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## **2028 Games Mobility Program Development Framework**

In July and August of 2028, Los Angeles will host the Olympic and Paralympic Games—its third time hosting the Olympic Games and its first hosting the Paralympic Games. Both the 1932 Olympics and the 1984 Olympics have left a legacy for the everyday life of people in Los Angeles: the vendors along Olvera Street in downtown Los Angeles make use of structures originally used for the 1932 Olympic Village and the 1984 Olympics formed a foundation for sports, parks, and play for youth in the city. With a more complex and populous region hosting a larger and more complex event, the 2028 Olympic and Paralympic Games, or 2028 Games, represent a challenge for the region’s transportation system, which must facilitate travel for the region’s 19 million residents while also serving demand for goods within the region and across the nation. More than a third of the nation’s containerized goods enter and exit through the Southern California ports and the region. Conditions will be further constrained with thousands of athletes and visitors traveling to the region for a compressed amount of time. At the same time, the impacts and benefits of the 2028 Games may be spread unevenly across the region, with disproportionate burdens placed on communities, some of whom will live, work, and do business at the sites where the Games events take place.

With the extensive regional coordination across the public, private, and nonprofit sectors required to meet this challenge, the 2028 Games present an opportunity to imagine a new legacy for the transportation system in Southern California. In a visionary call to action, Mayor Karen Bass of Los Angeles has called for the 2028 Games to be “transit-first.” By 2028 Los Angeles Metro looks to double the trips made by methods other than driving alone, and its Mobility Concept Plan identifies the strategies and the project priorities to create long-lasting benefits and more equitable mobility. SCAG joins the city and LA Metro in the one-team approach championed by the Mobility Concept Plan. Turning this vision into action will require multiple, integrated strategies in infrastructure, programs, policies, and culture change. In this spirit, the 2028 Games can create a new legacy for regional planning.

The 2028 Games Program Development Framework establishes an overarching goal, objectives, and guiding principles to direct staff work in support of the 2028 Games and outlines a preliminary set of Strategies and Projects to be further refined with the Regional Council and through the Policy Committees. The effort to shape this new legacy will accelerate progress on the key pillars of the regional plan and vision for Southern California, Connect SoCal, which include mobility, communities, environment, and economy.

### **PROGRAM GOAL**

Southern California will showcase our thriving communities, support local businesses, and invest in the transportation improvements, programs, and policies necessary to leave a lasting legacy in our region.

This aspirational goal of the Games Mobility Program is grounded in Connect SoCal 2024 and its pillars of mobility, communities, environment, and economy ([p. 85](#)). By increasing mobility, access, and connectivity, a regional transportation network can support thriving communities and expanded economic opportunity.

The objectives, guiding principles, and strategies of the program, detailed in the following sections, define the actions SCAG will take to achieve this goal.

## OBJECTIVES AND GUIDING PRINCIPLES

The **program objectives** clarify what SCAG's Games Mobility Program aims to achieve for the 2028 Games. They identify the near-term and measurable actions that both serve the 2028 Games and form the foundation for the new legacy for the region. These actions take place in coordination with local agencies. The **guiding principles** are the values that shape the decisions and interactions of the program, setting a consistent approach for internal and external coordination. Together, the guiding principles reflect how the program will achieve its objectives.

### OBJECTIVES

1. SCAG will provide leadership to align policies and investments that facilitate implementation led by local agencies.
2. SCAG will address the short-term high volumes of passenger and freight travel on the region's transportation system by identifying and supporting shifts in demand while facilitating communication and information sharing across the region to ensure a successful Games experience.
3. SCAG will support local placemaking and community development opportunities associated with the Games.

### GUIDING PRINCIPLES

1. Support Connect SoCal implementation.
2. Create more access to more choices for transportation (*mobility*).
3. Support opportunities for communities and local businesses to benefit from the Games and its legacy (*community*).
4. Increase the resilience of people, places, and infrastructure (*environment*).
5. Expand access to economic opportunity while mitigating potential negative impacts (*economy*).
6. Leverage new technologies.
7. Strengthen existing and explore new regional partnerships.
8. Prioritize regional connectivity and geographic representation.

**Support Connect SoCal implementation.** While the Games is a once in a generation event, the preparations around mobility have consistently been part of SCAG's regional planning, which integrates transportation and land use planning to achieve its sustainability goals. Grounded in a rigorous local input process and direction from SCAG's Regional Council, Connect SoCal guides

the development of programs that meet regional goals and priorities. It is a cornerstone for the mobility legacy of the Games.

**Create more access to more choices for transportation.** The decision of how and when to travel, whether a driver in a single occupancy vehicle, a freight company transporting goods, or a local business making or receiving delivery, is not a choice made in isolation; rather, it is supported or unsupported by their transportation and land use environment. SCAG will support infrastructure improvements, policies, and programs that expand choice and connect people to the transportation network. Part of this guiding principle is the ability to choose not to travel far, where individuals have increased access to key destinations within their community. Placemaking and activations, important for culture and community building for people, will serve as mode shift strategies.

**Increase the resilience of people, places, and infrastructure.** The 2028 Games represents a foreseen shock for the region, with this program serving as a resilience planning effort. The Games will also take place during other potential shocks and stressors: heat waves, wildfires, earthquakes, and other sudden and acute events that may compromise immediate safety and well-being. As detailed in Connect SoCal 2024, “When planning for community resilience, it is vital to adopt a comprehensive approach that acknowledges the interdependence of built, social, economic, and natural systems.” (p. 36) SCAG will endeavor to support partners as they plan and prepare for potential issues.

**Expand access to economic opportunity while mitigating potential negative impacts.** The 2028 Games will attract attention, investment, and political will. In the dynamism of this unique moment, SCAG and its partners should feel compelled to pursue new and creative efforts to expand economic opportunity for residents and businesses. As noted in the introduction to this framework, the benefits and burdens of the 2028 Games may be spread unevenly across the region, exacerbating existing disparities.

**Leverage new technologies.** Southern California has been at the forefront of emerging technologies that expand the way people and goods are moved through the region. Shared e-scooters, e-bikes, autonomous vehicles, and delivery robots represent some new additions to the region’s transportation network. This Program should explore opportunities to pilot or incentivize these and other technologies that have the potential to scale and become permanent. The Guiding Principles for Emerging Technology, published in the Connect SoCal 2024 Mobility Technical Report, should serve as a guide. In addition, SCAG’s Last Mile Freight Program commercial deployments of clean technologies with industry partners should be leveraged where possible.

**Strengthen existing and explore new regional partnerships.** SCAG’s work depends on collaboration of local jurisdictions, county transportation commissions, and the private and nonprofit sectors, and it serves as an important liaison with state and federal agencies. Mobility during the 2028 Games requires a comprehensive approach, and SCAG’s role should be to bring stakeholders together to meet that challenge. SCAG will focus on bridging new collaborations and strengthening existing ones, and amplifying the strategies that arise from those partnerships.

**Prioritize regional connectivity and geographic representation.** SCAG encompasses 191 cities across 6 counties, and its 2028 Games program goal will be carried out by each of these jurisdictions across urban, suburban, and rural settings. The Games will extend beyond the event venues and beyond Los Angeles County. As such, SCAG will ensure broad representation of the region in its work.

## LEADERSHIP

The Regional Council is a forum for discussion on policy and local priorities and sets the direction for regional policies and programs. Staff will organize regular updates covering the full scope of the Games to facilitate information sharing and coordination across the region to expand impact at the local level. SCAG Policy Committees will consider and provide more focused input on key challenges and opportunities related to the Games and SCAG's work efforts.

- Transportation Committee. TC will discuss the mobility challenges of the region presented by the Games and mobility strategies planned to address the anticipated local impacts.
- Community, Economic and Human Development. CEHD will seek to understand economic impacts of the Games and explore alignment with the Inclusive Economic Growth Strategy.
- Energy and Environment Committee. EEC will explore resilience strategies advanced by the Games and partners and explore alignment with SCAG's resilience efforts.

Staff will appropriately engage the Executive/Administrative Committee, Regional Council, and each of the Policy Committees throughout the life of the program with action items and information items.

## STRATEGIES AND PROJECTS

The strategies define what the program will carry out and will inform how SCAG will define and measure success. As the program evolves, these strategies can also help guide staff to determine how to onboard new work or to phase out existing work.

1. REGIONAL CONVENING AND INFORMATION SHARING -- Convene partners at a regional level to advance projects that support the program goal.

To support this strategy, SCAG will both lead and participate in regional meetings to provide updates and information. SCAG may also explore new partnerships to leverage its resources and extend its impact.

Within this **regional convening and information sharing** strategy, staff will track the convenings led and participated in and the number of partners engaged. The following two (2) SCAG projects will support this strategy.

**Games Mobility Executives (GME) Collaboration.** Along with other agencies of the region, SCAG is a member of the GME. SCAG and its fellow GME partners participate in several subcommittees that focus on different workstreams related to mobility needs during the games. SCAG participates

in the Principals Meeting and other workstreams, including First/Last Mile, Mobility Hubs, Wayfinding, and Communication. SCAG leads the TDM workstream and as a part of this work and to engage more partners, SCAG staff will be convening a series of TDM Forums (both for passenger and freight TDM). SCAG intends to engage public and private sector stakeholders across the SCAG region to facilitate participation in the development of more TDM implementation plans and strategies.

**Toolbox Tuesday.** This ongoing program offers virtual professional training sessions to local government staff and other stakeholders in support SCAG’s strategic goal to produce innovative solutions that improve the quality of life for people in Southern California. Elected officials, local planners, community organizers, students, and community members can gain practical skills and knowledge on current planning issues. Toolbox Tuesday will provide an opportunity for staff to present topics related to the 2028 Games and serve as a venue for external professionals to bring national and international approaches to Southern California.

2. **REGIONAL PLANNING** -- Lead regional planning efforts to support a 2028 Games for all of Southern California, including an approach to TDM.

SCAG’s regional planning will focus on passenger and freight TDM to increase the efficiency of the region’s transportation system. Activities aim to fill gaps needed to realize a “transit-first” Games, reducing vehicle miles traveled (VMT), ensuring minimal disruptions to business/logistics operations, and motivating enduring mode shifts. SCAG’s regional TDM planning will be integrated into communication efforts to ensure consistent and efficient messaging, in coordination with regional partners.

Within this **regional planning** strategy, staff will track the incentives identified and deployed, the number of partners engaged, and shifts in travel behavior. SCAG will lead the following two (2) projects:

**2028 Games TDM Initiation Plan and Implementation.** Building upon SCAG’s 2019 TDM Strategic Plan, this project will create a TDM Implementation Plan, Implementation Roadmap, and Toolbox to identify effective ways to address mega-events. This work will be supported by the implementation of pilot and permanent projects, as well as potentially developing and sustaining transportation management associations and organizations (TMA/TMO). SCAG will work with LA Metro to explore alignments with its TDM Strategic Plan. A comprehensive communications strategy will ensure SCAG connects information and critical updates with public and private partners.

**2028 Games Freight TDM Implementation.** SCAG will develop a first-of-class Freight TDM Strategy and Implementation Plan to support the anticipated operational impacts associated with the 2028 Games. SCAG will identify opportunities for pilot activities that incentivize more efficient goods movement, including off-peak delivery, micro-distribution consolidation, and others. This strategic approach will serve as a legacy framework to inform pilot projects in advance of full-scale deployment. SCAG will work with industry partners, local jurisdictions, the ports, LA Metro, and other partners in the development of its strategy, and ongoing engagement will facilitate sharing of



information, including event related impacts to critical routes so that businesses can make appropriate operational decisions.

### 3. TECHNICAL ASSISTANCE -- Fund implementation of pilot and permanent projects.

SCAG's technical assistance practice provides funding, administrative capacity, and technical expertise to implementing agencies to carry out projects that both meet local priorities and support regional goals. For Los Angeles County, SCAG will account for the project and program priorities of the Los Angeles Metro Mobility Concept Plan. SCAG's pilot and permanent projects will allow for implementation in time for the 2028 Games and will provide motivation for the region to advance more long-term adoption.

Within this strategy, staff will track the number of projects funded, the total funding distributed, as well as successful interventions. SCAG will lead the following four (4) projects.

**TDM Pilot and Permanent Projects.** Drawing recommendations from the TDM Initiation Plan and Implementation Roadmap, SCAG will identify public and private partners for pilot and permanent project implementation. Projects may include mobility hubs, first/last mile connections, wayfinding signage and digital tools, incentive programs, marketing campaigns, etc.

**Freight TDM Pilot and Permanent Projects.** For goods movement, SCAG will identify public and private partners for pilot and permanent project implementation, including off-peak operations, zero-emissions fleet conversion, and last-mile delivery solutions.

**Quick-Build Transportation Safety Projects.** Quick-builds allow for rapid changes to streets without the need to excavate or pour concrete or asphalt, using low-cost materials like paint, bollards, and signs to create new configurations to existing street space. SCAG will provide funding and technical assistance to projects selected through a competitive call for application and through a partnership with LADOT.

**Community Hub Toolkit and Call for Projects.** SCAG will engage local stakeholders to support the development of community hubs for the 2028 Games, facilitating community-led efforts to reduce vehicular trips. This concept allows SCAG and its local partners to reimagine street space as a community space, increasing access in place.

### 4. FUNDING AND ADVOCACY – Bring in and administer funding and resources.

SCAG has extensive experience administering federal and state grants, including fiscal and programmatic oversight over government, private, and nonprofit contractors. Activities include procurement, contract development and management, subawards to jurisdictions, and financial tracking. Existing funding sources include Safe Streets and Roads for All (SS4A), the Carbon Reduction Program (CRP), the Congestion Mitigation and Air Quality Improvement Program (CMAQ), the Surface Transportation Block Grant (STBG), and the California Active Transportation Program (ATP). In particular, the federal fiscal year 2026-2027 and federal fiscal year 2027-2028 STBG and CMAQ Call for Project Nominations, serves as a critical opportunity for partners to seek

funding to deliver projects and programs in support of the 2028 Games. SCAG recognizes the importance of the timing of this Call and will continue to encourage partners to apply.

Together with GME partners, SCAG will also advocate for policies and streamlined processes to expedite delivery of projects that support the Games, including those from the LA Metro Mobility Concept Plan. SCAG is currently exploring ways to work with Caltrans and the federal agencies on piloting expedited obligation processes for federal funds in support of 2028 Games projects/programs. When seeking additional funding sources, SCAG will evaluate the feasibility of obligating, programming, and expending funds so that projects are in place for the 2028 Games.

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