation Roadmap to serve as a guiding document for coordinating and delivering regional TDM efforts. This plan will articulate the overall vision, goals, and objectives of the Games-related TDM strategies, ensuring alignment with regional mobility, sustainability, and equity priorities. It will also identify and prioritize key TDM strategies based on their potential impact, feasibility, and alignment with venue needs.

The roadmap will outline a phased implementation plan that identifies the appropriate strategies for different target audiences (e.g., spectators and Games workforce and volunteers, businesses and employers, commuters, and residents) and provide venue-specific guidance to support local agencies in integrating TDM into their mobility planning efforts. Additionally, the plan will include an evaluation framework with defined performance metrics and data collection methods to monitor progress, assess outcomes, and refine implementation. Overall, this document will provide a clear path forward for advancing a cohesive, regionally coordinated TDM approach for the 2028 Games and beyond.

## UPDATED TDM TOOLBOX (2025-2026)

In 2019, SCAG adopted the region's first [TDM Strategic Plan](#), which identifies TDM policies and programs that increase the efficiency of the transportation system and reduce VMT and emissions through shifting modes of travel and enhancing operational efficiency to alleviate congestion for passenger commutes and goods movement.<sup>1</sup> The plan was developed through a region-wide collaborative effort involving diverse stakeholders from the public, non-profit, and private sectors, and is an important greenhouse gas reduction strategy included within SCAG's long-range plan, [Connect SoCal](#).

The TDM Strategic Plan includes a TDM Toolbox intended to inform local governments, agencies and other interested parties about different types of TDM strategies, their practical application and their benefits to VMT and trip reduction. As part of the Games TDM strategy development, SCAG will update the TDM Toolbox to include strategies tailored to mega-events to ensure it reflects the latest advancements and best practices and can serve as

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<sup>1</sup> SCAG updated its TDM Toolbox in 2024 as part of the development of the [Congestion Management Technical Report](#).

a practical resource for practitioners considering TDM strategies to pilot and deploy in advance of or during the Games.

### **PILOT AND PERMANENT PROJECTS (2026-2028)**

SCAG, in consultation with GME and other partners, will identify and support pilot and permanent TDM project implementation in advance of and during the Games. During the selection process, SCAG will consider projects that can serve as a legacy of the Games, those that are more enduring and will provide benefits to residents for years long after the Games have concluded.

### **COMMUNICATIONS STRATEGY (2026-2028)**

Marketing and awareness campaigns are essential tools for managing travel behavior during mega events like the Games. SCAG will develop and implement a comprehensive TDM communications plan designed to effectively share information and critical updates with public and private partners with a role in TDM implementation. The plan will enhance participation and collaboration among TDM implementers, ensuring clarity of roles and responsibilities for communications, as well as coordination of activities (e.g., consistency of information, critical milestone dates, and project updates) to create a seamless experience for travelers leading up to and during the Games.

In addition, SCAG will support a consumer-facing TDM marketing and communication campaign that will provide tailored messaging for businesses, commuters, residents, and spectators. The campaign will inform the segmented audiences about the transportation impacts of the Games and promote available alternatives to single-occupancy vehicle (SOV) trips and other resources.

# TDM Resource Guide Categories

## Community Activation

While the City of Los Angeles is the official host city, the Games and their impact will affect the greater region. An estimated 10 to 15 million tickets are expected to be sold, drawing more than three million unique spectators and approximately 50,000 key constituents, including athletes, officials, and media. The LA28 Games present a transformative opportunity to generate economic benefits and uplift communities throughout the region.

The general public and visitors are more likely to embrace the once-in-a-lifetime opportunity of the Games when supported by well-planned communication and engagement efforts that capture their imagination. Local jurisdictions can use this moment to engage, excite, and inspire their communities and visitors, showcasing the distinct character of their cities and elevating local businesses in the process. Local programming can range from hosting fan zones and hospitality houses to promoting local businesses and events and encouraging more informal gatherings. Local programming efforts not only expand access to the Games for those unable to attend Games events, but also function as TDM strategies by encouraging more localized travel. Below are examples of opportunities for communities and residents to celebrate the Games at the local level, along with associated resource needs and case studies to support implementation.

### FAN ZONE SITE

The 2024 Paris Olympic and Paralympic Games showcased the impact of “fan zones” as a powerful tool for community engagement. These spaces, over 40 in the Paris area and 180 across France, offered live event screenings, cultural programming, and sports activities, creating an inclusive and celebratory environment that connected residents and visitors to the Games beyond the official venues. Fan zones helped bridge the gap between stadiums and local neighborhoods, fostering pride and excitement while promoting cultural exchange and education. Implementing similar fan zones throughout the region for the Games would enhance accessibility, allow more locals to participate in the Games experience, and strengthen community spirit across the region.



Source: Ville de Paris

## Resource Needs

Resource needs vary depending on the scale, duration, and complexity of the fan zone. Large-scale, multi-day activations with extensive programming and street closures will require significantly more resources than smaller-scale events held in existing public spaces with limited programming. Key cost considerations include:

- **Labor Costs:** Includes staffing for planning, event management, traffic control, on-site operations, public safety (e.g., police, fire, EMS), sanitation, and crowd management. May also include volunteer coordination.
- **Material and Equipment Costs:** Covers temporary infrastructure and amenities such as large video screens, sound systems, portable restrooms, lighting, tents/shade structures, fencing, stages, seating, and temporary bollards/barriers for security.
- **Communications and Outreach:** Costs for marketing, signage, digital communications, multilingual outreach, and wayfinding materials to promote the event and direct visitors.
- **Transportation Costs:** Costs to facilitate travel to the event, such as shuttle services, reserved parking lots, first/last mile improvements.
- **Permit Costs:** Includes street closure permits, event or special-use permits, insurance coverage, and other permit fees required to host the event.

## Existing/Planned Resources

- [LA Metro's Fan Zones Program](#) – LA Metro is coordinating with LA County departments to identify potential fan zones for the 2028 Games.
- [LA County's 88 for 28 Framework](#) – LA County has launched the 88 for 28 initiative to convene cities in LA County to create a regional approach for the 2028 Games. Identifying and supporting fan zones is a key component of the initiative.
- **LA28 Fan Zone Support** – LA28 is developing resources and guidelines to support local jurisdictions and community groups in hosting fan zones. Additional details are expected by early 2026.
- **SCAG's Games Community Hubs Toolkit** - SCAG is developing a Community Hubs Toolkit to provide cities and counties with guidance and planning resources to create a network of fan hubs and celebration sites across the SCAG region. SCAG will also identify and implement pilot projects to test activations, with a focus on communities that are not in close proximity to Games venues.

## Case Studies

- [Culver City Fan Zone](#) (pg. 10)– Culver City's City Council approved entering into a Memorandum of Agreement with the New Zealand Olympic Committee to collaborate on creating a fan zone. Fan zone activities would be open and free to the general public and include large viewing screens for public screening of Olympic events. There would also be daily programming of events, depending on the competition schedule.
- [2024 Paris Games Fan Zones](#) – The City of Paris established fan zones throughout the city, offering large screens for viewing the Games along with free food and entertainment for residents and tourists.

## OPEN STREETS EVENT



Source: [CicLAvia](#)

Open Streets initiatives temporarily close streets to vehicular traffic, transforming them into active public spaces for pedestrians, cyclists, and other non-motorized users. These events foster community engagement, spotlight local businesses, and can contribute to a vibrant Games atmosphere. They also promote sustainable transportation by encouraging walking, biking, and public transit use. Open Streets events can also be paired with fan zones to enhance mobility, alleviate crowding, and support local activation efforts.

### Resource Needs and Support

Similar to fan zones, resource needs for Open Streets events vary depending on the event's scale and complexity. Key cost considerations include:

- **Labor Costs:** Includes staffing for planning, event management, traffic control, on-site operations, public safety (e.g., police, fire, EMS), sanitation, and crowd management. May also include volunteer coordination.
- **Material and Equipment Costs:** Covers temporary infrastructure and amenities such as portable restrooms, tents/shade structures, fencing, stages, seating, and temporary bollards/barriers for security.
- **Permit Costs:** Includes street closure permits, event or special-use permits, insurance coverage, and other permit fees required to host the event.
- **Communications and Outreach:** Costs for marketing, signage, digital communications, multilingual outreach, and wayfinding materials to promote the event and direct visitors.

### Existing/Planned Resources

- [LA Metro's Open and Slow Streets Grant Program](#) – LA Metro administers an Open Streets grant program to support Open Streets events across LA County. LA Metro released Open and Slow Streets Cycle 6 and 7, which

will run from January 1, 2026, to December 31, 2029. The new cycle provides \$10 million for Open and Slow Streets events in Los Angeles County with a special focus on the 2026 FIFA World Cup and 2028 Olympics and Paralympic Games major events. While this cycle of funding has closed, in March 2026, the LA Metro board will discuss allocating an additional [\\$1 million](#) to support waitlisted and new events taking place between September 2026 and March 2028.

- [LA Metro and LADOT First/Last Mile and Open Streets Events Regional Kit of Parts](#) – LA Metro and LADOT are developing a regional kit of parts to guide the design and implementation of temporary street activations. While focused on improving access to venues, the kit can also be adapted by non-venue cities planning Open Streets events.
- [SCAG's Go Human Kit of Parts](#) – SCAG's Go Human Kit of Parts Lending Library provides pop-up materials to temporarily demonstrate potential and planned street design treatments and safety infrastructure to create safer and more inviting public spaces.

### Case Studies

- [CicLAvia](#) – Inspired by Latin America's ciclovías, CicLAvia was launched in 2010 through a collaboration between volunteers, the LA Mayor's Office, and LADOT. Held approximately eight times a year, each event opens a different street route to the public, selected based on factors such as population density, transit access, commercial corridors, and proximity to key destinations. Local businesses often offer promotions to coincide with the event, and activity hubs along the routes feature food trucks, entertainment, and family-friendly programming.
- Pedestrianizing Roadways for the 2028 Games – SCAG and LADOT were awarded Safe Streets and Roads for All (SS4A) grant funding to pilot car-free demonstrations to improve safety and active transportation connections on roadways near Games venues.
- [City of Duarte's Go Human Demonstration](#) – Duarte, in partnership with SCAG, hosted a Go Human activation to showcase potential infrastructure treatments, such as an artistic crosswalk, a pedestrian refuge island, separated bike lane and a parklet. The demonstration took place during the City's summer concert series.

## HOSPITALITY HOUSES / TRAINING SITES

An Olympic Hospitality House is a dedicated space established by participating countries, National Olympic Committees (NOCs) or National Paralympic Committees (NPCs), sponsors, or organizations during the Games to celebrate national culture, support athletes, and engage with fans and international guests. These houses serve as cultural hubs, offering a mix of entertainment, food, live event screenings, and networking opportunities.

Each house reflects its country's unique identity, often showcasing music, cuisine, art, and traditions, while also acting as a home base for athletes, officials, and VIPs. Some hospitality houses are open to the public, while others require invitations and require the purchase of access passes. They play a key role in enhancing the spectator experience and fostering cultural exchange during the Games.

Local jurisdictions can also explore partnerships with NOCs/NPCs to serve as training sites for athletes in advance of the Games. While distinct from a Hospitality House, these sites similarly require collaboration with NOCs/NPCs and offer opportunities to provide local programming and stimulate economic activity. This is also a great way to create comprehensive programming around the Games, allowing cities to host events not only during the Games, but also beforehand through training camps. Cities interested in becoming a pre-Games training location can fill out this [interest form](#).



Source: NurPhoto/NurPhoto via Getty Images – Team USA House at the Paris Olympics.

## Resource Needs

Resource needs for hosting a Hospitality House or training sites depend on the scale and formality of the space and event. Official houses and training sites typically require partnerships with NOCs or NPCs, including formal agreements between jurisdictions and NOCs/NPCs that outline roles, responsibilities, and funding requirements. Given the complexity of coordinating with a National Olympic or Paralympic Committee, cities interested in hosting a Hospitality House or training sites are encouraged to initiate engagement with these organizations as early as possible. Several cities have already begun forming partnerships, as highlighted in the “Case Studies” section below.

Alternatively, jurisdictions can host fan zones with country-specific programming. These informal activations, which may not require formal NOC/NPC agreements, can be led by cities or community organizations. Fan zones and Open Streets events can also complement Hospitality Houses by extending programming into the broader public realm.

## Existing/Planned Resources

- Paris 2024 Games Hospitality Houses Overview – This [Medium article](#) provides a comprehensive list of Hospitality Houses at the Paris 2024 Games, including locations, programming, operating hours, and access requirements.
- NOCs, NPCs, or Associations of National Olympic Committees (ANOCs) – Contact NOCs, NPCs, or ANOCs, which maintain ongoing engagement with NOCs/NPCs, directly to explore opportunities to host a Hospitality House in your jurisdiction.
- Local Partnerships – Partner with local cultural institutions, business improvement districts (BIDs), tourism boards, or community organizations to co-develop programming aligned with NOC/NPC interests. See the “Partnerships” section for guidance on identifying and structuring these collaborations.

## Case Studies

Several cities and communities across the region are already partnering with NOCs to host Hospitality Houses and related programming. Examples include:

- [Culver City](#) – Partnering with the New Zealand Olympic Committee to host a combined Hospitality House and fan zone open to the public (pg. 10).
- [San Pedro \(City of Los Angeles, CD15\)](#) - Entered into a Memorandum of Understanding with the Croatian Olympic Committee to host the Croatia House.
- [Mission Viejo](#) – Partnering with the Netherlands Olympic Committee to host athlete training sites in advance of the Games.
- [West Hollywood](#) – Committed \$1 million to the Out Athlete Fund to host a Pride House for 17 days in West Hollywood Park, a space dedicated to LGBTQ+ athletes, fans, and allies during large-scale international sporting events.
- [Santa Monica](#) – Authorized the City Manager to execute a letter of intent (LOI) term sheet and license agreement with the French National Olympic and Sport Committee for a hospitality house at the Annenberg Community Beach House during the Olympic Games (pg. 10).

## BRAND HOUSES

Similar to Hospitality Houses, Brand Houses are dedicated spaces hosted by major brands to celebrate culture, foster international relations, and engage with athletes, dignitaries, media, and the public. Brand houses offer companies a high-profile platform to activate their sponsorships through immersive experiences, product showcases, and curated events that draw global attention. These venues attract significant foot traffic, generate international media coverage, and contribute to the local economy through tourism, hospitality, and event-related spending.

### Resource Needs

Resource needs to host a Brand House depend on the scale of the house. Resource considerations include staff time and labor costs associated with planning and managing the event, site preparation, wayfinding, safety and security, communications and outreach, and logistics and operations. Cities can also enter into agreements with brands to share costs associated with creating and hosting Brand Houses. When beginning the planning process, cities and brands must follow IOC and LA28 marketing and sponsorship guidelines.

### Existing/Planned Resources

- Public-private Partnerships – Cities can explore cost sharing agreements with brands, as well as with BIDS, tourism bureaus, venues.

### Case Studies

- [2024 Paris Games Brand Houses](#) – Several brand houses were featured during the 2024 Paris Games, with some supported and promoted by various National Olympic Committees.
- [City of Santa Monica](#) – Santa Monica’s City Council authorized the City Manager to execute a term sheet with LOIDL LLC to host a Nations Village, National Olympic Committee hospitality house, and brand hospitality house at Crescent Bay Park during the Olympic Games (pg. 10).

## VOLUNTEER PROGRAM

Volunteers (e.g., fan zone volunteers, transit ambassadors) can enhance the Games experience and provide real-time guidance and support to visitors and residents. Paris effectively utilized volunteers for the 2024 Games to provide on-the-ground wayfinding assistance, helping to reduce traveler confusion and anxiety. A team of 5,000 volunteers, easily identifiable in Games-branded attire, was stationed at key transit hubs to assist spectators. These volunteers also provided multilingual support, ensuring responsiveness to an international audience.

LA28, City of LA, and other GME partners will launch volunteer programs to support the Games. It is anticipated that LA28 will recruit approximately 45,000 volunteers, while the City of LA anticipates engaging around 20,000 volunteers. In addition, transit operators may recruit volunteers to support initiatives such as transit ambassador



Source: [Transit ambassador from 2012 London Olympic and Paralympic Games](#)

programs. Local jurisdictions can also recruit volunteers to support Games-related activities in their cities, such as fan zones, hospitality houses, or other public events.

## Resource Needs

Resource needs for establishing a volunteer program vary based on the scale of the program and deployment goals. Key cost considerations include:

- Labor Costs – Staff costs to oversee program development and recruitment, training, scheduling, and daily coordination
- Volunteer Support – Items to support volunteers during shifts, such as transit passes, meals, water, and other amenities
- Uniforms – Easily identifiable vests, shirts, hats, and/or name badges
- Training and Onboarding – Development and delivery of training on customer service, accessibility, transit/event information, and Games-specific details
- Equipment – Toolkits, mobile devices or tablets, and scheduling toolkits

While programs may rely on volunteers, local jurisdictions may consider assigning existing staff as ambassadors to supplement volunteer efforts, especially at high-priority locations.

Local jurisdictions hosting Games-related events can implement more cost-effective volunteer programs by leveraging existing efforts led by city departments, such as Parks and Recreation Departments, as well as partnering with local community organizations, schools, and service clubs. These partnerships can help reduce recruitment and training costs while tapping into community-based networks that are already experienced in running volunteer programs and event planning.

## Existing/Planned Resources

- [LA28 Volunteer Program](#) – LA28 will implement a volunteer program, seeking additional support for verifying athletes and media accreditation, transportation logistics, event support, and spectator and wayfinding support, among other tasks. LA28 launched an [information page](#) for community members to indicate their interest in Games-time or ongoing volunteer opportunities. [Sign up](#) for the LA28 newsletter to receive additional updates.
- [City of LA Volunteer Program](#) – The City of LA Mayor’s Office launched Shine LA, which is a city-wide initiative to revitalize neighborhoods to prepare for the 2028 Games and other upcoming mega-events.
- Transit Ambassadors – Transit agencies across the region that will play a key role in transporting spectators, visitors, and residents will likely build on existing transit ambassador and volunteer programs to support the Games, such as [LA Metro’s Ambassador Program](#).

## Case Studies

- 2024 Paris Games – As noted above, Paris Olympic and Paralympic Organizing Committee and the City of Paris successfully implemented a volunteer program to support the Games. In total, the Olympic and Paralympic Committee recruited 45,000 volunteers, and the City of Paris recruited 5,000 volunteers. The volunteers were deployed throughout the city and at Games venues and helped welcome, guide and inform visitors.

## SHOWCASING LOCAL CULTURE AND BUSINESS

Local jurisdictions can take advantage of the Games to highlight local businesses and promote the unique character of their communities to encourage tourism and drive economic growth. Cities can work together with BIDs, tourism bureaus, and chambers of commerce to develop marketing materials and incentives to encourage residents and visitors to explore and shop locally.

Another way to highlight a community's distinct identity while supporting local economic growth is through participation in [LA28's Cultural Olympiad](#). The Cultural Olympiad will highlight and expand access to the region's rich cultural landscape, celebrating diverse voices and the bold artistic history of the region. The event will feature original artistic content and programs across a wide range of mediums. The program will be staged in the year preceding and during the Games and will feature an education component for students across the region.

### Resource Needs

Local business, arts, and culture promotion can be supported through strong partnerships and targeted marketing. Key needs include:

- Coordinating with local business organizations (e.g., BIDs, chambers of commerce) and cultural institutions (e.g., theaters, museums, schools, and universities)
- Designing and distributing promotional materials (e.g., maps, discount cards, branded signage)
- Leveraging existing events, such as summer concert series, movie nights, and farmers markets, enhancing them with Games-related branding to create low-cost, high-impact community activations

### Existing/Planned Resources

- Partnerships – Cities can work with BIDs, tourism bureaus, and chambers of commerce to co-develop marketing materials, cross-promotions, and “shop local” campaigns tied to the Games.
- Event Integration – Existing community programming (e.g., outdoor movies, art walks, festivals) can be reframed as Games activations to celebrate local culture and encourage foot traffic to commercial areas.
- Cultural Olympiad – LA28 will work closely with the City and County of Los Angeles to organize the Cultural Olympiad. Information on City of LA's efforts can be found [here](#), and on the County of LA's [here](#).

### Case Studies

- [City of West Hollywood's Creative Triennium](#) – West Hollywood created a three-year strategic framework to guide the City's cultural programming in the lead up to the 2028 Games.
- [City of Ontario Hospitality and Tourism Resources](#) – Ontario has developed a webpage and supporting materials that highlight major projects and the city's proximity to key regional destinations and amenities. The City also produced an [informational handout](#) showcasing how Ontario is planning for continued growth in anticipation of the 2028 Games.
- [City of Pasadena Tournament of Roses Guide](#) – Pasadena collaborates with the Pasadena Convention & Visitors Bureau to promote local hotels, restaurants, and retail during the Rose Parade and Rose Bowl.

- [City of Long Beach’s Bicycle-Friendly Business District \(BFBD\)](#) – Long Beach was the first city in America to launch a BFBD program in 2011. The City launched this two-year experimental pilot program to help increase short distance bicycle trips within the city limits and create a “bike-local, shop-local” connection.
- [LA Metro’s Eat Shop Play \(ESP\) Program](#) – Metro’s ESP Program focuses on supporting businesses near Metro construction projects, offering businesses free digital marketing courses and promotes visibility and exposure through Metro’s marketing campaigns.

## Communications Channels

Marketing and awareness campaigns are essential tools for managing travel behavior during mega events like the Games. They effectively inform spectators, residents, and commuters about the transportation impacts of the Games and promote available alternatives to single-occupancy vehicle (SOV) travel. Beyond guiding passenger travel, communication channels also inform goods movement operators and businesses of impacts to key freight corridors, local logistics operations, and last mile delivery connection to and around venue locations. These campaigns are especially valuable due to their scalability, cost flexibility, and ability to target specific audiences.

To begin developing communications campaigns, it’s important to identify target audiences, objectives of the campaign, and communication channels. The table below provides an overview of key Games audiences, objectives of a communications campaign, and suggested communication channels.



Source: [TDM Advertisement from London 2012 Olympic and Paralympic Games](#)

Audience	Objectives	Communications Channels
Spectators/Tourists	<ul style="list-style-type: none"> <li>• Educate on and promote use of local transit and multi-modal options</li> <li>• Provide real-time transit updates and event info</li> <li>• Highlight local businesses and city attractions</li> <li>• Keep informed on last-mile approaches to venues and community activations</li> </ul>	<ul style="list-style-type: none"> <li>• City/organization website</li> <li>• Social media</li> <li>• Wayfinding</li> <li>• Travel guides and brochures</li> <li>• Newsletters</li> <li>• Out-of-home advertising (e.g., billboards, digital displays)</li> <li>• Trip planners (e.g., LA28 Trip Planning app, LA Metro trip planner, Google Maps, Waze, etc.)</li> </ul>
Games Workforce	<ul style="list-style-type: none"> <li>• Provide real-time transit updates</li> <li>• Promote alternatives to personal auto travel, such as public transit, the Games Enhanced Transit Service (GETS), carpooling, and vanpooling</li> <li>• Keep informed on last-mile approaches to venues</li> </ul>	<ul style="list-style-type: none"> <li>• Trip planners (e.g., LA28 Trip Planning app, LA Metro trip planner, Google Maps, Waze, etc.)</li> <li>• LA28 website and employee newsletters</li> <li>• City/County newsletters and social media</li> <li>• Caltrans message boards</li> <li>• Transit websites/apps – brochures on buses, QR codes</li> <li>• Wayfinding</li> </ul>
Businesses	<ul style="list-style-type: none"> <li>• Keep informed on transportation impacts</li> <li>• Promote commuter benefits, telework options, and alternatives to personal auto-travel</li> <li>• Promote engagement opportunities, such as fan zones</li> </ul>	<ul style="list-style-type: none"> <li>• City/organization website</li> <li>• Social media</li> <li>• Chambers of Commerce and Business Improvement Districts</li> <li>• TMAs/TMOs</li> <li>• Fact sheets</li> </ul>
Commuters	<ul style="list-style-type: none"> <li>• Provide real-time transit updates</li> <li>• Promote commuter benefits, telework options, and alternatives to personal auto-travel</li> <li>• Highlight campaigns to encourage multi-modal or car-free travel</li> </ul>	<ul style="list-style-type: none"> <li>• TMAs/TMOs</li> <li>• Employee newsletters</li> <li>• City/County newsletters and social media</li> <li>• Caltrans message boards</li> <li>• Transit websites/apps – brochures on buses, QR codes</li> <li>• Out-of-home advertising (e.g., billboards, digital displays)</li> <li>• Trip planners (e.g., LA28 Trip Planning app, LA Metro trip planner, Google Maps, Waze, etc.)</li> </ul>

Audience	Objectives	Communications Channels
Residents	<ul style="list-style-type: none"> <li>• Provide real-time transit updates</li> <li>• Encourage and highlight incentives for alternative models of travel to reduce peak congestion</li> <li>• Provide early notice on street closures, parking restrictions, and neighborhood events</li> </ul>	<ul style="list-style-type: none"> <li>• City websites, newsletters, social media, Nextdoor, outreach events (festivals with booths), direct emails</li> <li>• Out-of-home advertising (e.g., billboards, digital displays)</li> <li>• Trip planners (e.g., LA28 Trip Planning app, LA Metro trip planner, Google Maps, Waze, etc.)</li> </ul>

Table 2: Games Communications Planning Overview

It is also important for local jurisdictions to think through which communications will be more city-focused and will require more local input, and which communications will be more region-wide and that will be led by LA28, GME partners, and other stakeholders. Local communication efforts include:

- Highlighting impact of the Games on local travel, such as road closures, transit service modifications, and parking restrictions.
- Educating on and promoting the use of local transit and multi-modal options, such as travel guides that highlight local transit and micromobility options and available transit incentives.
- Promoting available commuter benefit services to encourage businesses to implement telework policies and encourage more sustainable modes of commuting.
- Showcasing local businesses, local events and programming, such as fan zones, hospitality houses, or open streets events.
- Updating digital resources and materials with the latest information on local policies and requirements, wayfinding, and other resources.

As noted above, the GME TDM Subcommittee will develop and implement a comprehensive TDM communications plan to share information and critical updates with public and private partners with a role in TDM implementation. The GME TDM Subcommittee will also support a consumer-facing TDM marketing and communication campaign that will provide tailored messaging for businesses, commuters, residents, and spectators. The campaign will inform the segmented audiences about the transportation impacts of the Games and promote available alternatives to single-occupancy vehicle (SOV) trips. Local jurisdictions can utilize these resources and tailor them for local deployment. The Subcommittee will share resources as they are developed, such as through a central repository, regional forums, and other engagement opportunities.

To help local jurisdictions identify existing communication channels that can be leveraged for the Games, and the intended audiences for each, the table below is provided as a planning tool. As the table is completed, consider any communication gaps, such as underserved audiences or limited resources for certain channels.

Channel Type	Audience (e.g., residents, visitors, businesses)	Communication Resource
<b>DIGITAL</b>		
Websites		
Digital Apps		
Social Media		
Newsletters/Emails		
<b>PHYSICAL</b>		
Signage		
Brochures		
<b>IN-PERSON</b>		
Outreach Events		
Ambassadors/Volunteers		
<b>MEDIA</b>		
Press Releases		
TV Ads		
Radio Ads		

Table 3: List of Communications Channels

## Partnerships

Planning for the Games - from launching communications campaigns to advancing ATP and first/last mile improvements - is a cross-cutting effort that requires close coordination between public agencies and private partners. These partners can play a vital role in co-developing and co-implementing programs, providing technical expertise, and serving as valuable resources throughout the planning and implementation process.

To support local jurisdictions in identifying key partners and potential collaboration opportunities, the table below is provided as a brainstorming tool. Additional sections of this guide, such as “Community Activation” and “TDM Strategies,” highlight potential partners that can inform and support the completion of this table.

Stakeholder Group	List of Current or Potential Partners	Partnership Opportunities
Municipalities		
Transit Agencies		
CTCs		
Councils of Governments		
CBOs		
Transportation Management Associations/Organizations		
Private Employers		
Business Improvement Districts (BIDs)		
Tourism Bureaus		
Chambers of Commerce		
Airports		
Transportation Network Companies/Rideshare		
Delivery Network Companies and Logistics Providers		

Table 4: List of Stakeholder Groups

## TDM Strategies

As the region prepares to host the 2028 Olympic and Paralympic Games, it is essential to support programs and projects that maximize efficient mobility and minimize disruptions for residents, businesses, and visitors. Both research and real-world experience have shown that a robust TDM program is critical for managing the surge in travel demand associated with mega events, particularly in already congested urban regions.

In these high-demand contexts, TDM strategies are key to reducing the number of vehicles on the road while expanding access to a diverse range of travel options. For the Games, the most effective strategies have focused on shifting the mode and timing of travel, and critically, reducing background or base load demand to make room for the additional trips generated by spectators, athletes, staff, and media. While the GME is leading systemwide improvements, local jurisdictions will likely experience direct impacts and are essential partners in delivering localized TDM efforts.



Source: [Wayfinding from 2024 Paris Olympic and Paralympic Games](#)

As noted above, SCAG developed a [TDM Toolbox](#) as part of its TDM Strategic Plan, which was recently refreshed in 2024 in the [Congestion Management Technical Report](#). The toolbox is meant to function as a guide for TDM professionals and practitioners that can be applied across the SCAG region. This can serve as an immediate resource to assist local jurisdictions and practitioners in local TDM implementation. In 2026, the toolbox will be updated to include strategies that are tailored to mega-events. Updates will be provided on [SCAG's website](#).

To complement the TDM Toolbox, an [appendix](#) to the TDM Resource Guide has been developed to outline key TDM strategies tailored to the unique demands of mega-events. The strategies are drawn from SCAG's TDM Toolbox, which will be updated in 2026 to include guidance tailored to the unique demands of mega-events. The appendix serves as an interim resource until the TDM Toolbox update is completed. Updates will be posted on [SCAG's website](#).



Source: [Metro Mobility Hub Design Concept](#)

## Policies

One key mechanism for advancing TDM at the local level is through municipal ordinances. TDM ordinances seek to reduce vehicle miles traveled (VMT) by requiring developers to implement targeted strategies that support more sustainable transportation choices for tenants, employees, residents, and visitors. TDM ordinances can also apply to employers, requiring employers of certain sizes to implement TDM strategies to promote a shift to more sustainable modes of transportation. Though TDM ordinances typically require a longer timeframe to develop and secure support for, they are an enduring approach, laying the groundwork for lasting behavioral shifts and more equitable, multimodal communities.

A TDM ordinance checklist is included as an [appendix](#) to support the review of existing ordinances or the development of new ones. The checklist summarizes best practices, highlights relevant case studies, and provides a template ordinance that can be adapted to meet local needs.

## Contacts

For questions regarding the work of the GME TDM Subcommittee, contact Courtney Aguirre, SCAG Manager of Mobility Planning and Goods Movement, [aguirre@scag.ca.gov](mailto:aguirre@scag.ca.gov), and Turner Lott, SCAG Senior Regional Planner, [lott@scag.ca.gov](mailto:lott@scag.ca.gov).

For questions regarding LA28's transportation planning, contact Nick Efron, LA28 Public Transportation Manager, [nick.efron@la28.org](mailto:nick.efron@la28.org).

## Resources

The following agencies have launched dedicated Games websites that can serve as ongoing references.

### GME Agencies

- [LA28](#)
- [LA Metro](#)
- [SCAG](#)
- [Metrolink](#)

### Partner Agencies

- [City of Carson](#)
- [City of Long Beach](#)
- [City of Pico Rivera](#)
- [City of Santa Monica](#)
- [City of West Hollywood](#)
- [LA County](#)
- [Visit California](#)

Additionally, the following resources can guide local jurisdictions through the development and implementation of TDM strategies. SCAG's current TDM resources cover the basics of TDM and as noted earlier, are being updated to address mega-events, while LA Metro's current TDM Strategy incorporates initiatives geared toward the 2028 Olympic and Paralympic Games. This section also includes future resources, including Games-related resources, that local jurisdictions can take advantage of once developed.

Category	Agency	Resource
<b>LA28 Governance Documents / Strategic Plans</b>	IOC / City of LA / LA28	<a href="#">Host City Contract</a>
	LA28 / City of LA	<a href="#">Games Agreement</a>
	City of LA	<a href="#">Executive Directive No. 16</a>
	LA Metro	<a href="#">Mobility Concept Plan</a>
	SCAG	<a href="#">Games Mobility Framework</a>
	County of LA	<a href="#">88 for 28</a>
	Long Beach	<a href="#">Games Strategic Plan</a>
	San Fernando Valley Council of Governments (SFVCOG)	<a href="#">Games Strategic Plan</a>

Table 5: Existing Resources

Category	Agency	Resource
<b>TDM Plans / Programs</b>	SCAG	<a href="#">TDM Strategic Plan</a> <a href="#">TDM Toolbox</a>
	LA Metro	<a href="#">TDM Strategy Framework</a>
	OCTA	<a href="#">TDM Plan</a>
	City of LA	<a href="#">VMT Calculator</a> <a href="#">Calculator User Guide</a>
	City of Santa Monica	<a href="#">TDM Resources</a>
	San Diego Association of Governments (SANDAG)	<a href="#">Sustainable Transportation Services Program</a>
<b>TDM Ordinances</b>	City of Burbank	<a href="#">TDM Ordinance</a>
	City of Glendale	<a href="#">TDM Ordinance</a>
	City of LA	<a href="#">TDM Ordinance</a>
	City of Pasadena	<a href="#">TDM Ordinance</a>
	City of Santa Monica	<a href="#">TDM Ordinance</a>
	City of West Hollywood	<a href="#">TDM Ordinance</a>
<b>Transportation Management Associations / Organizations (TMAs/TMOs)</b>	Anaheim Transportation Network (ATN)	<a href="#">Ridematching/Transit Service</a>
	Burbank TMO	<a href="#">Ridematching</a>
	FASTLinkDTLA	<a href="#">Ridematching/Shuttle Service</a>
	Go Glendale!	<a href="#">Ridematching</a>
	GoSaMo TMO	<a href="#">Ridematching</a>
	GoWeHo	<a href="#">Technical Assistance/Marketing and Outreach</a>
	IE Commuter	<a href="#">Ridematching</a>
	Iride Inglewood	<a href="#">Employee Shuttle</a>
	Playa District Commute	<a href="#">Ridematching</a>
	Playa Vista Compass	<a href="#">Ridematching</a>
	Warner Center TMO	<a href="#">Ridematching</a>

Table 6: Existing Resources

Category	Agency	Resource
<b>County Transportation Commissions Services</b>	LA Metro	<a href="#">Commuter Services</a>
	Orange County Transportation Authority (OCTA)	<a href="#">Rideshare Program</a>
	Riverside County Transportation Commission (RCTC)	<a href="#">Commuter Services</a>
	San Bernadino County Transportation Authority (SBCTA)	<a href="#">Commuter Services</a>
	Ventura County Transportation Commission (VCTC)	<a href="#">Rideshare Program</a>
<b>First Last Mile &amp; Open Streets / Fan Zones</b>	LA Metro	<a href="#">Fan Zones Program</a> <a href="#">Open and Slow Streets Grant Program</a> <a href="#">Cycle 6 and 7 Recommendations (Item 6)</a>
	LADOT / LA Metro	<a href="#">FLM Planning Principles Checklist</a>
	Culver City	<a href="#">Fan Zone Council Report</a>
	National Association of City Transportation Officials (NACTO)	<a href="#">Temporary Street Closures Guide</a>
<b>Mobility Hubs</b>	SCAG	<a href="#">Mobility Hub Design and Implementation Guide</a>
	LADOT	<a href="#">Mobility Hubs Readers Guide</a>
<b>Quick-Builds</b>	SCAG	<a href="#">Go Human Kit of Parts</a>
	CalBike	<a href="#">Quick-Build Guide</a>
<b>Hospitality / Brand Houses &amp; Training Sites</b>	LA28	<a href="#">Pre-Games Training Site Interest Form</a> and <a href="#">FAQ</a>
	City of Mission Viejo	<a href="#">Netherlands Partnership</a>
	City of Santa Monica	<a href="#">Club France National House</a> (pg. 10) <a href="#">Brand House Partnership</a>
	City of West Hollywood	<a href="#">Pride House Partnership</a>
	City of LA	<a href="#">San Pedro Croatia House Memorandum of Understanding</a>
	City of Long Beach	<a href="#">Greece House Announcement</a> <a href="#">Denmark House Announcement</a>

Table 7: Existing Resources

Category	Agency	Resource	Anticipated Release
<b>TDM Toolkits / Resource Guides</b>	SCAG	Updated TDM Toolkit Tailored to Mega-Events	2026
	LA Metro	TDM Resource Guide	2026
<b>Fan Zones / Community Hubs</b>	LA28	Fan Zone Toolkit	2026
	SCAG	Community Hubs Toolkit	2026
<b>Mobility Hubs</b>	LA Metro	Games Mobility Hubs Kit of Parts	2026
<b>Communications Campaign</b>	SCAG	Games-related Communications Campaign Materials and Templates	2026 – 2027
<b>FLM / Open Streets Toolkit</b>	LA Metro / LADOT	FLM and Open Streets Events Kit of Parts	2026 – 2027
<b>Pilot Programs</b>	LA Metro	TDM Incentives	2026 – 2027
<b>TMA / TMO Support</b>	SCAG	Model Startup Templates and Capacity Building Toolkit	2026 – 2027
<b>Wayfinding</b>	LA28 / GME Partners	Games Wayfinding Toolkit	2026 - 2027

Table 8: Future Resources