

2028 Games Regional

SEPTEMBER 4, 2026

TDM Strategic Plan





Acknowledgments

The 2028 Games Regional TDM Strategic Plan was developed in coordination with members of the Games Mobility Executives Transportation Demand Management Subcommittee and participants of the Regional Passenger and Freight TDM Forums, with valuable contributions from County Transportation Commission partners and the Ports of Los Angeles and Long Beach.



TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	IV
GLOSSARY OF ACRONYMS AND KEY TERMS	XXIV
BACKGROUND	1
Games Governance and Roles	3
What Is TDM?	6
About This Strategic Plan	8
VISION, GOALS, AND OBJECTIVES	9
EXISTING CONDITIONS AND OPPORTUNITY ASSESSMENT.....	14
Regional TDM Landscape.....	15
Games-Time Transportation Context	26
Key Lessons from Past Games	32
Strategic Assessment for 2028 Games	36
TDM STRATEGY FRAMEWORK	38
Strategy Development Approach.....	38
Implementation Framework	39
Regional Communications and Outreach	42
Regional Wayfinding.....	54
Mobility and Access Programs	62
Regulatory and Operational Policies.....	77
PERFORMANCE MONITORING AND EVALUATION	99
PARTNERSHIP AND RESOURCE STRATEGY	110
APPENDIX A: STAKEHOLDERS ENGAGED	112
REFERENCES.....	116



| EXECUTIVE SUMMARY

Summer 2028. The world arrives in Southern California, and every corner of the region comes alive. Athletes chase history in iconic venues, while millions of residents and visitors gather in vibrant fan zones, neighborhood celebrations, and public spaces transformed by the energy of the Games. From the beaches to the mountains, from bustling downtowns to community main streets, people move effortlessly across a connected region—by train, bus, bicycle, shared mobility, and on foot—discovering new places and experiencing Southern California together. Families cheer

alongside visitors from around the globe, local businesses welcome unprecedented opportunity, and communities proudly showcase their culture, creativity, and spirit. Transportation is not just moving people; it is connecting moments, places, and people to something larger than themselves. As the Olympic and Paralympic flame shines over Southern California, the region demonstrates what is possible when mobility, partnership, and community come together, delivering an unforgettable Games experience and a legacy that will endure long after the final celebration.



HOSTING THE WORLD. KEEPING SOUTHERN CALIFORNIA MOVING.

In summer 2028, Southern California will host the world across one of the largest, most complex urban regions ever to stage the Olympic and Paralympic Games. For a few incredible weeks, millions of spectators, athletes, workers, volunteers, residents, visitors, businesses, and freight operators will share the same transportation system. With this extraordinary opportunity comes a defining regional challenge: not simply moving people to venues but keeping Southern California moving.

The 2028 Olympic and Paralympic Games ("Games" or "2028 Games") will be the largest in Olympic history, both in terms of number of sports and scale of the event. This will bring unprecedented travel demand to Southern California. Home to over 19 million residents, the region is expected to host up to 10 to 15 million Olympic spectators, approximately 2.5 million Paralympic spectators, thousands of athletes, tens of thousands of volunteers, a large Games

workforce, media, officials, visitors, and support personnel. Travel will occur to dozens of venues, with activity spread across multiple weeks, jurisdictions, transportation systems, and economic centers. At the same time, Southern California will need to keep daily life moving: residents commuting to work and running errands, visitors enjoying the region, businesses serving customers, hospitals and hotels receiving deliveries, freight operators moving goods, and emergency services maintaining reliable access.

Transportation demand from the 2028 Games will extend well beyond venue areas, potentially affecting regional travel patterns and supply chain activity throughout the region. Successfully managing this demand will require more than just accommodating Games travel. It will also require maintaining mobility for residents, workers, businesses, emergency services, freight operators, and visitors across Southern California.



Significant investments are already underway to improve the performance and reliability of the highway system, including the Games Route Network (GRN), the Games Enhanced Transit Service (GETS), and permanent transportation improvements. However, infrastructure alone cannot accommodate the additional demand of the 2028 Games.

A transit-first approach, supported by comprehensive transportation demand management (TDM) strategies, will be essential to reduce unnecessary travel, encourage alternative modes of transportation, retime or reroute trips, and make the most efficient use of the transportation system.

This **2028 Games Regional TDM Strategic Plan** provides the framework for achieving these objectives. It outlines a coordinated regional approach to not only execute a successful 2028 Games while minimizing disruptions to everyday life, but also to create lasting improvements in regional mobility that extend beyond the 2028 Games. By working together, regional partners can establish a durable legacy of collaboration, innovation, and sustainable mobility.

Games Route Network

The network of roads and dedicated lanes that are designated for the use of Games vehicles traveling between official accommodation venues, competition venues, and other key noncompetition venues.

Games Enhanced Transit Service

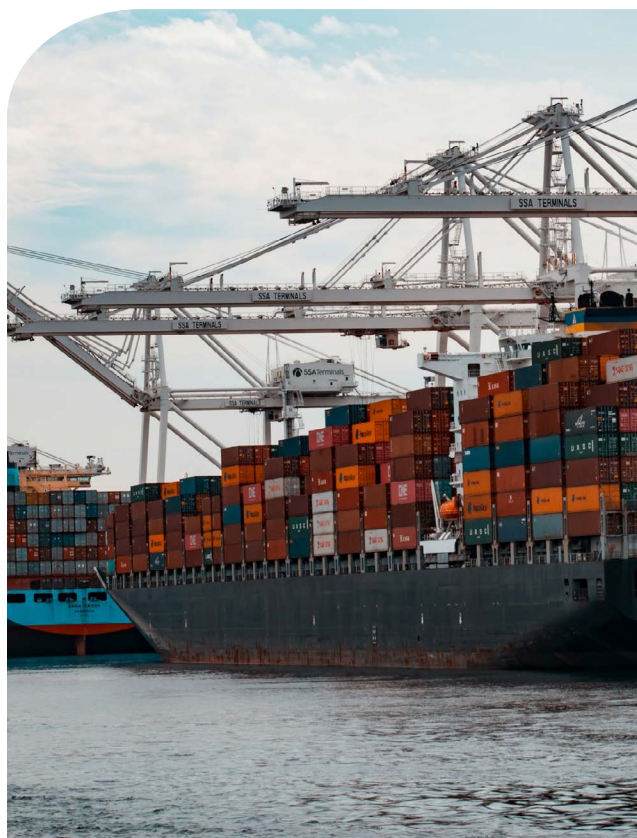
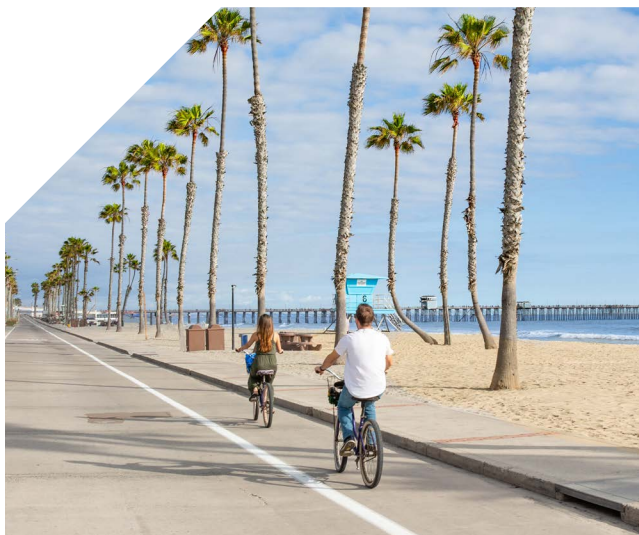
The temporary supplementary transit service created to augment the existing public transit system to ensure spectators and the workforce have efficient and reliable transit for travel to and from venues during the 2028 Olympic and Paralympic Games.

WHY TDM IS ESSENTIAL

TDM is the coordinated use of communications, incentives, travel options, operational policies, employer programs, freight strategies, wayfinding, and real-time information to influence how, when, where, and whether people and goods move. For the 2028 Games, TDM is not a side program. It is the backbone that helps the region use its transportation system more efficiently.

TDM will help residents, workers, spectators, visitors, businesses, institutions, freight operators, and public agencies make practical choices before and during the Games. Those choices may include working remotely, shifting work hours, taking transit, walking or biking, carpooling, retiming errands, consolidating deliveries, adjusting freight routes, using park-and-ride, avoiding constrained corridors, or planning travel around venue conditions.

Every day, Southern California's transportation system carries millions of background travel or routine trips, including commuting to school or work, shopping, deliveries, appointments, recreation, service trips, and other daily travel. During the Games, these trips will occur at the same time as Games-related travel. Encouraging travelers, where feasible, to reduce trips, travel at different times, choose different routes, or use alternative modes will create the capacity needed to support Games travel while protecting mobility for residents, workers, businesses, visitors, emergency services, and freight operators.





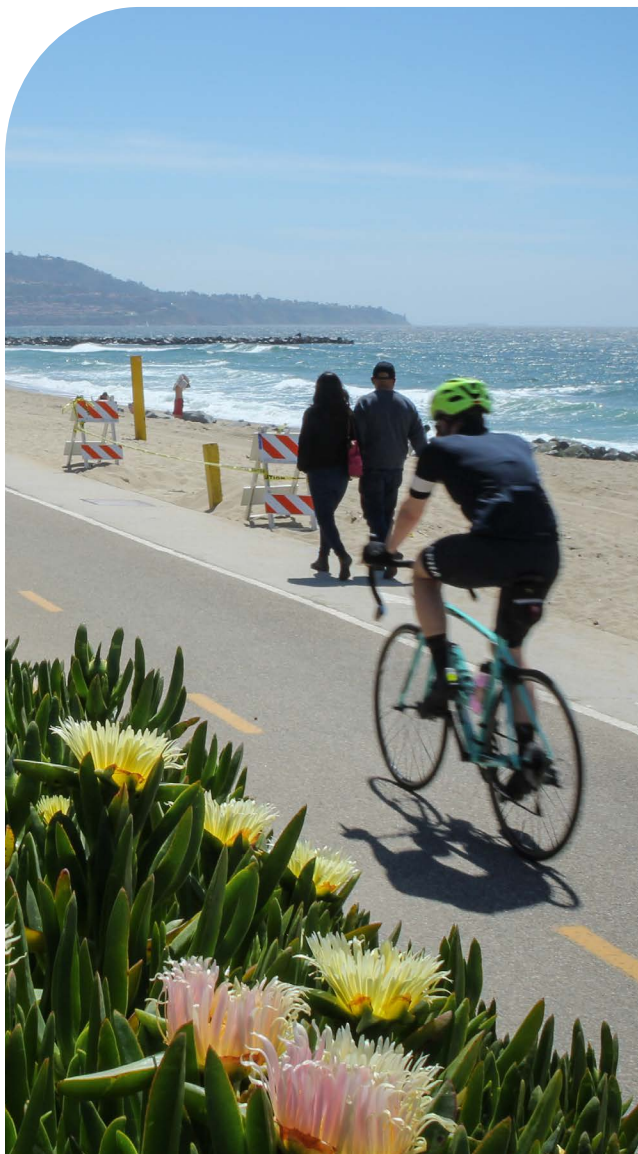
A REGIONAL PLAN FOR A REGIONAL CHALLENGE

The Games will not affect one city, one corridor, or one transit system. They will affect a vast, interconnected region. The same freeway, rail line, bus corridor, curb space, loading zone, or local street may serve spectators in the morning, workers at midday, deliveries in the afternoon, residents in the evening, and event traffic at night. The scale and interconnected nature of the Games call for a plan that is regional by design.

The Games Mobility Executives, or GME, provide a multi-agency governance structure that coordinates transportation planning and implementation for the 2028 Olympic and Paralympic Games. Core GME members

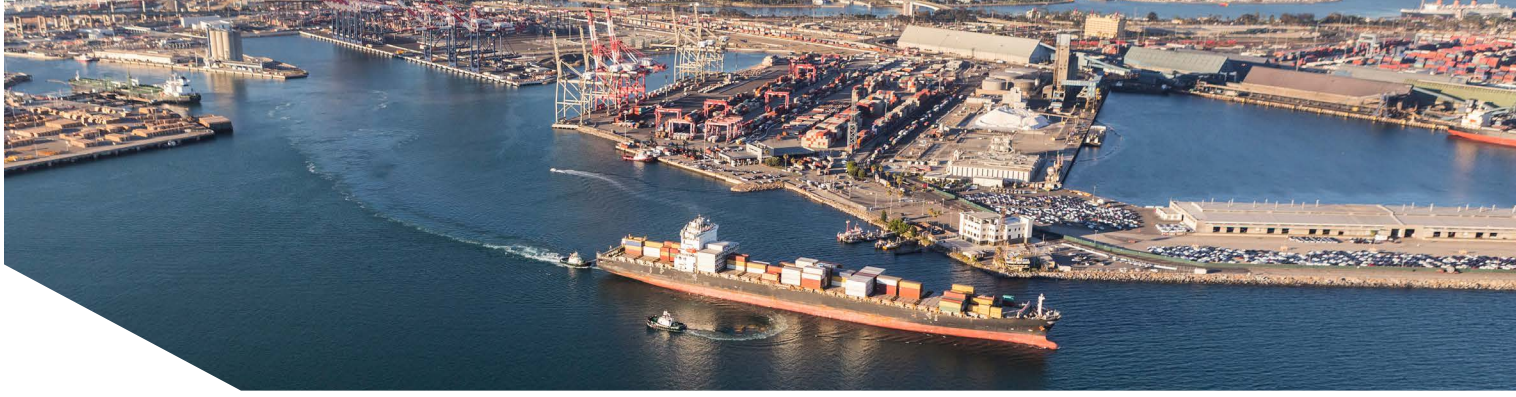
include LA28 (the Organizing Committee for the 2028 Olympic and Paralympic Games), Southern California Association of Governments (SCAG), Los Angeles County Metropolitan Transportation Authority (LA Metro), California Department of Transportation (Caltrans), Southern California Regional Rail Authority (Metrolink), the City of Los Angeles, the Los Angeles Department of Transportation (LADOT), and the Orange County Transportation Authority (OCTA). The GME works closely with regional transportation providers, local jurisdictions, and other public agency partners to align mobility planning across the Southern California region.

Within this coordinated regional framework, passenger and freight TDM are key elements of the broader Games mobility strategy that aims to ensure that the region's transportation system continues to function during the Games. TDM will support other elements, such as the GRN, GETS, traffic management, and first/last mile connections by promoting their use, reducing background travel demand, and helping maximize the performance of the Games transportation system.



Within this structure, SCAG plays a critical regional role. As the Metropolitan Planning Organization (MPO) for the six-county Southern California region, SCAG leads the GME TDM Subcommittee and co-leads the Communications and Outreach Subcommittee with LA28. These subcommittees serve as forums to shape the development and coordination of this regional passenger and freight TDM Strategic Plan and will be critical to its implementation. SCAG's role is to serve as a regional convener, bringing together local jurisdictions, transit agencies, venue cities, and operating partners to support a coordinated regional approach. SCAG is positioned to convene partners, lead select regionwide initiatives, support partner-led projects, provide technical assistance, advance shared tools and messaging, identify funding pathways where available, and amplify existing programs so the region is working from a common mobility playbook.

This is especially important because the Games will require action by many different implementers: public agencies, County Transportation Commissions, transit providers, venue cities, employers, Transportation Management Associations (TMAs) and Transportation Management Organizations (TMOs), seaports, airports, freight and logistics stakeholders, chambers of commerce, business improvement districts, universities, hotels, tourism partners, community-based organizations, and private mobility providers. No single agency can deliver Games-time mobility alone. Success depends on a coordinated regional effort that is clear, practical, and ready before 2028.



FREIGHT, BUSINESS CONTINUITY, AND THE REGIONAL ECONOMY

The 2028 Games will unfold within one of the nation's largest and most dynamic regional economies, where people, goods, services, and businesses must continue moving every day. Southern California is also one of the nation's most important goods movement gateways, home to the largest container port complex in the United States, a major warehousing and distribution base, and goods movement-dependent industries that support millions of jobs.

Throughout the Games, containers will still move through the San Pedro Bay Ports Complex. Warehouses and distribution centers will still operate. Hospitals, hotels, restaurants, retailers, venues, offices, campuses, residents, and small businesses will still need deliveries. Service vehicles, waste collection, construction-related restrictions, loading zones, curb access, port drayage, last mile delivery, and local circulation will all need to function even as Games operations affect roadway conditions and access patterns.

The 2028 Games will be hosted within one of the world's most recognizable tourism and global business regions. As the Games unfold,

Southern California's diverse economy, from hospitality and entertainment to education, transportation, and local businesses, will need to continue to support residents, visitors, workers, and global partners. The Games may create new activity and visibility for many sectors, but it will also require businesses to plan for changing travel patterns, workforce access, deliveries, curb activity, and customer movement. TDM can help complement the predictability businesses need: clear information, coordinated access planning, reliable goods movement, and practical travel options that support both the Games experience and the region's day-to-day economic life. For these reasons, TDM is a business continuity strategy.

This plan integrates passenger and freight TDM because the two systems will overlap during the Games. A transit-first spectator strategy will not succeed if delivery access fails in the same constrained corridors. Freight reliability will not be protected if traveler information, curb management, venue access, traffic controls, and local business needs are planned separately. The region must manage the mobility of people and goods together.

VISION AND GOALS

The vision for the 2028 Games Regional TDM Strategic Plan is to deliver a connected, safe, and reliable travel experience for everyone during the Games, while laying the foundation for a lasting mobility legacy. To achieve this vision, the Strategic Plan is organized around a clear regional objective: **reduce everyday background vehicular passenger travel demand by 15% during the Games* while maintaining business continuity and reliable goods movement.** For context, this equates to an average reduction of approximately **three**

to four passenger vehicle miles traveled per day for someone in Los Angeles County.¹ This benchmark gives SCAG and its partners a practical way to focus investments, prioritize strategies, and measure whether TDM is creating the capacity needed for a successful transit-first Games.

The Strategic Plan is further organized around three overarching goals that provide the framework for advancing the plan's vision:

Core Goals



TRAVEL WITH PURPOSE

Encourage travelers and businesses to make informed mobility and logistics decisions that reduce congestion and support efficient movement across the regional transportation network.

REGION MOVES SAFELY AND RELIABLY

Maintain safe, predictable, and efficient movement of people and goods during the Games while minimizing disruption to everyday travel.

COLLABORATE, COORDINATE, AND CARRY IT FORWARD

Strengthen the partnerships, data systems, communications tools, and implementation capacity needed for the Games and for future regional mobility challenges.

The TDM Strategic Plan translates these goals into Games-time and legacy objectives that guide project development, partner coordination, implementation, performance monitoring, and post-Games evaluation.

* The 15% background travel reduction target is derived from the LA Olympic bid, which identified this level of reduction as sufficient to accommodate traffic displaced by the GRN while improving countywide travel conditions; this preliminary target may need to be refined or increased as Games planning and operational analyses advance.



I TDM IN ACTION

During the 2028 Games, TDM strategies will encourage travelers and businesses to make informed travel and logistics decisions by shifting travel modes and time; reducing everyday commutes, errands, and discretionary trips; improving access to timely and reliable traveler information; and supporting the efficient movement of both people and goods. These strategies, implemented together, will create sufficient capacity within the transportation network to accommodate Games travel while maintaining reliable access for residents, workers, businesses, visitors, emergency services, and freight operators.

The 2028 Games TDM strategies were informed by an assessment of Southern California’s passenger and freight TDM landscape and background travel patterns, a review of international mega event best practices, extensive stakeholder engagement, and a strategy evaluation and prioritization process. The strategies build on the [2028 Games Regional TDM Approach](#)² approved by SCAG’s Regional Council in May 2026 and focus on planning, implementing, and evaluating passenger and freight TDM strategies before, during, and after the Games.



Southern California has done this before. During the 1984 Los Angeles Olympic Games, agencies, employers, media partners, and the freight industry used transportation demand management strategies to reduce background travel, adjust work schedules, shift deliveries, communicate with the public, and make better use of the existing transportation system.

The plan focuses on **five practical TDM actions**:



Reduce

avoidable trips through telework, compressed schedules, trip chaining, delivery consolidation, and other strategies.



Remode

trips to transit, walking, biking, carpooling, vanpooling, shared mobility, shuttles, microtransit, and other alternatives to drive-alone trips.



Retime

passenger trips and freight deliveries away from peak event periods and constrained windows.



Reroute

travelers and goods around high-impact corridors, venue areas and security perimeters, and access-controlled locations.



Relocate

work, meetings, errands, staging, deliveries, or activities so that they are local or avoid constrained areas where feasible.

These actions will be applied differently by audience. A local resident may need information about when to run errands or how to avoid a venue area. A major employer may need guidance on telework and staggered shifts. A hotel may need delivery planning support. A spectator may need a clear transit or park-and-ride

itinerary. A freight operator may need routing, access, delivery window, and curb information. A venue city may need support aligning parking, Transportation Network Companies (TNCs), curb, micromobility, and freight policies.

The plan organizes strategies across **four programmatic categories**.



REGIONAL COMMUNICATIONS AND OUTREACH

will help people, businesses, and freight stakeholders understand what to expect and how to travel during the Games. This includes a regionwide communications campaign, a partner information hub, a regional travel information webpage(s), direct outreach, workshops, webinars, technical assistance, and tailored messaging for residents, workers, businesses, spectators, visitors, employers, and freight stakeholders.



REGIONAL WAYFINDING

will help people and goods navigate the transportation system safely, efficiently, and confidently. Physical and digital wayfinding will support travelers, visitors, freight operators, and carriers with clear, consistent, accessible, and real-time information across venues, transit stations, park-and-ride locations, mobility hubs, airports, corridors, loading areas, and local access points.



MOBILITY AND ACCESS PROGRAMS

will expand travel options and make non-drive-alone travel more convenient and attractive. These strategies include expanded mobility services (such as shuttles and microtransit), travel incentives and support programs (such as transit incentives, carpooling, vanpooling, TMA/TMO support, and first/last mile connections), and freight mobility initiatives (such as delivery consolidation, parcel lockers, microhubs, cargo bikes), while accounting for schedule adjustments and considering advance notice required for truck rerouting needs.



REGULATORY AND OPERATIONAL POLICIES

will support more efficient and reliable travel choices and logistics decisions through coordinated regulatory and operational policies. This includes coordination on parking and curb management, shared mobility services (such as TNCs and micromobility), employer commute policies, freight and delivery operations (such as delivery windows and freight access), and transportation system operations (such as construction coordination, traffic management, and venue access).

The success of TDM depends on a collaborative, multi-agency/stakeholder approach. The Strategic Plan intends to coordinate and align implementation across partner agencies and regional stakeholders. It includes both SCAG and partner-led initiatives and supports coordinated planning and deployment of TDM strategies to manage travel demand for residents, businesses, commuters, freight operators, visitors, and spectators during the Games period.



Depending on the strategy and implementation context, SCAG will play several complementary roles in advancing Games-related TDM initiatives. **These roles include:**



Lead

SCAG leads project development and implementation of select regionwide initiatives.



Support

SCAG provides funding and/or technical assistance to advance partner-led TDM initiatives.



Partner

SCAG works jointly with public or private partners to advance TDM strategies that require shared leadership.



Amplify

SCAG leverages, promotes, and aligns existing partner initiatives to maximize regional impact.

The following table provides additional details on each programmatic category and its key strategies. While categories are presented separately for organizational purposes, many strategies are interconnected and cross-cutting. For example, mobility access initiatives such as off-peak goods delivery are advanced through policy approaches, and communications efforts are intended to support and amplify outcomes across all programmatic categories.

Programmatic Category	Key Strategies and Primary Function	
 Regional Communications and Outreach	Regionwide Communications Campaign Coordinated public-facing platform for providing consistent, audience-specific messaging and traveler information that partners can adapt and amplify. Primary function: Increase awareness of travel options and traveler resources SCAG Role: ★	Partner Information Hub Central resource hub for partner agencies containing communications materials, implementation guidance, coordination tools, and best practices. Primary function: Build partner capacity through shared resources SCAG Role: ★ 🔊
	Regional Travel Information Web Presence Public-facing website and digital tools that provide centralized Games-related transportation and traveler information. Primary function: Provide a trusted source of travel options and traveler resources SCAG Role: ★	Direct Outreach and Engagement Workshops, webinars, technical assistance, and partner engagement to prepare key audiences for Games-time travel and TDM implementation. Primary function: Support audience-specific behavior and operational changes through direct engagement, education, and technical assistance SCAG Role: 🤝 🔊

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify



Programmatic Category	Key Strategies and Primary Function	
 Regional Wayfinding	Physical Wayfinding Temporary and permanent signage, maps, kiosks, and loading zone information that guide travelers and goods movement. Primary function: Support seamless navigation, access, and circulation SCAG Role: ★ ⚙️ 🤝 🔊	Digital Wayfinding Integrated digital wayfinding that provides real-time routing, service updates, and accessibility information. Primary function: Enable informed travel and goods movement by integrating trip planning, navigation, and transportation information into a unified digital experience SCAG Role: ⚙️ 🤝 🔊

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify

Programmatic Category	Key Strategies and Primary Function	
 Mobility and Access Programs	Shuttle/Microtransit Program Local circulators or flexible service connecting neighborhoods, park-and-ride areas, mobility hubs, and key destinations. Primary function: Enhance first/last mile connections and local circulation SCAG Role: ★ ⚙️ 🤝	Incentives and Rewards Programs Rewards, promotions, and benefits that encourage telework, transit, shared mobility, active transportation, and trip retiming. Primary function: Encourage mode shift to non-auto options and trip reduction and retiming SCAG Role: ★ ⚙️
	Freight Programs Strategies that improve goods movement through delivery consolidation, staging, off-peak operations where feasible, truck re-routing, innovative last mile delivery solutions, and other support for business stakeholders (e.g., tools, templates, coordination support, and implementation assistance where feasible). Primary function: Support goods movement, especially in constrained areas SCAG Role: ★ ⚙️ 🤝	TMA/TMO Support Tools, templates, coordination support, and implementation assistance for TMAs/TMOs. Primary function: Expand local TDM capacity and support commute trip reduction SCAG Role: ★ ⚙️ 🤝

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify

Programmatic Category	Key Strategies and Primary Function
 Regulatory and Operational Policy Alignment	Regional Coordination and Policy Alignment on Core Policies Regional coordination and guidance on parking including truck parking, loading/unloading designations, curb management, shared mobility, employer commute, freight, and other transportation policies that influence travel behavior. Primary function: Strengthen regional coordination and policy alignment SCAG Role: ★ ⚙️ 🤝 🔊

Together, these strategies create a coordinated framework for managing both Games-related travel and everyday background travel.

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify

REGIONAL AND VENUE AREA IMPLEMENTATION

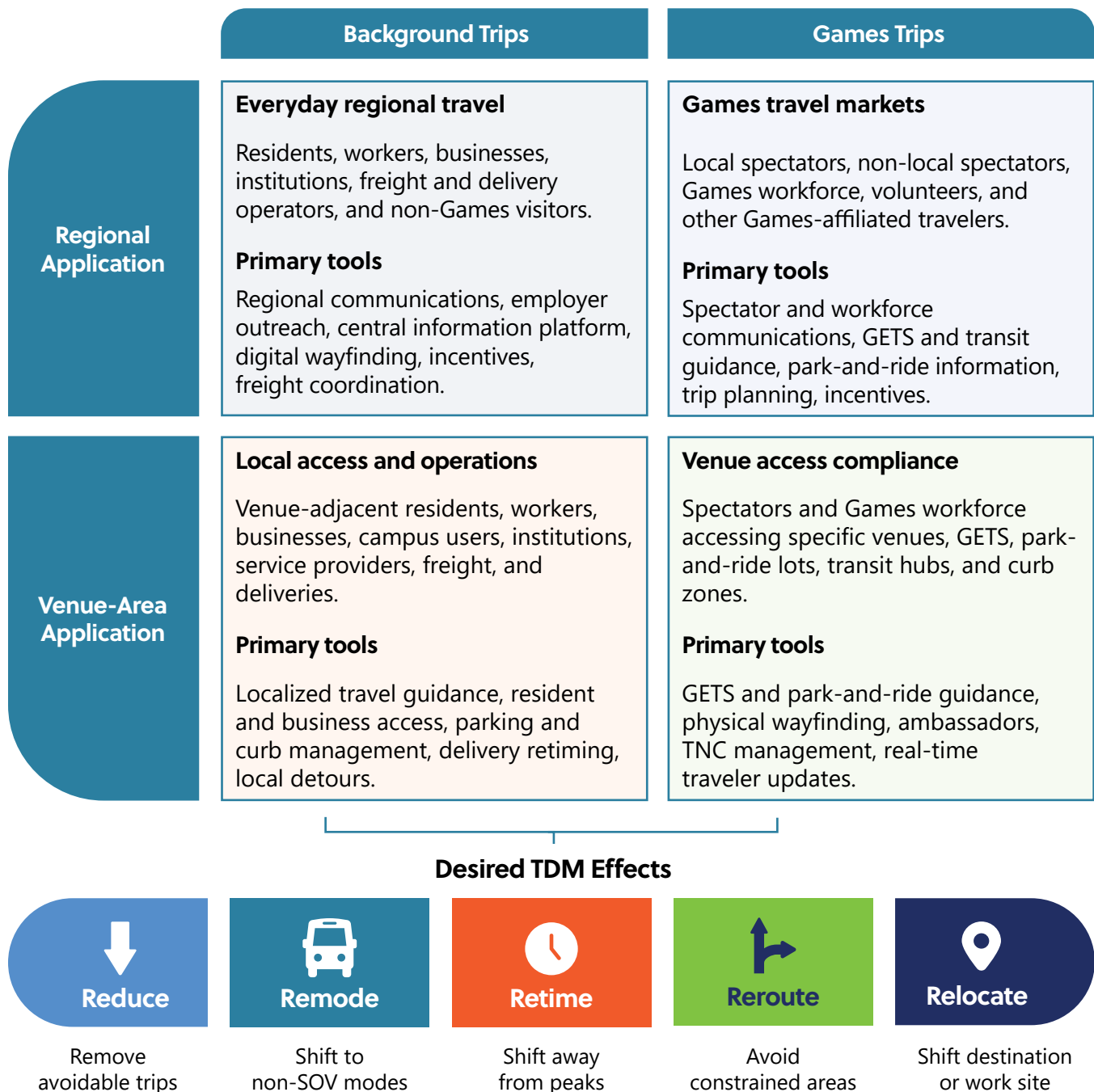
The plan will be implemented on two connected scales: regional and venue area.

Regional strategies provide a common foundation for the Games. They include regionwide communications, employer outreach, traveler information, freight coordination, shared tools, policy guidance, funding support, technical assistance, data standards, and implementation resources. They are designed to reach broad travel markets across Southern California, including people and businesses that may never enter a venue area but will still be affected by Games travel.

Venue area strategies translate the regional framework into local action. Each venue zone has different land uses, travel markets, transit access, parking conditions, delivery needs, security considerations, curb constraints, and local circulation patterns. Venue area strategies will help address varying conditions through venue zone-specific Traffic Management Plans (TMPs) currently being developed by venue cities, localized communications, wayfinding, first/last mile strategies, parking and curb management, delivery planning, local business outreach, and real-time guidance.

TDM Strategy Framework: Trip Types, Audiences, and Level of Application

How regional and venue-area TDM strategies apply to Games trips and background trips



This two-level approach combines regional consistency with strategies tailored to local conditions and needs. Regional strategies provide a coordinated framework that builds public understanding, supports partner collaboration, and promotes consistent messaging, while venue area strategies tailor implementation to local conditions and operational needs.

I DELIVERY AND ACCOUNTABILITY

The plan is designed to support the transition from planning to readiness to operations to legacy. Implementation will evolve over these four phases, with each year building on the progress of the last.

2026 lays the foundation for SCAG and partners by identifying priority strategies. In 2027, emphasis will shift from planning to readiness, focusing on implementation at scale. By 2028, the focus will shift into full Games-time operations, adjusting rapidly as needed. Following the Games, successful strategies will be integrated into long-term regional TDM.

Strategic Plan and Implementation Timeline

2026: Planning

- Refine messaging, develop resources, align partners, and identify priority strategies.

2027: Readiness

- Develop and pilot strategies, deploy early communications, prepare implementation tools, expand outreach, and strengthen coordination.

2028: Operations

- Deploy strategies at scale, supported by real-time performance monitoring and rapid adjustment.

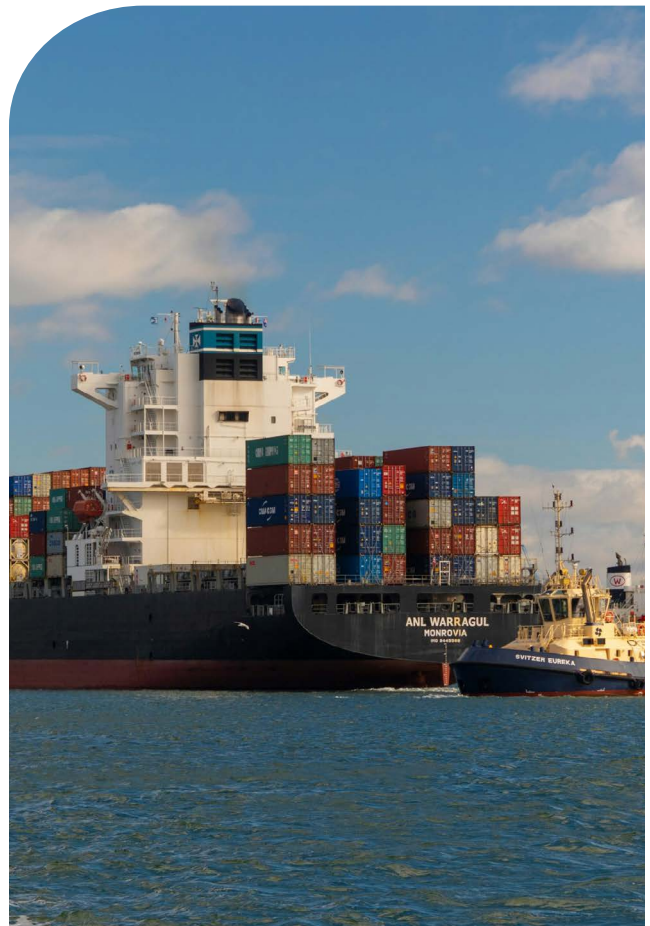
2029+: Legacy

- Evaluate outcomes, capture lessons learned, and integrate successful strategies into long-term regional TDM.

KEY OUTCOMES

Successful implementation of the TDM Strategic Plan will support:

- Reduced background travel demand during the Games, along with co-benefits of reduced transportation-related emissions and improved public health.
- Increased use of transit, walking, biking, carpooling, vanpooling, shuttles, microtransit, shared mobility, and other non-drive-alone options.
- More reliable transportation system performance during peak Games activity.
- Better traveler awareness and decision-making through coordinated communications.
- Reduced impacts to residents, businesses, freight operators, local communities, and venue-adjacent areas.
- Reliable movement of goods and services that support the regional economy.
- Stronger coordination among SCAG, GME partners, local jurisdictions, transportation agencies, employers, businesses, freight stakeholders, and community partners.
- A lasting regional mobility legacy through improved TDM practices, shared tools, performance monitoring, traveler information, and transportation system resilience.





I A LASTING MOBILITY LEGACY

The 2028 Games are a once-in-a-generation opportunity to demonstrate what Southern California can accomplish when it plans and acts as one region.

Delivering a successful Games will require more than expanded transit service, temporary operations, and venue access plans. It will require millions of everyday decisions by residents, workers, visitors, spectators, businesses, employers, freight industry stakeholders, and public agencies. TDM is the strategy that helps align those decisions, enabling people and goods to move more efficiently and reliably across the region to support everyday mobility and economic activity.

This Strategic Plan provides a roadmap for achieving that vision through coordinated regional leadership, local implementation, and strong partnerships. By helping deliver a successful transit-first Games, it also establishes a foundation for long-term improvements in how Southern California manages travel demand, communicates with the public, coordinates across jurisdictions, supports business continuity, and responds to future transportation challenges.

Long after the final medal is awarded and the last visitors have returned home, the legacy of the Games can continue through stronger regional partnerships, more effective mobility programs, increased use of public transit and micromobility options, lasting shifts in travel behavior, improved traveler information, enhanced freight coordination, and a transportation system that is more resilient, connected, and responsive to the needs of residents, businesses, and visitors alike.

The 1984 Olympic Games demonstrated that TDM could help the region rise to an unprecedented transportation challenge. The 2028 Games provide an opportunity to build on that legacy, showing how coordinated planning, regional collaboration, and TDM can move one of the world's largest metropolitan regions through an event of unprecedented scale while creating lasting benefits for the communities it serves.

GLOSSARY OF ACRONYMS AND KEY TERMS

Abbreviations

3PL (Third-Party Logistics): An external firm that handles storing, packing, and shipping for businesses.

AB (Assembly Bill): State-level legislation proposed by a member of the State Assembly.

BCO (Beneficial Cargo Owner): Party that owns the goods being shipped and has the legal responsibility for them once they arrive at their destination.

BID (Business Improvement District): Special district where business owners organize and collectively invest to improve their area.

Caltrans: California Department of Transportation, a state government agency that manages more than 50,000 miles of highways and freeways, oversees public transit and rail programs, and certifies aviation infrastructure.

CBOs (Community-Based Organizations): Nonprofit or grassroots entities that operate within a specific community or geographical area, aiming to address local needs and improve the well-being of its residents.

COGs (Councils of Governments): Regional partnerships of local jurisdictions that coordinate planning activities.

CSU (California State University): Public university system in California consisting of 22 campuses throughout the state.

CTCs (County Transportation Commissions): County agencies responsible for transportation funding and coordination.

GETS (Games Enhanced Transit Service): Temporary supplementary transit service created to augment the existing public transit system to ensure spectators and Games workforce have efficient and reliable transit for travel to and from venues during the 2028 Olympic and Paralympic Games.

GME (Games Mobility Executives): Partner agencies responsible for coordinating Games transportation planning and operations.

GRN (Games Route Network): Network of dedicated lanes and signed lanes for the use of Games vehicles traveling between official accommodation venues, competition venues, and other key noncompetition venues.

ICTC (Imperial County Transportation Commission): Agency responsible for funding and coordination for Imperial County.

IOC (International Olympic Committee): International governing body responsible for organizing the Olympic Games.

ITM (Integrated Traffic Management): Smart technologies and real-time data—like sensors, AI, and cameras—to monitor and optimize traffic flow.

LA28 (Los Angeles Organizing Committee for the 2028 Olympic and Paralympic Games): Committee responsible for planning and delivering the 2028 Olympic and Paralympic Games.

LA Metro (Los Angeles County Metropolitan Transportation Authority): Regional transit agency responsible for operating Metro buses and trains in Los Angeles County.

LADOT (Los Angeles Department of Transportation): Department responsible for transportation planning, project delivery, and operations in the City of Los Angeles.

LRT (Light Rail Transit): Rapid transit that operates electric-powered single cars or short trains on fixed rails.

Metrolink: Commuter rail system across Los Angeles, Orange, Riverside, San Bernardino, Ventura, and North San Diego counties, operated by Southern California Regional Rail Authority.

MPO (Metropolitan Planning Organization): Federally mandated and federally funded transportation policy-making organization.

OCTA (Orange County Transportation Authority): County transportation planning commission responsible for funding and implementing transit and capital projects in Orange County.

PeMS (Performance Measurement System): Online web platform operated by Caltrans that collects and provides real-time and historical traffic data from nearly 40,000 sensors across California's freeways.

RCTC (Riverside County Transportation Commission): Agency responsible for transportation funding and coordination for Riverside County.

SB (Senate Bill): State-level legislation proposed by a member of the State Senate.

SBCTA (San Bernardino County Transportation Authority): Agency responsible for transportation funding and coordination for San Bernardino County.

SCAG (Southern California Association of Governments): Nation's largest MPO, representing six counties, 191 cities, and 19 million residents.

South Coast AQMD (Air Quality Management District): Regional air quality agency that establishes employer trip reduction requirements.

SOV (Single-Occupancy Vehicle): Privately operated vehicle whose only occupant is the driver.

TAZ (Traffic Analysis Zone): Standard small geographic unit most used in transportation demand modeling to measure where trips begin, end, and how people move.

TDM (Transportation Demand Management): Strategies to influence travel behavior and reduce congestion.

TEU (Twenty-Foot Equivalent Unit):

A containership's capacity is measured in TEUs or 20-foot increments.

A 40-foot container is measured as "2 TEU."

TMA/TMO (Transportation Management Association/Organization):

Entities that implement local or district-level TDM programs.

TMP (Traffic Management Plan): Venue- or corridor-specific plan for managing transportation during the Games.

TNC (Transportation Network Company): App-based ride-hailing service providers.

VCTC (Ventura County Transportation Commission): Agency responsible for transportation funding and coordination for Ventura County.

VMT (Vehicle Miles Traveled): The total number of miles driven by vehicles in a specific area over a set time.



Key Terms

Access Zones: Designated, secured, or restricted area designed to group event venues and streamline logistics.

Active Transportation: Walking, biking, or other non-motorized travel.

Background Demand (Background Travel Demand): Everyday travel—such as commutes, errands, and routine trips—that occurs regardless of the Games and fills the transportation system.

Communications and Outreach Strategy: Coordinated messaging to inform travelers and influence travel decisions.

Curb Management: Policies that manage curb space for parking, loading, and pick-up/drop-off activities.

Demand Management: Strategies to reduce or redistribute travel to improve system performance.

Digital Wayfinding: Real-time traveler information provided through apps and digital platforms.

Drayage: Short-distance transport of goods, typically moving cargo from trade gateways (seaports, airports, border crossings) or rail yards to nearby warehouses or distribution centers.

Freight Demand Management: Strategies to maintain the efficiency and timing of goods movement while reducing congestion and maintaining reliable deliveries for businesses and residents.

Freight Industry Stakeholders and Businesses: Freight industry, businesses, and other supply chain partners involved in moving and delivering goods in venue areas and across the region.

Games-Time Operations (Games-Time): Transportation and logistics activities during the 2028 Olympic and Paralympic Games.

Governance Framework: Structure that defines roles, responsibilities, and decision-making among partners.

Goods Movement: Integrated process of moving goods and products across the transportation system.

Implementation Framework: Structured roadmap outlining actions, roles, and timing for strategy delivery.

Incentive Program: Financial or non-financial benefits that encourage preferred travel choices.

Intermodal: Movement of cargo using two or more modes of transportation, often involving separate contracts for each leg of the journey. An example is moving cargo from rail to truck.

Legacy (Legacy Outcomes, Legacy Objectives): Long-term benefits and improvements that remain after the Games.

Mega Event: A large-scale event that attracts significant numbers of participants and visitors, requiring coordinated planning to manage transportation, operations, and community impacts.

Micromobility: Small, lightweight travel options such as bikes and scooters.

Mobility Hub: A location where multiple transportation options connect.

Mode Shift: Transition of passengers or freight from one mode to another.

Multimodal: Movement of passengers using two or more different modes of transport.

Non-SOV (Non-Single-Occupancy Vehicle): Travel that does not involve driving alone.

Park-and-Ride: Facilities where travelers park and transfer to transit or shuttles.

Peak Period (Peak Demand): Consecutive 60-minute periods during the day that experience the highest volume of traffic, transit ridership, or pedestrian movement.

Performance Monitoring: Tracking the effectiveness of strategies using data and metrics.

Physical Wayfinding: Signs and on-the-ground navigation tools that guide travelers.

PierPASS: Not-for-profit program run by the marine terminal operators at the San Pedro Bay Ports Complex to manage truck traffic congestion at the terminal gates. It is a mechanism to spread truck pickups/drop-offs across more hours of the day (rather than everyone showing up during standard business hours).

San Pedro Bay Ports Complex: Comprises the Port of Los Angeles and Port of Long Beach, which sit adjacent to each other in San Pedro Bay.

Shared Mobility: Transportation services and resources that are shared among users, either concurrently or one after another.

Shuttle Operators and Implementing Agencies: Agencies or organizations responsible for delivering shuttle services and may include local municipalities, transit operators, TMAs/TMOs, or private operators.

Stakeholder Engagement: Coordination with agencies, businesses, and communities to support implementation.

Targeted Outreach: Messaging tailored to specific audiences or user groups.

Transit-First: Approach that prioritizes transit as the primary mode of travel.

Transportation Ambassadors: Personnel who provide in-person travel assistance and guidance.

Traveler Information Systems: Tools that provide route, service, and real-time travel updates.

Travel Behavior Change: Shifts in when, how, or whether people travel.

Venue Analysis Area: Study-area buffer surrounding a Venue Zone used for passenger and freight TDM analysis. Because passenger and freight travel impacts vary and require different types of data, analysis areas vary by location and application.

Venue Zone: Geographic cluster of one or more Games venues that share a common location and transportation access. The 2028 Olympic Games feature over 40 venues organized into 18 zones across Southern California (e.g., Carson, Inglewood, Long Beach) and seven additional zones across the United States.

Venue Security: Venue locations or zones featuring layered perimeter security, including physical barriers, access control points, and restricted airspaces, that typically activate ahead of events, restricting both vehicle and pedestrian movement.





I BACKGROUND

2028 Olympic and Paralympic Games Overview

The 2028 Olympic and Paralympic Games (“2028 Games” or “Games”) will be held in Southern California from July 14 to 30 and August 15 to 27, 2028, respectively. The 2028 Games will mark the third time Los Angeles hosts the Olympic Games—previously in 1932 and 1984—and the first time hosting the Paralympic Games. As the largest Games in Olympic history, both in terms of number of sports and scale of the event, this will be an exciting and impactful time for the entire region.

The region will host up to 15 million Olympic spectators and approximately 11,000 athletes, while the Paralympic Games will welcome around 2.5 million spectators and approximately 4,400 athletes. LA28 has confirmed more than 40 competition venues in the SCAG region and published an Olympic Games schedule [by day](#),³ [session](#),⁴ and [event](#),⁵ and the Paralympic Games schedule by [day](#)⁶ and [session](#),⁷ and [event](#).⁸ The number of events and expected spectators will place an unprecedented demand on the region’s transportation systems, including already congested highways and local roads and a transit system that currently predominantly serves local residents and workers.

Beyond passenger travel, the Games will also affect the movement of goods throughout Southern California. As one of the nation's largest national and international freight gateways, the region is expected to experience impacts to goods movement corridors, first/last mile access, and supply chain activity extending well beyond venue areas, requiring coordinated TDM strategies alongside passenger-focused initiatives. The goods movement system is a major driver of the overall regional economy's \$1.6 trillion in gross domestic product. Goods movement industries including manufacturing, distribution/fulfillment, warehousing, and construction, among others, support approximately 3 out of every 10 jobs, with higher proportions within the Inland Empire. The San Pedro Bay Ports Complex serve as the largest seaport complex in the United States, seeing greater than 20 million twenty-foot equivalent container units, more than double the next largest complex. The region includes greater than 2.5 billion square feet of industrial space supporting distribution, fulfillment, and warehousing for nearly 400,000 local and regional businesses as well as those across the nation. Freight movement through the California-Baja California border region supports manufacturing, distribution, retail, healthcare, hospitality, agriculture, and e-commerce supply chains throughout the SCAG region. The efficient movement of freight across the international border is equally important to maintaining business continuity during the Games. All this freight activity is conducted over a vast interconnected goods movement system spanning international trade gateways including seaports, airports, and border crossings and major freight corridors encompassing inter- and intra-state freeways, last mile connectors, and major Class I railroads.

The region has been actively increasing capacity for the Games with significant transit system and transportation infrastructure investments. Over the past decade, Southern California has significantly expanded its transit network through investments such as Metro's K Line, D Line Extension, Regional Connector, and A Line extension; regional bus improvements; and ongoing investments by transit agencies across the region in zero-emission fleets, open loop payment systems, accessibility, and first/last mile connectivity. In addition to these broader system improvements, partners are developing a Games Enhanced Transit Service (GETS)—a supplemental bus network designed to transport Games spectators and workforce—and a Games Route Network (GRN)—a network of dedicated lanes to move athletes, officials, and a subset of spectators using GETS—along with other Games-related mobility improvements. These efforts are intended to improve transit access to venues and support reliable mobility during the Games.

While the region has made substantial investments in transit infrastructure, roadway improvements, and Games-specific transportation programs, the ability to significantly expand physical transportation capacity before 2028 remains limited. As a result, infrastructure and service investments alone will not be sufficient to accommodate Games-time travel demand or maintain reliable transportation system operations. Transportation Demand Management (TDM) strategies will be necessary to influence when, where, how, and whether trips occur, encouraging shifts away from capacity-constrained highways and routes and toward transit, active transportation, shared mobility, and off-peak travel. Ensuring reliable mobility during this period requires significant, proactive regional planning and coordination.



I GAMES GOVERNANCE AND ROLES

Unlike many previous Games, where transportation planning and operations were led through centralized government structures, the U.S. approach relies on a decentralized coordination approach to Games planning. To establish this governance framework, the City of Los Angeles entered into the [Host City Contract](#)⁹ 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 outlined the core responsibilities of the City and LA28, the private, nonprofit organizing committee, in planning, organizing, financing, and delivering the 2028 Games. This foundational agreement was further supplemented in December 2021 through the execution of the [Games Agreement between the City and LA28](#),¹⁰ which further clarifies key roles and responsibilities.

Among the governance structures established through these agreements is the Games Mobility Executives (GME), which brings together public agencies to coordinate transportation and mobility planning for the 2028 Games. The GME is composed of key transportation agencies and stakeholders, including the Los Angeles Organizing Committee for the 2028 Olympic and Paralympic Games (LA28), Southern California Association of Governments (SCAG), Los Angeles County Metropolitan Transportation Authority (LA Metro), California Department of Transportation (Caltrans), Southern California Regional Rail Authority (Metrolink), the City of Los Angeles, the Los Angeles Department of Transportation (LADOT), the Orange County Transportation Authority (OCTA).

To support this work, the GME has formed functional subcommittees, each led by one or more agencies responsible for coordinating planning and implementation within a specific mobility focus area. **Table 1** summarizes the GME subcommittees and their lead agencies.

Table 1 GME Subcommittees

GME Subcommittee	GME Lead Agency
Accessibility	City of Los Angeles
Communications and Outreach	LA28, SCAG
Countywide Bus Only Lanes	LA Metro
First/Last Mile and Open Streets	LADOT, LA Metro
GETS	LA Metro
GRN/Integrated Traffic Management (ITM)	Caltrans
Heat	LA Metro
Key Stations/ Light Rail Transit Improvements	LA Metro
Mapping	LA28
Mobility Hubs	LA Metro
Modeling	LA Metro
Passenger and Freight TDM	SCAG
Regional Rail	Metrolink
Wayfinding	LA Metro

While the GME leads mobility planning for the Games, the governing body must also work with many community and regional stakeholders who will support implementation and amplify the efforts of the GME.

SCAG'S ROLE IN GME SUBCOMMITTEES

As the Metropolitan Planning Organization (MPO) for the six-county Southern California region, SCAG serves as the lead agency for the TDM Subcommittee, guiding the development, coordination, and implementation of the regional passenger and freight TDM strategy, and jointly leads the Communications and Outreach Subcommittee with LA28, focusing on developing and coordinating unified Games-related transportation messaging and outreach before and during the Games.

The TDM Subcommittee comprises GME agencies and other key stakeholders, including representatives from the region's County Transportation Commissions (CTCs), and serves as a steering body to guide development and implementation of the Games TDM Strategic Plan.

In parallel, the Communications and Outreach Subcommittee serves as a forum for GME agencies to align communications efforts, coordinate messaging, and support consistent traveler information across the region. Through the Communications and Outreach Subcommittee, SCAG and LA28 are advancing the Games TDM communications and outreach strategy and supporting the development of unified Games-related messaging, outreach resources, and traveler information.

Together, the subcommittees provide dedicated forums for regional coordination, from supporting the development of this plan to advancing implementation pathways to support a successful Games. SCAG also works closely with other GME subcommittees, including Wayfinding and First/Last Mile and Open Streets, to align approaches and leverage shared resources.

GME TDM Subcommittee Member Agencies

SCAG coordinates with the following GME TDM Subcommittee member agencies to advance the 2028 Games Regional TDM Strategic Plan:

- California Department of Transportation
- City of Los Angeles Mayor's Office
- LA28
- Los Angeles County Metropolitan Transportation Authority
- Los Angeles Department of Transportation
- Orange County Transportation Authority
- Southern California Regional Rail Authority

County Transportation Commissions are also engaged in the GME TDM Subcommittee, including:

- Imperial County Transportation Commission
- Riverside County Transportation Commission
- San Bernardino County Transportation Authority
- Ventura County Transportation Commission



I WHAT IS TDM?



PASSENGER TDM

refers to strategies that influence travel behavior to reduce single-occupancy vehicle trips and shift demand to transit, walking, biking, carpooling, micromobility, or off-peak travel. Passenger TDM strategies are intended to reduce roadway congestion, support transit use and other sustainable travel options, and improve mobility through scalable, cost-effective approaches that can be deployed locally and regionwide.



FREIGHT TDM

refers to strategies that enhance goods movement efficiency and proactively mitigate disruptions to freight operations and businesses while maintaining supply chain fluidity throughout the region. Freight TDM strategies may include delivery scheduling adjustments, route optimization, curb management, off-peak deliveries, coordination with logistics operators, and other operational and business strategies that support reliable supply chain movement and access to businesses and major activity centers.



TDM is uniquely suited to support the mobility demands of large-scale events because it provides flexible, scalable, and cost-effective strategies that can be adapted to changing transportation conditions and deployed where they can have the greatest impact. When and where most needed, TDM strategies can be deployed to reduce **background travel demand** by residents and workers, reduce delivery trips to and from local businesses during key times, and influence how and when spectators travel to smooth out demand, maintain system reliability, and create a positive experience for all travelers in the region while freeing up transportation capacity for Games-related travel and logistics.

TDM strategies can also be deployed to influence Games related trips, such as how spectators, workers, and volunteers travel to venues. Additionally, travel by athletes, officials, and media will be facilitated by LA28 along with goods movement shipments for the Games, including all Games-related equipment and products for venues, athletes, officials, among others. Considering these dynamics, coordination across GME partners, venue cities, freight stakeholders and many others only highlight the importance for both passenger and freight TDM strategies.

What Is Background Travel Demand?

Background travel demand refers to the everyday trips that occur throughout the region regardless of the Games, including commuting to work or school, shopping, deliveries, appointments, recreation, and other routine travel. During the Games, these trips will occur alongside a significant increase in Games-related travel by spectators, workforce personnel, athletes, officials, volunteers, media, and support personnel. Because the transportation system has limited capacity, reducing background travel demand will be essential to accommodate the surge in Games-related travel while maintaining reliable mobility for residents, businesses, visitors, and freight operators. **TDM strategies will play a critical role in achieving this reduction by encouraging travelers, businesses, and freight operators to reduce, retime, reroute, remode, or eliminate trips where feasible.**

I ABOUT THIS STRATEGIC PLAN

In coordination with regional partners, SCAG developed this **2028 Games Regional TDM Strategic Plan** to guide the coordinated planning, implementation, and evaluation of TDM strategies in advance of and during the Games, while supporting long-term regional mobility improvements that will benefit the region well beyond the Games.

The Strategic Plan builds upon prior regional planning and coordination efforts led by SCAG and regional partners. As a precursor to this effort, SCAG alongside GME partners and other stakeholders, developed the [2028 Games Regional TDM Approach](#)¹¹ ("Regional TDM Approach"), which established the foundational vision, goals, programmatic categories, and implementation framework for regional TDM coordination. The Regional TDM Approach was approved by SCAG's Transportation Committee in April 2026 and SCAG's Regional Council in May 2026. The Strategic Plan also builds upon and aligns with SCAG's broader [Games Mobility Program](#),¹² [TDM Strategic Plan](#),¹³ [Connect SoCal 2024](#),¹⁴ and other regional initiatives and plans such as [LA Metro's TDM Plan](#)¹⁵ and [OCTA's TDM Plan](#).¹⁶

Within this structure, SCAG's role is focused on leading regionwide initiatives, enabling coordinated regional action, and supporting partner-led implementation. The core elements of SCAG's approach include:



Regional Coordination

Convening agencies and stakeholders, facilitating collaboration across jurisdictions, and aligning strategies and communications such as through regional TDM forums.



Project Development and Implementation

Leading select regionwide initiatives, such as a coordinated communications and outreach campaign.



Technical Assistance

Providing guidance, toolkits, templates, and best practices to support partner deployment of TDM strategies.



Funding Support

Supporting partner-led initiatives where funding is available and aligned with program priorities.



Leveraging Existing Efforts

Amplifying and coordinating existing programs and initiatives across the region to maximize impact.

The Strategic Plan establishes a shared vision, goals, programmatic categories, priority strategies, implementation pathways, funding approaches, and performance metrics for TDM activities related to the 2028 Games. The plan includes both SCAG and partner-led initiatives and supports coordinated planning and deployment of TDM strategies to manage travel demand for residents, businesses, commuters, freight operators, visitors, and spectators during the Games.



VISION, GOALS, AND OBJECTIVES



Vision

The vision for the 2028 Games Regional TDM Strategic Plan is to **deliver a connected, safe, and reliable travel experience for everyone during the Games, while laying the foundation for a lasting mobility legacy.** This vision recognizes the Games as a catalyst—not only to manage short-term travel demand, but to accelerate lasting shifts toward more sustainable, efficient, and multimodal travel across the region.



Goals and Objectives

The goals and objectives anchor the Strategic Plan, establishing the region's desired outcomes, guiding strategy development and prioritization, and defining a clear framework for performance monitoring and post-implementation evaluation. They were informed by SCAG's regional priorities—including those outlined in [Connect SoCal](#),¹⁷ [SCAG's 2019 Regional TDM Strategic Plan](#),¹⁸ and the [Games Mobility Program Framework](#)¹⁹—input from partner agencies and stakeholders, and best practices in passenger and freight TDM and mega event mobility planning.

Each goal is supported by objectives organized across two implementation horizons: **Pre- and During-Games**, which focus on preparing for and managing mobility during the Games, and **Legacy**, which focus on sustaining successful strategies, partnerships, and investments beyond 2028, helping the region support better multimodal travel and operational strategies, while also better preparing the region to respond to future large-scale events, construction impacts, or emergencies.

Goal 1

TRAVEL WITH PURPOSE

Encourage travelers and businesses to make informed mobility and logistics decisions that reduce congestion and support efficient movement across the regional transportation network.

Pre- and During-Games Objectives

1.1

Reduce single-occupancy vehicle travel and increase use of transit, walking, biking, and shared mobility options in key corridors.

1.2

Shift passenger travel and freight deliveries, where possible, to off-peak periods through targeted communications, incentives, employer programs, and operational adjustments.

1.3

Increase awareness of trip planning tools, travel options, and logistics planning resources through accessible, multilingual, and tailored communications.

1.4

Reduce disruptions to freight and day-to-day business by supporting coordinated shifts to scheduling, routing, transport mode, and logistics operations while accounting for the interconnectivity of the supply chain.

Legacy Objectives

1.5

Sustain awareness and use of multimodal travel and freight demand management strategies beyond the Games.

1.6

Continue to improve the perception of non-drive-alone travel as realistic transportation options for major events and daily travel.

1.7

Institutionalize passenger and freight demand management practices for future major events and everyday travel.

Goal 2

THE REGION MOVES SAFELY AND RELIABLY

Maintain safe, predictable, and efficient movement of people and goods during the Games while minimizing disruption to everyday travel.

Pre- and During-Games Objectives

2.1

Use data and evaluation frameworks to test and refine passenger and freight TDM strategies in advance of and during the Games.

2.2

Coordinate TDM, traffic management, and freight operational strategies to optimize network performance, enhance safety, and manage congestion.

2.3

Provide a single, trusted source of real-time travel and logistics information to support informed travel decisions and reduce disruptions on key corridors.

Legacy Objectives

2.4

Retain and expand toolkits, technology, and cross-agency coordination frameworks developed for the Games to support future peak-demand conditions.

2.5

Institutionalize shared performance measurement and evaluation tools to guide ongoing mobility system improvements.

2.6

Embed effective passenger and freight TDM tools and practices into standard regional transportation operations.

Goal **3**

WE COLLABORATE, COORDINATE, AND CARRY IT FORWARD

Strengthen regional partnerships, data systems, and community engagement to sustain long-term mobility improvements.

Pre- and During-Games Objectives

3.1

Establish clear roles, responsibilities, and communication channels across GME agencies and partners.

3.2

Align agencies around shared performance metrics for passenger travel and freight activity, including safety, reliability, accessibility, environmental outcomes, and user experience.

3.3

Equip TDM practitioners, freight industry stakeholders and businesses with resources and guidance to implement and evaluate TDM strategies.

Legacy Objectives

3.4

Maintain and expand shared TDM resources, assets, and funding pathways to sustain implementation after the Games.

3.5

Sustain cross-agency collaboration and strengthen regional TDM implementation partners.

3.6

Celebrate and communicate community successes before, during, and after the Games to build momentum and positive perceptions of TDM and multimodal travel.



TRAVEL DEMAND REDUCTION TARGET

The Strategic Plan uses a 15% reduction in background vehicular passenger travel demand as a preliminary benchmark for TDM planning. This target originated during the LA Olympic bid process, when preliminary analysis found that a 15% reduction in traffic volumes could improve journey times for 96% of traffic across Los Angeles County.²⁰

A 15% reduction is roughly equivalent to every traveler in Los Angeles County reducing daily vehicle travel by three to four miles.²¹ This target serves as the plan's north star, guiding strategy development and investment priorities, rather than a uniform reduction requirement for every location or time period. As planning advances and additional data and modeling become available, the target may be refined and translated into more specific goals by venue, geography, or travel mode.

Southern California's freight network already supports one of the nation's busiest goods movement systems. The Games ecosystem will have added demand for goods movement and logistics, creating additional operational constraints and limited truck and delivery vehicle access through road closures, and venue security area restrictions. With LA28 handling all logistics related to the Games, the primary objective of freight TDM strategies is to reduce congestion and maintain reliable goods movement across the region. Freight TDM strategies complement the regional target to reduce background travel by reducing operational conflicts and improving overall system efficiency. Likewise, managing background passenger demand helps preserve roadway capacity for freight movement and essential services. Together, these efforts ensure businesses, supply chains, and essential services continue to operate efficiently throughout the Games.



EXISTING CONDITIONS AND OPPORTUNITY ASSESSMENT

The strategies presented in this plan are grounded in an assessment of the conditions, needs, and implementation realities that will shape travel during the Games. This section first examines the region's existing passenger and freight TDM landscape, including current travel patterns, programs, operational practices, and the policy and regulatory environment. It then considers the scale and distribution of Games activity and the resulting impacts on roadway capacity, transit operations, venue access, local businesses, communities, and the movement of goods.

The section also summarizes stakeholder input and lessons from previous Olympic and Paralympic Games, providing practical insight into partner capacity, coordination needs, effective approaches, and potential implementation barriers. Together, these findings identify the region's strengths, gaps, opportunities, and external challenges and establish the rationale for the TDM strategy framework that follows. The framework builds on existing programs and partnerships while addressing the need for stronger regional coordination, expanded passenger and freight strategies, targeted communications, operational flexibility, and implementation support before and during the Games.



Regional TDM Landscape

PASSENGER TRAVEL TRENDS AND TDM PROGRAMS

Southern California's travel patterns have evolved significantly since the COVID-19 pandemic. While hybrid and remote work remain prevalent, with approximately one-third of workdays being performed remotely, overall vehicle travel has returned to nearly pre-pandemic levels.²² Regional travel is tracked monthly and published twice a year in [SCAG's Transportation Data Trends Report](#).²³ The December 2025 report shows that monthly vehicle miles traveled (VMT) in the SCAG region ranged from 5.4 billion to 6.1 billion miles in 2025, averaging about 98% of pre-pandemic levels despite a continued high level of remote work. At the same time, vehicle hours of delay has only reached 75% of pre-pandemic levels. Travel is less concentrated around traditional commute periods and increasingly spread throughout the day. These travel patterns have also affected transit ridership. Local bus ridership has rebounded more strongly than rail and commuter rail services, reflecting reduced reliance on traditional peak-period commuting.²⁴

Monthly ridership in 2025 continues to lag behind pre-pandemic levels:



Monthly bus ridership:
28.2 to 34.3 million unlinked trips
(85% of pre-pandemic levels)



Monthly light and heavy rail ridership:
5.3 to 6.3 million trips
(67% of pre-pandemic levels)



Monthly commuter rail ridership:
554,000 to 701,000 trips
(61% of pre-pandemic levels)

Despite changes in travel patterns since the pandemic, private vehicles continue to account for the vast majority of passenger travel in the region. Approximately 83.6% of passenger trips starting and ending in the region are made by private vehicles, compared with 9.1% by walking, 1.2% by transit, 1.1% by biking, 0.4% by Taxi/TNC, and 1.3% by other means of transportation. 3.3% of trips were commercial trips.²⁵

Understanding who is making these trips, why they are traveling, and the flexibility they might have to modify their travel behavior is important. Travelers can be grouped into four primary audience categories:



Residents, who live in the region and travel to school and work, for leisure, for recreational and social trips, to run errands, and to access appointments and services.



Workers, who work in the region and travel for commuting purposes, to attend business meetings, conduct field work, access services and amenities, and make other work-related trips.



Students, who attend classes, summer camps, or other programs at educational institutions.

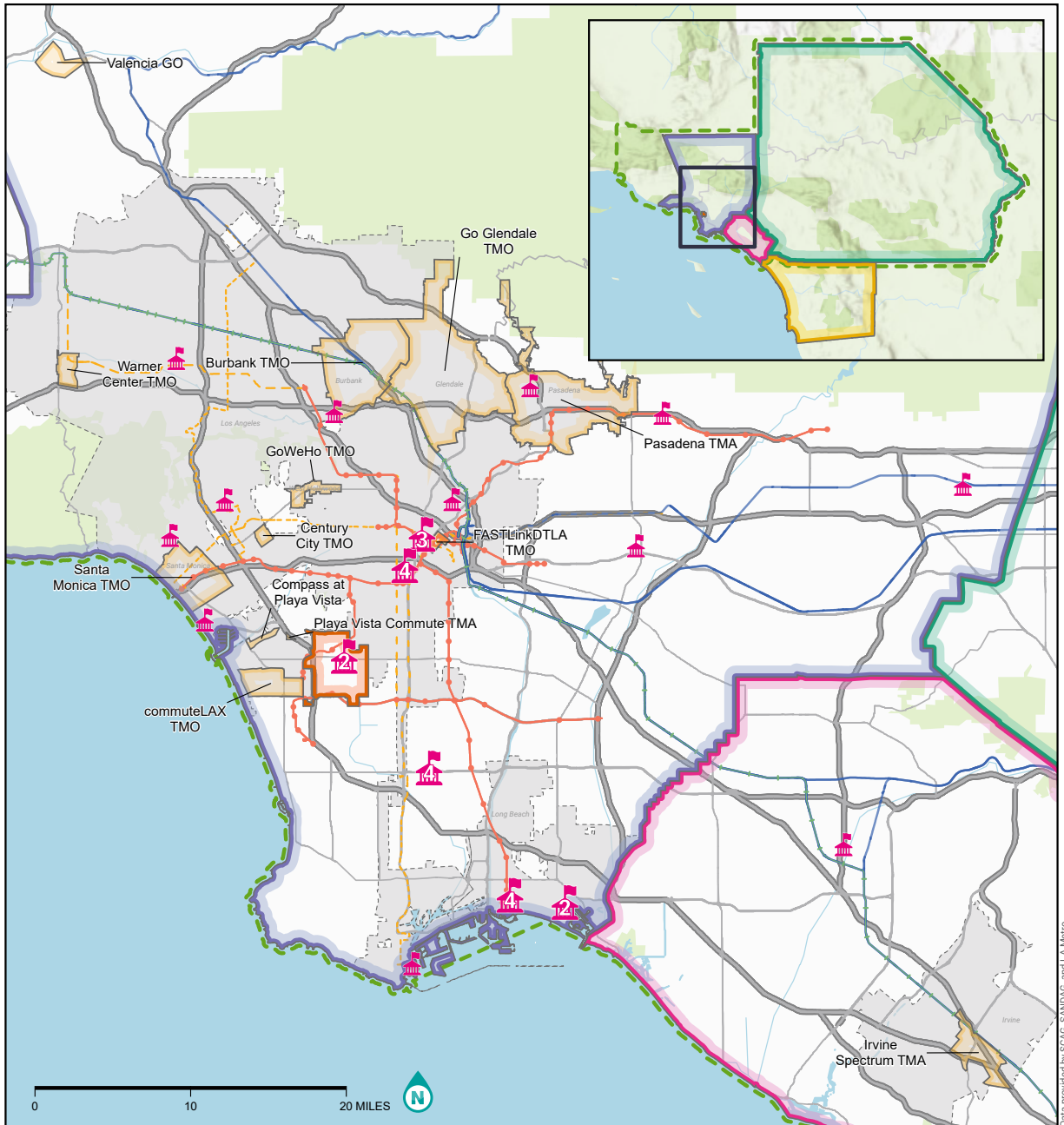


Visitors, who travel for non-Games purposes, including visiting the region's many museums, theme parks, beaches, and events.

As travel demand becomes more dispersed and traveler needs more varied, TDM programs and organizations play an increasingly important role in supporting efficient travel throughout the region. Over multiple decades, Southern California has developed an extensive TDM ecosystem that supports trip reduction and multimodal travel at the local, subregional, and regional scales, primarily focused on workers. County Transportation Commissions (CTCs) in the SCAG region operate a range of programs that support employer-based commute trip reduction requirements, related monitoring, and direct commuter services. Collectively, [LA Metro](#), [OCTA](#), [Riverside County Transportation Commission \(RCTC\)](#), [San Bernardino County Transportation Authority \(SBCTA\)](#), and [Ventura County Transportation Commission \(VCTC\)](#) collaborate on [RideMatch](#), a regional database and tool that offers trip planning and ridematching to commuters across county boundaries. [IE Commuter](#) is another example of a multi-jurisdictional program supporting employer outreach, commuter services, and incentives in Riverside and San Bernardino Counties.

At the local level, implementation is often led and supported by TMAs/TMOs, which serve as intermediaries between cities, employers, property managers, and travelers. Organizations such as [Go Glendale](#), [FastLinkDTLA](#), [GoSaMo](#), [Warner Connects](#), and [Compass at Playa Vista](#) provide localized TDM services tailored to major employment and activity centers, including trip planning assistance, shuttle coordination, rideshare support, program monitoring, and traveler communications. Colleges and universities also play an important role as large employment and activity centers, implementing TDM programs that support mobility for students, faculty, staff, and visitors.

Figure 1 Southern California TDM Programs



SOUTHERN CALIFORNIA TDM PROGRAMS



TDM PROGRAMS

- TMA/TMO Boundaries
- Regional Rideshare Database
- IE Commuter
- Irise Inglewood
- LA Metro Rideshare / AQMD Compliance Support
- OCTA Rideshare Program
- SANDAG Regional Commuter Program
- City TDM Ordinance

TRAVEL OPTIONS + DESTINATIONS

- LA28 Venues**
- Single Venue
- Multiple Venues (label shows count)
- Amtrak Rail Routes
- Metrolink Rail Routes
- LA Metro Rail Stations
- LA Metro Rail Routes
- LA Metro Rapid BRT Routes

Data provided by SCAG, SANDAG, and LA Metro.



Collectively, these programs have supported substantial institutional knowledge, experience, and familiarity with TDM principles across the region. Regional organizations and transportation agencies, including SCAG and the region's CTCs, have further strengthened this foundation through planning, guidance, technical assistance, funding programs, training, and capacity-building efforts.

SCAG's [Strategic TDM Plan](#),²⁶ [TDM Toolbox](#),²⁷ and [TDM data standards initiative](#)²⁸ have supported implementation and coordination across the region, while [Connect SoCal](#)²⁹ identifies TDM strategies for improving transportation system efficiency

and advancing regional mobility and sustainability goals. CTCs and major transit agencies have similarly expanded regional capacity by providing technical assistance, implementation guidance, funding support, data resources, and coordination opportunities that help local jurisdictions, employers, and partner organizations develop and sustain TDM programs. Many of these agencies have also adopted their own TDM strategic plans and implementation frameworks, such as [LA Metro's TDM Strategy](#)³⁰ and [OCTA's TDM Plan](#),³¹ which complement this Strategic Plan by advancing TDM implementation within their respective jurisdictions while supporting broader regional coordination.

FREIGHT TRENDS AND TDM PRACTICES

Freight trends in Southern California have been more volatile than passenger travel, heightened during the COVID-19 pandemic and continuing amid shifting tariff policies, geopolitical conflicts, equipment and capacity constraints, e-commerce growth, and changes in freight pricing. These factors have contributed to cargo surges, longer vessel transit times, equipment repositioning challenges, and greater demand for same-day deliveries, contributing to congestion on our roadways. Because the region's goods movement system is highly interconnected across seaports, airports, border crossings, trucking, freight rail, and warehousing, disruptions in one part of the system can quickly affect operations across the broader supply chain.

Southern California serves as a major freight hub and global supply chain gateway. The Port of Los Angeles and the Port of Long Beach – located in the Games' two major venue cities – comprise the busiest port complex in the nation and one of the world's leading trade gateways. Freight activity ranges from moving containers and bulk shipments through ports and rail facilities to break-bulk distribution and local deliveries to businesses, institutions, and residents. Although goods movement is complex and intermodal, trucks carry most regional freight. Understanding truck trip volumes and the businesses they serve provides important context for freight TDM during the Games.

Trade Value

Over \$600 billion worth of goods imported or exported annually (20% above pre-pandemic levels)

Containerized San Pedro Bay Ports Complex Cargo

20.1 million annual twenty-foot equivalent container units (TEUs) (19% above pre-pandemic levels)

Freight Rail

9.2 million SCAG region Class I annual intermodal units moved across systems (4% above pre-pandemic levels)

LAX & Ontario Airport Tonnage

3.1 million annual air cargo tons (3% above pre-pandemic levels; during 2020/2021, pandemic peak was 27% above pre-pandemic levels)

Trucking Shipments

Based on Cass Freight index values (88% of pre-pandemic levels)

Border Crossings

1.5 million annual north bound truck border crossings (7% above pre-pandemic levels)

Industrial Development

Total industrial land use inventory within the SCAG region increased from approximately 1.85 billion square feet pre-pandemic to nearly 2 billion square feet as of 2025.³²



During the pandemic, e-commerce increased by an average of 38% from the prior year beginning in the first quarter of 2020 and through the second quarter of 2021, with air cargo tonnage growth coinciding³³. At the same time, while traditional retail trade struggled, retail trade did witness a similar reacceleration of growth by an average of 19% beginning in the second quarter of 2021 and through the first quarter of 2022. Since then, these average quarterly growth trends have been at 6.5% and 4% respectively³⁴. During the spring of 2022 and through 2025, the trucking industry has witnessed contraction as peak consumer spending has moderated and shifts towards smaller shipments through deliveries and e-commerce growth has maximized equipment capacity utilization. Consumer spending has equally softened from these peak periods due to impacts from inflation leading to preferential product shifts and moderation in spending.

Given the complexity of freight systems, supply chains, and the demands associated with the Games, defining the freight stakeholder landscape is essential. Key freight industry stakeholders directly tied to operational considerations have been organized into the following areas: Consumers and Businesses, Freight Service Providers (Non-Asset Based), Freight Operators (Asset-Based), Shippers/Beneficial Cargo Owners (BCOs), and Land and Property Developers. Each plays a distinct role in determining how goods are ordered, routed, transported, received, and delivered. All these stakeholders are critical as disruptions to one part of the goods movement system can cascade across the supply chain.

Consumers & Businesses:

Consumers and businesses are the drivers of freight demand for the region as their production, purchase, and shipment needs are facilitated by key major freight players. As such, they represent a critical constituent that will transcend TDM planning and implementation leading up to and throughout the Games.

Freight Service Providers (Non-Asset-Based):

Non-asset-based freight service providers generate essential freight capacity for businesses and consumers to support the movement of goods, notably for many smaller to medium-sized businesses, as well as for larger companies needing extra capacity.

Freight Operators (Asset-Based):

Asset-based freight operators including private fleets, for-hire carriers, and independent owner-operators provide direct freight capacity for businesses and consumers to support the movement of goods across the region.

Shippers/Beneficial Cargo Owners (BCOs):

Shippers and BCOs include major retailers, manufacturers, business wholesalers, and construction companies, among others. Shippers and BCOs hold interest in cargo that is being imported, exported, and moved domestically and manage the logistics and supply chain through their facilities and operations.

Land & Property Developers:

Land and property developers within the freight sector look to acquire land along major freight corridors to develop and build warehouses, distribution/fulfillment centers, cross-dock terminals, intermodal hubs, and truck terminals to support growing facility needs to accommodate freight demand.

Freight TDM operates differently from passenger TDM because most efforts are implemented through private-sector logistics decisions, government regulations, major trade gateway operations, and business practices across a multitude of individual entities.

Marine ports and trucks have a symbiotic relationship. Ports' terminal appointment systems, extended gate operations, and programs such as PierPASS influence when trucks access marine terminals and how drayage activity is distributed across the day. If trucks are unable to keep pace with moving containers and goods out of terminals during this period, port congestion will build quickly, since marine terminals depend on continuous truck turnover to keep yard space and berths available. Delays in truck access can also ripple upstream to exports, as goods awaiting pickup or held in queue miss vessel cutoffs and shipment windows. This surge in port-related activity is anticipated to translate directly into higher truck volumes and drayage demand at marine terminals.

For the Games, freight operations will need to account for venue-area event schedules both individually and collectively for two primary reasons. First, the proximity of certain venue areas may directly affect port drayage operations and businesses adjacent to seaports for the City of Long Beach and Port of Los Angeles. This is particularly relevant for Games events in Long Beach and near the Port of Los Angeles, as well as events in Carson and Inglewood, where transportation and warehouse facilities are closely interconnected with port-related freight activity. Second, roadway restrictions, delivery-hour limitations, and other operational changes at venue

areas farther from the seaports may have upstream and downstream effects on inbound and outbound freight movements. These impacts could contribute to congestion along routes connecting the San Pedro Bay Ports complex to inland rail terminals and other regional destinations, as well as queuing and scheduling challenges for drayage operators. In addition, Games and venue operations will generate their own marine cargo and freight delivery needs, which will need to be considered alongside existing goods movement activity.

Across the region, local jurisdictions designate and determine truck routes, loading zones, delivery hours, curb access, and construction or special event restrictions that directly affect freight movement. In dense commercial districts and employment centers, businesses and property managers often coordinate delivery schedules, loading access, waste collection, service vehicle activity, and vendor access to reduce conflicts with peak activity periods and constrained curb space. These last mile freight considerations will be especially critical at venue/venue-adjacent areas.

Airports play a major role in distributing goods including high-value and e-commerce shipments. Air cargo terminal operations contain distribution and sortation facilities, air cargo containers, ground equipment, and air freighter cargo loading and unloading spaces. Like marine ports, air cargo terminals are supported by trucks accessing these facilities through direct access roads, digital appointment platforms, and near-airport logistics facilities. Major commercial airports in the region perform the predominance of e-commerce interchange that serve both residents and businesses, including those

that will be impacted by similar characteristics as mentioned for drayage trucks operating seaport cargo whether within security perimeter areas at venue locations or directly adjacent to them. These airports also serve as the main passenger gateway for the region including non-local and international travelers and spectators that will be coming to the region for the Games. Lastly, commercial airports will support the transport of Games equipment for various athletes, officials, and others.

For cross-border trade, the economies of Southern California and Baja California are highly integrated. Manufacturing activity in Tijuana, Mexicali, Tecate, and other industrial centers supports businesses and consumers throughout Southern California through daily cross-border movements of components, finished products, food products, medical supplies, and consumer goods. In many cases, goods may cross the border multiple times during the manufacturing and distribution process before reaching end users. There is also a significant population of workers that use the ports of entry (POEs) on a daily basis to reach employment in the U.S. or Mexico. There are numerous goods that cross the borders that are imported first through the San Pedro Bay Ports that will be impacted by the Games as many of these products are transloaded at warehouse locations where Games roadway restrictions and hours of operation will be impacted. Like the drayage truck challenges for marine cargo, venue areas within or adjacent to the seaports will face operational challenges. A substantial amount of imported produce comes from Mexico and is interchanged in DTLA where it is further distributed to national and regional and local grocery chains throughout Southern California, which may be impacted

by operational and venue area impacts and restrictions in the DTLA area. Lastly, workers crossing the border may be affected by Games impacts, notably for those working in industrial or manufacturing locations, or providing physical services where telework may not be an option.

Larger retailers, national carrier fleets and major logistics companies have the resources to adapt operations in response to changing conditions, expand staffing or equipment deployment, absorb temporary cost increases, and access rich operational data to inform decision-making. Meanwhile, small and medium-sized businesses do not always have that same adaptability due to constrained capacity and budgets and often rely heavily on their larger third-party logistics (3PL) partners. These decisions across more than 526,400 business establishments across the six-county SCAG region greatly impact the freight transportation's network capacity.³⁵ Impacts from the Games across freight systems and operations will need to consider these shippers and BCOs who drive much of the freight demand and work across the region through their owned facilities and depend on many third-party service providers.

Recent planning efforts provide a strong foundation for expanding and coordinating freight TDM practices. [Connect SoCal](#),³⁶ the [Los Angeles County Goods Movement Strategic Plan](#),³⁷ and SCAG's [Last-Mile Freight Delivery Study](#)³⁸ emphasize reliable goods movement, last-mile delivery management, curb management, truck routing, technology-enabled logistics strategies, and coordination with freight industry stakeholders.

POLICY AND REGULATORY LANDSCAPE

The region's robust passenger TDM ecosystem has been shaped over several decades through a combination of air quality regulations, statewide requirements, and local municipal ordinances that have helped institutionalize TDM across much of the region.

At the local level, many jurisdictions have adopted TDM ordinances that require new developments and major redevelopments to implement TDM measures designed to reduce vehicle trips and encourage the use of alternative modes. These ordinances often require developers to provide transportation benefits, mobility programs, parking management strategies, and other measures.

At the regional level, employer-based TDM is deeply embedded throughout much of the region through South Coast Air Quality Management District (AQMD) Rule 2202. The rule requires large employers with 250 or more employees to implement commute trip reduction measures, resulting in widespread adoption of transportation benefits, ridesharing programs, transit incentives, telework policies, and other TDM strategies. These policies have strengthened employer participation, but they were designed primarily for recurring commute trips rather than the all-day, visitor-oriented, and event-driven travel patterns.

Freight operations are shaped by a multi-layered regulatory environment that spans air quality, local ordinances, state legislation, seaport programs, and emerging land use constraints. At the local level, jurisdictions

establish truck routes, delivery hours, curb access, loading regulations, and other operational policies that influence how goods move through their communities.

Noise and truck parking are two examples across the region. Los Angeles County has exterior noise standards that are used by some cities—but not all—as baseline references. Pasadena and Carson in particular rely more heavily on county or ambient noise standards than highly prescriptive city decibel schedules. San Clemente is one of the few reviewed jurisdictions with a specific restriction on the nighttime movement of noisy materials, including iron and steel products. These differing noise restrictions complicate adherence during the Games, when regional cohesion is crucial to successful goods movement. In Inglewood, commercial vehicle parking is prohibited in residential districts between 2:00 a.m. and 6:00 a.m., while in Pasadena, commercial vehicles may not park on city streets between 10:00 p.m. and 6:00 a.m., which could be prohibitive to some re-timing of deliveries. Carson, which is situated just north of the San Pedro Ports Complex, maintains a designated truck route network and nearby overweight routes, one of the few jurisdictions with size- and weight-based restrictions.

At the state and regional level, freight movement is increasingly influenced by legislation governing highway truck routes, parking availability, and the concentration of logistics facilities into regional hubs. For example, AB 98 and SB 415 tie new warehouse and logistics development to designated truck routes and require local jurisdictions and counties statewide to update truck route networks, including digital mapping.

Additionally, AQMD's Warehouse Actions and Investments to Reduce Emissions (WAIRE) program (adopted May 7, 2021), also known as Rule 2305, or the Warehouse Indirect Source Rule (ISR), requires large warehouses to reduce their emissions by either implementing specific measures to reduce emissions on site or by investing in off-site projects that achieve equivalent emissions reductions. The program aims to reduce the amount of air pollution generated by the warehousing industry, particularly in communities disproportionately impacted by air pollution. Other parallel efforts include the Rule 2306 known as the Freight Rail Yards ISR requiring rail yard operators to take actions to meet specific emission reduction targets, and the Ports Cooperative Agreement with the Ports of Los Angeles and Long Beach prioritizing the development of zero-emission infrastructure at the Ports as a first critical step towards eliminating emissions from cargo handling equipment, harbor craft, trucks, trains, and ocean-going vessels and attaining clean air in the region.

Southern California's historic rail and seaport infrastructure further shapes regional freight operations. Rail terminals generate large volumes of intermodal freight traffic. Seaport-related policies, including PierPASS OffPeak and terminal appointment systems, the Clean Trucks Program, and the Clean Truck Fund, also influence truck flows accessing the San Pedro Bay Ports Complex. Additionally, the West Coast ports labor contracts run through July 1, 2028, and will be watched closely for potential impacts such as further congestion at the seaport for both imports and exports if the collective bargaining process is extended.³⁹

- The **PierPASS OffPeak** program provides scheduled night and Saturday shifts at the San Pedro Ports Complex to reduce cargo-related congestion and air pollution.
- The **Clean Trucks Program** is a set of regulations and initiatives aimed at reducing diesel and greenhouse gas emissions from trucks operating at ports and terminals, with a focus on advancing zero-emission and cleaner vehicle adoption.
- The **Clean Truck Fund** is a revenue-generating program run by the Ports to accelerate the transition of drayage trucks to zero-emissions models by 2035, as part of the San Pedro Bay Ports Complex Clean Air Action Plan.

Together, these regulatory and operational conditions must be considered alongside local delivery rules, labor and workforce constraints, and the need to maintain freight fluidity both locally and across the region. Concurrently, they also offer opportunities to extend clean technologies into the Games ecosystem, and to leverage operational considerations for truck routing into comprehensive planning efforts as legislation mandates like those contained within AB 98 track closer to key deadlines.

Games-Time Transportation Context

SCALE AND DISTRIBUTION OF GAMES ACTIVITY

The 2028 Games will present an unprecedented transportation and goods movement challenge as events will span more than 40 venues in Southern California, covering multiple counties, jurisdictions, and transportation systems. Events will take place simultaneously across multiple venues each day, as will many fan fests, public viewing opportunities, and hospitality houses. Some locations will experience heightened venue activity, temporary roadway changes, and increased transit demand, while others may see more limited but still meaningful shifts in travel patterns, business operations, and freight movement.

On peak days more than 600,000 spectators* will travel throughout the region—roughly equivalent to hosting eight FIFA World Cup matches on a single day. Venue zone projections vary widely ranging from an estimated 2,400 daily spectators and workforce at the Whittier Narrows Clay Shooting Center to more than 135,000 at the Exposition Park Zone.⁴⁰ Ticket sales data will be invaluable in understanding the breakdown of local, regional, and non-local spectators and will provide valuable insights into where spectators are coming from, both within the region and outside the state or country.

* Initial estimates show combined attendance at events ranging from 500,000 to over 700,000 daily spectators and workforce on days 1 through 14 with an approximate 90% spectator/10% workforce split.

The Games travel activity and impacts are not limited to spectators and the general Games workforce. Below are the travel audiences identified for Games-related TDM:



Local and regional spectators, who may have access to a private vehicle and may be familiar with the regional transportation network.



Non-local spectators, who may arrive from other parts of the country or world and may be more open to using transit, shuttles, walking, biking, or other non-car options if those options are clear, reliable, and easy to use.



Games workforce and volunteers, whose travel patterns are tied to hiring, training, shift assignments, venue operations, and employer communications.



Games freight industry stakeholders, who include freight operators, businesses, and other supply chain partners involved in supporting the Games.



Venue cities, which are the public agencies hosting Games events.



Athletes, Games officials, and other accredited Games constituents, who require secure, reliable transportation between accommodations, training facilities, competition venues, and other Games locations. Their transportation planning and operations are led by LA28 and supported through the Games Route Network (GRN).

TRANSPORTATION AND OPERATIONAL IMPACTS

Games operations will temporarily change how portions of the transportation network function. The GRN will use designated lanes and routes to support safe, timely, and secure transportation for athletes, media, Games officials, and transit vehicles carrying spectators and Games workforce. While essential to operations, the GRN will reduce roadway capacity available for other travelers along affected corridors.

To accommodate an estimated one million extra trips per day, Metro and its partners are planning the Games Enhanced Transit Service (GETS), a temporary network of bus routes, supporting infrastructure, and operational staff that will supplement the existing transit system. GETS will connect transit stations and temporary park-and-ride facilities to venues, expanding transit access and helping reduce reliance on private vehicles.

The 2028 Games are designated as a National Special Security Event (NSSE) by the Department of Homeland Security, requiring enhanced security measures at and around Games venues. These measures will affect

circulation in areas adjacent to Games venues through security perimeters, access controls, roadway closures, curb restrictions, and other operational measures and will change how nearby residents, employees, customers, delivery vehicles, and businesses reach local destinations. The extent and duration of these effects will vary by venue and will be determined as operational and security plans advance.

Beyond passenger travel, the Games will place additional demands on one of the nation's busiest goods movement regions. Southern California's seaports, airports, border crossings, rail facilities, distribution, fulfillment, and warehousing support regional, national, and international supply chains and must continue operating throughout the Games while also serving venues, hotels, businesses, and communities. Maintaining reliable goods movement throughout the Games will therefore be critical to supporting both Games operations and the regional economy.

LA28 has confirmed more than 40 venues across 18 venue zones for the Games, some of which will be reused for the Paralympic Games in Southern California, including San Diego. Freight venue analysis areas were developed including traffic analysis zones that comprise or are adjacent to the venue to organize venue locations by geographic boundaries for the purposes of freight TDM analysis. A Traffic Analysis Zone (TAZ) is a geographic unit used by transportation planners and travel demand models to estimate where trips begin and end, the transportation planning equivalent of a census block group. The scale of freight activity across all venue analysis areas illustrates the importance of maintaining efficient goods movement during the Games as noted in **Table 2**.

Table 2 Activity Across All Freight Venue Analysis Areas

Overall Activity Across All Freight Venue Analysis Areas	
Average Daily Truck Trips	787,000
Truck Classification	80% Light-Duty, 15% Medium-Duty, 5% Heavy-Duty
Number of Businesses	25,000
Top Industries	Trade and Logistics; Health Care and Social Assistance; Hospitality and Food Services; Corporate and Financial Services; Manufacturing; Retail; Arts and Entertainment

Because venues are distributed across multiple jurisdictions, goods movement will be governed by a fragmented set of local regulations. For example, the SCAG region has more than 2,000 miles of published truck route maps from its localities: including Carson, Inglewood, Pasadena, Anaheim, Pomona, Universal City, Arcadia, and San Clemente with published official truck route maps.⁴¹ Seaport cities such as Los Angeles and Long Beach have especially extensive freight route systems. Existing challenges including the degree truck operators utilize truck routes, signage discrepancies, and mechanisms of enforcement are critical aspects that will need to be considered as Games planning intensifies. Additionally, truck route ordinances are not designed for widespread GRN restrictions and venue-related closures, and temporary local ordinances may be needed to re-route or temporarily designate truck routes in certain jurisdictions.

Roadway restrictions, security measures, changing traffic patterns, curb constraints, and venue area operations will require freight and logistics operators and businesses to adjust schedules, routes, delivery practices, and logistics planning. Although many industrial facilities support localized consumer and business demand, because Southern California serves as a critical trade gateway, disruptions that are not effectively managed could extend well beyond venue areas, affecting supply chains across the region and beyond.



Stakeholder Outreach and Engagement

Because the 2028 Games will affect a large, multi-jurisdictional region, broad and continuous engagement with transportation agencies, local jurisdictions, implementation partners, and freight industry stakeholders is essential to ensure that the Strategic Plan not only reflects local conditions, operational realities, and partner needs, but also that implementation pathways are grounded in the perspectives of those who will deliver, use, and will be affected by Games-time TDM strategies.

A sustained, multi-year program of stakeholder engagement has informed this plan, by helping to identify partner roles, surface barriers and resource needs, align passenger and freight TDM efforts, and understand implementation readiness. Engagement has included a wide range of public and private interests, including GME agencies, venue cities, non-venue cities, County Transportation Commissions (CTCs), transit operators, Councils of Governments (COGs), TMAs and TMOs, universities, airports, ports, tourism bureaus, freight industry stakeholders, business organizations, and other community-serving entities. Specific TDM engagement activities included:

- Regional passenger and freight TDM forums
- GME TDM and Communications and Outreach Subcommittees and recurring subcommittee coordination
- One-on-one meetings and focus groups with public agencies, private sector stakeholders, and venue area interests

- Surveys, feedback tracking, and follow-up engagement

A variety of broader Games-related engagement activities, ranging from working groups to conferences, also informed the Strategic Plan. These coordination and engagement efforts aim to connect the planning for other functional areas with the regional TDM strategy, avoid duplication, identify shared implementation needs, and ensure that local, subregional, and regional perspectives are reflected in ongoing Games mobility planning. (For a full list of stakeholders engaged, see **Appendix A.**)

Games coordination meetings and related engagement channels that provided valuable input to this plan include:

LA28 and GME convenings:

Including recurring GME subcommittee meetings, LA28 freight coordination meetings, and issue-specific planning sessions that provide updates on Games planning, security, operations, and mobility coordination.

Regional agency Games committees:

Including committees and ad hoc working groups established by CTCs, COGs, and other regional organizations to coordinate member agency planning and implementation.

Regional summits and partner events:

Including events such as the LA Metro Games Summit, the I-15 Economic Development Collaborative Summit, and other regional convenings that support cross-agency learning and alignment.

Subregional and corridor-based coordination efforts:

Including coalitions and collaborative forums focused on specific geographies, corridors, or operational issues that may be affected by Games travel and logistics activity.

Industry conferences and networking opportunities:

Including local, regional, and national events that provide opportunities to hear stakeholder concerns, share Games information, and identify lessons relevant to TDM planning and implementation.

The outreach conducted for this Strategic Plan should be understood as an ongoing effort. The relationships established through this process will be critical to refining audience-specific strategies, ensuring that both passenger and freight industry stakeholders receive accurate and timely information and appropriate implementation support as the region moves closer to 2028.

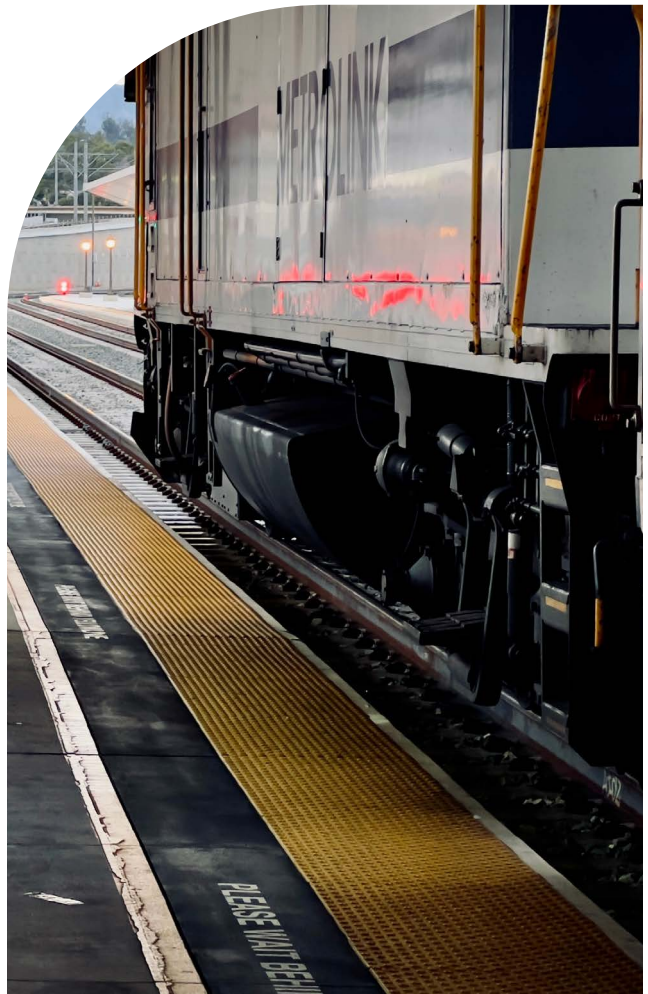
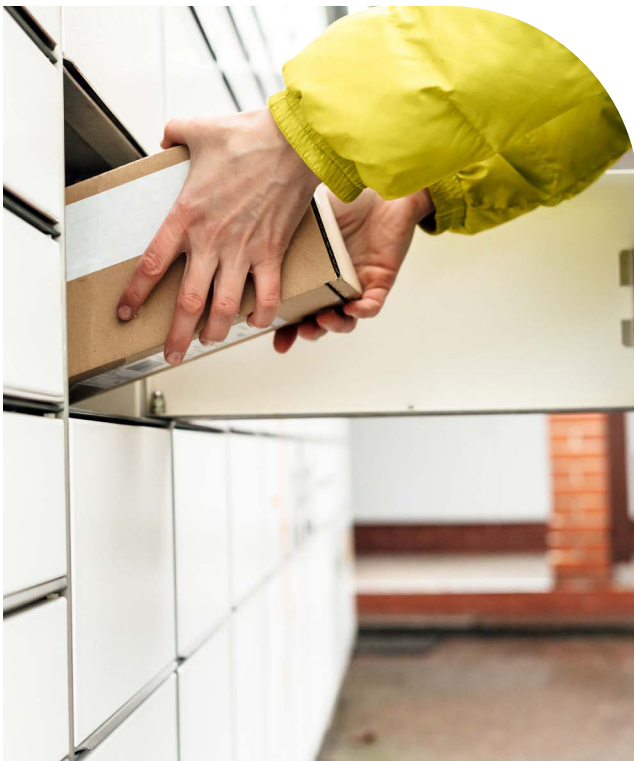


STAKEHOLDER ENGAGEMENT KEY TAKEAWAYS

Stakeholder outreach and engagement to date have identified several key themes shaping the development of the Strategic Plan:

- Regional coordination is essential to align planning, clarify roles, and support consistent implementation. Stakeholders emphasized the need for stronger coordination among LA28, the GME, transportation agencies, local jurisdictions, and other partners to reduce duplication, clarify responsibilities, and support regionwide implementation.
- While stakeholders expressed strong interest in and enthusiasm for the Games, many noted a need for additional guidance, resources, and technical assistance to support local preparation efforts.
- Existing partnerships provide a strong foundation, but broader engagement is needed to reach key audiences. Stakeholders emphasized expanding partnerships beyond transportation agencies to include employers, TMAs/TMOs, tourism organizations, community-based organizations, freight industry stakeholders, educational institutions, and the business community to effectively implement TDM strategies.
- Stakeholders underscored the importance of consistent, regionally coordinated communications and expressed interest in shared messaging frameworks and adaptable materials to provide clear travel guidance for residents, businesses, commuters, and visitors.

- Freight industry stakeholders expressed the need to have technical analysis to understand venue security and transportation operations including designated areas, truck route detours, delivery windows, and corridor-level disruptions that could affect supply chain operations near venues and across the region.
- Business stakeholders wanted considerations for small businesses, essential services, labor, warehouse regulations, truck parking, and port overflow staging needs.
- Stakeholders emphasized the importance of strategies that provide lasting value beyond the Games, such as toolkits, templates, and peer networks that can continue to support collaboration and knowledge sharing.



Key Lessons from Past Games

Southern California's preparation for the 2028 Games can draw heavily from the experience of prior Olympic and Paralympic host cities. Across nearly all successful mega events, the most effective strategies focused on reducing background travel demand, prioritizing transit and active transportation, delivering strong and targeted communications, managing roadway access, and ensuring continuity of goods movement. These approaches were not isolated tactics—they worked because they were coordinated, practiced early, and supported by strong partnerships across agencies, employers, businesses, and freight industry stakeholders.

A consistent lesson from London, Tokyo, and Paris is that reducing and retiming regular, non-event travel is one of the most powerful tools available. Telework, staggered schedules, school calendar adjustments, and off-peak freight deliveries helped maintain system reliability during peak event periods. These strategies were most successful when paired with direct outreach to employers, institutions, and goods receivers, and when framed as operational necessities rather than voluntary behavior change campaigns.

Another major theme is that transit must be positioned as the default travel option. Host cities that succeeded—Sydney, London, Paris—expanded transit service, integrated shuttle networks, strengthened first/last mile access, and made transit easy to use through fare bundling, clear wayfinding, and multilingual traveler information. Infrastructure alone was never enough; success depended on creating a seamless,

connected system that felt intuitive to unfamiliar users and was supported by coordinated pricing, parking management, and communications.

Mega events also demonstrate the importance of early, consistent, and audience-specific communications. London's "Get Ahead of the Games" and Paris's integrated traveler information platforms show how centralized messaging, real-time updates, and clear wayfinding can shift behavior at scale. Freight and logistics operators benefited from tailored information on delivery windows, routing, and access restrictions—reinforcing that communications must be targeted, multilingual, and coordinated across agencies and platforms.

Managing roadway access is another critical component. Past Games used restricted access zones, dynamic parking management, curb regulations, and dedicated lanes to preserve mobility for high-priority trips. These strategies were most effective when paired with attractive alternatives—transit, shuttles, biking, and micromobility—and when communicated clearly to residents, businesses, and freight and logistics operators.

Successful host cities treated goods movement as essential. Freight staging, freight access permits for secure zones, consolidation centers, micro hubs, and off-peak delivery waivers and incentives

helped maintain business continuity and protect supply chains. Because freight is less responsive to broad messaging, targeted coordination with shippers, receivers, and logistics providers was essential, along with clear visibility into restrictions, routing, and operational expectations. The most successful Olympic freight communications programs, particularly London 2012 and Paris 2024, did not focus on convincing freight and logistics operators to change behavior through generic messaging. Instead, they delivered highly targeted, operationally focused information that answered four questions:

- What will be restricted?
- When will restrictions occur?
- How will my operation be affected?
- What should I do differently?

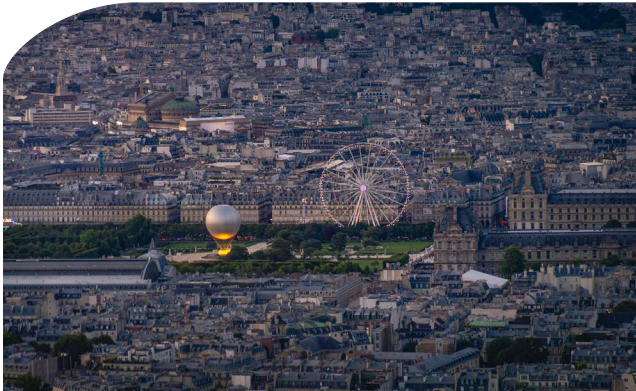
Games also depend on coordinated governance across jurisdictions and organizations. Effective TDM requires collaboration among transportation agencies, local jurisdictions, employers, transit operators, freight providers, venue operators, and communications partners. Successful host cities have established governance structures with clearly defined roles and responsibilities and coordinated policies related to parking, curb management, deliveries, and vehicle access to support regional mobility objectives while minimizing impacts on surrounding communities and businesses.

Finally, host cities have used Games to create lasting transportation benefits. Many investments supported temporary event operations but were also designed to strengthen long-term mobility systems well beyond the Games.

Key Lessons from Past Games

- 1 Reduce and retime background travel demand early and aggressively
- 2 Make transit the default travel option
- 3 Use coordinated communications, traveler information, and wayfinding
- 4 Expand walking, bicycling, and micromobility options
- 5 Build flexible passenger and freight operations and contingency plans
- 6 Coordinate governance, policies, and implementation across jurisdictions
- 7 Design strategies for long-term legacy value

PAST GAMES HIGHLIGHTS



Paris 2024 emphasized active transportation access around venues, with infrastructure investments that continue to benefit residents and visitors.

The Games added an additional 8,000 bikes to the public and privately operated bikeshare systems to bring the total to 35,000 bikes.⁴² The Games also added 10,000 bicycle parking spaces⁴³ near venues for both personal and shared bicycles, communicated which transit lines accommodated bikes,⁴⁴ and increased transit service by approximately 15%,⁴⁵ with enhancements focused on venue-serving corridors. Organizers also developed freight data analysis tools to support industry and business in planning goods movement before and during the Games.



During the 2020 Games (held in 2021), Tokyo targeted “holiday-level traffic” by encouraging vacation leave and conducting extensive business outreach on telework, flextime, and off-peak commuting.

Recurring annual “Telework Day” exercises allowed employers and agencies to test these practices before the Games.⁴⁶ Also, the Tokyo Metropolitan Government promoted freight management strategies such as joint deliveries and off-peak operations as part of a broader strategy to reduce congestion near Olympic venues, alongside an Olympic Route Network with dedicated vehicle lanes.



London 2012's "Get Ahead of the Games" campaign became a global best-practice example for large-scale traveler behavior change.⁴⁷

The campaign developed messaging tailored to different audiences, including targeted communications and coordination with businesses located within and adjacent to venue security perimeters.⁴⁸ For freight, organizers and industry implemented delivery consolidation, freight staging, and adjusted delivery schedules.⁴⁹



The 1984 Los Angeles Olympics are widely regarded as one of the most successful examples of TDM for a mega event.

With limited funding available for new infrastructure, agencies relied on a coordinated package of TDM, communications, and operational strategies to reduce travel demand and make more efficient use of the existing transportation system. Key strategies included encouraging compressed work schedules, flexible work hours, staggered shifts, vacation leave, and modified delivery schedules, along with extensive public and employer outreach to help travelers adjust their travel behavior. Freight and goods movement were also addressed through targeted outreach efforts such as "Operation Breezeway," which encouraged trucking companies to shift deliveries away from peak travel periods and major event areas. Together, these measures helped maintain mobility, with freeway congestion lower than typical conditions despite substantial spectator travel. Many of these same approaches, including employer engagement, traveler communications, flexible work arrangements, and freight delivery management, remain central components of planning for the 2028 Games.



Strategic Assessment for 2028 Games

The assessment of current background travel, the existing passenger and freight TDM landscape, Games-time transportation conditions, complex regulatory environment, stakeholder input, and lessons learned from prior Games highlights both the region's strengths and the challenges that must be addressed to support mobility during the 2028 Games.

Southern California enters Games planning with a strong TDM foundation that varies in maturity and coverage across the region, a robust network of transportation and freight partners, and existing programs and policies that can be reinforced and expanded to support Games objectives. At the same time, the scale and complexity of the Games will require a more coordinated, regionwide approach that extends beyond traditional commuter-focused TDM and addresses the needs of diverse travelers like spectators, visitors, volunteers, hospitality workers, and residents, as well as businesses, and freight industry stakeholders.

This unprecedented travel demand has been made more challenging to manage due to changes in travel and freight patterns following the COVID-19 pandemic. Travel is more dispersed throughout the day and less peak-period commute-focused, requiring more flexible and targeted approaches to transit service and TDM strategies. Hybrid schedules also impact transit ridership and the availability of carpool or vanpool partners for workers. At the same time, learnings from the pandemic will serve the region well during the Games: the pandemic has normalized remote work, highlighted the need for essential worker transportation options, and enabled the freight and goods movement industry to deploy and test logistics practices during the pandemic that are applicable to mega event settings.



Along with these learnings, the region benefits from having established TDM plans, programs, and regulations, with longstanding institutional partnerships between transportation agencies, TMAs/TMOs, and employers. While these efforts have historically focused on passenger TDM at employment centers, there is an opportunity to use the Games as a catalyst for a more coordinated and inclusive regional approach to TDM that will outlast the Games. Games planning can help strengthen regional coordination and governance structures, advance consistent messaging adapted to local conditions, and broaden the traditional commuter focus of TDM to address the needs of a broader range of travelers. Improved traveler information can make transit, walking, bicycling, micromobility, and other alternatives easier to understand and use. Coordinated policies across jurisdictions can also make it easier to navigate a large and complex region. The Games also create an opportunity to strengthen public-private

collaboration, enabling freight industry stakeholders to anticipate and respond to Games-related constraints, adapt to evolving conditions in real time, and build relationships and practices that can support future large-scale events and regional disruptions.

Southern California has also hosted the Olympics before and can learn from the 1984 Games, as well as follow best practices from more recent Games in Paris, Tokyo, and London. These proven approaches can help better prepare the region.

The findings emphasize the need to build on existing programs and partnerships while strengthening regional coordination, expanding engagement with new audiences, improving information sharing and implementation capacity, and establishing strategies that support both successful Games operations and long-term mobility benefits beyond 2028.

I TDM STRATEGY FRAMEWORK

The TDM strategy framework translates the findings of the preceding sections into a structured approach for identifying, prioritizing, and implementing passenger and freight TDM strategies for the 2028 Games.

Strategy Development Approach

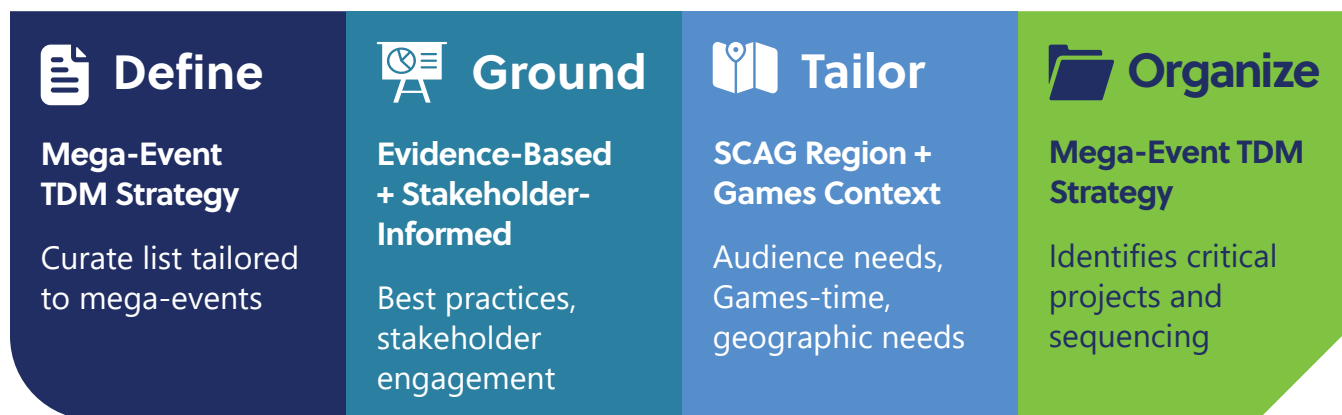
IDENTIFICATION AND PRIORITIZATION PROCESS

Building on the existing conditions analysis, review of best practices, stakeholder engagement, and consideration of geographic complexities and audiences, SCAG and regional partners developed a process to identify and prioritize promising Games-related TDM strategies. Drawing from SCAG's existing [TDM Toolbox](#)⁵⁰ and prior regional planning efforts, the process considered a broad range of passenger and freight TDM approaches relevant to both Games-time operations and long-term regional use.

To narrow the list of potential strategies, SCAG and partners evaluated each strategy using a set of criteria focused on Games-

time effectiveness, regional relevance, and implementation feasibility. Strategies were reviewed based on factors such as target audience and trip type, geographic scale, alignment with SCAG's role and existing TDM programs, partnership opportunities, potential cost, expected travel demand reduction impacts, and regional relevance. This process helped reduce the initial inventory of strategies into a smaller group of high-priority categories and sample strategies for further refinement. Additional review considered rough order-of-magnitude costs, implementation timing, scalability, legacy value, and the ability of potential lead agencies and partners to support implementation.

Figure 2 Strategy Prioritization Process





Implementation Framework

APPLYING STRATEGIES ACROSS AUDIENCES

Effective TDM relies on targeted approaches to reaching and impacting the behavior of different audiences. Most broadly, there are two categories of audiences for strategies identified in this plan: those who travel to the Games and freight operations supporting the Games (**Games Travel**) and those who travel in the region for all other purposes, including freight movements (**Background Travel**).

While Games travel has limited flexibility with regards to when and by which mode spectators and workers travel, background travel offers more opportunities for vehicle trip reductions. Workers may be able to work from home, adjust work hours, or avoid peak travel times. Errands, leisure, and social trips can potentially be reduced through trip chaining, moved to off-peak times, canceled, shifted to destinations closer to home, or changed from driving alone to other modes. On the freight side, businesses can consolidate deliveries, adjust delivery times, routes, and staging locations. The level of flexibility varies across audiences and trip purposes, underscoring the need for targeted TDM strategies rather than a one-size-fits-all approach.

In addition to the distinction between Games and background travel, travel audiences can be separated into two additional subcategories:

- **Trip makers**, such as residents, workers, spectators, visitors, truck operators, and Games workforce, whose behavior the strategies ultimately seek to influence.
- **Intermediary audiences**, such as businesses, employers, universities, hotels, tourism organizations, freight receivers, venue operators, and institutions, that can directly influence the travel behavior of their workers, members, customers, students, visitors, and delivery partners.

This distinction is important because many of the highest-impact strategies will be delivered through organizations that already have trusted communication channels, operating policies, or direct relationships with the intended trip makers.



GEOGRAPHIC APPLICATION OF TDM

Because of the complexity of the scale and distribution of Games activity, the TDM approach must be regionally coordinated, while remaining locally adaptable. Strategies must be designed to operate across multiple geographic scales, including:

- **Regionwide strategies** that influence overall travel behavior (e.g., communications, incentives, and coordinated parking management) and trip planning.
- **Corridor-level strategies** that address key travel routes and system bottlenecks that can exacerbate congestion on highway or arterial GRN routes.
- **Venue- and zone-specific strategies** tailored to local conditions, audience composition, and operational constraints.

To address these varying geographic and operational conditions, the Strategic Plan is structured around a flexible implementation framework that allows strategies to be deployed, scaled, and refined based on location, timing, and demand conditions. Partners will play an important role in tailoring and delivering strategies within their respective areas while maintaining alignment with a consistent regional framework coordinated through SCAG and the GME.

TDM STRATEGIES AND ROLES AND RESPONSIBILITIES

Successful implementation will also rely on leveraging the capabilities of multiple partners. While SCAG will lead select regionwide initiatives, many strategies will be advanced by partners in alignment with their roles, authorities, and expertise, with support from SCAG through coordination, technical assistance, and, where feasible, funding.

Depending on the strategy and implementation context, SCAG may play several complementary roles in advancing Games-related TDM initiatives. These roles include:



Lead: SCAG leads project development and implementation of select regionwide initiatives.



Support: SCAG provides funding and/or technical assistance to advance partner-led TDM initiatives.



Partner: SCAG works jointly with public or private partners to advance TDM strategies that require shared leadership.



Amplify: SCAG leverages, promotes, and aligns existing partner initiatives to maximize regional impact.

The proposed partner roles and responsibilities largely reflect work already underway or planned, as well as activities aligned with each agency's roles, authority, and expertise. These roles are intended as a regional planning framework to support continued coordination and may evolve during implementation. Agency-specific commitments will be determined through each agency's applicable approval processes as implementation scopes are further defined.

KEY STRATEGIES BY PROGRAMMATIC CATEGORY

There are four programmatic categories that encompass the core elements needed to successfully plan, coordinate, and implement TDM in the Games context. The following sections describe each category, including the associated strategies, implementation considerations, key audiences, and roles for SCAG and partner agencies. Strategic roadmaps identify key actions, timing, SCAG's role in advancing the strategy, and partner agencies and stakeholders, illustrating how SCAG will support implementation through a combination of leadership, coordination, technical assistance, regional collaboration, and other support activities, while recognizing that many strategies will be delivered by partner agencies and other stakeholders. The roadmaps reflect the current implementation approach and may evolve as funding opportunities, resource availability, partner priorities, and Games operational requirements continue to be refined. The programmatic category sections also provide an overview of complementary partner-led strategies and initiatives that support the broader regional TDM approach.



Regional Communications and Outreach:

Regional marketing communications and outreach strategies provide the common messaging framework for Games-related travel, freight movement, and background trip management.



Regional Wayfinding:

Games-specific wayfinding helps local travelers, spectators, visitors, freight and logistics operators, and shippers understand how to navigate the entire transportation system during the Games.



Mobility and Access Programs:

Mobility and access programs provide additional travel options and incentives needed to reduce reliance on private vehicles and support planned Games access patterns, helping preserve roadway capacity for freight movement and goods deliveries.



Regulatory and Operational Policy Alignment:

Regulatory and operational policies help reduce demand on roadways through widespread, impactful regional and venue-specific policies, such as halting roadway construction during critical periods, implementing traffic and parking management, supporting goods movement operations, and incentivizing or mandating telework, staggered shifts, or similar workplace strategies across the region.



Regional Communications and Outreach

Regional marketing communications and outreach strategies provide the common messaging framework for Games-related travel and background trip management. These strategies aim to support consistent, coordinated transportation communications among public agencies, GME partners, businesses, employers, and other stakeholders through shared messaging, branding, and outreach resources. The goal is for residents, workers, spectators, visitors, and freight industry stakeholders to receive consistent, correct, and timely information about transportation options, access rules, and expected constraints, allowing them to adjust their behavior accordingly. A detailed communications and outreach plan is being developed to advance all strategies in this category.

SCAG's primary role: SCAG will lead the development and implementation of core regionwide communications and outreach initiatives while coordinating with partners to support aligned messaging, outreach, and traveler information efforts across the region.

Recommended Strategies



REGIONWIDE COMMUNICATIONS CAMPAIGN

Coordinated public-facing platform for providing consistent, audience-specific messaging and traveler information that partners can adapt and amplify.

Primary function: Increase awareness of travel options and traveler resources



PARTNER INFORMATION HUB

Central repository for implementers and partner agencies containing communications materials, implementation guidance, coordination tools, and best practices.

Primary function: Build partner capacity through shared resources



REGIONAL TRAVEL INFORMATION WEBSITE

One or several public-facing platform(s) that serves as a centralized source of Games-related transportation information.

Primary function: Provide a trusted source of travel options and traveler resources



DIRECT OUTREACH AND ENGAGEMENT

Workshops, webinars, technical assistance, and partner engagement to prepare key audiences (e.g., businesses) for Games-time travel and TDM implementation.

Primary function: Support audience-specific behavior and operational changes through direct engagement, education, and technical assistance



REGIONWIDE COMMUNICATIONS CAMPAIGN

The regionwide marketing and communications campaign is foundational for the Games TDM strategy. The campaign will provide a coordinated platform for delivering transportation and mobility messages to residents, workers, businesses, freight industry stakeholders, spectators, and visitors before and during the Games. Through audience-specific messaging and coordinated deployment, the campaign will increase awareness of transportation options, anticipated impacts, traveler resources, and actions individuals and organizations can take to support regional mobility objectives. The campaign will complement agency- and venue-specific communications efforts by providing consistent regional messaging that can be adapted and amplified by partners throughout Southern California.

Key audiences: Residents, workers, students, employers, educational institutions, businesses, freight industry stakeholders, local spectators, non-local spectators, and visitors.

SCAG's Role: SCAG will lead the development, launch, and evaluation of the regionwide campaign, including audience research, campaign strategy, shared messaging, creative content, media planning, and performance monitoring. SCAG will also coordinate with regional partners so campaign materials can be adapted and amplified through local and audience-specific communications channels.

Table 3 Strategic Roadmap – Regionwide Communications Campaign

Phase	Key Activities	Partners	Timing
1. Assess Needs and Develop Communications Strategy	Conduct regionwide communications needs assessment. Identify audiences. Inventory communications channels. Develop core messaging, governance approach, campaign goals and metrics, and implementation roadmap. SCAG Role: ★	LA28, GME, venue cities, transit agencies, airports, seaports, TMAs/TMOs, tourism and hospitality partners, freight industry stakeholders	Early 2026 to Late 2026
2. Develop Campaign Content and Creative and Outreach Approach	Develop campaign branding, messaging, creative concepts, multilingual content, outreach strategies, media planning, and campaign and communications calendar. Establish campaign performance measures. SCAG Role: ★	LA28, GME, venue cities, local jurisdictions, freight industry stakeholders, transit agencies, airports, seaports, TMAs/TMOs	Mid 2026 to Mid 2027
3. Launch and Scale Regional Campaign	Deploy phased campaign across regional communications channels. Purchase media. Expand distribution of Games-related transportation information and reinforce key travel messages as Games planning milestones approach. Monitor campaign performance and refine messaging based on public awareness, traveler needs, and emerging operational information. SCAG Role: ★	LA28, GME, venue cities, local jurisdictions, transit agencies, airports, seaports, TMAs/TMOs, freight industry stakeholders, tourism and hospitality partners, educational institutions, community-based organizations (CBOs)	Mid 2027 to Mid 2028

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify

Phase	Key Activities	Partners	Timing
4. Operate and Adapt During the Games	Transition from awareness-building to operational communications by providing real-time traveler information, transportation updates, and mobility guidance. Tailor messaging to evolving conditions and coordinate with Games operations, transportation partners, Emergency Operations Centers and Transportation Operations Centers to support consistent and timely information sharing. SCAG Role: ★	LA28, transit agencies, venue cities, local jurisdictions, GME, freight industry stakeholders, tourism and hospitality partners, educational institutions, CBOs, regional partners, seaports	Mid 2028 through Games Time
5. Campaign Evaluation	Evaluate campaign performance, document lessons learned and best practices, identify successful communications approaches for future major events, and transition communications resources and partnerships into long-term regional TDM efforts. Celebrate successes and communicate outcomes to partners, decision-makers, and the public. SCAG Role: ★	LA28, GME, venue cities, local jurisdictions, TMAs/TMOs, freight industry stakeholders, airports, seaports, tourism and hospitality partners, transit agencies	Late 2028 to Early 2029

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify



PARTNER INFORMATION HUB

Implementing a coordinated regional TDM strategy will require hundreds of agencies and organizations to access shared resources to communicate consistently. The Partner Information Hub will serve as the central repository for Games-related communications resources, implementation guidance, coordination tools, and best practices. Given the diversity of audiences affected by the Games—including residents, commuters, employers, freight industry stakeholders, businesses, and partner agencies—the hub will provide audience-specific materials and resources that partners can use and adapt to support their own communications and outreach efforts. By providing a common platform for coordination and information sharing, the hub will help ensure consistent messaging, reduce duplication of effort, and improve partner readiness.

Key audiences: Public agencies, local jurisdictions, transit agencies, CTCs, TMAs/TMOs, employers, educational institutions, business organizations, freight industry stakeholders, tourism organizations, community-based organizations.

SCAG's Role: SCAG will lead development and maintenance of the Partner Information Hub, including defining platform requirements, curating resource libraries, and establishing governance and content-management procedures. SCAG will also train and support partners in using the hub and contributing relevant resources.

Table 4 Strategic Roadmap – Partner Information Hub

Phase	Key Activities	Partners	Timing
1. Define Platform Requirements and Governance	Identify user needs, priority audiences, content requirements, platform functionality, governance structure, maintenance responsibilities, and long-term sustainability considerations. SCAG Role: ★	LA28, GME TDM and Communications and Outreach Subcommittees, freight industry stakeholders	Mid 2026 to Late 2026

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify

Phase	Key Activities	Partners	Timing
2. Develop Platform and Resource Libraries	Develop the information hub and curate communications resources, implementation guidance, templates, messaging frameworks, training materials, case studies, and audience-specific content libraries. Resources will be tailored to passenger and freight audiences, employers, businesses, and partner agencies. SCAG Role: ★	LA28, GME TDM and Communications and Outreach Subcommittees, venue cities, freight industry stakeholders	Mid 2026 to Late 2026: Development Early 2027 to Mid 2028: Expansion of Resources
3. Launch and Maintain Platform	Launch the platform and continuously update resources, guidance, communications materials, implementation tools, and partner information. Promote use of the platform among implementation partners and stakeholders and distribute partner-developed resources. SCAG Role: ★ 🔊	Public agencies, employers, business organizations, freight industry stakeholders, tourism organizations, other public and private partners including LA28, CTCs, transit operators	Early 2027 to Mid 2028
4. Train and Onboard Partners	Conduct trainings, demonstrations, and workshops, and offer technical assistance to familiarize partners with platform functionality, available resources, governance procedures, and opportunities to contribute and applications for content. SCAG Role: ★	Regional partners	Mid 2027: Provide Onboarding Mid 2027 to Mid 2028: Ongoing Training
5. Partner Hub Evaluation	Evaluate platform use, document lessons learned, identify successful resources and practices, and determine opportunities to sustain the platform and resource libraries beyond the Games. SCAG Role: ★	Regional partners	Late 2028 to Early 2029

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify



REGIONAL TRAVEL INFORMATION WEB PRESENCE

A successful Games TDM strategy depends on travelers, businesses, and freight industry stakeholders having access to clear, timely, and reliable information. The regional travel information web presence is envisioned as one or several public-facing platforms that serves as a centralized source of Games-related transportation information, helping residents, commuters, spectators, visitors, workforce members, businesses, and freight industry stakeholders understand how to navigate the region before and during the Games.

The platform will support early awareness and preparedness efforts by encouraging travelers to understand transportation options, anticipate potential impacts, and test alternative travel behaviors before the Games begin. As Games planning advances, the platform can evolve into a trusted source for transportation guidance, mobility resources, and travel planning information. It may also serve as a mechanism to aggregate or direct users to information maintained by GME members, transportation agencies, venue operators, and other partners and stakeholders. The specific website or websites, governance structure, ownership model, functionality, and long-term maintenance approach will be determined through coordination with partner agencies and stakeholders.

Key audiences: Games workforce and volunteers, local spectators, non-local spectators, regional residents, regional workers, students, visitors, businesses, freight industry stakeholders, venue-adjacent residents, venue-adjacent workers.

SCAG's Role: SCAG will lead the planning and development of the public-facing web presence in coordination with LA28 and other GME partners. SCAG will help establish the platform's scope and governance, develop and maintain transportation content, promote its use, and evaluate opportunities to retain useful resources after the Games.



Table 5 Strategic Roadmap – Regional Travel Information Website

Phase	Key Activities	Partners	Timing
1. Define Web Platform Scope and Governance	Identify target audiences, web platform objectives, content requirements, governance structure, ownership and maintenance approach, data sources, and platform functionality. Determine how information will be collected, maintained, and updated. SCAG Role: ★	LA28, GME TDM, Communications and Outreach Subcommittees, freight industry stakeholders	Mid 2026 to Late 2026
2. Develop Web Platform and Content	Develop web platform functionality and create foundational content, including travel planning resources, transportation information, frequently asked questions, maps, mobility resources, and Games transportation guidance. SCAG Role: ★	LA28, GME, venue cities, freight industry stakeholders, transit agencies, tourism and hospitality partners, freight industry stakeholders	Late 2026 to Mid 2027
3. Launch Web Platform	Launch the web platform(s) and keep it updated as new Games information becomes available. Incorporate additional transportation information, travel guidance, frequently asked questions, maps, transportation services, and audience-specific resources. Conduct outreach and awareness activities to drive utilization. SCAG Role: ★	Regional partners and stakeholders	Mid 2027: Launch Mid 2027 to Mid 2028: Ongoing Expansion and Refinement
4. Web Platform Evaluation	Evaluate website use and effectiveness, document lessons learned, identify successful content and functionality, and assess opportunities to transition useful resources, content, and practices into existing traveler information platforms and regional mobility programs. SCAG Role: ★	Regional partners and stakeholders	Late 2028 to Early 2029

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify



DIRECT OUTREACH AND ENGAGEMENT

While regionwide communications campaigns can raise awareness, experience from previous Olympic and Paralympic Games demonstrates that targeted, direct outreach is often necessary to achieve meaningful travel behavior change. Many of the audiences most likely to influence transportation system performance during the Games, including employers, businesses, freight and logistics operators, residents near venues, educational institutions, hospitality partners, major destinations, and workforce populations, require tailored information, direct engagement, and advance planning support.

Direct outreach will be delivered through a combination of SCAG-led engagement activities and partner-led outreach efforts. While SCAG has been convening regional forums, technical advisory committees, and stakeholder meetings to support development of the Games TDM strategy, additional outreach will be needed to support implementation and prepare key audiences for the Games. New workshops, webinars, technical assistance activities, peer exchanges, and audience-specific engagement efforts may be led by SCAG or partner agencies or may be collaboratively delivered. Existing coordination structures provide a strong foundation for expanding outreach, strengthening partnerships, and supporting implementation activities in the lead-up to the Games.

Key audiences: Employers, educational institutions, businesses, freight industry stakeholders, tourism and hospitality organizations, major destinations, TMAs/TMOs, venue-adjacent residents, venue-adjacent workers, essential workers, community-based organizations.

SCAG's Role: SCAG will lead and coordinate outreach to priority audiences through workshops, webinars, meetings, technical assistance, toolkits, and other audience-specific engagement activities. Depending on the audience and geography, SCAG may also partner with, support, or amplify outreach led by LA28, venue cities, GME agencies, TMAs/TMOs, freight industry stakeholders, business organizations, and other implementation partners.

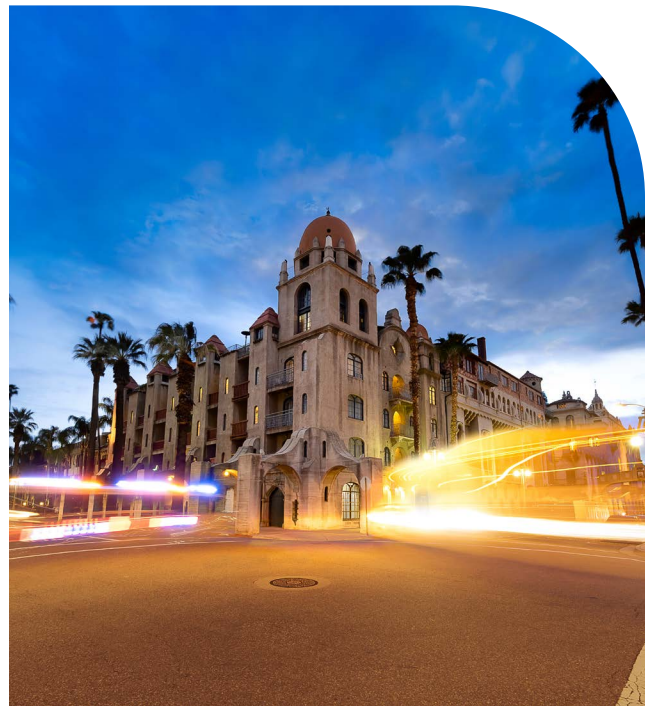


Table 6 Strategic Roadmap – Direct Outreach and Engagement

Phase	Key Activities	Partners	Timing
1. Identify Priority Audiences and Outreach Approach	Identify priority audiences, outreach objectives, engagement strategies, key messages, outreach channels, and partner roles. Develop audience segmentation and engagement framework. SCAG Role: ★ ⚙️ 🤝	LA28, GME TDM and Communications and Outreach Subcommittees, venue cities, TMAs/TMOs, freight industry stakeholders, business improvement districts (BIDs), chambers of commerce	Mid to Late 2026
2. Conduct Early Outreach (Business and Partner Focus)	Develop audience-specific outreach materials, toolkits, presentations, engagement resources, and implementation guidance. Establish partnerships and engagement plans for priority stakeholder groups. Conduct presentations, workshops, meetings, and stakeholder engagement efforts to businesses and institutional audiences. Focus on early awareness, preparedness, and opportunities to adopt TDM strategies and operational changes. SCAG Role: ★ ⚙️ 🤝	LA28, GME, venue cities, freight industry stakeholders, TMAs/TMOs, CTCs, South Coast AQMD, BIDs, chambers of commerce	Late 2026 to Mid 2027
3. Expand Outreach to all Audiences and Support Implementation	Intensify outreach efforts as Games planning advances. Provide updated information, implementation guidance, and technical assistance to support deployment of TDM programs and operational strategies. SCAG Role: ★ ⚙️ 🤝 📢	LA28, venue cities, TMAs/TMOs, freight industry stakeholders, CTCs, South Coast AQMD, BIDs, chambers of commerce	Mid 2027 to Mid 2028
4. Direct Outreach and Engagement Evaluation	Evaluate outreach effectiveness, document lessons learned, identify successful engagement practices, and assess opportunities to sustain partnerships and stakeholder networks beyond the Games. SCAG Role: ★	LA28, venue cities, TMAs/TMOs, freight industry stakeholders, CTCs, South Coast AQMD, BIDs, chambers of commerce	Late 2028 to Early 2029

Role: ★ Lead ⚙️ Support 🤝 Partner 📢 Amplify

Regional Communications and Outreach Key Partner Strategies

The regional outreach strategies will be supported by partner-led efforts that will amplify shared messaging, tailor messages to specific audiences, and strengthen coordination among partners.

Table 7 Regional Communications and Outreach Key Partner Strategies

Strategy	Description	Lead Agencies	Intersection with TDM
Primary Communications to Games Audiences	Direct communication to Games audiences (e.g., athletes, media, ticket holders), including travel guidance and venue access information. Support direct outreach to venue-adjacent residents, businesses, institutions, and other stakeholders regarding security perimeters, accreditation requirements, venue access, and other operational impacts.	LA28	Games audience communication provides opportunities to convey travel options information, including messaging to motivate audiences to use preferred travel modes, adjust travel times based on expected demand, and avoid congested or closed areas. Direct outreach support will also prepare venue-adjacent communities and businesses for Games-related transportation conditions and operational changes.
Localized Travel Guidance and Impact Communication	Provide location-specific travel guidance, expected impacts, and recommended travel options.	Caltrans, Venue cities	Venue cities will support regional TDM efforts by providing location-specific travel guidance and information about expected impacts and incorporating recommended options and TDM messaging to help reduce vehicle trips and manage demand near venues. Venue cities will also lead direct outreach to residents, businesses, and communities affected by Games operations.
Local Access and Operations Communication	Communicate local access plans, including street closures, detours, parking restrictions, curb use, and delivery protocols.	Venue cities; non-venue cities; LA28 (security perimeters, freight protocols); Caltrans (GRN routes)	Access restrictions and operational changes can be an important motivator for travelers to seek out other transportation options. Coordinating restrictions with TDM messaging can lessen the perceived impact of the Games time changes.



Regional Wayfinding

Regional wayfinding helps local travelers, visitors, freight industry stakeholders understand how to navigate the entire transportation system during the Games. Wayfinding supports a consistent and seamless experience for visitors from arrival to the venue and all points in between, including at airports, rail stations, transit hubs, and park-and-ride locations. For freight and logistics operators and shippers, wayfinding facilitates travel reliability, on-time deliveries, and available truck parking. These strategies are important because many Games and non-Games travelers will be using unfamiliar travel patterns, services, routes, or access points.

For the local community, wayfinding is critical to help them understand changes to their everyday travel to accommodate the Games. For freight and logistics operators, scheduling and shipment timing changes are very common, and wayfinding will augment regional communication and outreach to communicate clear protocols for businesses and their service providers and partners. Road closures, detours, venue security perimeters, and other restrictions must be communicated widely in various formats along with expected high-traffic locations and times. Wayfinding strategies include physical wayfinding, digital wayfinding inclusive of real-time traveler information, and travel ambassadors.

Wayfinding requires the leadership and collaboration of multiple agencies to be successful. It is primarily coordinated via the GME Wayfinding Subcommittee with individual efforts being led by LA28, LA Metro, Caltrans, venue cities, and SCAG.

SCAG's primary role: SCAG will support a coordinated regional approach to wayfinding by amplifying and advancing guidance, standards, and resources developed by LA28, LA Metro, and other partners, while helping identify and address gaps in implementation across the region.





Recommended Strategies



PHYSICAL WAYFINDING

Temporary and permanent signage, maps, kiosks, and loading zone information that guide travelers and goods movement.

Primary function: Support seamless navigation, access, and circulation



DIGITAL WAYFINDING

Integrated digital wayfinding that provides real-time routing, service updates, and accessibility information.

Primary function: Enable informed travel and goods movement by integrating trip planning, navigation, and transportation information into a unified digital experience.

A PHYSICAL WAYFINDING

Physical wayfinding encompasses the tangible infrastructure, directional and informational signage, and informational elements, such as area maps and kiosks for spectators and background travelers, businesses, and commercial vehicle operators. Wayfinding will be needed to communicate venue access routes, detours, parking and loading zones, security perimeters, and temporary restrictions on roadways. The Games will rely on both permanent and temporary wayfinding to provide guidance to all audiences.

Key audiences: Games workforce and volunteers, local spectators, non-local spectators, visitors, regional travelers, venue-adjacent residents, venue-adjacent workers, travelers with disabilities, travelers with limited English proficiency, freight industry stakeholders.

SCAG's Role: SCAG will support development of a coordinated regional wayfinding system by helping assess regional needs, identify implementation gaps, develop toolkits and location-specific plans, and coordinate procurement and deployment with partner agencies. SCAG will work as a lead, partner, or supporting agency where appropriate, while LA28, LA Metro, venue cities, transit agencies, and other partners retain responsibility for many location-specific and operational decisions.



Table 8 Strategic Roadmap – Physical Wayfinding

Phase	Key Activities	Partners	Timing
1. Governance and Standards	Establish regional coordination structure. Define agency roles and responsibilities. Develop regional branding and wayfinding standards. SCAG Role:   	LA28 (lead for Games branding and wayfinding standards), LA Metro (lead for coordination through the GME Wayfinding Subcommittee), regional rail operators, seaports, airports, transit agencies, Caltrans, venue cities, freight industry stakeholders	2026 to Late 2026
2. Planning, Design, and Delivery Strategy Development	Assess existing wayfinding systems and assets. Identify priority stations, corridors, airports, and destinations; evaluate permitting, maintenance, procurement, and implementation needs. Conduct station and corridor audits, develop location-specific implementation plans. Develop wayfinding toolkits and design resources; determine delivery strategies. Identify procurement opportunities and funding needs. Identify maintenance, installation, and removal approaches. Establish agreements among implementing agencies. SCAG Role:  	LA Metro, transit agencies, regional rail operators, seaports, airports, Caltrans, venue cities, local jurisdictions, freight industry stakeholders, LA28	2026 to Early 2027: Wayfinding Needs Assessment Early 2027 to Mid 2027: Station Audits, Toolkits, Partner Agreements

Role:  Lead  Support  Partner  Amplify

Phase	Key Activities	Partners	Timing
3. Procurement and Deployment	Develop scopes of work and technical specifications. Coordinate procurement activities. Identify vendors and implementation partners. Finalize funding agreements. Fabricate, install, and maintain signs and related assets, with Games-branded elements implemented in accordance with LA28 guidelines. Coordinate implementation across jurisdictions. SCAG Role:  	LA Metro, transit agencies, regional rail operators, airports, Caltrans, venue cities, local jurisdictions, freight industry stakeholders, LA28	Mid 2027 to Early 2028
4. Operations, Maintenance, and Games-Time Support	Support Games-time operations. Monitor performance and address operational issues. SCAG Role:  	LA Metro, transit agencies, regional rail operators, seaports, freight industry stakeholders, airports, Caltrans, venue cities, local jurisdictions, LA28	Mid 2028
5. Post-Games Evaluation and Legacy Integration	Remove temporary Games-related wayfinding assets, as appropriate. Identify opportunities to retain, repurpose, or expand permanent wayfinding investments. Evaluate performance and effectiveness of physical wayfinding improvements. Document lessons learned and best practices. SCAG Role:   	LA Metro, LA28, transit agencies, regional rail operators, seaports, airports, Caltrans, venue cities, local jurisdictions, freight industry stakeholders	Late 2028 to Early 2029

Role:  Lead  Support  Partner  Amplify



DIGITAL WAYFINDING

Support the development of a coordinated digital wayfinding ecosystem that provides travelers and freight and logistics operators and shippers with accurate, real-time information before and during their journeys. The strategy focuses on integrating transportation, goods movement, venue, and Games-related information into trip planning and navigation tools to help spectators, workforce, residents, businesses, freight industry stakeholders, and visitors navigate the region efficiently and confidently.

The program may include integration with third-party navigation platforms, such as Google Maps and Apple Maps, as well as agency trip planners, traveler information systems, and Games-related applications to provide consistent routing, service information, accessibility information, and destination guidance across the region.

Key audiences: Games workforce and volunteers, local spectators, non-local spectators, regional residents, regional workers, visitors, venue-adjacent residents, venue-adjacent workers, travelers with disabilities, freight and logistics operators, shippers.

SCAG's Role: SCAG will partner with LA28, transportation agencies, local jurisdictions, and technology providers to support consistent data standards, information-sharing workflows, and integration of Games transportation information into digital platforms. SCAG will primarily amplify and coordinate partner-led digital tools rather than own or operate applications and data systems directly.

Table 9 Strategic Roadmap – Digital Wayfinding

Phase	Key Activities	Partners	Timing
1. Establish Governance and Data Framework	Establish workflows for data sharing and traveler information management. Identify required data sources, define data standards and update frequencies, and determine what type of information will be incorporated into digital platforms and how. Review data quality and identify gaps requiring additional coordination or investment. SCAG Role:  	LA28, LA Metro, regional rail operators, seaports, airports, transit agencies, Caltrans, venue cities, CTCs, technology partners	Early 2026 to Early 2027

Role: ★ Lead  Support  Partner  Amplify

Phase	Key Activities	Partners	Timing
2. Platform Integration and Information Development and Testing	Assess partner app tool development to understand landscape and distinctions between the tools. Integrate transportation, venue, and Games-related information into LA28 spectator app. Develop and incorporate routing guidance and accessibility information into third-party platforms. Coordinate integration of TDM, GETS routes, mobility hubs, fan zones, first/last mile connections, and other Games transportation services. Conduct testing and validation. SCAG Role:  	LA28, transit agencies, regional rail operators, seaports, airports, technology partners, local jurisdictions, CTCs, freight industry stakeholders	Early 2027 to Mid 2027: Platform Integration Mid 2027 to Early 2028: Testing and Revisions
3. Deploy, Operate, and Maintain Digital Wayfinding Services	Launch digital wayfinding tools and traveler information services. Maintain data feeds, monitor performance, update routing and service information, support incident response, and coordinate Games-time traveler communications. Continuously update information as transportation operations evolve during the Games. SCAG Role:  	LA28, transit agencies, regional rail operators, seaports, airports, Caltrans, local jurisdictions, freight industry stakeholders, information technology partners	Early 2028 to Mid 2028
4. Post-Games Evaluation and Legacy Integration	Evaluate performance of digital wayfinding tools, traveler information services, and platform integrations during the Games. Assess user experience, multimodal trip planning, accessibility, data quality, and cross-agency coordination. Document lessons learned and identify opportunities to strengthen regional data standards and improve integrated trip planning and traveler information for future major events and everyday travel. SCAG Role:  	LA28, LA Metro, transit agencies, regional rail operators, seaports, airports, Caltrans, CTCs, local jurisdictions, technology partners, freight industry stakeholders	Late 2028 to Early 2029

Role: ★ Lead  Support  Partner  Amplify

Wayfinding Key Partner Strategies

Physical and digital passenger wayfinding will be complemented with transportation ambassadors and volunteers and freight wayfinding.

Table 10 Wayfinding Key Partner Strategies

Strategy	Description	Lead Agencies	Intersection with TDM
Transportation Ambassadors/Volunteers	In addition to physical and digital wayfinding strategies, partner agencies will lead transportation ambassador and volunteer programs that complement wayfinding infrastructure and traveler information systems. Transportation ambassadors will provide on-the-ground navigation assistance at venues, transit stations, mobility hubs, and other key locations throughout the Games.	LA28, LA Metro, transit agencies, regional rail operators, seaports, airports, venue cities	By offering real-time guidance, answering questions, providing multilingual support, and helping travelers navigate the transportation system, these personnel can improve the visitor and resident experience, increase confidence in transit and active transportation options, reduce confusion, encourage desired travel behaviors, and help identify operational issues that may require attention during Games-time operations.
Freight Wayfinding and Data Integration	Provide advisory input and integrate traffic and routing data into freight dispatch, scheduling, and routing systems to support delivery planning and operations.	Freight industry stakeholders	Truck and delivery drivers rely on established systems to identify ideal routes and travel times. Integrating both traffic and routing data helps smooth truck travel demand and improves business continuity.



Mobility and Access Programs

Mobility and access programs provide additional travel options and incentives needed to reduce reliance on private vehicles and support planned Games access patterns. These strategies support Games-specific travel for athletes, officials, media, workforce, spectators, and goods movement; reduce background passenger travel demand by improving transit service, fare payment options, and incentives that encourage transit, carpooling, vanpooling, biking, walking, and other non-drive-alone travel; and maintain freight reliability, safety, and efficiency across interchange and distribution freight facilities, last-mile delivery services, and businesses by supporting consolidation and staging, off-peak deliveries, and other operational policies and strategies. For Games trips, mobility and access programs help travelers access venues through GETS, transit, regional rail, park-and-ride, shuttles, mobility hubs, and first/last mile connections. For background trips, they support alternatives and incentives to not driving alone, equipping businesses with options to maintain their day-to-day operations.

For freight-related activity, freight programs are centered on interchange and delivery consolidation, including staging areas, off-peak operations, truck parking, and innovative last-mile delivery solutions to ensure freight transport and delivery access within and around venues is achieved, and that freight flows fluidly and efficiently across the regional goods movement system. Some of these overlap across both access and operations (see [Regulatory and Operational Policies](#)).

The strategies and roadmaps identified in this category are based on the current state of Games transportation planning and may require adaptation based on transportation modeling results, funding requirements, and overall resourcing.

SCAG's primary role: SCAG will assess mobility gaps and identify options for support. SCAG will advance Mobility and Access Program strategies through a combination of direct implementation of select initiatives and support for partner-led projects through technical assistance, coordination, regional collaboration, and where feasible, funding.

Recommended Strategies



SHUTTLE/ MICROTRANSIT PROGRAM

Local circulators or flexible service connecting neighborhoods, park-and-ride areas, mobility hubs, and key destinations.

Primary function: Enhance first/last mile connections and local circulation



FREIGHT PROGRAMS

Strategies that improve goods movement through delivery consolidation, staging, off-peak operations where feasible, truck re-routing, innovative last mile delivery solutions, and other support for business stakeholders (e.g., tools, templates, coordination support, and implementation assistance where feasible).

Primary function: Support goods movement, especially in constrained areas



INCENTIVES AND REWARDS PROGRAMS

Rewards, promotions, and benefits that encourage telework, transit, shared mobility, active transportation, and trip retiming.

Primary function: Encourage mode shift to non-auto options and trip reduction and retiming



TMA/TMO SUPPORT

Tools, templates, coordination support, and implementation assistance for TMAs/TMOs and employer-facing partners.

Primary function: Expand local TDM capacity and support commute trip reduction



SHUTTLE/ MICROTRANSIT PROGRAM

Implement an incentive based on demand microtransit and shuttle program to improve first/last mile access to transit, major activity centers, and event venues. The program will offset eligible trip costs and support related multimodal incentives, marketing, and rider information to increase sustainable travel during the Games and establish a foundation for longer-term regional mobility and TDM strategies. Shuttle services may include new routes, expanded existing services, or Games-specific operations.

Key audiences: Games workforce and volunteers, local spectators, non-local spectators, visitors, venue-adjacent residents, venue-adjacent workers, essential workers, travelers in areas with limited transit or GETS access.

SCAG's Role: SCAG will help identify mobility gaps and promising shuttle or microtransit markets, develop service concepts, and determine where funding or technical assistance could support implementation. Partner agencies and operators are expected to lead day-to-day service delivery, while SCAG supports planning, procurement, evaluation, and potential legacy applications.

Table 11 Strategic Roadmap – Shuttle/Microtransit Program

Phase	Key Activities	Partners	Timing
1. Identify Needs and Opportunities	Through venue zone Traffic Management Plan (TMP) development, Games modeling and analysis, partner engagement, and regional coordination, identify mobility gaps, potential shuttle markets, priority corridors, and opportunities to enhance access to venues, transit hubs, park-and-rides, airports, workforce locations, and hospitality areas. SCAG Role: ★ 🤝	LA28, venue cities, transit agencies, regional rail operators, airports, TMP participants, venue operators	Mid 2026 to Late 2026
2. Develop Services and Delivery Strategies	Develop service concepts, estimate resource needs, and determine the most appropriate implementation approach for each service. Procure and/or fund services. SCAG Role: ★ ⚙️	LA28, venue cities, transit agencies, regional rail operators, airports, venue operators	Late 2026 to Early 2028
3. Implement and Operate Services	Finalize operating plans, conduct testing and readiness activities, market services, and deploy shuttle services SCAG Role: ⚙️	Shuttle operators, implementing agencies	Early 2028 to August 2028
4. Post-Games Evaluation and Legacy Integration	Evaluate service performance, ridership, customer experience, operational effectiveness, and implementation outcomes. Identify lessons learned and opportunities to retain, expand, or adapt successful services to support ongoing mobility needs, including first/last mile connections, microtransit services, airport access, and other mobility programs. SCAG Role: ★ ⚙️	Shuttle operators, implementing agencies	Late 2028 to Late 2029

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify



INCENTIVES AND REWARDS PROGRAMS

Develop and support targeted incentive programs that encourage residents and workers to reduce drive-alone travel and shift to transit, carpooling, vanpooling, walking, and biking during the Games. The strategy focuses on expanding access to existing incentive programs, filling gaps in the current TDM landscape, and supporting behavior change among audiences most likely to contribute to background traffic congestion, including work trips by essential workers and non-work trips.

Programs may include transit pass subsidies, vanpool and carpool incentives, active transportation incentives, employer-based commute programs, rewards programs, and other financial or non-financial funding designed to support data analysis and coordination on mode shifting and travel reduction.

Key audiences: Residents, workers, students, essential workers, Games workforce and volunteers, employers, small- and medium-sized businesses, transit users, carpool and vanpool participants, people walking or bicycling.

SCAG's Role: SCAG will lead the identification of priority audiences, geographic focus areas, incentive types, and high-level program concepts, while working with partners to refine program design, funding, budgets, and performance measures. Partner agencies and operators are expected to lead outreach, enrollment, incentive distribution, day-to-day program delivery and reporting.

Table 12 Strategic Roadmap – Incentives and Rewards Program

Phase	Key Activities	Partners	Timing
1. Identify Opportunities and Program Structure	Determine priority audiences, geographic focus areas, and incentive types. Develop high-level program concepts with a focus on residents, essential workers, and small- to medium-sized employers. If funding allows, target visitors. Identify potential delivery partners and implementation approaches, including opportunities to distribute transit passes and other mobility incentives through airports, hotels, short-term rental platforms, tourism organizations, BIDs, and other visitor-serving partners. SCAG Role: ★	LA Metro, transit agencies, regional rail operators, CTCs, TMAs/TMOs, CBOs, South Coast AQMD, airports, tourism and hospitality organizations, BIDs, hotels, short-term rental platforms	Mid 2026 to Early 2027
2. Program Development and Partnership Formation	Refine program concepts, determine funding needs, establish budgets, define incentive structures, identify performance measures, and execute funding agreements or partnership agreements with program administrators. SCAG Role: 🤝	Transit agencies, regional rail operators, CTCs, TMAs/TMOs, South Coast AQMD	Early 2027 to Late 2027
3. Program Delivery, Monitoring, and Evaluation	Develop outreach, enrollment, and reporting processes. Launch and administer commuter and resident incentive programs. Conduct employer and resident outreach. Track participation, mode shift, and performance metrics. Adjust programs as needed. Evaluate effectiveness during and after the Games. SCAG Role: 🤝	Transit agencies, regional rail operators, CTCs, TMAs/TMOs, employers, CBOs, South Coast AQMD	Early 2028 to Late 2028: Program Delivery and Monitoring Late 2028 to Late 2029: Post-Games Evaluation

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify



TMA/TMO SUPPORT

TMA/TMOs currently play an important role in commute trip reduction efforts in the SCAG region. This strategy supports TMA/TMOs in developing and implementing Games-related TDM programs that reduce vehicle trips, promote multimodal travel, and support employers, institutions, residents, and visitors during the Games. In the short run, it focuses on leveraging existing TMA/TMO networks, building organizational capacity, filling geographic and audience gaps, and supporting the delivery of targeted TDM programs in areas expected to experience significant Games-related transportation impacts. Beyond the Games, stronger TMA/TMOs can support the region's continued economic growth and business continuity.

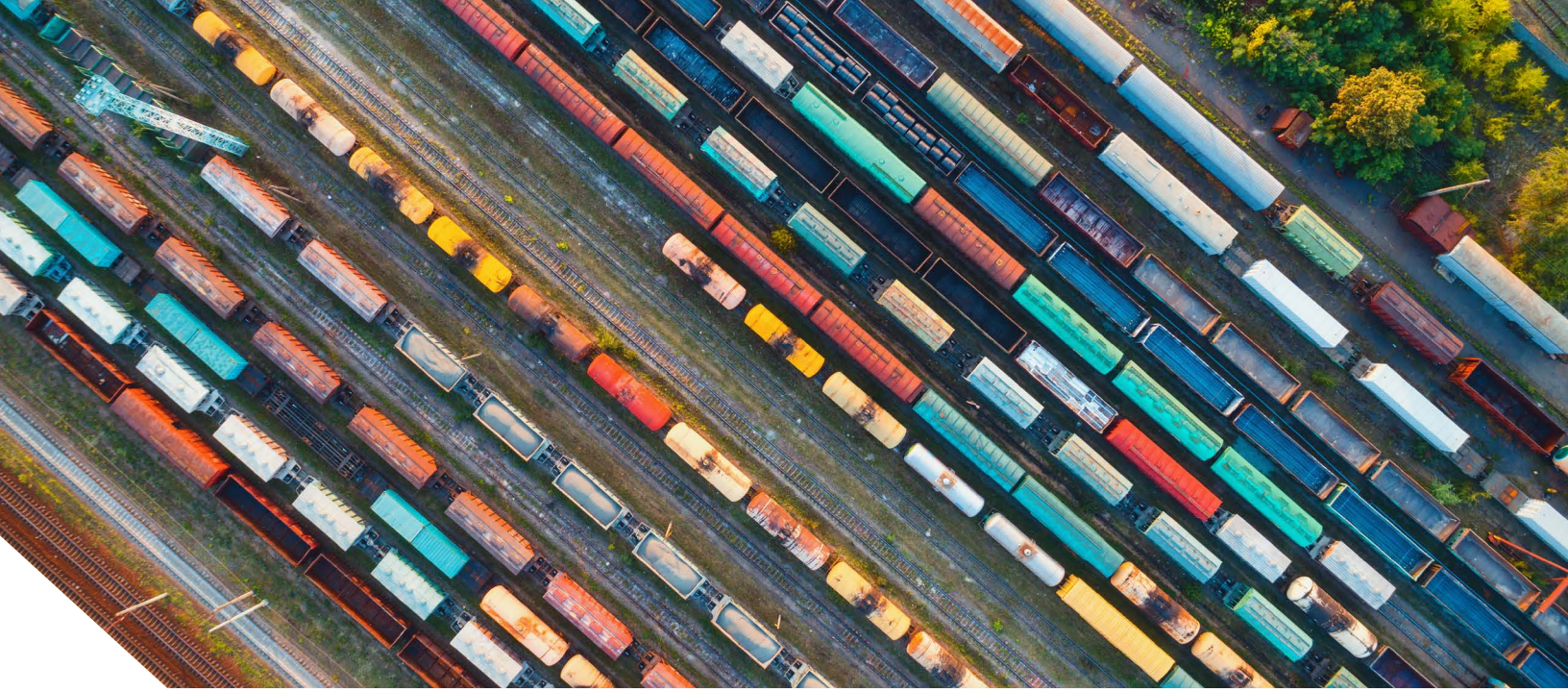
Key audiences: TMA/TMOs, employers, educational institutions, property managers, regional workers, venue-adjacent workers, regional residents, local businesses, local jurisdictions.

SCAG's Role: SCAG will assess TMA/TMO capacity and geographic coverage, identify Games-related service gaps, and develop tools, resources, training, and funding partnerships to strengthen local implementation. SCAG will support TMA/TMOs in expanding employer outreach, commuter programs, traveler communications, and other services before and during the Games.

Table 13 Strategic Roadmap – TMA/TMO Support

Phase	Key Activities	Partners	Timing
1. Assess Capacity and Identify Opportunities	Evaluate existing TMA/TMO coverage, organizational capacity, services, and geographic reach. Identify priority locations, audiences, and transportation challenges associated with the Games. Identify opportunities to expand existing or support new programs to address gaps in implementation. SCAG Role: ★	TMAs/TMOs, CTCs, transit agencies, regional rail operators, venue cities, cities with TMA/TMO presence	Mid 2026 to Late 2026
2. Build Capacity and Develop Program Plans	Develop action plans for Games-related TDM programs and services. Establish funding agreements and partnerships. Develop tools, resources, templates, and guidance tailored to different TMA/TMO needs. Provide training on Games-related travel demand management strategies, traveler communications, employer outreach, and mobility programs. SCAG Role: ★ 🤝	TMAs/TMOs, CTCs, transit agencies, regional rail operators, venue cities, cities with TMA/TMO presence	Late 2026 to Mid 2027
3. Deliver Programs and Monitor Performance	Implement TMA/TMO-led TDM programs, employer outreach efforts, commuter programs, and traveler information campaigns. Monitor participation, track performance, and refine programs throughout the Games period. Develop post-Games evaluation report to support ongoing TMA/TMO services. SCAG Role: 🤝	TMAs/TMOs, CTCs, transit agencies, regional rail operators, venue cities, cities with TMA/TMO presence	Mid 2027 to August 2028: Program Delivery and Performance Monitoring Late 2028 to Late 2029: Post-Games Evaluation

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify



FREIGHT PROGRAMS

The Games will place additional demands on an already complex regional goods movement system. While freight impacts will be felt across the entire transportation network, both constrained areas near venues and the broader system will require coordinated solutions.

The interconnectedness of the freight supply chain from major trade gateways, interchange operations across warehouses, distribution and fulfillment centers, transitions to intermodal rail yards, and final mile deliveries to regional or local businesses all require strategic planning for the Games. Strategies need to be organized within this framework so that truck rerouting, parking, staging, and micro-consolidation can be transferrable across systems. Parcel lockers, microhubs, cargo bikes, and other innovative delivery approaches can enhance delivery efficiency, reduce curb conflicts, and support overall reliable goods movement during the Games, while also delivering lasting benefits beyond 2028.

Key audiences: Freight carriers, logistics operators, delivery companies, shippers, receivers, independent truck operators, local businesses, property owners, warehouses and distribution centers, railroads, seaports and airports, venue cities, border-crossings, and freight industry and trade associations.

SCAG's Role: SCAG will lead early data analysis and stakeholder engagement to identify priority freight needs, potential program locations, and opportunities for delivery consolidation, staging, off-peak operations, truck parking, and innovative last mile solutions. SCAG will support and partner with venue cities, freight industry stakeholders, delivery companies, property owners, and other agencies to advance viable pilots, while operational delivery will generally be led by freight and local implementation partners.

MICROMOBILITY DELIVERY

This type of delivery encompasses small, lightweight vehicles, including e-bikes, e-scooters, cargo bikes, and robots to transport goods. These options reduce truck travel for door-to-door delivery and work best in denser and congested locations where trucks may experience barriers to access, lack of parking, and areas with heavy delivery volume, such as mixed-use commercial and residential areas. The Games will introduce a variety of access challenges, and micromobility is already a part of last mile delivery in the region. It may best support delivery within or adjacent to venue security areas that will be heavily impacted by roadway and travel restrictions due to Games activities. Micromobility deliveries may also be paired with parcel lockers and microhubs as a last mile delivery connection for residents and local businesses.

First-Party Deliveries. Includes traditional companies and e-commerce platforms that operate their own logistics and last-mile delivery fleets and may procure and deploy a dedicated fleet of electric cargo bikes to fill the gap between local delivery stations and the customer's location. This may only be feasible where the delivery station can serve a large number of customers within a bikeable radius, or where temporary staging areas are set up to support e-bike delivery.

Third-Party Delivery Services. Retail goods may also be shipped by third-party companies that contract with sellers to fulfill deliveries without the support of a dedicated local hub or may also operate their own logistics as well to provide additional services. These companies may use cargo bikes or electric

motorcycles to make deliveries at the local level; during normal operations they would typically use small passenger vehicles or vans to deliver a larger number of packages per trip.

Traditional Parcel Carriers. Legacy parcel carriers have well-established distribution centers and national fleets and are able to expand or contract services as needed across most markets. There are also specialized carriers for bulky delivery or hazardous materials for businesses and residential customers.





FREIGHT TIMING AND CONSOLIDATION

Timing and consolidation comprise sub-strategies that seek to gain efficiencies in the movement of goods such as parcel lockers, off-peak delivery, microhubs/staging locations, and vehicle-to-vehicle transfers. Implementation of these strategies may require regulatory and operational policy changes or support, as discussed in the Regulatory and Operational Policies section. Avenues to support local businesses will be explored to help affected businesses adapt to temporary access restrictions, modified delivery schedules, or other Games-related operational changes.

Parcel lockers. These types of lockers allow parcel delivery companies to consolidate deliveries at a single locker location, where businesses and residents can retrieve their packages rather than receiving individual door-to-door deliveries. This approach can reduce door-to-door delivery trips by providing customers with flexible package pick-up options, particularly in areas affected by venue security restrictions. This strategy can provide benefits to both delivery companies and customers by offering a more predictable and efficient delivery process.

Off-peak delivery. This is a logistics strategy where trucks make deliveries to businesses (e.g., retailers, restaurants, or warehouses) during nighttime or early-morning hours instead of during the day when general traffic congestion peaks. With millions of extra visitors, athletes, staff, and spectators moving through the region during Games time, every truck removed from daytime traffic reduces congestion on already-strained corridors near venues. This strategy is highly dependent on the overnight delivery windows and limited truck and delivery vehicle access expected in venue security areas. Equally important will be the cascading impacts from venue screening area off-peak delivery restrictions to transportation warehouses, distribution and fulfillment and delivery centers across the region. While off-peak delivery will be a requirement within venue security areas, it may still serve as a freight timing option, notably for more adjacent areas as well as for locations further away depending on business needs and resources, while serving as a critical linkage across truck routing operational requirements and policy and regulatory considerations.

Microhubs/staging. A microhub is a small, strategically located distribution point (e.g., a parking lot, loading dock, or repurposed commercial space) where large delivery trucks drop off goods in bulk, and then smaller vehicles or recipients (e.g., cargo bikes, e-bikes, small electric vans, hand carts, or customers) take over for the final short-distance leg to individual businesses or residences. Staging is the temporary holding of goods before their final delivery, allowing deliveries to occur at the most appropriate time rather than immediately upon arrival. By holding goods at an intermediate location, staging separates long-distance freight trips from local deliveries, which can help reduce truck idling, double-parking, and curb conflicts, and allows deliveries to be scheduled at less congested times or in areas with access restrictions.

These strategies can be used together, with a microhub serving as a staging location where goods are consolidated and transferred to smaller vehicles or held until deliveries can be made during the most efficient time, including off-peak delivery hours.



Truck parking/vehicle-to-vehicle transfers. Staging areas, particularly those located outside venue security areas, provide designated locations where trucks can wait for scheduled access windows rather than idling near venues or arriving simultaneously and creating congestion. These facilities should accommodate a range of vehicle types, including heavy-, medium-, and light-duty trucks. Existing or expanded truck parking facilities may serve this purpose while also providing drivers with opportunities to rest, reduce unnecessary idling, and comply with federal hours-of-service requirements.



Table 14 Strategic Roadmap – Freight Pilot Selections

Phase	Key Activities	Partners	Timing
1. Assess Capacity and Identify Opportunities	Perform data analysis on truck movement and highly impacted venues or venue zones or regional screening sites. Conduct early engagement with freight industry stakeholders to understand locations, needs, and opportunities for micromobility delivery, parcel lockers, microhubs/staging, and/or freight timing and consolidation. SCAG Role: ★	LA28, venue cities, freight industry stakeholders, shippers, seaports	Mid 2026 to End of 2026
2. Build Capacity/ Select Program Locations	Identify high-potential sites and engage with freight industry stakeholders, venue cities, private property owners, and other public agencies to assess viability of potential venue or venue-adjacent locations for pilots. SCAG Role: ★	LA28, venue cities, freight industry stakeholders, shippers, public agencies, seaports	End of 2026 to Mid 2027
3. Finalize Program Plans and Prepare for Delivery	Finalize selected locations for micromobility delivery, parcel lockers, microhubs/staging and/or freight timing and consolidation, and finalize agreements and operating plans among partners. SCAG Role: ⚙️ 🤝	LA28, venue cities, freight industry stakeholders, shippers, seaports	2027
4. Deliver Programs and Monitor Performance	Implement micromobility delivery, parcel lockers, microhubs/staging, and/or freight timing and consolidation programs. Evaluate service performance, customer experience, operational effectiveness, and implementation outcomes. SCAG Role: ⚙️	LA28, freight industry stakeholders, venue cities, seaports	Early 2028 to 2028 Games Period: Delivery and Monitoring Late 2028 to Early 2029: Post-Games Evaluation

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify

Mobility and Access Programs Key Partner Strategies

The strategies in this plan build on and supplement key transportation and mobility initiatives by GME agencies, transportation agencies, and venue cities. They provide the infrastructure, services, policies, and operational conditions necessary to support travel behavior change and reduce transportation demand during the Games.

Table 15 Mobility and Access Program Key Partner Strategies

Strategy	Description	Lead Agencies	Intersection with TDM
Transit Service Planning and Operations (GETS and Core Service)	Plan, coordinate, and deliver enhanced transit services (e.g., GETS), including service expansion, station improvements, and prioritization of existing riders. Includes service expansions underway to be completed by Games-time, and planning and implementing GETS service connecting transit stations and park-and-ride lots to venues.	LA Metro, transit agencies	Enhanced transit service is foundational to achieving mode shift goals and reducing vehicle trips. TDM programs and communications will rely on sufficient transit capacity, reliable service, and convenient access to provide viable alternatives to driving. Service planning should be coordinated with audience-specific TDM strategies and demand forecasts.
Roadway and Network Management (GRN)	Develop and implement the GRN, including dedicated lanes and coordination across state and local systems.	Caltrans, venue cities, LA28	Roadway restrictions, dedicated lanes, and altered traffic patterns will create a strong need for TDM measures that encourage travelers to shift modes, routes, destinations, or travel times. Coordination between GRN planning and TDM programs is critical to ensure travelers receive advance notice, alternative travel options, and clear guidance. Coordination with transit, freight, and Open Streets initiatives is necessary to avoid operational conflicts.

Strategy	Description	Lead Agencies	Intersection with TDM
Regional Passenger and Freight Rail Coordination	Develop and deliver coordinated regional rail service plans and agreements between passenger and freight and logistics operators to ensure service reliability and capacity.	Metrolink, regional rail partners, Class I Railroads (UP, BNSF), seaports	Regional rail service provides a high-capacity alternative to driving for longer-distance trips and can play a significant role in reducing roadway demand during the Games. TDM strategies and communications should be aligned with rail service plans to maximize mode shift and support reliable passenger movement throughout the region.
Mobility Hubs, First/Last Mile and Open Streets	Plan and implement mobility hubs and first/last mile solutions; support Open Streets activations; provide technical assistance and funding programs to partners.	LA Metro, LADOT, venue cities, Metrolink, transit operators, CTCs	Mobility hubs and first/last mile connections help close gaps between transit and destinations, making non-auto travel more attractive. These investments support TDM objectives by improving access to transit, encouraging walking and biking, and reducing dependence on private vehicles. Open Streets activations can also reinforce behavior change and promote alternative travel options.
Local Fan Fests and Watch Parties	Events that allow residents around the region to watch the Games and participate in festivities close to their homes.	Local municipalities, community partners, transit agencies	Games-focused community events, such as fan fests and watch parties provide low-cost activities across the region, potentially reducing, relocating, or remodifying trips. TDM messaging should support “transit-first” travel to these community events.
Fare Integration and Payment Systems	Develop and implement integrated fare strategies and deploy interoperable, open-loop payment systems across operators.	LA Metro, OCTA, CTCs, transit operators, regional rail partners	Seamless fare payment reduces barriers to transit use and improves the traveler experience. Fare integration can support TDM programs by making multimodal trips easier and enabling incentive-based programs targeted at residents, workers, volunteers, and visitors.



Regulatory and Operational Policies

Regulatory and operational policies reduce demand on roadways through widespread, impactful changes, such as halting roadway construction during critical periods, implementing traffic management policies, and incentivizing or mandating telework, staggered shifts, or similar workplace strategies across the region. Venue area parking and curb management strategies are equally important to avoid local congestion, improve last mile goods delivery, and support Games operations by facilitating seamless travel experiences for all travelers.

Regulatory and operational policies help manage the interaction between Games trips and background trips. They can reduce unnecessary vehicle travel, protect high-priority routes, support GRN operations, manage parking and curb access, control Transportation Network Company (TNC) activity, preserve local access, and reduce conflicts between passenger and freight movements.

SCAG's primary role: SCAG leads regional coordination and policy alignment efforts and supports core policies identified in the Regulatory and Operational Policies category.

Recommended Strategies



REGIONAL COORDINATION AND POLICY ALIGNMENT ON CORE POLICIES

Regional coordination and guidance on parking including truck parking, loading/unloading designations, curb management, shared mobility, employer commute, freight, and other transportation policies that influence travel behavior.

Primary function: Strengthen regional coordination and policy alignment



REGIONAL COORDINATION AND POLICY ALIGNMENT ON CORE POLICIES

A coordinated regional approach to Games-related policies will help ensure that transportation, access, freight, curb management, parking, and mobility regulations are implemented consistently across jurisdictions while preserving local flexibility. Key policy areas include:

- **Parking Management and Pricing Policies:** Parking pricing, including at GETS park-and-ride facilities, venue-adjacent parking restrictions, residential permit parking, and event parking management strategies.
- **Curb Management Policies:** Loading zones, passenger pick-up and drop-off areas, commercial loading, and curb allocation strategies.
- **TNC Policies:** Designated pick-up/drop-off locations, geofencing, and operational requirements for rideshare services.
- **Micromobility Policies:** Parking, staging, fleet management, and operating requirements for shared bicycles and scooters, as well as cargo bikes and delivery robots.
- **Commute Reduction Policies:** Telework, flexible work schedules, compressed work weeks, and other employer-based travel demand management strategies.

- **Freight Access and Delivery Policies:**

Delivery windows, consolidation/staging, truck parking, loading requirements, access restrictions, microhubs and other measures that support efficient goods movement during the Games. Some of these strategies overlap with [Mobility and Access Programs](#) as policies that impact both operations and access across the region.

Because many policy decisions will be made by individual cities, agencies, venue operators, and other stakeholders, early coordination and alignment are essential to avoid conflicting requirements, reduce traveler confusion, and maximize the effectiveness of regional TDM strategies. SCAG can play a key role by facilitating coordination among partners, promoting best practices, supporting stakeholder engagement, and amplifying policy approaches that advance regional mobility objectives.

Key audiences: Venue cities, non-venue cities, local jurisdictions, transportation agencies, transit agencies, CTCs, employers, venue operators, parking operators, TNC and micromobility providers, freight industry stakeholders, businesses, venue-adjacent residents, venue-adjacent workers.

SCAG's Role: SCAG will lead regional coordination and facilitate policy alignment across agencies and jurisdictions on parking, curb management, TNCs, micromobility, commute reduction, and freight access and delivery as feasible. SCAG will provide guidance, convene partners, promote best practices, identify inconsistencies, and support information sharing, while individual agencies and jurisdictions retain authority for adopting and enforcing local policies.

Table 16 Strategic Roadmap – Regional Coordination and Policy Alignment Around Core Policies

Phase	Key Activities	Partners	Timing
1. Integrate Policy Coordination into Planning Processes	Facilitate policy discussions through LA28-led venue TMP development and other Games planning forums. Identify and coordinate policy decisions related to parking, park-and-ride operations, TNCs, micromobility, freight movement, delivery logistics and timing, venue access, traffic management, and commute reduction. Evaluate opportunities to support transit-first travel behavior, encourage use of GETS and park-and-ride facilities, maintain transit reliability, reduce vehicle demand near venues and across the transportation network, and address potential inconsistencies across jurisdictions and venues. SCAG Role: ★ 🤝 🔊	LA28, LA Metro, GME, venue cities, Caltrans, transit agencies, CTCs, South Coast AQMD, freight industry stakeholders	Mid 2026 to Late 2026
2. Support Policy Alignment Through Engagement Channels	Incorporate policy coordination discussions into existing stakeholder meetings, workshops, and planning processes, and establish new engagement channels where needed to address gaps or emerging issues. Facilitate information sharing among venue cities, transportation agencies, employers, freight industry stakeholders, and other partners. Develop guidance focused on key policy areas, and other approaches that encourage spectators to use transit and GETS services. Highlight opportunities for alignment where policies affect shared travel markets, venue clusters, or regional traveler experiences. SCAG Role: ⚙️ 🤝	LA28, LA Metro, GME, venue cities, Caltrans, transit agencies, CTCs, employers, freight industry stakeholders, TNCs and micromobility providers, South Coast AQMD	Late 2026 to 2027

Role: ★ Lead ⚙️ Support 🤝 Partner 🔊 Amplify

Phase	Key Activities	Partners	Timing
3. Coordinate During Implementation and Operations	Monitor implementation of Games-related policies through ongoing coordination meetings and operational working groups. Track effectiveness of policies in supporting desired travel behavior. Identify and communicate emerging issues that may affect regional mobility or traveler understanding. Coordinate messaging regarding parking availability, venue access restrictions, park-and-ride options, and transit alternatives. Support information sharing and problem solving among partners as operational issues arise. SCAG Role:  	LA28, GME, venue cities, Caltrans, transit agencies, CTCs, freight industry stakeholders, TNC and micromobility providers, South Coast AQMD	Late 2027 to Mid 2028
4. Post-Games – Capture Lessons Learned	Evaluate the effectiveness of policy coordination efforts and specific demand management policies. Identify successful practices and opportunities for improvement. Document lessons learned for future regional events and transportation initiatives. SCAG Role:  	Regional partners	Late 2028 to Early 2029

Role:  Lead  Support  Partner  Amplify

Operational and Regulatory Policies Key Partner Strategies

Many operational and regulatory policies are led by regional and local partners with SCAG working to achieve alignment with TDM strategies and coordinate policies across the region.

Table 17 Operational and Regulatory Policies Key Partner Strategies

Strategy	Description	Lead Partners	Intersection with TDM
Highway and Arterial Traffic Management Operations and Policies	Implement and enforce highway and arterial management through the GRN. Enhance the regional corridor data exchange and decision support system through Intelligent Transportation Management (ITM).	Caltrans and LA Metro (Lead), Venue cities, LA28, GME	Dedicated lanes, roadway restrictions, and altered traffic operations will create strong incentives for travelers to change modes, routes, destinations, or travel times. Through Metro's RIITS program, ITM will expand integration of intelligent transportation systems across venue cities to enhance regional coordination and decision making on the transportation system. TDM strategies can complement GRN and ITM operations by reducing background travel demand.
Venue Access, Security and Accreditation Policies	Establish and enforce venue access controls, accreditation requirements, and security perimeter policies.	LA28, Venue cities, Caltrans	Venue access restrictions will directly influence travel behavior, mode choice, and freight delivery operations. TDM programs must help spectators, workforce, volunteers, residents, freight industry stakeholders, and businesses understand access requirements and identify optimal travel options. Early communication of access policies is critical to retiming and reducing unnecessary vehicle trips and minimizing disruptions.

Strategy	Description	Lead Partners	Intersection with TDM
Local Traffic and Curb Management Policies	Implement and enforce traffic management strategies (e.g., street closures, special event permitting), curb space regulations, parking management (pricing, management, access), and loading zone controls.	LA28, Venue cities	Parking management and pricing, curb management, and local traffic restrictions are among the most effective policy tools for influencing travel behavior near the venues. These measures support TDM goals by discouraging single-occupancy vehicle trips, encouraging use of alternative modes, and improving the efficiency of passenger and freight movement in high-demand areas.
Shared Mobility and Local Regulatory Controls	Establish and enforce regulations for TNCs, micromobility, and other shared mobility services. Ensure coordination at venues, venue cities, mobility hubs, and GETS sites.	Venue cities, venues, LA28, LA Metro, GME, TNC and micromobility operators	Shared mobility services can play a critical role in supporting first/last mile connections and reducing reliance on private vehicles. Regulatory frameworks should be designed to support transit, the GETS network, and active transportation and first/last mile investments while managing curb demand, congestion, and safety around venues, mobility hubs, and transit stations.
Construction and Network Operations Management	Implement moratoriums on highway and major corridor construction to preserve network capacity during the Games.	Caltrans, venue cities, GRN corridor cities, CTCs, toll operators	Maintaining network capacity and minimizing unexpected disruptions to support transit operations, freight movement, emergency access, and the successful implementation of demand management programs.
Employer-Based Travel Demand Policies	Encourage, require, and implement workplace strategies, such as telework, compressed workweek schedules, and staggered shifts.	Employers, including public agencies; South Coast AQMD; local jurisdictions	Frees up road and transit capacity at critical times and locations. Should be encouraged through targeted outreach to businesses and engagement through BIDs or trade associations.

APPLICATION SCENARIOS FOR TDM STRATEGIES

The application of TDM strategies at different scales and across different audiences is important to successfully achieve the behavior changes and trip reductions needed to support the 2028 Games. While some strategies are most suited for implementation at the local venue area level, most TDM strategies can and should be applied at both the venue area level and regional level. The regional lens is critically important to ensure that impact mitigation is not limited to venue areas.

Across audiences, the TDM opportunities are to:



Reduce avoidable passenger trips and consolidate freight activity, where feasible.



Relocate trips, destinations, work locations, or logistics and delivery activities so that they are local or avoid constrained areas when feasible.



Remode travel to non-SOV modes and goods movement to more agile delivery options.



Retime passenger and freight trips and last mile deliveries away from peak event periods and constrained windows.



Reroute passenger and freight trips away from high-impact routes, access-controlled areas, and constrained venue zones.

This framework provides the organizing structure for the regional application and venue area application sections that follow.

REGIONAL APPLICATION

The regional application of TDM strategies creates the foundational structures, resources, policies, and work plans needed to guide implementation and influence both background and Games-related trips. This is especially important because Games-related travel, background travel, and goods movement will not be limited to areas surrounding venues. Regional strategies can influence how residents, workers, visitors, spectators, businesses, and freight industry stakeholders make travel and goods movement modal decisions across the broader transportation network

Table 18 identifies TDM opportunities for each audience and the corresponding strategies tailored to manage travel demand and influence travel behavior. This is not an exhaustive list, but rather an illustrative example. As the strategy shifts toward implementation, audiences will be further segmented based on expected travel profiles. For example, tactics for spectators will differ by local and out-of-town spectators.



Table 18 Regional TDM Opportunities by Audience

Audience	 Reduce	 Relocate	 Remode	 Retime	 Reroute
 Residents	• Telework, trip chain, avoid optional trips	• Substitute destinations closer to home	• Switch to transit, walking, biking, carpooling	• Postpone trips to off-peak times or after Games are over	• Avoid high-impact routes/areas
 Workers	• Telework, trip chain, compressed work schedules	• Work at closer/more accessible locations	• Switch to transit, walking, biking, carpooling	• Commute at off-peak times	• Avoid high-impact routes/areas
 TMA/ TMO and Employers	• Policies to allow telework, compressed work schedules	• Policies to allow work at different locations, relocate events	• Pay for transit pass, incentivize and encourage carpooling, walking, biking	• Adjust shift times, flexible work schedules, schedule deliveries, align event schedules of non-Games events (conferences, summer camps, sporting events, etc.) to avoid peak Games times	• Communicate detours/closures
 Freight Industry and Businesses	• Consolidate deliveries to improve efficiency of truck trips; leverage less-than-truckload trucks to move/consolidate goods; micromobility	• Consolidate distribution, use parcel lockers/microhubs/staging	• Shift deliveries to efficient truck classes where feasible and appropriate; micromobility	• Shift delivery times to pre-Games, post-Games, off-peak or overnight	• Communicate detours/closures
 Spectators	-	-	• Take transit, GETS, active transportation, micromobility	• Arrive early, stay late	-
 Games Workforce	-	-	• Take transit, GETS, carpool/vanpool, active transportation, micromobility	• Arrive early, stay late	-

 Primary Regionally Applied Strategies	 Reduce	 Relocate	 Remode	 Retime	 Reroute
	• Marketing and communications campaign • Targeted outreach • Central information platform • Telework policies	• Marketing and communications campaign • Targeted outreach	• Marketing and communications campaign • Targeted outreach • Spectator communication • Commute programs and incentives • Expanded transit, including GETS and micromobility options	• Marketing and communications campaign • Targeted outreach • Spectator communication • Commute programs and incentives	• Marketing and communications campaign • Targeted outreach • Wayfinding (physical, digital, ambassadors) • Traffic management



VENUE AREA APPLICATION

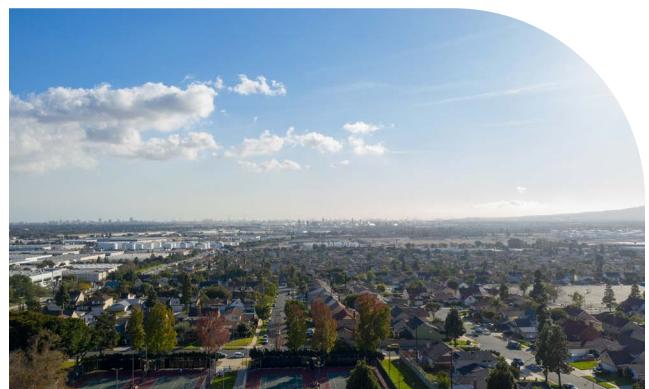
Venue area TDM strategies translate the regional framework into locally tailored actions that respond to specific venue conditions, travel markets, land uses, and operational constraints. **This section uses the Carson Venue Zone as an initial case study to illustrate how both passenger and freight strategies can be applied at the venue area scale to support planned Games access, manage background travel, and maintain local mobility and business continuity during the Games.** Because passenger and freight travel patterns extend across different geographic areas and require different types of data, **the passenger and freight applications use separate analyses and study-area buffers around the Carson venues.** Each study area was selected to capture the travel activity, land uses, businesses, and transportation conditions most relevant to that application. Following the completion of the Strategic Plan, a next step is to develop passenger and freight TDM strategies for each venue zone.

The Carson Venue Zone includes multiple venues on the California State University (CSU) Dominguez Hills campus: Carson Stadium, Carson Field, Carson Courts (Tennis Center), and Carson Velodrome (VELO Sports Center); is projected to have one of the highest levels of Games-related visitor travel; and presents a complex local setting for managing Games-related trips, everyday background travel, and freight logistics.

APPLYING PASSENGER TDM STRATEGIES AT THE VENUE AREA SCALE

Carson was selected as the initial venue area case study because it is projected to have one of the highest levels of Games-related visitor travel and presents a complex local setting for managing both Games trips and everyday background travel. The Carson Venue Zone has limited direct transit access and is surrounded by residential neighborhoods, campus activity, warehousing, logistics, and manufacturing uses. Building on preliminary GETS Service Plan for the Games⁵¹ assumptions, venue access planning, and background travel analysis, this case study considers two related, but distinct, layers of passenger travel demand:

- **Games Trip Layer** focuses on spectators and Games workforce traveling to and from the venues. The objective is to support the planned access strategy by directing travelers to GETS, transit, park-and-ride, and shuttles; managing curb access; and minimizing private vehicle travel and unplanned driving in constrained venue areas.



- **Background Trip Layer** focuses on everyday trips that would typically occur in the Carson area without the Games. Replica travel data were analyzed for a defined 13-square-mile passenger analysis area encompassing the venue cluster and surrounding residential, employment, commercial, campus, warehouse, and distribution activity. The analysis used trip-end data for a typical fall weekday to estimate the number and types of trips occurring within the area. These results were then adjusted to better represent expected background passenger travel during the summer Games period. The analysis indicates that the larger Carson area generates approximately **258,000 daily trips** under summer conditions. The objective is to create capacity for Games trips by removing, reducing, retiming, rerouting, or otherwise managing this background travel in the venue area.

These two layers provide a practical framework for identifying which TDM strategies should be applied locally, which regional tools need to be amplified, and which partners are needed to support implementation.

Carson Games Trip Layer: Strategy Priorities

For Games-related trips, venue-level TDM strategies are designed to support the venue access plan, helping spectators and Games workforce understand where to go, when to travel, which modes to use, and where private vehicle access to a venue is limited or unavailable.

The Draft GETS Service Plan assumes a maximum-day demand of 112,667 spectators and Games workforce, with 64% expected to use GETS. Because the Carson access strategy relies heavily on GETS and park-and-ride services, TDM effectiveness should be measured as the ability to limit unplanned private vehicle access, maintain GETS and shuttle reliability, reduce curb and parking conflicts, and direct travelers to the modes and access points the system is designed to serve.

Recommended Games trip TDM strategies for the Carson Venue Zone are summarized in **Table 19**. Some strategies overlap with regional strategies—underscoring the importance of localized implementation and amplification of regional strategies.



Table 19 Recommended Games Trip Strategies – Carson Venue Zone

Recommended Strategy	How Strategy Supports Venue Access	Zone-Specific Implementation Partners
Centralized traveler information Programmatic Category: 	Provides a single source of truth for Carson venue access rules, GETS routes, parking availability, park-and-ride locations, TNC guidance, pedestrian routing, and real-time updates.	SCAG, LA28, City of Carson, LA Metro, Caltrans, CSU Dominguez Hills, venue operators
Targeted messaging for spectators and Games workforce Programmatic Category: 	Spectator and Games workforce communication specific to the venue.	LA28, CSU Dominguez Hills, venue operators
GETS and park-and-ride guidance Programmatic Category: 	Supports a high GETS mode share by directing travelers to the correct route, transit connector, or park-and-ride location at the right time.	LA28, SCAG, LA Metro, City of Carson, Caltrans, Long Beach City College, Compton College, El Camino College, CSU Dominguez Hills
Local traffic and curb management policies Programmatic Category: 	Traffic, curb space, and parking management discourages unplanned driving to the venue area. These strategies reduce parking search activity, neighborhood spillover, and conflicts between venue traffic and local access.	LA28, City of Carson, CSU Dominguez Hills, LA Metro, venue operators, parking operators, nearby property owners, emergency services, local law enforcement

Programmatic Category:



Communications and Outreach



Wayfinding



Mobility and Access Programs



Regulatory and Operational Policy Alignment



Recommended Strategy	How Strategy Supports Venue Access	Zone-Specific Implementation Partners
Shared mobility and local regulatory controls Programmatic Category: 	Manages TNCs at and near the venues by designating pick-up and drop-off areas and geofencing micromobility zones. Regional policy tools, such as incentives for TNCs to offer shared-ride services, can support by increasing vehicle occupancy and reduce the number of vehicles entering constrained access areas.	LA28, City of Carson, LA Metro, TNC companies, local law enforcement, venue operators
Wayfinding and transportation ambassadors Programmatic Category: 	Helps travelers navigate unfamiliar access patterns, transfer points, bus malls, park-and-ride sites, and pedestrian approaches. Ambassadors also support compliance when field conditions change or travelers are confused.	LA28, LA Metro, City of Carson, CSU Dominguez Hills, venue operators, volunteer/ambassador program partners
Real-time traveler updates Programmatic Category: 	Allows access instructions to respond to crowding, incidents, parking availability, roadway conditions, transit disruptions, or operational changes. Real-time updates prevent travelers from continuing toward unavailable or congested access points.	LA28, LA Metro, City of Carson, Caltrans, California Highway Patrol, local law enforcement, traffic management center partners

Programmatic Category:



Communications and Outreach



Wayfinding



Mobility and Access Programs



Regulatory and Operational Policy Alignment

**CARSON BACKGROUND
TRIP LAYER: RECOMMENDED
TDM PRIORITIES**

The Background Trip Layer was developed to understand everyday travel in and around the Carson Venue Zone that could be influenced by TDM strategies during the Games, including work, school, shopping, errands, recreation, and local access trips. Rather than forecasting traffic conditions, the analysis identifies travel markets and audiences with the greatest potential for trip reduction, retiming, mode shift, telework, and other demand management strategies to reduce background travel demand and support efficient Games-time operations. These insights can help agencies prioritize and tailor TDM strategies to specific groups based on their travel patterns and potential responsiveness to behavior change initiatives.

The recommended strategy packages assume that CSU Dominguez Hills will implement Games-period campus operations measures, including virtual instruction, reduced on-campus activity, employee remote work, flexible schedules, and shift management. These measures are expected to substantially reduce routine campus-related background travel during the Games period. Because the analysis assumes that these campus measures are already in place, remaining campus background trips are expected to be extremely limited and are not quantified as a separate trip reduction strategy in **Table 20**.

Communications, wayfinding, and real-time information are also essential to the success of the strategy package, but they function as enabling strategies rather than stand-alone trip reduction measures. These tools help residents, workers, students, employers, businesses, and local travelers understand when travel conditions will be most constrained, which routes and access points to use, and what alternatives are available. In doing so, they help travelers choose alternatives that align with other TDM strategies. Because communications and wayfinding amplify the effectiveness of the other strategies, their impacts are reflected throughout strategy packages rather than quantified separately.

Table 20 summarizes the recommended background trip strategies for the Carson Venue Zone and identifies the anticipated impact of each strategy package where impacts could be modeled. In total, these strategies are anticipated to remove 27,644 trips, retime 24,111 trips, and remode 15,838 trips. The estimated trips removed and remoded represent approximately 16.9% of total daily background trips in the Carson venue zone analysis area.



Table 20 Recommended Passenger Background Trip Strategies – Carson Venue Zone

Recommended Strategy Package	Strategies Included	Application to Background Travel	Anticipated Impact	Zone-Specific Implementation Partners
Employer telework and flexible schedules Programmatic Category: 	Telework/ Flexible Hours Business Outreach	Outside of university operations, work trips are a major background trip market. Employer outreach can help identify which workers can telework, shift work hours, compress schedules, or avoid travel during the most constrained Games periods.	Anticipated to remove 9,891 trips and retime 5,275 trips	City of Carson, SCAG, local employers, chambers/ business associations, South Coast AQMD
Resident and local business trip retiming Programmatic Category: 	Community Outreach Real-Time Updates	Residents and local businesses will still need access during the Games, but some errands, shopping, dining, appointments, and discretionary trips can occur at less constrained times. This package focuses on helping local travelers understand when and where travel conditions will be most affected.	Anticipated to remove 9,466 trips and retime 12,621 trips	City of Carson, local businesses, chambers/ business associations, neighborhood/ community organizations, SCAG

Programmatic Category:



Communications and Outreach



Wayfinding



Mobility and Access Programs



Regulatory and Operational Policy Alignment

Recommended Strategy Package	Strategies Included	Application to Background Travel	Anticipated Impact	Zone-Specific Implementation Partners
Parking and local access management adjacent to the venues Programmatic Category: 	Dynamic/ Demand- Based Parking Pricing Near Venues Permit-Based Access Zones Parking Enforcement Parking Allocation and Reservation System	Parking and local access management can reduce unnecessary driving into constrained areas, discourage parking search activity, and limit spillover into neighborhoods, campus areas, and nearby businesses. Permits, reservations, pricing, enforcement, and access rules can prioritize essential local access while discouraging discretionary vehicle trips near the venues.	Anticipated to remove 8,287 trips, retime 6,215 trips, and remode 10,359 trips	City of Carson, LA28, CSU Dominguez Hills, parking operators, nearby property owners, law enforcement
Active transportation and micromobility support Programmatic Category: 	Mobility Hubs, First/Last Mile and Open Streets Micromobility	This package targets short, local background trips. In Carson, this could include mobility hubs, first/last mile connections, Open Streets or slow-streets treatments, and micromobility access to support residents, students, campus employees, nearby workers, and local visitors.	Anticipated to remode 1,833 trips	City of Carson, LA Metro, transit agencies, LA28, CSU Dominguez Hills, micromobility providers

Programmatic Category:



Communications and Outreach



Wayfinding



Mobility and Access Programs



Regulatory and Operational Policy Alignment



Recommended Strategy Package	Strategies Included	Application to Background Travel	Anticipated Impact	Zone-Specific Implementation Partners
Non-SOV incentives and rewards Programmatic Category: 	Non-SOV Subsidy Rewards Program Carpool/Ridematch Programs	Incentives and rewards can help make non-SOV options more attractive for those with feasible alternatives. In Carson, this package could support employees, students, residents, and local visitors through transit subsidies, rewards programs, carpool/ridematch support, and other incentives that encourage shared rides, transit, walking, biking, or micromobility. This package is especially useful when paired with employer, campus, and community outreach so that travelers know what options are available.	Anticipated to remode 3,646 trips	SCAG, City of Carson, LA28, CSU Dominguez Hills, LA Metro, transit agencies, local employers, chambers/business associations, TNC/mobility providers, rideshare/ridematch platform providers

Programmatic Category:



Communications and Outreach



Wayfinding



Mobility and Access Programs



Regulatory and Operational Policy Alignment

APPLYING FREIGHT TDM STRATEGIES AT THE VENUE AREA SCALE

The Carson Venue Zone illustrates how freight and goods movement intersect with Games operations in a complex, multi-use environment. Located within the South Bay logistics corridor, this area supports local distribution, service fleets, and business access linked to the San Pedro Bay ports. During the Games, this everyday activity will occur alongside significant spectator and workforce travel demand, creating potential conflicts in access, routing, and reliability.

Because freight activity follows different travel patterns and serves different land uses than passenger travel, the freight venue area application uses a separate 8.54-square-mile freight venue analysis area. This freight venue analysis area was developed to capture nearby businesses, industrial and logistics activity, truck movements, and access routes that may be affected by Games operations. The surrounding area includes **more than 2,000 businesses and approximately 56,000 daily truck trips** within the freight venue analysis area. While only a limited number of businesses are located within the immediate Carson Venue Zone, Games-related restrictions—including security perimeters, managed access, and routing changes—will affect operations across a much broader area.

Freight Activity Patterns and Constraints

Freight activity in Carson is characterized by high volumes of light-duty delivery and service vehicles, supported by medium- and heavy-duty truck activity for regional distribution. This pattern reflects the area's role in short-haul deliveries and local business support rather than long-haul throughput.

Freight demand is concentrated during the **midday period (10:00 a.m. to 3:00 p.m.)**, which overlaps with anticipated peak travel times for Games. Most trips are local or hub-and-spoke movements, and many businesses rely on off-street loading rather than curb space. Games-related operations will further affect delivery access through traffic management measures, roadway access restrictions, and other operational changes, with impacts varying by venue area and the specific strategies implemented, and increased congestion.

These conditions indicate that freight in Carson is more sensitive to reliability and access constraints than to overall capacity, making operational strategies particularly important.

Freight TDM Strategies in Practice

Consistent with lessons from past Olympic Games, managing goods movement in Carson will depend on coordinated operational strategies that reduce conflicts with peak travel periods while maintaining business continuity. These freight strategies are most effective when implemented through direct coordination with those who operate and receive deliveries—partnerships are essential to support delivery retiming, coordinate access, and ensure that freight and logistics operators can adapt to changing conditions during the Games.

Table 21 Recommended Games Freight TDM Strategies – Carson Venue Zone

Freight TDM Strategy	Application to Freight and Business Operations	Anticipated Impact*	Zone-Specific Implementation Partners
Centralized Freight Information Programmatic Category: 	Provides a single source of truth for Carson venue access rules for freight; including road closures, timing of road closures, and other key information.	Reduces confusion and helps drivers and businesses make decisions before they approach the venue area; balances overall localized vehicle demand.	SCAG, LA28, City of Carson, LA Metro, Caltrans, CSU Dominguez Hills, venue operators, freight industry stakeholders, and local businesses
Targeted Messaging for Business Programmatic Category: 	Engaging the business community can help prepare them for the Games and consider changes in operations to manage impediments to deliveries.	Supports business continuity across all segments of the supply chain: manufacturers, shippers, customers. Provides opportunity to schedule deliveries before or after the Games, when possible.	LA28, CSU Dominguez Hills, City of Carson, local business, BIDs, freight industry stakeholders, chambers of commerce
Pre-Positioning or Staging of Goods Programmatic Category: 	Pre-positioning or staging of goods reduces the number of trips during the Games. Provides businesses with a more convenient and reliable way to receive goods and deliveries.	Supports business continuity. Scenario analysis indicates that staging goods in advance could reduce approximately 1,700 daily truck trips (3%) in the Carson venue freight analysis area, particularly for predictable supply chains such as retail and manufacturing.	LA28, City of Carson, Caltrans, Long Beach City College, Compton College, El Camino College, CSU Dominguez Hills, local businesses, BIDs, freight industry stakeholders, chambers of commerce

Programmatic Category:



Communications and Outreach



Wayfinding



Mobility and Access Programs



Regulatory and Operational Policy Alignment

* Some of the anticipated impacts are qualitative (such as the sharing of information and messaging) and therefore not quantified.

Freight TDM Strategy	Application to Freight and Business Operations	Anticipated Impact*	Zone-Specific Implementation Partners
Curb Management Policies Programmatic Category: 	Dedicating curb space and managing parking for freight deliveries will be important for local businesses, especially in business districts and corridors where curb space will be at a premium.	Reduces conflicts and improves circulation and delivery operations. Additionally, curb management policies can be focused on restricting parking to allow for additional truck movement if right-of-way is limited.	LA28, City of Carson, CSU Dominguez Hills, venue operators, parking operators, nearby property owners, freight industry stakeholders, local law enforcement
Parcel Lockers Locations Programmatic Category: 	Parcel lockers allow for delivery companies to drop off all their packages at one place as opposed to making door-to-door deliveries.	Potential 10% reduction in the 40,000 daily light-duty truck trips within the freight analysis area, depending on location.	LA28, City of Carson, landowners, delivery companies, freight industry stakeholders, freight locker companies, and residents (communications to pick up packages)
Micromobility Delivery Programmatic Category: 	Cargo bikes, robots, or small electric vehicles that transport goods, including perishable items, groceries, and other packages.	Potential reduction of 5,760 trucks out of the 40,000 daily light-duty truck trips in the venue freight analysis area for last mile delivery, according to scenario analysis.	LA28, City of Carson, CSU Dominguez Hills, venue operators, freight industry stakeholders, including cargo delivery companies
Off-Hours Delivery Programmatic Category: 	Reduces deliveries during peak congestion times.	32.2% of truck trips are anticipated to be redistributed within the venue freight analysis area.	LA28, freight industry stakeholders, shippers, retailers, public agencies

Programmatic Category:



Communications and Outreach



Wayfinding



Mobility and Access Programs



Regulatory and Operational Policy Alignment

Freight TDM Strategy	Application to Freight and Business Operations	Anticipated Impact*	Zone-Specific Implementation Partners
Consolidation of truck trips/ Microhubs Programmatic Category: 	Consolidation focuses on reducing the total number of all truck trips carrying more than one shipment by consolidating deliveries into large trucks or providing a microhub for delivery pick-up.	This strategy will be important for reducing truck trips through the venue zone area and other high congestion areas. Scenario analysis shows a reduction of 4,500 daily medium- and heavy-duty truck trips (10%) in the freight venue zone analysis area.	LA28, freight industry stakeholders, business community, public agencies
Truck Parking or Staging Site Programmatic Category: 	Truck parking or staging sites are important to consider due to the potential of queuing at venue screening areas, removing parking at venue areas, and helping trucks park to support deliveries. Industry perspectives on feasibility are critical.	Helps reduce congestion and emissions from truck idling on streets, near ramps, and within communities.	LA28, City of Carson, CSU Dominguez Hills, venue operators, parking operators, nearby property owners, truck drivers/ freight industry stakeholders

Programmatic Category:



Communications and Outreach



Wayfinding



Mobility and Access Programs



Regulatory and Operational Policy Alignment

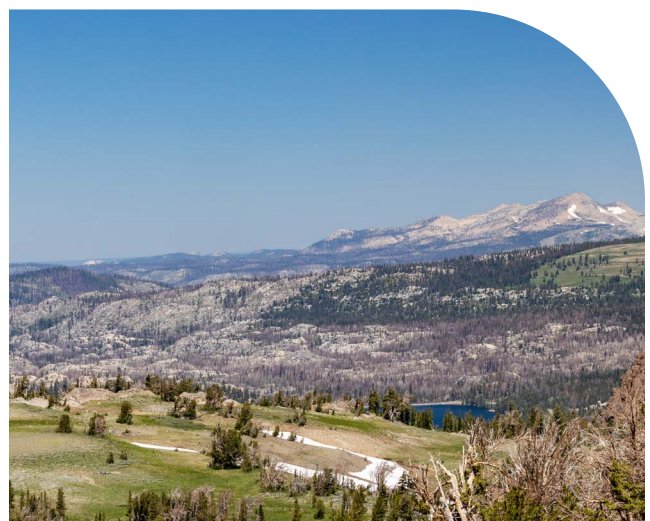
KEY TAKEAWAYS

The Carson case study demonstrates how the regional TDM framework can be translated into venue-specific implementation strategies. While the regional strategy establishes a common foundation, effective implementation depends on understanding each venue's unique travel markets, surrounding land uses, transportation network, and operational constraints. Distinguishing between Games-related travel, background travel, and freight activity provides a practical framework for identifying where these travel markets intersect and where targeted interventions can have the greatest impact.

For passenger travel, the analysis demonstrates that the most effective strategy package is one that reinforces Carson's planned venue access system while addressing the area's unique background travel patterns. In Carson, this means pairing strategies that encourage Games travelers to use the designated venue access system—including GETS, transit, and park-and-ride facilities—with targeted measures that reduce, retime, reroute, or shift everyday travel to create capacity for Games operations. Complementary actions—including targeted communications, employer and community outreach, parking and access management, and real-time traveler information—help travelers understand changing conditions, navigate the venue area, and make informed travel decisions.

For freight, Carson's concentration of local deliveries and logistics activity makes operational reliability particularly important during the Games. As a result, the recommended strategy package emphasizes delivery retiming, consolidation, staging, targeted communications, and other operational measures that reduce conflicts with Games travel, maintain access for businesses, and support safe, reliable and efficient goods movement throughout the surrounding logistics network.

As Games planning advances, similar venue-level analyses will be completed for each venue zone and coordinated through the Traffic Management Plan (TMP) process with venue cities, LA28, GME agencies, transportation agencies, venue operators, and other partners. These analyses will help refine locally tailored TDM strategies, align them with venue operations and access plans, and identify implementation responsibilities, resource needs, and opportunities for regional coordination.



PERFORMANCE MONITORING AND EVALUATION

Performance monitoring and evaluation will be essential to understanding whether Games TDM strategies are reaching intended audiences, influencing travel behavior, supporting planned venue access strategies, and reducing pressure on the transportation system during the 2028 Games.

The proposed performance monitoring framework serves three primary purposes. First, it helps determine whether TDM strategies reduced, shifted, or better managed background travel demand and freight activity during the Games. Second, it tracks whether programs reached the audiences needed to influence travel behavior, including residents, workers, employers, businesses, freight industry stakeholders, spectators, and Games workforce. Third, it should assess whether travelers and freight industry stakeholders received clear information and experienced safe, reliable, and understandable travel and logistics options.

The TDM performance metrics framework identifies regional/system-level metrics, program-level metrics, and user experience metrics as the primary categories for evaluation and identifies potential data sources. While heavily focused on quantitative data, the framework also includes qualitative data sources to enable a well-rounded and comprehensive evaluation.



Monitoring Periods

Because the Games occur over concentrated competition periods, the evaluation should compare conditions across four monitoring periods.

Table 22 Recommended Monitoring Periods and Example Metrics

Monitoring Period	Purpose	Example Metrics
Pre-Games baseline	Establish normal summer conditions for comparable days, locations, and time periods	Vehicle volumes, transit ridership, telework rates, Transportation Network Company (TNC) activity, baseline website traffic, truck trips, truck vehicle miles traveled (VMT), seaport containers/cargo, freight rail trains/cargo, air cargo
Pre-Games ramp-up	Track whether outreach, partnerships, tools, and programs are reaching people before travel behavior needs to change	Website visits, communications reach, employers/businesses engaged, incentive sign-ups, trip planning tool use, park-and-ride reservations
Games-time monitoring	Track whether strategies are working during Olympic and Paralympic operating periods	GETS ridership, park-and-ride use, transit ridership and crowding, mode split, TNC pick-ups/drop-offs, vehicle volumes, travel times, incident reports, truck trips, truck VMT, seaport containers/cargo, freight rail trains/cargo, air cargo, clean air criteria pollutants, CO ₂ emissions
Post-Games evaluation	Assess overall effectiveness, user experience, lessons learned, and legacy opportunities	Resident and spectator satisfaction, reported behavior change, employer participation, partner feedback, post-Games ridership or program retention, park-and-ride use, transit crowding, travel times, incident reports, truck trips, truck VMT, seaport containers/cargo, freight rail/cargo, air cargo, clean air criteria pollutants, CO ₂ emissions



Some metrics should be monitored daily or by event period during the Games, particularly those that can change quickly and support real-time operations. These include GETS ridership, park-and-ride utilization, transit crowding, TNC activity, website and trip planning tool use, passenger vehicle and truck volumes, seaport container/cargo, freight rail trains/cargo, air cargo, and incident reports. Other metrics are better suited to pre/post comparison or summary evaluation, such as telework participation, resident satisfaction, spectator satisfaction, employer participation, and reported behavior change.

PERFORMANCE METRICS

Table 23 identifies potential performance metrics, data sources, and evaluation uses. They include metrics intended to measure background and spectator travel demand, operational aspects, and traveler satisfaction, and specific metrics to understand the impact of individual TDM programs. The metrics will be refined during implementation planning based on partner capacity, data availability, privacy constraints, and final strategy and communications plan design. Additional freight metrics may be considered as well during the implementation phase.

Table 23 TDM Performance Monitoring and Evaluation Metrics

Metric Category	Potential Metric	Potential Data Source	Recommended Timing	Evaluation Use
Background Travel Demand	Vehicle trips	Caltrans Performance Measurement System (PeMS), StreetLight, local traffic counts, partner traffic data	Baseline, Games-time daily or peak period, post-Games	Tracks whether overall vehicle activity decreases during the Games compared with baseline conditions supporting comparison to regional background reduction goals
	VMT	PeMS, StreetLight, regional modeling outputs	Baseline, Games-time, and post-Games summary	Measures broader impact in vehicle travel
	Vehicle hours of delay	PeMS, StreetLight, regional traffic operations data	Baseline, Games-time daily or peak period	Evaluates whether TDM strategies and operations reduce delay during key Games periods
	Peak-period vehicle volumes	PeMS, local traffic counts, corridor monitoring, StreetLight	Baseline and Games-time peak periods	Measures whether trips are removed or retimed out of constrained periods

Metric Category	Potential Metric	Potential Data Source	Recommended Timing	Evaluation Use
Air Pollution	Criteria pollutants (PM2.5, PM10, CO, SO _x , Pb, NO _x , O ₃)	South Coast AQMD	Baseline and Games-time peak periods	Tracks changes in criteria pollutants
	Greenhouse gas emissions (CO ₂)	Estimated from VMT	Baseline and Games-time peak periods	Tracks changes in CO ₂
Transit Use	Bus ridership	Transit agency data, National Transit Database	Baseline, Games-time daily, post-Games summary	Tracks changes in bus ridership before, during, and after the Games
	Light and heavy rail ridership	Transit agency data, National Transit Database	Baseline, Games-time daily, post-Games summary	Tracks rail ridership and supports evaluation of mode shift to transit
	Commuter rail ridership	Metrolink, Amtrak, National Transit Database	Baseline, Games-time daily, post-Games summary	Tracks regional rail use for Games and background travel

Metric Category	Potential Metric	Potential Data Source	Recommended Timing	Evaluation Use
GETS Use	GETS ridership	LA Metro/ GETS operations data	Games-time daily or by event period	Evaluates whether spectators and workforce are using the planned Games access system
	Park-and-ride utilization	LA Metro/ GETS parking data, site operators	Games-time daily or by event period	Tracks use of designated park- and-ride facilities and identifies underused or overcapacity sites
	GETS crowding and wait times	LA Metro/ GETS operations data, field observations	Games-time by event period	Evaluates service reliability and traveler experience at boarding locations and transfer points
Telework	Share of full paid working days at home	Survey of Working Attitudes and Arrangements, employer surveys, regional employer or worker surveys	Pre-Games, Games-time pulse, post- Games	Tracks whether telework increases during the Games and contributes to reduced background commute demand

Metric Category	Potential Metric	Potential Data Source	Recommended Timing	Evaluation Use
Employer Participation	Employers and businesses engaged	Program tracking, surveys, outreach logs	Ramp-up weekly, post-Games summary	Measures the reach of employer and business outreach efforts
	Employers implementing telework, flexible schedules, or staggered shifts	Employer surveys, TMA/TMO reports, partner reporting	Ramp-up and post-Games	Measures implementation of workplace TDM strategies
Communications Reach	Website visits and time on page	Website analytics	Ramp-up daily/weekly, Games-time daily	Measures awareness and use of public-facing TDM information
	Social media reach, impressions, and engagement	Social media analytics	Ramp-up weekly, Games-time daily	Measures reach and engagement of digital communications campaigns
	Individuals and organizations engaged	Outreach tracking, event attendance, survey participation, partner logs	Ramp-up and post-Games summary	Tracks overall reach across residents, employers, businesses, institutions, and partners
Trip Planning	Trip planning tool use	Trip planning platform analytics, LA28/LA Metro digital tools, partner platforms	Ramp-up and Games-time daily	Evaluates whether travelers are using official trip planning resources

Metric Category	Potential Metric	Potential Data Source	Recommended Timing	Evaluation Use
Incentives and Programs	Carpool/vanpool participation	Regional commute programs, employer reports, TMA/TMO data	Ramp-up and post-Games summary	Measures participation in shared commute options
	Commute incentive participation	Regional commute programs, employer or program administrator data	Ramp-up and post-Games summary	Tracks uptake of incentives designed to reduce drive-alone trips
Shared Mobility	Micromobility ridership	Provider data, local agency data	Games-time daily or weekly	Tracks use of bikeshare, scooters, or other micromobility options where applicable
	Shuttle or microtransit ridership	Provider data, operator reports	Games-time daily or by event period	Tracks participation in supplemental local mobility services
TNC and Curb Activity	TNC drop-offs and pick-ups	TNC provider data, curb management systems, local agency data	Games-time daily or event window	Evaluates curb demand and effectiveness of designated pick-up/drop-off strategies

Metric Category	Potential Metric	Potential Data Source	Recommended Timing	Evaluation Use
Active Transportation	Walking, bicycling, and micromobility trips	Counts, provider data, field observations, Metro bikeshare data, big data sources where available	Baseline and Games-time event periods	Tracks active transportation activity near key access points
Traveler Satisfaction	Resident satisfaction with ease of travel during the Games	Resident surveys	Post-Games or after each competition period	Evaluates whether local travel remained manageable during Games operations
	Resident satisfaction with communication of impacts	Resident surveys, community feedback	Post-Games or after each competition period	Measures whether residents received useful and timely information
	Spectator satisfaction with travel options	Spectator surveys, LA28 customer feedback	Event-day or post-event	Evaluates whether spectators understood and were satisfied with available travel options
	Spectator satisfaction with communication of travel options	Spectator surveys, LA28 customer feedback	Event-day or post-event	Measures effectiveness of pre-trip and real-time traveler communications

Metric Category	Potential Metric	Potential Data Source	Recommended Timing	Evaluation Use
Reported Behavior Change	Mode shift stories and reported travel changes	Surveys, interviews, partner reporting, public feedback	Post-Games	Provides qualitative evidence of behavior change and helps explain quantitative trends
Transit Experience	Transit on-time performance	Transit agency data	Games-time daily or by event period	Evaluates reliability of transit service during Games operations
	Transit and station crowding	Transit agency data, field observations	Games-time daily or by event period	Tracks crowding conditions at stations and on vehicles
Operations	Incident response and operational issues	Transportation operations centers, agency reports, field logs	Games-time daily or shift-based	Identifies operational challenges and supports adaptive management during the Games
Post-Games Legacy	Continued program participation after the Games	Regional commute programs, employer surveys, TMA/TMO data	Post-Games and longer-term follow-up	Assesses whether Games TDM investments support longer-term behavior change

Metric Category	Potential Metric	Potential Data Source	Recommended Timing	Evaluation Use
Freight Operations – Truck Trips	Total truck trips during the Games period, cross-border truck trips	LOCUS truck data	Post-Games, comparison over time vs. the baseline	Assess whether Games TDM strategies influenced total truck trips
Freight Operations – VMT	Truck trip VMT	LOCUS truck data	Post-Games, comparison over time vs. the baseline	Assess whether Games TDM strategies influenced truck trip VMT
Freight Operations – Emissions	CO ² Emissions	LOCUS data	Post-Games, comparison over time vs. the baseline	Assess whether Games TDM strategies impacted CO ² emissions
Freight Industry Satisfaction	Freight industry satisfaction with ease of operations during the Games	Freight industry stakeholder outreach, Freight Industry Forum	Post-Games or after each competition period	Evaluate whether local freight travel/operations remained manageable during Games operations
Business Satisfaction	Business industry satisfaction with ease of operations during the Games	Business industry surveys	Post-Games or after each competition period	Evaluates whether local business operations remained manageable during Games operations

PARTNERSHIP AND RESOURCE STRATEGY

This Strategic Plan identifies a broad range of passenger and freight TDM strategies that will be implemented through a combination of SCAG-led initiatives, partner-led efforts, and collaborative projects involving multiple organizations. As the GME TDM lead, SCAG will support implementation through regional coordination, technical assistance, and targeted investments in projects and programs that advance regional TDM objectives. Building on the model established through SCAG's [Regional Pilot Initiative Program](#),⁵² a core component of this approach is collaboration with agencies, TMAs/TMOs, employers, freight and logistics stakeholders—including trucking, containerized cargo, freight rail, and air cargo stakeholders—airports, seaports, tourism organizations, border crossing stakeholders, and private mobility providers to refine project concepts, identify implementation pathways, and advance priority initiatives. Continued engagement will help identify suitable implementation leads and high-impact projects to support successful delivery of the strategy. Complementing this effort, SCAG is conducting data analysis and Games travel demand modeling to inform project selection and prioritization, helping target interventions in areas with the greatest anticipated impacts to reduce congestion, manage travel demand, and support key performance outcomes.

SCAG has secured funding to support implementation of components of the plan and continues to coordinate with partners to identify additional funding opportunities. Available resources will support both SCAG-led initiatives and select partner-led projects that advance the goals and objectives of the plan. In identifying partnership opportunities for the implementation of specific projects, SCAG is considering several factors, including alignment with the TDM goals and objectives, potential to support Games-time mobility needs, community benefits, partner readiness, ability to be implemented within the available timeframe, cost effectiveness, audiences served, and potential for scalability or long-term legacy benefits. Throughout this process, SCAG will also seek opportunities to complement, expand, and amplify existing partner-led initiatives rather than duplicate ongoing efforts. This process will also remain flexible to allow SCAG and partners to respond to emerging opportunities and evolving operational needs as planning for the Games continues.



NEXT STEPS

As SCAG and its partners transition from strategy development to implementation, several priority actions will be required to advance the Strategic Plan. The following next steps focus on project delivery, stakeholder coordination, communications, and performance monitoring in the lead-up to the Games.

		2026 2027 2028		
		PLANNING	READINESS	OPERATIONS
CONTINUE REGIONAL COORDINATION AND STAKEHOLDER ENGAGEMENT	Maintain and expand engagement through forums, subcommittees, technical workshops, and targeted stakeholder meetings.			
ADVANCE PROJECT DEVELOPMENT AND DELIVERY				
Games TDM Toolbox	Develop a Games TDM Toolbox that includes high-impact strategies and resources to support local, tailored TDM implementation.			
Project Development	Develop and advance priority TDM strategies by identifying lead partners, refining project scopes, and securing funding.			
Project Implementation (Delivery)	Support project implementation and delivery in partnership with lead agencies and stakeholders.			
INTEGRATE TDM INTO TRAFFIC MANAGEMENT PLANS (TMPs)	Support LA28 and the GME’s ongoing TMP development process by coordinating with venue cities, transportation agencies and other stakeholders to integrate TDM strategies into venue-specific and corridor-level plans.			
IMPLEMENT AND SCALE THE COMMUNICATIONS AND OUTREACH STRATEGY				
Finalize Communications and Outreach Plan	Complete the Communications and Outreach Plan by the end of 2026.			
Targeted Outreach Initiatives	Engage priority audiences through direct outreach, workshops, and community partnerships.			
Regional Communications Campaign	Deliver targeted messages and resources to residents, workers, businesses, freight stakeholders, and visitors.			
Partner Information Hub	Launch and maintain a centralized hub with tools, resources, and updates for partners.			
Regional Travel Information Website	Launch a public-facing website(s) with Games-related transportation information to support navigation before and during the Games.			
PERFORMANCE MONITORING AND EVALUATION				
Establish Performance Monitoring and Evaluation Framework	Refine performance measures, data collection approaches, reporting processes, and evaluation methodologies to support consistent monitoring and evaluation.			
Evaluate TDM Effectiveness and Advance Games Mobility Legacy	Monitor and evaluate the effectiveness of TDM initiatives to inform implementation adjustments leading up to the Games and support ongoing TDM implementation after the Games.			

BEYOND
2028
LEGACY



Carry forward effective TDM strategies, partnerships, tools, and data practices to support ongoing regional mobility.

APPENDIX A: STAKEHOLDERS ENGAGED

At the writing of this plan, the following stakeholders have been engaged through the quarterly TDM Forum or one-on-one meetings. Engagement continues as the plan moves into the implementation phase.

Stakeholder Type	Stakeholder
GME TDM Subcommittee	California Department of Transportation (Caltrans)
	City of Los Angeles Mayor's Office
	Imperial County Transportation Commission (ICTC)
	LA28
	Los Angeles County Metropolitan Transportation Authority (LA Metro)
	Los Angeles Department of Transportation (LADOT)
	Orange County Transportation Authority (OCTA)
	Riverside County Transportation Commission (RCTC)
	San Bernardino County Transportation Authority (SBCTA)
	Southern California Regional Rail Authority (Metrolink)
	Ventura County Transportation Commission (VCTC)
Venue City / Agency	Arcadia
	Anaheim
	Carson
	Industry
	Inglewood
	City of Los Angeles
	Los Angeles County
	Long Beach
	Pasadena
	Pomona
	San Clemente
	South El Monte

Stakeholder Type	Stakeholder
Non-Venue Cities	Agoura Hills
	Beverly Hills
	Burbank
	Compton
	Culver City
	Irvine
	Jurupa Valley
	La Canada Flintridge
	Mission Viejo
	Ontario
	Orange
	Pico Rivera
	Rancho Cucamonga
	Santa Monica
	West Hollywood
Transportation Agencies	Alameda Corridor Transportation Authority (ACTA)
	Amtrak
	California State Transportation Agency (CalSTA)
	Federal Highway Administration (FHWA)
	Foothill Transit
	Long Beach Transit
	Los Angeles–San Diego–San Luis Obispo Rail Corridor Agency (LOSSAN)
	North County Transit District (NCTD)
	Riverside Transit Agency (RTA)
	San Diego Metropolitan Transit System (MTS)
Regional Agencies	Torrance Transit
	Gateway Cities Council of Governments (GCCOG)
	San Bernardino County Council of Governments (SBCOG)
	San Diego Association of Governments (SANDAG)
	San Fernando Valley Council of Governments (SFVCOG)
	San Gabriel Valley Council of Governments (SGVCOG)
	South Bay Cities Council of Governments (SBCCOG)
	South Coast Air Quality Management District (SCAQMD)
	Western Riverside Council of Governments (WRCOG)
	Westside Cities Council of Governments (WSCCOG)

Stakeholder Type	Stakeholder
Transportation Management Association / Organization and Regional TDM Programs	Burbank Transportation Management Organization
	Go Glendale
	FASTlink DTLA
	IE Commuter
	Playa District Commute
	Playa Vista Compass
	Santa Monica Transportation Management Organization (GoSaMo)
	Warner Connects
	City of West Hollywood Transportation Management Organization (GoWeHo)
University	California Institute of Technology (Caltech)
	California Polytechnic University, Pomona (CPP)
	California State University Dominguez Hills (CSUDH)
	California State University Fullerton (CSUF)
	California State University Long Beach (CSULB)
	California State University Los Angeles (CSULA)
	California State University Northridge (CSUN)
	University of California, Los Angeles (UCLA)
Travel and Tourism	GOCAL
	Visit California
Airport / Seaport	Hollywood Burbank (BUR)
	John Wayne (SNA)
	Long Beach (LGB)
	Los Angeles World Airports (LAX, VNY)
	Ontario (ONT)
	Palm Springs (PSP)
	Port of Hueneme
	Port of Long Beach
	Port of Los Angeles

Stakeholder Type	Stakeholder
Transportation & Warehousing	Amazon
	California Trucking Association
	Centerline Drivers
	CEVA Logistics
	Daylight Transport
	DHL Express
	FedEx
	Genessee & Wyoming
	Harbor Trucking Association
	J. B. Hunt
	Knight-Swift Transportation
	National Home Delivery Association
	National Retail Transportation
	Pacific Harbor Line
	Pacific Merchant Shipping Association
	Pacific Mountain Logistics
	Parcel Pending
	SHIPIT Logistics
	Uber
	Union Pacific Corporation
	UPS
	Yusen Terminals
	ZM Trucks
Manufacturing	Denso
	Electreon
Retail Trade	California Retailers Association
	CVS Pharmacy
	Home Depot
	Walmart
Real Estate	Majestic Realty
	NAIOP
	Prologis
Wholesale Trade	Sysco Corporation
Business Association	Southern California Leadership Council
Energy/Fuel	Circle K
	SC Fuels
Logistics	Future City Logistics
	National Logistics Aid Network
Mapping/ Navigation Technologies	SoCal511 / LA SAFE

REFERENCES

- 1 LA 2024. (2017). Los Angeles Candidate City Olympic Games 2024: Stage 3 Candidature Questionnaire. https://la24-prod.s3.amazonaws.com/assets/pdf/LA2024-candidature-part3_english.pdf#page100
- 2 Southern California Association of Governments (SCAG). (2026). 2028 Games: Regional TDM Approach. https://scag.ca.gov/sites/default/files/2026-05/2028-Games-TDM-Approach_booklet-web.pdf
- 3 LA28. (2025). LA Olympic Games Daily Competition Schedule Version 4.0. <https://la28.org/content/dam/latwentyeight/competition-schedule-imagery/uploaded-july-29-oly-version-4-0/LA28OlympicGamesCompetitionScheduleByDayV4.0.pdf>
- 4 LA28. (2025). Olympic Competition Schedule by Session Version 4.0. <https://la28.org/content/dam/latwentyeight/competition-schedule-imagery/uploaded-july-29-oly-version-4-0/LA28OlympicGamesCompetitionScheduleBySessionV4.0.pdf>
- 5 LA28. (2025). Olympic Schedule by Event Version 4.0. <https://la28.org/content/dam/latwentyeight/competition-schedule-imagery/uploaded-july-29-oly-version-4-0/LA28OlympicGamesCompetitionScheduleByEventV4.0.pdf>
- 6 LA28. (2026). LA28 Paralympic Competition Schedule by Day Version 3.2. <https://la28.org/content/dam/latwentyeight/competition-schedule-imagery/uploaded-july-22-v-3-2-parapowerlifting/LA28ParalympicGamesCompetitionScheduleByDayV3.2.pdf>
- 7 LA28. (2026). Paralympic Competition Schedule by Session Version 3.2. <https://la28.org/content/dam/latwentyeight/competition-schedule-imagery/uploaded-july-22-v-3-2-parapowerlifting/LA28ParalympicGamesCompetitionScheduleBySessionV3.2.pdf>
- 8 LA28. (2026). Paralympic Competition Schedule by Event Version 3.2. <https://la28.org/content/dam/latwentyeight/competition-schedule-imagery/uploaded-july-22-v-3-2-parapowerlifting/LA28ParalympicGamesCompetitionScheduleByEventV3.2.pdf>
- 9 International Olympics Committee. (2017). Host City Contract Principles. <https://stillmed.olympics.com/media/Document%20Library/OlympicOrg/Documents/Host-City-Elections/XXXIV-Olympiad-2028/Host-City-Contract-2028-Principles.pdf>
- 10 City of Los Angeles. (2021). Games Agreement Between the City of Los Angeles and the Los Angeles Organizing Committee for Olympic and Paralympic Games 2028. https://cityclerk.lacity.org/onlinecontracts/2021/C-139679_c_12-28-21.pdf

- 11 SCAG. 2028 Games: Regional TDM Approach. (2026).
- 12 SCAG. (n.d.). Games Mobility Program. <https://scag.ca.gov/LA28>
- 13 SCAG. (2019). Transportation Demand Management Strategic Plan and Final Report. https://scag.ca.gov/sites/default/files/2024-05/tdm-strategic-plan_scag.pdf
- 14 SCAG. (2024). Connect SoCal: A Plan for Navigating to a Brighter Future. <https://scag.ca.gov/sites/default/files/2024-05/23-2987-connect-socal-2024-final-complete-040424.pdf>
- 15 Los Angeles County Metropolitan Transportation Authority (Metro). (2024). Moving People Forward: LA Metro TDM Strategy Executive Summary https://libraryarchives.metro.net/DB_Attachments/TDM%20Master%20Plan%20and%20Policies%20-%20May%202026.pdf
- 16 Orange County Transportation Authority (OCTA). (2025). Orange County Transportation Demand Management Plan. https://www.octa.net/pdf/OCTDM_Full_Report.pdf
- 17 SCAG. Connect SoCal. (2024).
- 18 SCAG. Transportation Demand Management Strategic Plan. (2019).
- 19 SCAG. Games Mobility Program. (n.d.)
- 20 LA 2024. Los Angeles Candidate City Olympic Games 2024 (2017).
- 21 SCAG. Connect SoCal. (2024).
- 22 SCAG. (2025). Transportation Trends Report: December 2025. <https://scag.ca.gov/sites/default/files/2026-02/26-417-MMI-0387-Transportation-Trends-Update-Final.pdf>
- 23 SCAG. Transportation Trends Report. (2026).
- 24 SCAG. Transportation Trends Report. (2026).
- 25 Replica. "Analysis of Trips in the SCAG Region, Fall 2025." Accessed on August 24, 2026.
- 26 SCAG. Transportation Demand Management Strategic Plan. (2019).

- 27 SCAG. (2024). Congestion Management: Technical Report (Appendix 1: TDM toolbox of strategies). <https://scag.ca.gov/sites/default/files/2024-05/23-2987-tr-congestion-management-final-040424.pdf>.
- 28 SCAG. (2024). Developing Standards for TDM Data. https://scagrtppscs.org/sites/default/files/2024-05/att_1_tdm_data_standards_fact_sheet.pdf
- 29 SCAG. Connect SoCal. (2024).
- 30 Metro. Moving People Forward. (2024).
- 31 OCTA. Orange County Transportation Demand Management Plan. (2025).
- 32 CoStar. CoStar Analytics. <https://product.costar.com/search/all-properties/analytics/summary>
- 33 U.S. Census Bureau. "Quarterly E-Commerce Report Historical Data. https://www.census.gov/retail/ecommerce/historic_releases.html
- 34 U.S. Census Bureau. "Advance Monthly Sales for Retail and Food Services, July 2026." Monthly Retail Trade, August 14, 2026. <https://www.census.gov/retail/sales.html>
- 35 U.S. Census Bureau. "All Sectors: County Business Patterns, including ZIP Code Business Patterns, by Legal Form of Organization and Employment Size Class for the U.S., States, and Selected Geographies: 2023." Economic Surveys, ECNSVY Business Patterns County Business Patterns, Table CB2300CBP, 2025, <https://data.census.gov/table/CBP2023.CB2300CBP?q=CBP2023.CB2300CBP&g=050XX00US06025,06037,06059,06065,06071,06111>. Accessed on July 31, 2026.
- 36 SCAG. Connect SoCal. (2024).
- 37 LA Metro. (2020). LA County Goods Movement Strategic Plan. <https://www.metro.net/about/goods-movement/>
- 38 SCAG. (2020). Last-Mile Freight Delivery Study <https://scag.ca.gov/post/last-mile-freight-delivery-study>
- 39 Reuters. (2023). US West Coast Port Workers Ratify Contract Agreement. <https://www.reuters.com/world/us/us-west-coast-port-workers-ratify-contract-agreement-2023-08-31/>
- 40 LA Metro. (2025). Games Enhanced Transit Service (GETS) Service Plan for LA28 (Draft, Confidential).

- 41 SCAG. (n.d.) Southern California Regional Truck Route Shapefile (RTRS). Accessed July 31, 2026. https://www.arcgis.com/apps/mapviewer/index.html?url=https://maps.scag.ca.gov/scaggis/rest/services/OpenData/TRN_TruckRoute_LN_SCAG/MapServer&source=sd
- 42 Paris je t'aime. (n.d.). The Paris 2024 Games by Bike. <https://parisjetaime.com/eng/article/the-paris-2024-games-by-bike-a1741>
- 43 City of Paris. (2024). All Olympic Venues to be Accessible By bike. Paris.fr. <https://www.paris.fr/en/pages/all-olympic-venues-to-be-accessible-by-bike-27091>
- 44 Hippolyte., S, Mastalerz, S., Ruhlmann, A., Tauvel, M. (2024). Paris 2024 Olympics. Lessons Learned to Build the Future of Mobility. Retrieved from: https://www.adlittle.com/sites/default/files/viewpoints/ADL_Paris_2024_Olympics_2024_0.pdf
- 45 Île-de-France Mobilités. (2024). How Île-de-France Mobilités is Preparing Transport for the Paris 2024 Olympic and Paralympic Games. Retrieved from Île-de-France Mobilités: <https://www.iledefrance-mobilites.fr/en/actualites/une-appli-mobile-pour-les-deplacements-des-spectateurs>
- 46 Deutsche Welle. (2017). Japan Kicks off “Telework Day.” Retrieved from Deutsche Welle. <https://www.dw.com/en/japan-kicks-off-telework-day/a-39809630>
- 47 Transport for London. (2013). Olympic Legacy Monitoring: Personal Travel Behaviour During the Games—Travel in London Supplementary Report. Transport for London.
- 48 Currie, G., Jones, A., & Woolley, J. (2014). Travel Demand Management and the Big Scare: Impacts and Lessons on Travel in London During the 2012 Summer Olympic Games. Transportation Research Record: Journal of the Transportation Research Board, 11-22.
- 49 Transport for London. (2013). Olympic Legacy Monitoring: Adaptations to Deliveries by Businesses and Freight Operators During the Games. Retrieved from <https://content.tfl.gov.uk/olympic-legacy-freight-report.pdf>
- 50 SCAG. Congestion Management. (2024).
- 51 LA Metro. GETS Service Plan for LA28 (Draft, Confidential). (2025).
- 52 SCAG. (n.d.). Regional Pilot Initiatives Program. <https://www.scag.ca.gov/regional-pilot-initiatives>

