



COUNTY OF LOS ANGELES

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September 2, 2026

To: Supervisor Hilda L. Solis, Chair
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From: Joseph M. Nicchitta 
Chief Executive Officer [Joseph M. Nicchitta \(Sep 2, 2026 13:21:09 PDT\)](#)

**REPORT BACK ON ENSURING READINESS FOR THE 2028 OLYMPICS AND
PARALYMPIC GAMES (ITEM NO. 18, AGENDA OF MAY 21, 2024)**

On May 21, 2024, the Board of Supervisors (Board) directed the Chief Executive Office (CEO), in consultation with the Department of Economic Opportunity (DEO), to enter into an agreement with a consultant to complete an economic impact and opportunity analysis of the 2028 Olympic and Paralympic Games (2028 Games) on the Los Angeles regional economy, including anticipated costs of hosting the 2028 Games, opportunities to generate revenue, jobs that will be needed, recommendations for mitigating impacts to the regional transportation system, best practices from other host regions, and proposed metrics aligned with priority outcomes articulated by LA28.

The Board also directed the CEO, in consultation with all relevant Los Angeles County (County) departments, to report back on potential impacts of the 2028 Games on County services, including resources needed by County departments for planning and coordination leading up to the 2028 Games, opportunities to leverage County assets and maximize economic benefits for communities most impacted, and partnerships the County can enter into to accomplish the above.

Additionally, the Board directed the Internal Services Department (ISD) to provide information on County contracting opportunities for the City of Los Angeles (City) to load into the Regional Alliance Marketplace for Procurement (RAMP) system, which will be used for the 2028 Games.



2028 Games Economic Impact Analysis

To advance the Board's motion, the County engaged a consultant to conduct an Economic Impact Analysis and Goals Framework (Analysis) for the 2028 Games (Attachment A). The Analysis notes that the 2028 Games represent a once-in-a-generation opportunity to achieve long-lasting regional benefits, including job creation, public infrastructure improvements, and small business growth. The 2028 Games are anticipated to produce more than \$13 billion in direct spending – generating \$19.2 billion in total economic output and supporting over 88,000 jobs between 2024 and 2028. With effective management, the 2028 Games have the potential to provide lasting improvements and the potential to alleviate existing economic challenges and inequalities. Key findings from the Analysis include the following:

- The 2028 Games are estimated to generate \$5.5 billion in public investment in the region's infrastructure. These investments will boost demand for construction laborers and skilled trades and become a critical part of the 2028 Games' ongoing legacy.
- As of February 2026, LA28 plans to spend \$7.1 billion to organize and operate the 2028 Games. The 2028 Games-related contracts can create opportunities for local businesses and local workers if the right support is in place.
- The 2028 Games could boost tourist spending by \$1 billion above and beyond a typical summer. With strategic planning, regional tourist attractions and cultural destinations can maximize opportunities to attract visitors during the 2028 Games.
- During the 2028 Games, Downtown Los Angeles, Inglewood, Pasadena, Long Beach, and Venice will be some of the most active parts of the County, featuring large venues, thousands of hotel rooms, and excellent transit connectivity.
- Communities that host events, but are not typical tourist destinations, may struggle to capture local benefits. Places like Carson, Exposition Park, Pomona, and the City of Industry are likely to see increased traffic from visitors attending the 2028 Games, but risk becoming "passthrough areas" that struggle to capture visitor spending outside event venues.
- Traditional tourist hubs like West Hollywood, Beverly Hills, and coastal communities will host visitors and capture spending, but are not directly adjacent to the 2028 Games venues and will require strategies to improve connectivity.
- Many parts of the County will only be marginally affected by the 2028 Games. These neighborhoods will need additional programming and activation to participate in and reap economic and community benefits.

Goals Framework

Although the County is not an official sponsor of the 2028 Games, the games are expected to impact, and have the potential to benefit, the entire region. Anticipating these impacts and potential benefits, the consultant facilitated a series of focus groups to develop goals to guide the County's planning, coordination, and to ensure that the 2028 Games leave behind a meaningful legacy. Over 60 experts from government and civil society participated in these sessions, each of which focused on a specific theme. The DEO then convened a workshop with County department staff to refine the goals and objectives developed in the focus group sessions. The resulting Goals Framework identifies the following seven goals, each of which has an associated set of objectives and key performance indicators (KPIs):

- *Maximize Local Investment and Benefit:* With over \$13.6 billion expected in direct 2028 Games-related spending, the County can maximize regional benefits by prioritizing local businesses and local workers.
- *Unlock Small Business Opportunities:* The County's small business community is the backbone of the regional economy. The County can remove barriers to help small businesses compete for 2028 Games-related contracts and benefit from increased visitor spending.
- *Enhance Mobility and the Transit Experience:* The 2028 Games are a catalyst to improve and expand the region's public transportation network. By supporting investments in public transit and sustainable mobility, local transportation agencies can transform how residents and visitors navigate the region during and after the 2028 Games.
- *Improve Public Spaces:* The 2028 Games can serve as a catalyst for both temporary and permanent public realm improvements. The County, local municipalities, and LA28 can all mobilize funding and technical assistance to turn community-led plans into reality.
- *Protect Vulnerable Angelenos:* Low-income communities, unhoused neighbors, and other vulnerable populations face new risks and challenges as the 2028 Games approach. The County should ensure that the 2028 Games serve to benefit all Angelenos – regardless of income or background.
- *Showcase Cultural Diversity:* The County is one of the most diverse and creative regions in the world. The 2028 Games create an opportunity for residents and businesses to share their unique communities on a global stage.
- *Unite the Region:* Preparations for the 2028 Games will provide opportunities for new forms of collaboration between the County and its 88 cities and unincorporated areas. By strengthening partnerships between the public, private, and philanthropic sectors, regional improvements can be scaled to capitalize on global attention.

While the County can advance these goals using available resources, several benefit from an active partnership with LA28. In addition, many of these goals and objectives relate to commitments in LA28's Impact and Sustainability Framework, as summarized in Attachment B. To make progress on these goals, the County will continue playing a critical role as a trusted regional convener – coordinating partners, sharing information and best practices, and supporting the 2028 Games-related initiatives throughout the County.

Economic Impact of the 1984 Olympic Games

The 1984 Olympic Games (1984 Games) produced revenues for local governments, including the County, as well as significant benefits for the regional economy and local communities. The total economic impact of the 1984 Games was estimated at \$3.29 billion (in 1984 dollars, equivalent to \$10.35 billion in 2026 dollars). Employment generated by the 1984 Games was estimated at 25,000 "manpower years" with corresponding earnings of \$494 million (in 1984 dollars, equivalent to \$1.55 billion in 2026 dollars). Economic activity associated with the 1984 Games generated an estimated \$97 million (\$305 million in 2026 dollars) in local and State government revenues, although revenues accruing to the County were a relatively modest \$192,000 (\$604,000 in 2026 dollars) due to limited visitor services in unincorporated areas. After the 1984 Games concluded, the LA Olympic Organizing Committee (LAOOC) donated \$700,000 (\$2.2 million in 2026 dollars) worth of supplies and equipment to the County. In addition, LAOOC constructed new facilities on publicly owned properties worth an estimated \$28 million (\$88 million in 2026 dollars), and LAOOC's \$93 million (\$292 million in 2026 dollars) operating surplus was used to establish the LA84 Foundation.

Potential Impacts of the 2028 Games on County Services

In response to the Board's July 2023 motion, the CEO has convened County departments multiple times to determine potential impacts of the 2028 Games on County services, resources needed by County departments in relation to the 2028 Games, opportunities to leverage County assets and maximize economic benefits for the most impacted communities, and potential partnerships. Future budget recommendations to the Board will reflect the ongoing work to identify the resources needed to prepare for the 2028 Games. Given the County's budget remains constrained, preparations may be limited to mandatory public safety services.

County Contracting Opportunities

As directed by the motion, ISD has provided information on County contracting opportunities associated with the 2028 Games to the City for inclusion in the RAMP.

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RAMP serves as a one-stop online resource for information on contracting and procurement opportunities with the County, as well as with the City and LA28. Despite the challenges that exist, the 2028 Games are a unique opportunity to create lasting benefits for communities, businesses, and the regional economy.

Should you have any questions concerning this matter, please contact me or John T. Cooke at (213) 893-2477 or jcooke@ceo.lacounty.gov.

JMN:JG:JTC
KQ:MWT:dj:sc

Attachments

c: Executive Office, Board of Supervisors
 County Counsel
 Economic Opportunity
 Internal Services

ATTACHMENT A

2028 OLYMPIC & PARALYMPIC GAMES

LA COUNTY ECONOMIC IMPACT ANALYSIS AND GOALS FRAMEWORK

AUGUST 2026





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EXECUTIVE SUMMARY

Context

In Summer 2028, the Los Angeles region will host the Olympic and Paralympic Games (collectively, the "Games")—welcoming the world to a region renowned for its diversity, creativity, and innovation.

Los Angeles is a place unlike any other—a rich tapestry of cultures and communities, stitched together by people from all corners of the globe. The stories that start in Los Angeles travel far beyond the borders of Los Angeles County and its 88 cities and unincorporated areas—shaping art, culture, and industry on a global scale.

Like previous Games and other "mega-events" before, the 2028 Games will have a considerable effect on the region. The influx of international spectators, athletes, and media will spike hotel demand, generate new economic activity, and increase utilization of the region's transportation system. Public officials recognize this as a "once-in-a-generation opportunity" to achieve long-lasting impacts—including job creation, public infrastructure improvements, and small business growth. Simultaneously, there is broad recognition that the Games—if not effectively managed—can aggravate existing challenges or fail to meet its full economic potential throughout

Los Angeles' communities, particularly as the region recovers from the recent wildfires.

Recognizing that the City of Los Angeles is officially the "host city" in partnership with the Los Angeles Organizing Committee for the 2028 Olympic and Paralympic Games (LA28), in May 2024, the County of Los Angeles Board of Supervisors passed a motion—by Supervisors Holly J. Mitchell and Hilda L. Solis—to proactively analyze the impacts of the 2028 Games on the regional economy.¹ The motion directed the Chief Executive Officer (CEO), the Department of Economic Opportunity (DEO), and other relevant departments to engage with a consultant to conduct an economic impact and opportunity analysis of the 2028 Games and work towards the following broad outcomes:

- Quantify economic impacts, including the number and types of jobs that will be needed to support the Games
- Identify strategies to mitigate impacts on the transportation system during the Games
- Determine best practices from previous Games to generate community benefits
- Propose metrics and goals for specific, tangible community benefit and legacy

"There is an opportunity for the County to ensure the Games are a success by evaluating the current gaps and leveraging our internal resources. County departments can work with regional partners, philanthropy, the private sector, Metro, and venue cities to develop collective desired outcomes and community benefits in the form of inviting and inclusive infrastructure, quality jobs, and economic opportunities for local businesses. With appropriate analysis, planning, and implementation, the County can work with partners to ensure that our local communities realize the benefits of the 2028 Games first."

- Motion by Supervisors Holly J. Mitchell and Hilda L. Solis, "Ensuring Readiness for the 2028 Olympic and Paralympic Games"

Phase One: Economic Impacts & Opportunities Analysis

To advance the Board's motion, the County engaged HR&A Advisors (HR&A) to conduct an economic impact and opportunities analysis for the 2028 Games. First, HR&A conducted a qualitative and quantitative benchmarking exercise to:

- estimate the economic impacts of the Games,
- assess lessons learned from previous host cities, and
- identify risks and opportunities for LA County.

This work culminated in seven specific findings.

FINDINGS 1 THROUGH 3: SCALE AND TYPE OF GAMES' ECONOMIC IMPACT

The Games are anticipated to produce more than \$13 billion in direct spending—generating \$19.2 billion in total economic output and supporting over 88,000 jobs between 2024 and 2028.

Finding 1. The Games are generating a \$5.5 billion public investment in improvements to the region's infrastructure. These investments will boost demand for construction laborers and skilled trades and become a critical part of the Games' ongoing legacy.

Finding 2. As of February 2026, LA28 plans to spend \$7.1 billion to organize and operate the Games. Games-related contracts can create opportunities for local businesses and local workers if the right support is in place.

Finding 3. The Games could boost tourist spending by \$1 billion above and beyond a typical summer. However, without strategic planning, regional tourist attractions and cultural destinations may struggle to attract visitors during the Games.

Table 1. Summary of Economic Impacts (2024 \$)

	TOTAL ESTIMATED SPENDING	TOTAL ECONOMIC OUTPUT	TOTAL JOBS SUPPORTED 2024-2028	TOTAL LABOR INCOME GENERATED
1. Public Infrastructure Investments	\$5,528,280,000	\$8,462,000,000	35,000	\$2,576,000,000
2. LA28 Operations	\$7,149,400,000	\$10,810,000,000	53,000	\$4,203,000,000
3. Net Visitor Spending	\$981,900,000	\$1,647,000,000	N/A*	\$628,000,000
TOTAL	\$13,659,580,000	\$20,919,000,000	88,000	\$7,407,000,000

*Note: Employment estimates associated with visitor spending are not reported as impacts will be temporary and limited to a two-week period in July.

FINDINGS 4 THROUGH 7: GEOGRAPHIC DISTRIBUTION OF THE GAMES' IMPACT

Given the County's size and diversity, the impact of the Games will not be felt evenly across the region—some communities will benefit more than others. As depicted in Figure 1, the level of Games-related activation in each neighborhood can inform the County's understanding of how communities are likely to be affected. Lessons learned in previous host cities can also help anticipate the risks and opportunities that may emerge.

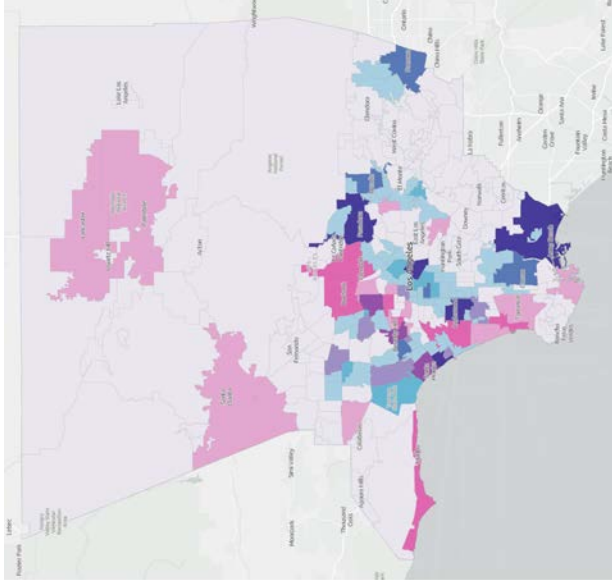
Finding 4. During the Games, Downtown Los Angeles, Inglewood, Pasadena, Long Beach, and Venice will be some of the most active parts of LA County—featuring large venues, thousands of hotel rooms, and excellent transit connectivity.

Finding 5. Communities that host events but are not typical tourist destinations may struggle to capture local benefits. Places like Carson, Exposition Park, Pomona, and City of Industry are likely to see increased traffic from visitors attending the Games but risk becoming "passthrough areas" that struggle to capture visitor spending outside event venues.²

Finding 6. Traditional tourist hubs like West Hollywood, Beverly Hills, and coastal communities will host visitors and capture spending, but are not directly adjacent to Games venues and will require strategies to improve connectivity.

Finding 7. Many parts of LA County will only be marginally affected by the Games. These neighborhoods will need additional programming and activation to participate in and reap economic and community benefits.

Figure 1. 2028 Olympic and Paralympic Games Spatial Analysis Index



Phase Two: Goals & Objectives

After completing Phase One, HR&A facilitated a series of focus groups in December 2024 to develop goals and objectives related to the Games. Over 60 experts from both government and civil society participated. Each session focused on a specific theme, including:

- › Transportation and Accessibility
- › Housing and Homelessness
- › Community and Neighborhood Development
- › Tourism and Hospitality
- › Small Business and Workforce
- › Regional Coordination and Economic Development

Building on the goals and objectives developed during these sessions, the County then convened a final workshop with County department staff to further refine the goals (see Appendix A: Stakeholder Engagement).

This Framework identifies seven goals, each with a set of actionable objectives designed to guide the County's planning and coordination to ensure that the Games leave behind a meaningful legacy.

This Framework identifies seven goals, each with a set of actionable objectives designed to guide the County's planning and coordination to ensure that the Games leave behind a meaningful legacy.

GOAL 1	Maximize Local Investment and Benefit: With over \$13.6 billion expected in direct Games-related spending, the County can maximize regional benefits by prioritizing local businesses and local workers.
	Objective 1.1 Meet LA28 impact goals of 75% local spending commitment in the Greater Los Angeles region. Advocate and work with LA28 to meet 75% local spending commitment for LA County as well as Greater LA region and a 40% targeted local hiring commitment.
	Objective 1.2 Invest in outreach, job training, and hiring for high-growth and opportunity sectors and occupations and offer pathways to Games employment and long-term economic mobility post-Games.
	Objective 1.3 Secure commitments for official Games apparel and merchandise to be designed, manufactured, and sold by LA County businesses and creative workers. Work with LA28 to meet 25% merchandising goal for LA County.
GOAL 2	Unlock Small Business Opportunities: LA's small business community is the backbone of the regional economy. The County can remove barriers to help small businesses compete for Games-related contracts and benefit from increased visitor spending.
	Objective 2.1 Meet LA28 impact goals of 75% local and 25% small business spending in the Greater Los Angeles region. Advocate and work with LA28 to meet goals for LA County with focused effort for 60% LA County small business spend and a 10% hyperlocal and microbusiness spend.
	Objective 2.2 Work with LA28 and partner agencies to develop a Games Spending Forecast that provides a 12-month lookahead for upcoming Games-related contracting opportunities.
	Objective 2.3 Serve as the regional hub for procurement support and technical assistance, offering tailored support for local vendors and businesses to access and win contracts.
GOAL 3	Enhance Mobility and the Transit Experience: The Games are a catalyst to improve and expand LA's public transportation network. By supporting investments in public transit and sustainable mobility, the County can transform how residents and visitors navigate the region during and after the Games.
	Objective 3.1 Launch a regionwide communications campaign to encourage residents and visitors to use public transportation during the Cultural Olympiad and the Games and mitigate disruptions to typical commute patterns.
	Objective 3.2 Invest in public amenities at transit stations and first/last mile connections in high-traffic neighborhoods to enhance the rider experience across the public transit system during the Cultural Olympiad and the Games.
	Objective 3.3 Provide a mobility experience that is inclusive, expands wayfinding, and offers accessible, active transportation infrastructure across LA County.

GOAL 4	Improve Public Spaces: The Games can serve as a catalyst for both temporary and permanent public realm improvements. The County, local municipalities, and LA28 can all mobilize funding and technical assistance to turn community-led plans into reality.
	Objective 4.1 Make investments in public realm improvements and civic art near Games venues, cultural venues, mobility hubs, hospitality centers, and commercial corridors—especially in unincorporated areas.
	Objective 4.2 Support fan activations that create lasting improvements to public spaces and provide communities across LA County with safe and accessible spaces for celebration.
	Objective 4.3 Identify partnerships to secure funding that invests in programming, maintenance, and improvements at facilities and gathering spaces that offer youth programming (arts, sports, education, leadership) throughout LA County.
GOAL 5	Protect Vulnerable Angelenos: Low-income communities, unhoused neighbors, and other vulnerable populations face new risks and challenges as the Games approach. The County must ensure that the Games serve to benefit all Angelenos—regardless of income or background.
	Objective 5.1 Identify interim and long-term housing and homelessness services to preemptively support unhoused individuals.
	Objective 5.2 Strengthen protections for vulnerable residents, immigrants, and underserved communities throughout LA County.
	Objective 5.3 Explore anti-displacement and capital reinvestment strategies for Games venues, cultural venues, mobility hubs, hospitality centers, and commercial corridors that anticipate future development.
GOAL 6	Showcase Cultural Diversity: LA County is one of the most diverse and creative regions in the world. The Games create an opportunity for residents and businesses to share their unique communities on a global stage.
	Objective 6.1 Partner with LA28 and the City of Los Angeles to embed a tourism guide and bundled ticketing packages into the Games ticketing system or Official Games app to highlight the region's amenities and diverse cultural assets.
	Objective 6.2 Connect foreign delegations with diaspora, ethnic enclaves, and cultural districts to expand opportunities for visitor engagement and economic partnerships.
	Objective 6.3 Recruit and train a diverse volunteer and worker base through existing community and youth programs.
GOAL 7	Unite the Region: Preparations for the Games will provide opportunities for new forms of collaboration between the County and its 88 municipalities and unincorporated areas. By strengthening partnerships between the public, private, and philanthropic sectors, regional improvements can be scaled to capitalize on global attention.
	Objective 7.1 Develop an online platform to support Games-related communication, small business contracting and local hire opportunities, and countywide initiatives.
	Objective 7.2 Establish a countywide fund to support the implementation of legacy-supporting recommendations through direct investments, grants and loans, and sponsorship opportunities.
	Objective 7.3 Expand capacity and infrastructure for permanent coordination of sports and entertainment economic impact opportunities in the LA County region.

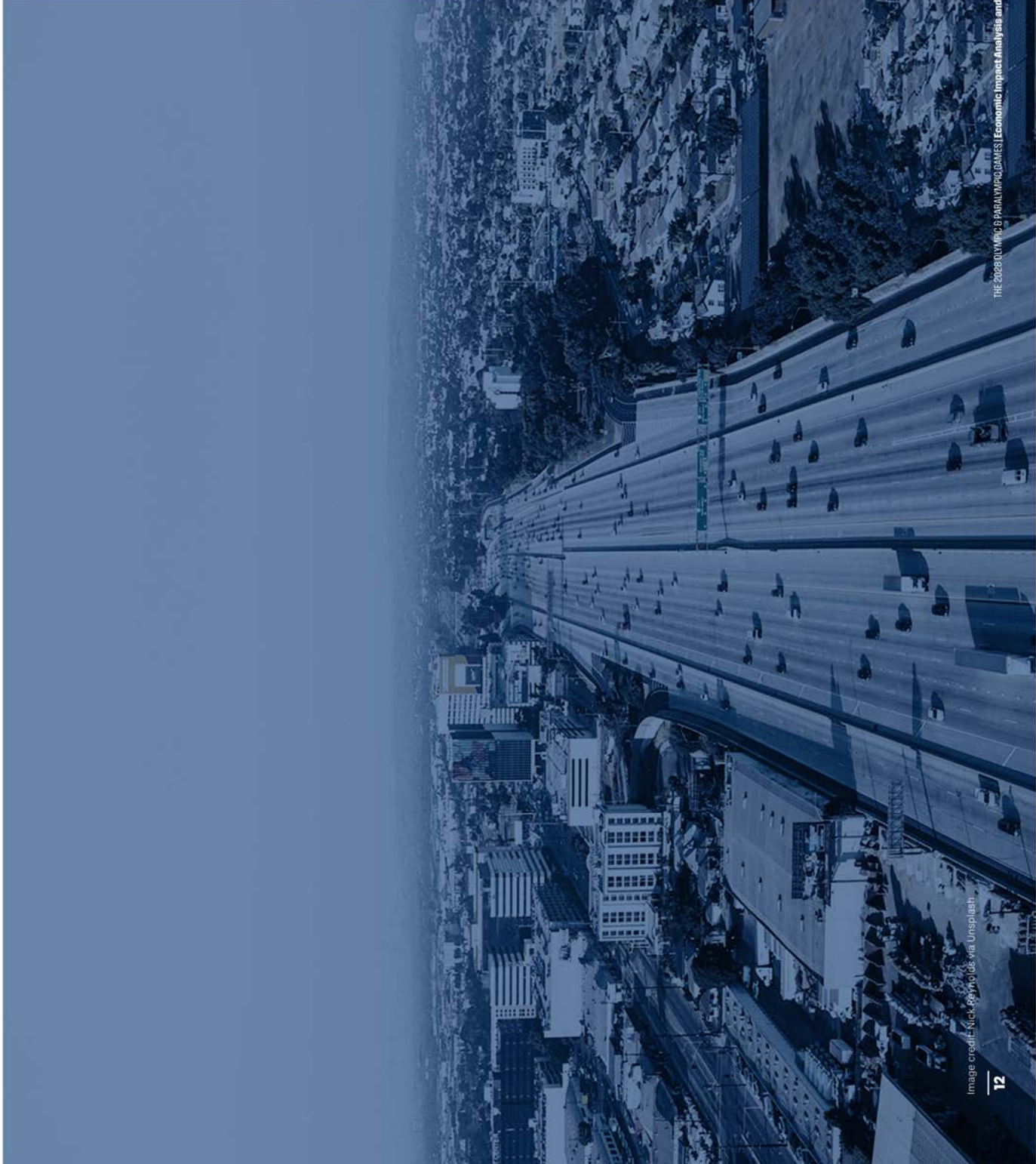


Image credit: Nick Reynolds via Unsplash

Next Steps

The seven goals in this Framework will position the 2028 Olympic and Paralympic Games to be the most accessible and inclusive in history—channeling billions of dollars in new spending to local businesses and underserved communities, improving public infrastructure, and strengthening the region's status as a global capital of sports and entertainment, all for the benefit of Angelenos. The Games also present a unique opportunity to champion the region's values—diversity, creativity, collaboration, and inclusion—on the world stage and boldly reclaim who LA County is and what makes LA County strong.

To make progress on these goals and objectives, the County will have to play a critical role as a trusted regional convener in coordinating information, sharing best practices, and supporting initiatives in unincorporated areas as well as throughout the County. To advance Games-related goals over the next two years, the County can conduct an operational analysis across impacted departments on the feasibility and resources necessary to implement the objectives laid out in this report.

Despite the challenges ahead, this is an opportunity for the County to leverage this unique moment to create lasting benefits for communities, businesses, and the regional economy.

ECONOMIC IMPACTS & OPPORTUNITIES

Image credit: Getty Images via Unsplash

Overview of the 2028 Olympic and Paralympic Games

The 2028 Olympic and Paralympic Games will span six weeks in July and August, featuring over 800 events across 59 sports, taking place at more than 40 venues.³ As of February 2026, a total of nine cities are currently set to host events in Los Angeles County—Los Angeles, Long Beach, Inglewood, Carson, Pasadena, Arcadia, City of Industry, Pomona, and South El Monte. Over 200 foreign delegations are expected to visit Los Angeles, each securing hotels, practice facilities, and event spaces to support their athletes and fans.

In addition to sporting events, the 2028 Games will also include the Cultural Olympiad—a regional celebration of arts and culture—and fan activations across the region. Organized by LA28 in partnership with the City of Los Angeles and other stakeholders, these auxiliary festivities will enable visitors and residents alike to experience the Games

and the LA region in rich and unique ways. During the 2024 Paris Games, the Cultural Olympiad offered over 100,000 events across France, showcasing the talents of the nation's artists. The schedule for the Games, including pre-opening and closing events, is shown in Figure 2.

Legacy—the achievement of lasting benefits that change communities for the better—has become an increasingly important element of the Olympic and Paralympic movement. In Los Angeles, the legacies of previous Games—1932 and 1984—continue to impact the region and its residents. Storied venues like the Rose Bowl and LA Memorial Coliseum are still in use today, and the LA84 Foundation—funded by profits generated from the 1984 Games—has invested in youth sports throughout the region for over 40 years. Now, as the Games return to Los Angeles for a third time, the County and its partners must work to ensure that lasting benefits can again be generated for all Angelenos.

Figure 2. Schedule for the 2028 Olympic & Paralympic Games



Image credit: Landon Yable via Pexels

Benchmarking Methodology

In Fall 2024, the County engaged HR&A Advisors (HR&A) to conduct an economic impact and opportunities analysis for the 2028 Olympic and Paralympic Games. HR&A's approach included both quantitative and qualitative analysis in three complementary work streams:

1. ECONOMIC IMPACTS ANALYSIS

To establish a baseline for the projected quantitative economic impacts from the Games, HR&A analyzed three primary spending categories:

1. Games-related capital projects attributed to venue cities and other public sector entities,
2. Planned spending from the Los Angeles Organizing Committee for the 2028 Olympic & Paralympic Games (LA28); and
3. Net increase in visitor spending during the Games, above a typical year.⁴

HR&A used an "economic multiplier" approach to estimate the number of jobs, labor income, and total economic output that will be generated within LA County from each spending category. Employment and other economic impacts related to Games activities were estimated using an IMPLAN input-output model for the LA County economy. IMPLAN—short for "impact analysis for planning"—is a widely accepted tool used to estimate the economic consequences of new investment in—or other changes to—a local or regional economy.

2. BEST PRACTICES RESEARCH

In addition to estimating economic impacts, HR&A reviewed the plans, policies, and outcomes of previous host cities—Paris in 2024, London in 2012, Los Angeles in 1984, and others—to identify best practices and lessons learned across multiple issue areas, including transportation, tourism, economic

The IMPLAN model impact estimation categories include:

- Employment: all individual full-time and part-time jobs, regardless of whether they are permanent or temporary
- Compensation: wages and benefits
- Total Economic Output: a summary measure of all sales and spending expressed in producer prices

For additional details on HR&A's quantitative methodology, see Appendix B: Economic Impact Methodology.

development, community engagement, and arts and culture. Where available, HR&A reviewed the economic development goals set by each host city, tactics deployed to achieve the goals, and the ultimate success or failure of those efforts. The lessons learned are embedded within the Goals & Objectives presented in this report and can help to inform the County's approach to ensuring positive impacts from the 2028 Games.

3. SPATIAL ANALYSIS

Due to the County's size and geography, HR&A developed a spatial analysis tool to assess the extent to which neighborhoods throughout LA County would experience Games-related impacts.⁵ Impacts were estimated by measuring two factors:

1. proximity to event venues and⁶
2. concentration of tourist activity—measured by the availability of hotel and short-term rental beds and proximity to tourist attractions.⁷

By estimating the level of activation in each neighborhood, HR&A identified common risks and opportunities neighborhoods are likely to experience.

ACKNOWLEDGEMENT OF THE IMPACTS OF THE JANUARY 2025 WINDSTORM AND CRITICAL FIRE EVENTS

The wildfires that spread in January 2025 in the Altadena and Pacific Palisades areas have devastated many communities across LA County. A recent report from the Los Angeles County Economic Development Corporation (LAEDC) notes that the total economic impacts of the wildfires on LA County range from \$4.6 billion to \$8.9 billion.⁸ As recovery efforts continue, the full extent of impacts will be revealed and are expected to be far-reaching, touching on many elements of civic life, including workforce, resources, public sector capacity, and the general well-being of LA County residents and businesses impacted by these disasters. It is anticipated that the goals and objectives outlined in this report will adapt as the County works to support its constituents in the wake of this tragedy.

After completing the three phases of analysis and goal setting workshops, HR&A arrived at the seven findings presented in this section.

FINDING 1.
The Games are generating a \$5.5 billion public investment in improvements to the region's infrastructure. These investments will boost demand for construction laborers and skilled trades and become a critical part of the Games' ongoing legacy.

Hosting the Games requires major capital investments to improve public infrastructure, upgrade venues, and accommodate athletes. Major capital projects are often a hallmark of such mega-events; the 2012 London Games prompted \$12.2 billion in improvements, whereas the 2024 Paris Games prompted \$5.6 billion in improvements.

Although the 2028 Games are described as a "no-build" event, significant upgrades to infrastructure and facilities are planned to prepare the region—both for Games events themselves, as well as general tourism more broadly.

Figure 3. Capital Projects Associated with the Games

PROJECT	ESTIMATED COST
Long Beach Elevate '28 Infrastructure Investment Plan: Olympic Legacy Projects ¹²	\$179,980,000
Convention Center Improvements ¹³	\$2,235,000,000
Exposition Park Improvements ¹⁴	\$351,500,000
Sepulveda Basin Investments ¹⁵	\$165,000,000
Rose Bowl Improvements ¹⁶	\$80,000,000
Metro Games Mobility Concept Plan (MCP) Priority Improvements ¹⁷	\$2,516,800,000
• Games Enhanced Transit System	\$2,015,700,000
• Games Route Network	\$166,500,000
• Integrated Transportation Management	\$115,600,000
• Reconnecting Communities Grant	\$139,000,000
• Rail and Bus Games Mobility Hubs	\$80,000,000
TOTAL EXPENSES	\$5,528,280,000

As listed in Figure 3, several large-scale projects are already underway, totaling \$5.5 billion in expenses. These include:

LA County Metropolitan Transportation Authority (Metro)

- Transportation improvements through Metro's Mobility Concept Plan (MCP), including new travel lanes, mobility hubs, and expanded bus service capacity⁹

City of Long Beach

- Various improvements to street infrastructure, wayfinding, and public facilities (Elevate 28 Infrastructure Investment Plan)

City of Los Angeles

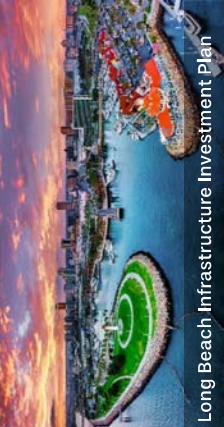
- New recreational facilities and transportation infrastructure at the Sepulveda Basin
- Facilities renovations and over 300,000 square feet of new exhibition space at the Los Angeles Convention Center¹⁰

State of California Office of Exposition Park Management

- Six acres of additional green space and underground parking planned at Exposition Park

Rose Bowl Operating Company (RBOC)

- Large-scale renovations resulting in a new field-level club, improved seating, and a large video board at the Rose Bowl¹¹



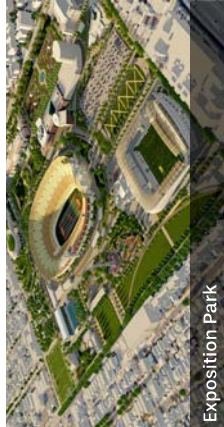
Long Beach Infrastructure Investment Plan



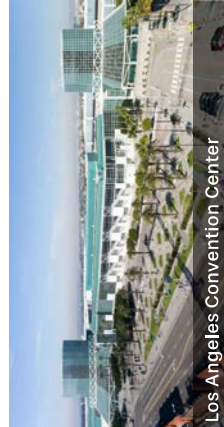
Rose Bowl



Sepulveda Basin



Exposition Park



Los Angeles Convention Center

Image credits (left column, top–bottom) City of Long Beach, Rose Bowl Legacy Foundation, City of Los Angeles / OLIN, Torii Gallas + Partners, Los Angeles Tourism & Convention Board, (right photo) Metro



LA Metro Mobility Concept Plan

MOBILITY CONCEPT PLAN FOR THE 2028 GAMES

Metro's Mobility Concept Plan (MCP) is a comprehensive strategy to create faster and more reliable transportation systems in advance of the 2028 Games. The Plan outlines several priority projects costing nearly \$2.5 billion, including:

- a temporary network of bus-only lanes to transport athletes and spectators to and from venues,
- over 2,700 additional buses and 6,000 temporary drivers and mechanics to reduce travel times,
- mobility hubs that offer bike- and car-sharing options at high volume Metro rail stations.

Capital projects will create a significant economic impact for LA County. HR&A's analysis estimates that Games-related projects will generate roughly 35,000 total jobs and \$8.4 billion in countywide economic output through 2028. In particular, capital projects will boost demand for a variety of construction-related occupations, including laborers, supervisors, and skilled tradesmen like carpenters and electricians.

Although investments present a workforce development opportunity, surging employment demand could hinder Games preparation. The construction labor market in LA County is already tight, with an estimated unemployment rate of 5.4% (compared to a 6% unemployment rate for all industries).^{18,19} Without a steady rise in the number of available workers, escalating labor demand could create a labor shortage and increase project costs. This is especially true in the aftermath of the destructive January 2025 wildfires, which will further increase demand for construction workers to rebuild the Pacific Palisades, Altadena, and other affected communities.²⁰

The infographic is set against a dark blue background with three vertical pink lines separating the sections. Each section contains a large yellow number and a smaller white text description.

Metric	Value
ECONOMIC IMPACTS OF PUBLIC INFRASTRUCTURE INVESTMENTS	\$5.5B
TOTAL ESTIMATED SPENDING ON CAPITAL PROJECTS	35K
JOBS SUPPORTED BY CAPITAL PROJECTS	\$8.4B
TOTAL ECONOMIC OUTPUT FROM CAPITAL PROJECTS	\$8.4B

Figure 4. Capital Projects - Top 20 Direct Occupations Supported*

Occupations	Jobs Needed Through 2028
Construction Laborers	1,340
Carpenters	960
Electricians	810
First-Line Supervisors of Construction Trades	740
Plumbers, Pipefitters, and Steamfitters	560
Office Clerks	420
Operating Engineers	400
Heating, AC, and Refrigeration Mechanics	390
Construction Managers	370
Painters, Construction and Maintenance	300
General and Operations Managers	290
Cement Masons and Concrete Finishers	280
Secretaries and Administrative Assistants	230
Roofers	190
Cost Estimators	190
Heavy and Tractor-Trailer Truck Drivers	180
Bookkeeping, Accounting, and Auditing Clerks	180
Sales Representatives of Services	160
Drywall and Ceiling Tile Installers	160
Sheet Metal Workers	130

*Note: Table represents the number of direct "job-years" supported for each listed occupation. A definition of job-years is provided in Appendix B.



FINDING 2.

As of February 2026, LA28 plans to spend \$7.1 billion to organize and operate the Games. Games-related contracts can create opportunities for local businesses and local workers if the right support is in place.

Like all previous organizing committees, LA28 will invest in a wide range of activities to operate the Games. Although LA28 has not publicly shared a detailed budget, investments will include technology and digital services, transportation and logistics, venue preparation, and event operations—together totaling more than \$7 billion in organizational spending.²¹ These investments could generate \$10.8 billion in countywide economic output and support more than 50,000 local jobs across a range of occupations, ranging from white-collar jobs like software developers to lower-wage service sector jobs.

The County, the City of Los Angeles, and LA28 have committed to advertise Games-related contracting opportunities on the Regional Alliance Marketplace for Procurement (RAMPLA) portal. The County's role in contracting will be outlined in Objective 2.2.



Figure 6. LA28 Operating Budget – Top 20 Direct Occupations Supported

OCCUPATIONS	JOBS NEEDED THROUGH 2028
Software Developers	580
Ushers, Lobby Attendants, and Ticket Takers	540
Construction Laborers	400
General and Operations Managers	380
Amusement and Recreation Attendants	360
Laborers and Freight, Stock, and Material Movers	330
Office Clerks	320
Carpenters	310
Agents and Business Managers	270
Secretaries and Administrative Assistants	260
Electricians	250
Security Guards	240
Computer Systems Analysts	230
Customer Service Representatives	230
Landscaping and Groundskeeping Workers	220
First-Line Supervisors of Construction Trades	220
Sales Representatives of Services	220
Computer User Support Specialists	200
Project Management and Business Operations Specialists	200
Waiters and Waitresses	200

Games operating expenses can generate significant revenue for local vendors, though some level of leakage to other geographic areas typically occurs. With careful planning and coordination, venue cities can help position local vendors for success.

- During the 2024 Paris Games, the Paris Organizing Committee signed a first-of-its-kind Social Charter, along with several public and private partners, which aimed to increase access to Games contracts. Procurement initiatives, such as the *Economie Sociale et Solidaire (ESS) 2024* program, led to substantial opportunities, with 90% of suppliers being from France and 78% of contracts being awarded to small- and medium-sized businesses, well above the Social Charter's pledge of 25%.²³ Paris-based vendors like Orange, Atos, Eflor, and others were awarded contracts to provide essential communication, information technology services, cybersecurity solutions, and catering services. However, security services and logistics were partially or fully delivered by foreign companies.
- For the 2012 London Games, the London 2012 Business Network developed *CompeteFor*, an online "one-stop shop" portal for UK businesses to track and bid for contracts related to the 2012 Games, with additional features for business support and technical assistance. Since 2012, the platform has registered over 200,000 suppliers and facilitated over 20,000 contract opportunities. Nearly 75% of contracts awarded through *CompeteFor* have gone to small- and medium-sized businesses.²⁴

Figure 5. LA28 Operating Budget Expenses, as of March 2025²²

EXPENSE CATEGORY	ESTIMATED COST
Venue Infrastructure	\$1,428,100,000
Sport, Games Services & Operations	\$1,329,000,000
Technology	\$829,800,000
People Management	\$1,020,700,000
Ceremonies	\$252,100,000
Communications, Marketing & Look	\$355,500,000
Corporate Administration & Legacy	\$564,700,000
Other Expenses	\$756,000,000
Contingency	\$613,500,000
TOTAL EXPENSES	\$7,149,400,000

FINDING 3.

The Games could boost tourist spending by \$1 billion above and beyond a typical summer. However, without strategic planning, regional tourist attractions and cultural destinations may struggle to attract visitors during the Games.

Research suggests that the Games drive a significant increase in tourist spending. This is due to a combination of higher tourist volumes, increased prices, and longer visitor stays during the Games:

- London experienced a **5%** increase in total annual visitors compared to the previous year;²⁵
- Sydney experienced a **15%** increase in total visitors while the Games were held compared to the same timeframe the year prior, and²⁶
- Paris experienced a **19%** increase in total overnight visitors during the Games compared to the same timeframe the year prior.²⁷

Moreover, as shown in Figure 7, Games tourists tend to stay longer and spend more money than typical tourists. Higher spending can be partly attributed to price inflation for hotels and short-term rentals (STR). During the 2024 Paris Games, hotel prices increased by as much as 141%,²⁸ while prices for short-term rentals listed on Airbnb increased by 90%.²⁹ Hotels ultimately reduced their exorbitant rates as they struggled to fill rooms but were still able to garner premiums.³⁰

If history serves, Los Angeles will likely experience an increase in tourism and tourism-related spending during the Games. As one of the most popular tourist destinations in the country for both domestic and international visitors, Los Angeles already enjoys strong visitation during the summer months, with hotel occupancy rates peaking in July.³¹

Based on experiences of past Games, HRSA measured the net economic impacts of a "moderate" scenario. If LA County experiences a 10% increase in total visitation during the Games, it would generate an additional \$1 billion in direct visitor spending, above and beyond visitor spending during a typical two-week period in July. This direct spending would generate \$1.6 billion in total economic output

Figure 7. Visitor Profiles: Games Visitors vs. Typical Visitors during two weeks in July

CATEGORY	GAMES SCENARIO	TYPICAL YEAR ¹	% CHANGE
Total Visitation (two weeks in July)	2,249,000 ²	2,044,000 ³	+ 10%
Average Daily Spending Hotel Visitors	\$390 ²	\$214 ⁴	+ 82%
Average Length of Stay Number of Days	5.28 ⁵	3.21 ⁴	+ 64%
Total Visitor Spending Games Period	\$2.5 billion	\$1.5 billion	+ 67%

¹ Typical Year represents expected visitor activity in the same period in July if the Games were **not** to occur in LA County.
² HR&A Advisors
³ Tourism Economics, 2024
⁴ LA Tourism, 2019
⁵ Lodgify, 2024

and over \$600 million in wages and benefits for workers. It is worth noting, however, that the Games are likely to displace some amount of typical visitation to LA County, which means that the actual increase in tourism—and the spending impacts associated with it—may be more or less than 10%. Nevertheless, it is clear that a projected net increase in visitors will deliver significant economic benefits.

As shown in Figure 8, visitor spending is expected to support a wide range of typically lower-wage service occupations, including

Figure 8. Visitor Spending – Top 20 Jobs Supported

OCCUPATIONS	JOBS SUPPORTED THROUGH 2028
Housekeeping Cleaners	720
Waiters and Waitresses	450
Hotel, Motel, and Resort Desk Clerks	380
Fast Food and Counter Workers	320
Cooks, Restaurant	240
Passenger Vehicle Drivers	180
Maintenance and Repair Workers	160
Bartenders	150
Retail Salespersons	130
Dining Room and Cafeteria Attendants and Bartender Helpers	130
First-Line Supervisors of Food Preparation and Serving Workers	120
Cashiers	110
Dishwashers	90
Janitors and Cleaners	90
Gambling Dealers	80
Food Preparation Workers	70
Security Guards	70
Amusement and Recreation Attendants	70
First-Line Supervisors of Office and Administrative Support Workers	60
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	60

housekeepers, hotel clerks, waiters and waitresses, and cooks. However, because the Games are only a one-time event, increased demand for these jobs will largely result in seasonal employment or increased overtime for existing workers, rather than a large demand for new permanent positions. In the City of Los Angeles, a new ordinance that mandates a \$30 minimum wage for some hotel and airport workers by 2028 will create additional benefits for lower-income workers.³²





Image credit: Bernardo Ferrari via Unsplash.

Although Games visitors tend to spend more than typical tourists, research shows that typical visitor destinations and cultural institutions could be negatively impacted. Historically, the Games have been accompanied by a "ghost town" effect in which Games travelers steer clear of other popular tourist destinations.

- During the 2012 London Games, the West End experienced a 10% dip in visitors compared to the same weekend the year prior.³³
- During the 2024 Paris Games, the Louvre and Musée de Orsay experienced a 22% and 29% drop in visitation, respectively, which was due in part to increased security measures that negatively impacted the venues.³⁴

Although it is not possible to estimate the extent this will occur during the 2028 Games, it is a dynamic that the County should be prepared to mitigate.

FINDING 4.

During the Games, Downtown Los Angeles, Inglewood, Pasadena, Long Beach, and Venice will be some of the most active parts of LA County—featuring large venues, thousands of hotel rooms, and excellent transit connectivity.³⁵

Downtown Los Angeles, Inglewood, Pasadena, Long Beach, and Venice will host the highest concentrations of activity during the Olympic and Paralympic Games. High-profile venues like SoFi Stadium and LA Memorial Coliseum will host some of the most ticketed events, including track and field and swimming, as well as the Opening and Closing Ceremonies. These venue neighborhoods and cities also have a significant hotel supply, with over 26,000 overnight rooms surrounding the venues—roughly 18% of LA County's estimated supply.³⁶

Vibrant tourist destinations like Downtown Los Angeles, Old Town Pasadena, the Venice Boardwalk, and Downtown Long Beach will be well suited to attract Games visitors.

Opportunities

In these neighborhoods and cities, the Games present significant opportunities to capture economic activity and improve the visitor experience:

- **Tourist Demand:** A high density of hotels, restaurants, and attractions, along with transit proximity ensure strong demand from Games visitors. Areas like LA Live can invest in visitor engagement opportunities and public realm improvements to enhance the visitor experience.
- **High Connectivity:** These areas are well suited to a transit-first Games. Robust public transportation networks and connectivity to Los Angeles International Airport (LAX) facilitate easy access.

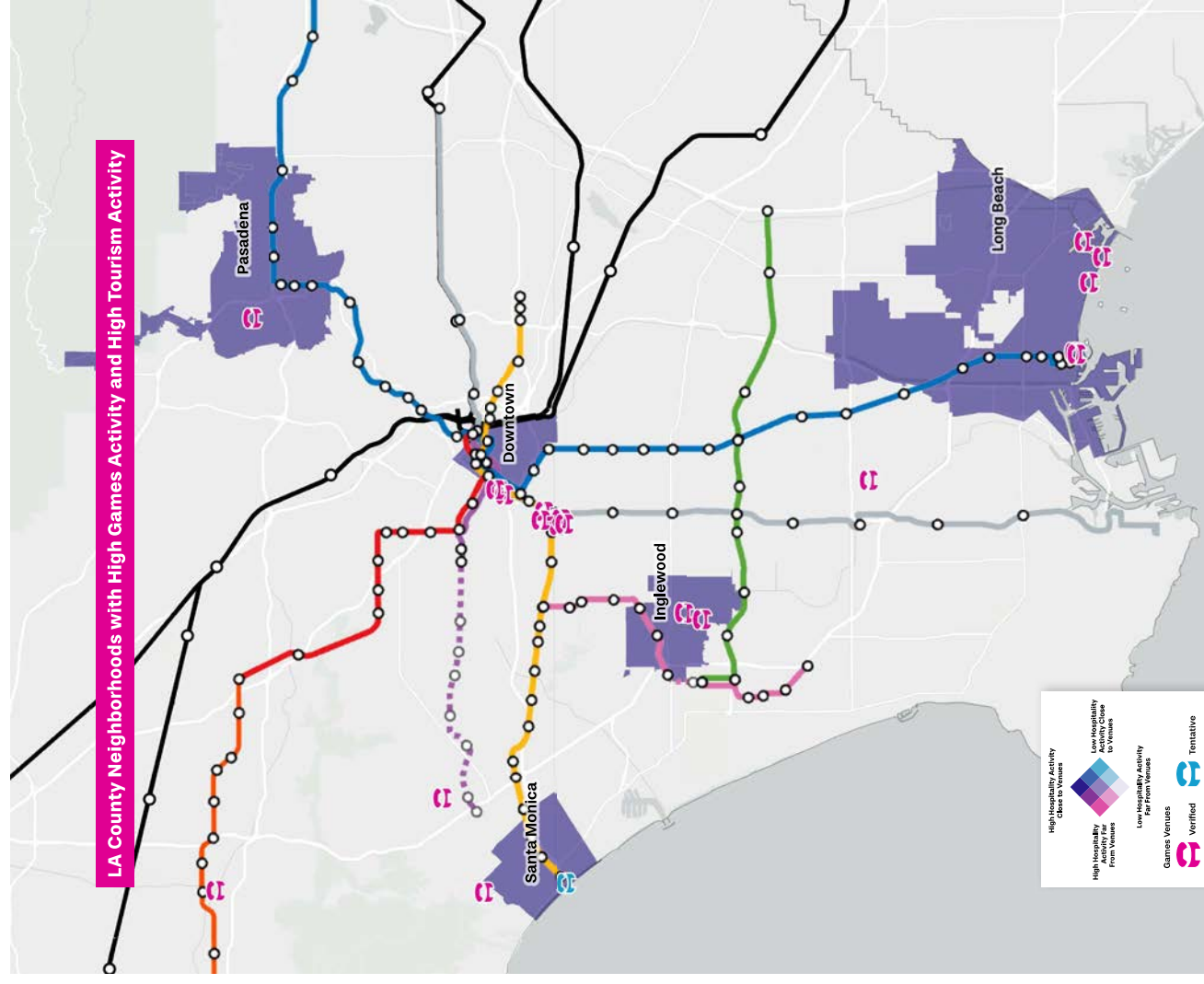
Extensions and improvements for the Games, even if temporary, can further enhance navigability.

- **Boosting Local Business:** The abundance of small businesses in these communities offers numerous opportunities to capture spending. Business Improvement Districts, local chambers of commerce, and other community organizations can be leveraged to increase local engagement.

Risks

The Games also present significant risks to accommodating the influx of visitors:

- **Security Challenges:** Areas close to venues that also have major hotel clusters will require a robust security presence to manage traffic flow. Security perimeters and street closures may also create accessibility challenges for residents and businesses. During the 2024 Games in Paris, small businesses located in the strictest security zones experienced a 70% reduction in sales.³⁷
- **Transportation Challenges:** Unless residents and visitors significantly reduce car use during the Games, these areas will be susceptible to increased traffic and congestion. Road closures could also create mobility burdens for residents. In addition, venues like SoFi Stadium that are not directly located near a rail station will face unique accessibility challenges.
- **Displacement Risk:** As high-profile events and venues bring worldwide attention and tourism to these communities, cities like Inglewood, which has traditionally been a residential community, may experience increasing gentrification and displacement pressures, as speculators bet on new growth.
- **Displacement of Unhoused Neighbors:** Venue locations are most vulnerable to actions to address homeless encampments and displacement of



unhoused Angelenos. In Paris, advocacy groups reported that nearly 20,000 people were removed from informal housing settlements near event venues.³⁸

- **Effect on Vulnerable Populations:** With an influx of visitors and increased demand for existing resources, including social services and transportation, strategies are required to mitigate any negative effects for vulnerable populations.

Takeaways for County and Unincorporated Areas

Marina del Rey is directly adjacent to Venice Beach, which will host the triathlon as well as the starting points for road cycling and the marathon. In addition, Marina del Rey has a large hotel inventory, with over 1,900 overnight rooms—making it an extremely attractive destination during the Games. Marina del Rey is not directly adjacent to a Metro rail station—making connectivity to the larger Games Route Network a challenge. The County can focus on ensuring that Marina del Rey hotels are at full occupancy during the Games and that hotel staff are well-equipped to host international visitors. The County can also prioritize hosting fan activations within Marina del Rey and improving transit connectivity for visitors staying in the area by investing in wayfinding, park and rides, and other first/last mile connectivity solutions. Security and traffic management are also likely to be important challenges.

In addition, the unincorporated community of **Kinneloa Mesa** is considered part of the larger Pasadena neighborhood, which will be highly activated during the Games. Due to its proximity to Games venues (Rose Bowl Stadium and Santa Anita Park) and lack of hotel inventory, the County does not expect Kinneloa Mesa itself to be a major destination. However, given that it is a small-scale residential neighborhood, residents may be impacted by increased traffic; the County can work to ensure that households are informed about street closures and traffic flows during the Games period.

FINDING 5.

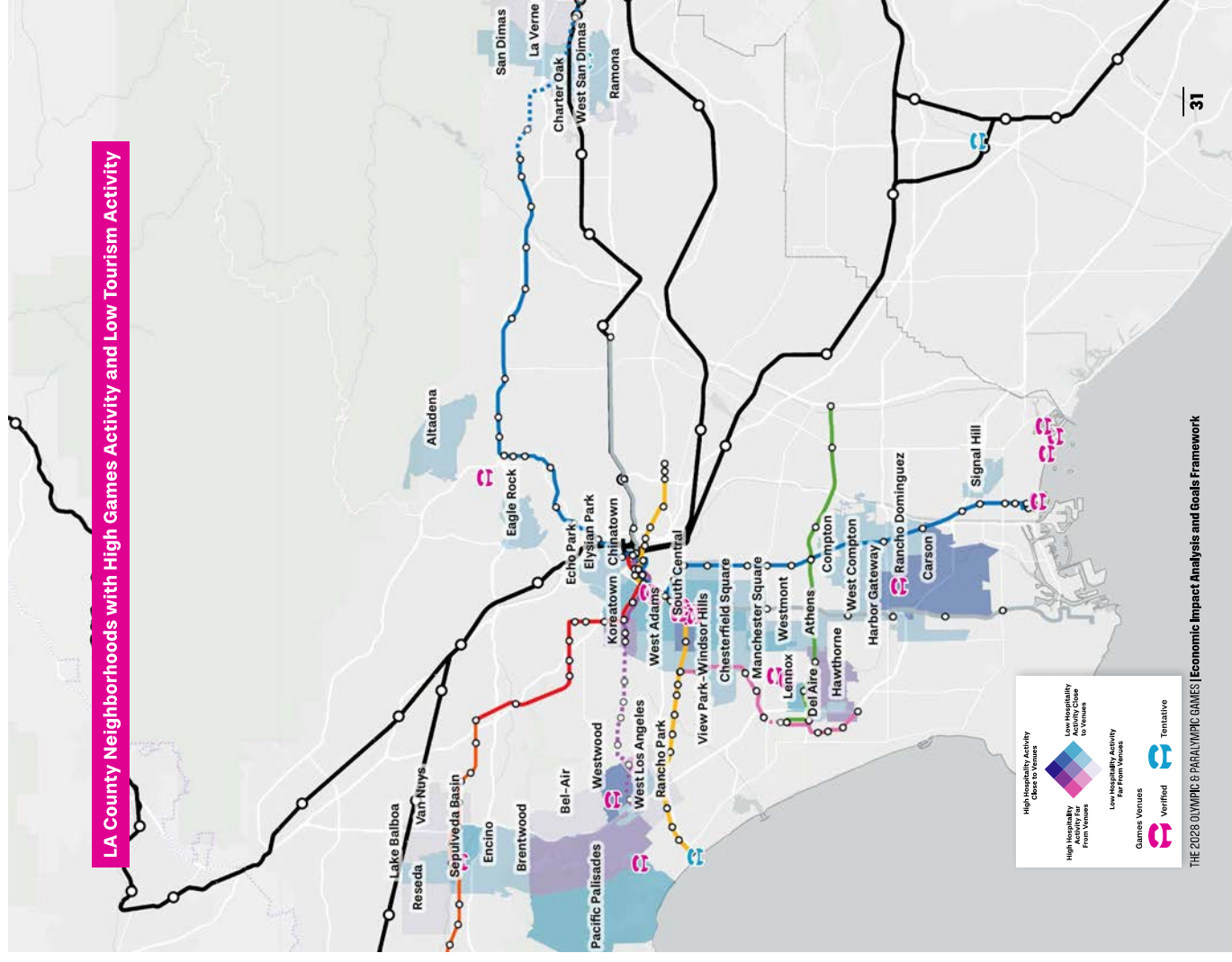
Communities that host events but are not typical tourist destinations may struggle to capture local benefits. Places like Carson, Exposition Park, Pomona, and City of Industry are likely to see increased traffic from visitors attending the Games but risk becoming “passthrough areas” that struggle to capture visitor spending outside event venues.

Neighborhoods like Exposition Park, Carson, and the Sepulveda Basin will host Games events but do not have the hotel capacity to accommodate visitors. Other residential communities adjacent to, or in between, major venues—like Crenshaw, West Adams, and Pico-Union—will similarly experience Games-related traffic. Although these areas may be active during the day, they may struggle to capture spending from visitors who pass through but do not spend money outside of the venue.

Opportunities

For these communities, the Games present an opportunity to invest in community infrastructure.

- **Infrastructure Improvements:** Some event locales suffer from decades of underinvestment. Because they will be on display to visitors, the Games can accelerate infrastructure projects and improvements. Investments in parks and open space, like those planned for Exposition Park, can provide lasting improvements for residents. Public realm investments and temporary transit improvements could evolve into permanent upgrades.
- **Cultural Activations:** Culturally rich neighborhoods like Leimert Park and



Koreatown could provide vibrant spaces for additional festivities and activations. With strategic support, local businesses in South Los Angeles and Harbor communities can expand their capacity to serve both Games visitors and residents. The exposure from hosting the Games can bolster business corridors in these areas.

- **Community Engagement:** Many Games venues are located in or near historically Black and Latino neighborhoods that remain low-income. As part of its Games Agreement, LA28 has announced affordable Games ticket opportunities to ensure availability and access, including to those in historically underserved communities. They have also committed to providing \$160 million to support access and participation in youth sports in the City of Los Angeles.³⁰

Risks

- **Traffic and Congestion:** Areas near venues in Inglewood and Exposition Park may experience severe congestion. Industrial zones near the South Bay and Long Beach could face challenges balancing Games logistics with port activities. Limited public transit near residential areas may create bottlenecks.
- **Displacement Risk:** Neighborhoods like Crenshaw and West Adams are located near transit and venues but lack hotel capacity. Increased tourism in these areas could spur demand for new short-term rentals with the potential to displace residents.
- **Spillover Risk:** Given that many venues in these areas are not adjacent to hotels or other major attractions, visitors may travel to Games events but fail to explore the surrounding neighborhoods. If the visitors do come, small businesses in South LA may need additional support to serve the temporary influx. Restaurants and shops that traditionally serve the local community

may not have the staffing and systems to handle a sudden surge in demand.

Takeaways for County and Unincorporated Areas

Several unincorporated areas adjacent to major venues are likely to see an influx of visitors traveling through their neighborhoods.

- **Lennox, Del Aire, Ladera Heights, and View Park-Windsor Hills** are adjacent to some of the Games' largest venues—SoFi Stadium and Intuit Dome—which will host swimming and basketball, respectively. Additional programming at The Forum could further increase visitation. These neighborhoods are also near Metro's K and C rail lines and a large inventory of hotels surrounding LAX—making them ripe passageways for visitors traveling from the airport to Games venues. The County can develop strategies in these neighborhoods to help them attract visitor spending and manage anticipated visitor traffic. In addition, public realm improvements and first/last mile infrastructure around Metro Rail stations in these areas could be particularly important.
- **East Pasadena and East San Gabriel** are adjacent to Santa Anita Park which will host equestrian events. Improving connectivity between nearby Metro A line stations and Santa Anita Park will be critical to supporting Games visitors and nearby residents.
- **Whittier Narrows**, a County-operated park, will host shotgun shooting. The County may need to support first/last mile planning to improve transit connectivity for visitors and ensure that Games-related capital investments can be leveraged to provide legacy improvements to the park. The adjacent unincorporated community in South San Gabriel may also be well-positioned to support programming that attracts spending from residents and visitors.

FINDING 6.

Traditional tourist hubs like West Hollywood, Beverly Hills, and coastal communities will host visitors and capture spending, but are not directly adjacent to Games venues and will require strategies to improve connectivity.

Although they will not be hosting Games events, areas like Hollywood, West Hollywood, Beverly Hills, Burbank, and LAX—Westchester are well-equipped to attract and accommodate tourists during the Games. These neighborhoods have over 35,000 overnight rooms (24% of the LA County supply) and are home to some of the region's most iconic commercial corridors and cultural attractions.

Opportunities

These communities will offer opportunities for Games visitors to take a break from sporting activities and explore the region.

- **After-Hours Activations:** Neighborhoods with a significant hotel presence can leverage attractions to ticketed and non-ticketed spectators for after-hours activities and watch parties. Strategic programming can showcase diverse neighborhoods, unique cultural assets, and dining destinations.
- **Hospitality Innovation:** Areas with existing tourist infrastructure can develop specialized offerings for Games visitors. Hotels and cultural attractions could create unique packages combining local experiences with Games viewing opportunities.
- **Recreational Assets:** From the mountains to the beach, many of these neighborhoods are adjacent to the region's unique natural assets. Guided experiences and activations can provide peaceful alternative experiences to the Games for residents and visitors alike.

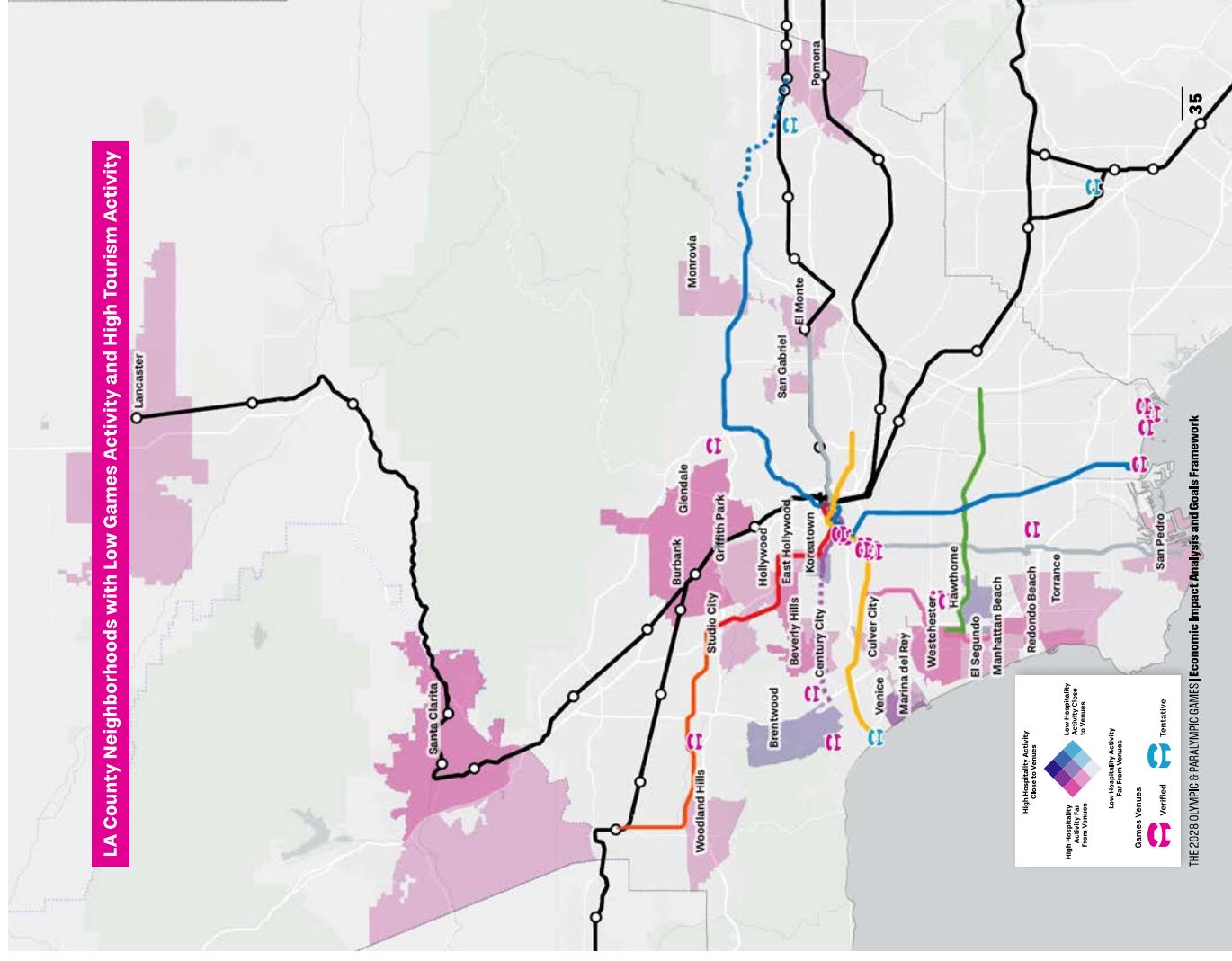
Risks

For these communities, the Games present risks associated with connecting to Games venues and accommodating the influx of visitors.

- **Transportation to Venues and Attractions:** Neighborhoods like West Hollywood and cultural attractions like Griffith Park and Huntington Gardens are not connected to Metro's rail system, leaving visitors dependent on the bus system. Cities should think strategically about how to connect residents and visitors to higher capacity nodes in the public transit network. Strategic shuttle services and temporary transit solutions could improve connectivity and create lasting benefits for the community.
- **Visitor Management:** Tourist attractions like Universal Studios and Rodeo Drive may experience overcrowding as visitors seek alternatives to the Games. The flow of tourists through these regions could create unexpected congestion points in residential neighborhoods. Increased short-term rental activity could affect neighborhood character and housing availability.

Takeaways for County and Unincorporated Areas

- **County-Owned Cultural Attractions—**including the Hollywood Bowl, Ford Amphitheater, The Music Center, Walt Disney Concert Hall, Natural History Museum, and Los Angeles County Museum of Art (LACMA)—may benefit from increases in Games-related tourism. However, past Games indicate that regional tourist attractions need to employ aggressive marketing and incentives to drive visitors away from Games-related events. The County can work with LA28 to offer integrated and bundled ticketing options so that Games ticketholders can easily opt-in to visiting County-owned attractions. In addition, the County's venue operators can develop tailored programming to support and celebrate the Games.
- The unincorporated **Santa Susana Mountains** are home to a major regional



attraction—Six Flags Magic Mountain. However, given the park's distance from major Games venues and lack of transit connectivity, the park is at risk of experiencing a dip in visitation during the Games. As described above, active planning will be needed to drive residents and visitors to the park during the Games period.

FINDING 7:

Many parts of LA County will only be marginally affected by the Games. These neighborhoods will need additional programming and activation to participate and reap economic and community benefits.

Many LA County neighborhoods will not be hosting sporting events or welcoming significant tourist activity during the Games. While these communities may experience some traffic disruptions from neighboring festivities, they will generally be disconnected from the Games experience and unable to capture its economic and social benefits.

Risks

- **Economic Participation:** These regions may see limited direct economic benefits from Games activities and tourism spending. Communities in the Eastern San Gabriel Valley, Antelope Valley, and Southeast Los Angeles risk being disconnected from Games-related opportunities and workforce programs. Extended commute times to Games venues could discourage local workforce engagement and make it difficult for residents to attend sporting and cultural events.

- **Community Engagement Challenges:** Lower visibility may result in reduced community involvement in Games planning. Residents might feel disconnected from the Games and unable to attract new visitors to their region.

Opportunities

With proper planning, these satellite neighborhoods can support Games logistics and invest in activations to bring the Games spirit to residents.

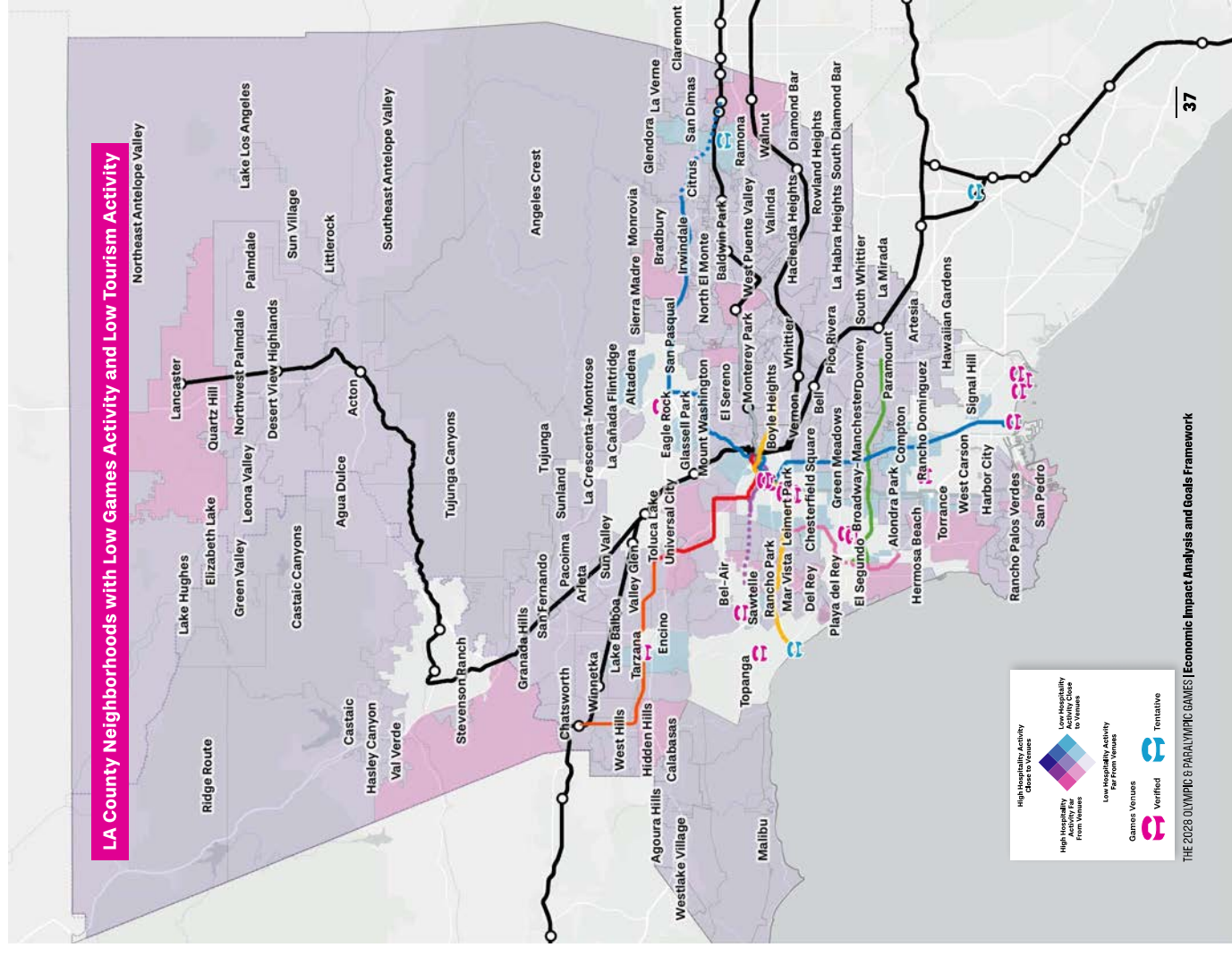
- **Support Infrastructure:** These regions can serve as crucial back-of-house operation centers. Southeast Los Angeles and Gateways Cities could offer space for logistics facilities and satellite parking. University campuses including Loyola Marymount, Cal State LA, Cal State Northridge, Cal State Dominguez Hills, Pepperdine, and Cal Poly Pomona can leverage facilities for training or temporary worker housing.

- **Community-Led Programming:** Given their distance from Games venues, communities in these areas can develop their own public gatherings and watch parties to involve residents in the Games experience. Although these communities may be spared from congestion, they also risk being disconnected from the Games experience and unable to capture its economic and social benefits.

Takeaways for County and Unincorporated Areas

Many unincorporated communities are not directly adjacent to Games activities and do not typically attract tourism. Dense residential neighborhoods like **East Los Angeles, Florence-Graham, Westmont, Willowbrook, South Whittier, Hacienda Heights, and Rowland Heights** can focus on hosting local programming that engages residents. The County can also invest in Cultural Olympiad activities in these areas to attract Games-related spending.

In addition, colleges located in unincorporated areas may offer useful training and practice facilities for competing countries—including Los Angeles Southwest College, East Los Angeles College, and El Camino College. Unincorporated areas are also home to many logistics facilities that could be useful for Games-related staging, storage, and transportation.



GOALS & OBJECTIVES

The County wants as many residents, businesses, and neighborhoods to economically benefit from the Games as possible—particularly those that have been historically underrepresented or are most vulnerable to being negatively impacted by the Games.

After completing benchmarking research and engagement with both internal and external stakeholders, The County identified seven goals to guide preparations for the Games and shape its ongoing legacy:

1. Maximize Local Investment and Benefit
2. Unlock Small Business Opportunities
3. Enhance Mobility and the Transit Experience
4. Improve Public Spaces
5. Protect Vulnerable Angelenos
6. Showcase Cultural Diversity
7. Unite the Region

In this section of the report, each goal is accompanied by a set of specific objectives the region can collectively advance to achieve the goal. The objectives are supported by specific key performance indicators (KPIs) to track progress. Each goal is also accompanied by lessons from previous Games that demonstrate how previous host cities have attempted similar goals, often with varying degrees of success.

Finally, each objective outlines various roles the County can play to advance implementation:



• **Advocate:** Use the County's platform and political influence to support change



• **Convene:** Facilitate coordination between the County and regional entities



• **Implementer:** Lead execution of the objective with County analysis, policy, programs, or resources

Goal 1. Maximize Local Investment and Benefit

With over \$13.6 billion expected in direct Games-related spending, the County can maximize regional benefits by prioritizing local businesses and local workers.

OBJECTIVES

- 1.1. Meet LA28 impact goals of 75% local spending commitment in the Greater Los Angeles region. Advocate and work with LA28 to meet 75% local spending commitment for LA County as well as Greater LA region and a 40% targeted local hiring commitment.
- 1.2. Invest in outreach, job training, and hiring for high-growth and opportunity sectors and occupations and offer pathways to Games employment and long-term economic mobility post-Games.
- 1.3. Secure commitments for official Games apparel and merchandise to be designed, manufactured, and sold by LA County businesses and creative workers. Work with LA28 to meet 25% merchandising goal for LA County.

1.1

Meet LA28 impact goals of 75% local spending commitment in the Greater Los Angeles region. Advocate and work with LA28 to meet 75% local spending commitment for LA County as well as Greater LA region and a 40% targeted local hiring commitment.⁴⁰

To maximize the economic benefits of the Games for the region, Games-related contracts should support local businesses and vendors. The City of Los Angeles defines a "local business enterprise (LBE)" as a business that:

- has a workspace within LA County,
- is in compliance with all applicable laws relating to licensing and is not delinquent on any municipal or County taxes, and
- can demonstrate:
 - at least 50 of its full-time employees perform work within the boundaries of LA County at least 60 percent of their total hours worked on an annual basis; or
 - at least half of its full-time employees work within the boundaries of LA County at a minimum of 60 percent of their total regular hours worked on an annual basis; or
- it is headquartered in LA County. Headquartered means that the business physically conducts and manages all of its operations from a location in LA County.⁴¹

All LA28 prime and subcontracts should adopt the Local Business Enterprise (LBE) certification, facilitate qualification reciprocity across agencies and jurisdictions, and establish a unified reporting system to track and report on local business participation.

Similarly, LA28 contracts should support local workers who reside within LA County.

In particular, Games-related construction contracts administered by LA28, venue operators, and major prime contractors should establish a "Local and Targeted Worker program," similar to those widely used in the public sector. Games-related construction projects should also offer hiring preferences to "Community Area Residents" who live within a 5-mile radius of the project site. During the 2024 Paris Games, 90% of the Organizing Committee's service providers were French, and 75% of the construction contracts went to firms based in the Paris region.⁴² Given that France's national economy is roughly the same size as the State of California's, this goal would exceed Paris' accomplishment.⁴³

County Role

- **Advocate:** Advocate for adoption of a standardized countywide LBE certification and broad reciprocity.
- **Convener:** Facilitate relationships with workforce providers and programs to help contractors meet aggressive local hiring goals.
- **Advocate:** Advocate for criteria that elevates businesses that implement sustainable practices, propose to use sustainable materials, have robust approaches to reuse and recycling, etc.

Regional KPIs

- 75% of local spending for LA28 prime and subcontractors in Greater LA region and LA County (LA28, DEO)
- 40% of local hire for LA28 prime and subcontractors using LA County definition (LA28, DEO)
- Track targeted hire for LA28 prime and subcontractors using LA County definition (LA28, DEO)
- Track percentage increase in jobs in net new high-growth and opportunity sectors and occupations in the region (DEO)



Image credit: Getty Images via Unsplash

1.2

Invest in outreach, job training, and hiring for high-growth and opportunity sectors and occupations and offer pathways to Games employment and long-term economic mobility post-Games.

The County can develop tailored job training and hiring programs for occupations created by the Games that have the greatest long-term earnings potential, such as construction laborers, electricians, carpenters, software developers, housekeepers, and cooks. For each of these priority occupations, the County can create and/or expand job training programs—such as High Road Training Partnerships and pre/apprenticeship programs—with educational institutions, training providers, labor unions, and employer partners. The County can also focus on recruiting and training individuals from priority populations, including individuals with disabilities, justice-involved individuals, individuals with lived experience of homelessness, and opportunity youth.

County Role



- **Implementer:** Identify and invest in new and expanded job training programming for priority populations identified in this report and leverage America's Job Centers of California and other workforce entities to boost recruitment for LA County residents.

Regional KPIs

- Train 1,000 program participants for occupations created by the Games (DEO)
- Ensure 100% of job applicants and hires by LA28 and by prime and subcontractors are connected to the public workforce system, supporting access to temporary Games-related jobs and long-term employment (LA28, DEO)

- 75% of hires by LA28 and by prime and subcontractors seeking employment assistance post-Games connect to employment in the region (LA28, DEO)

1.3

Secure commitments for official Games apparel and merchandise to be designed, manufactured, and sold by LA County businesses and creative workers. Work with LA28 to meet 25% merchandising goal for LA County.

Games visitors typically spend money on commemorative merchandise including apparel, posters, and figurines. According to LA28's 2025 budget, the Organizing Committee expects to earn over \$300 million in licensing and merchandise revenue. LA County is home to the nation's largest apparel industry and employs thousands of designers, artists, and specialty manufacturers. LA County has the local workforce to ensure that LA28 merchandise is designed and made in the region. In addition, the County can work with LA28 to ensure that local retailers, particularly small businesses and street vendors, have the right to sell and distribute official Games merchandise.

County Role



- **Advocate:** Advocate and support negotiations with LA28 and licensing partners.



- **Advocate:** Advocate for sustainable practices such as circularity, takeback, and reuse of textiles and apparel.

Regional KPIs

- 25% of apparel, merchandise, and/or souvenirs designed and/or manufactured in LA County (LA28, DEO)
- 75% of licensed retailers are local businesses (LA28, DEO)

LESSONS FROM PREVIOUS GAMES

London 2012: The Living Wage Olympics

As London prepared to submit its bid for the 2012 Games in 2004, The East London Citizens Organization (TELCO) offered their support in exchange for certain community benefits commitments. These included the provision of a Living Wage for all Games workers, £8.30 an hour compared to the state minimum of £6.08. The Olympic Delivery Authority (ODA), London Organizing Committee (LOCOG), and the London Legacy Development Corporation (LLDC) were all accredited by the Living Wage Foundation, marking 2012 as the first "Living Wage Olympics."⁴⁴

Paris 2024: Using the Games to Boost Job Creation and Skills Development

The Paris Organizing Committee conducted a study to determine what jobs would be created as a result of the Games, then focused on creating skills development programs that would prepare people for 2024 and other major sporting events beyond. For example, the 2024 All Champions program aimed to train unemployed people in relevant professions, such as construction, catering, transport, and communications.⁴⁵

Paris 2024: Local Licensing and Manufacturing

The Paris Organizing Committee secured licensing agreements with local retailers to sell officially licensed merchandise—over 90% of licensees were French small and medium-sized enterprises.⁴⁶ However, Paris struggled to secure local manufacturing opportunities for official merchandise—with reports indicating that less than 10% of merchandise was manufactured in France.⁴⁷

Goal 2. Unlock Small Business Opportunities

LA's small business community is the backbone of the regional economy. The County can remove barriers to help small businesses compete for Games-related contracts and benefit from increased visitor spending.

OBJECTIVES

2.1. Meet LA28 impact goals of 75% local and 25% small business spending in the Greater Los Angeles region. Advocate and work with LA28 to meet goals for LA County with focused effort for 60% LA County small business spend and a 10% hyperlocal and microbusiness spend.

2.2. Work with LA28 and partner agencies to develop a Games Spending Forecast that provides a 12-month lookahead for upcoming Games-related contracting opportunities.

2.3. Serve as the regional hub for procurement support and technical assistance, offering tailored support for local vendors and businesses to access and win contracts.

Image credit: Shen Liu via Unsplash

2.1

Meet LA28 impact goals of 75% local and 25% small business spending in the Greater Los Angeles region. Advocate and work with LA28 to meet goals for LA County with focused effort for 60% LA County small business spend and a 10% hyperlocal and microbusiness spend.⁴⁸

There are over 1.3 million small businesses operating in Los Angeles County, with more women- and minority-owned businesses than any other county in the nation. To ensure this critical part of the regional economy/benefits from the Games, the County and its regional partners can commit to boosting small and diverse business participation across LA28 contracts. Both the County and the City of Los Angeles follow the State of California Department of General Services' definition of a **small business** through the County's Local Small Business Enterprise (LSBE) and the City's Small Business Enterprise (SBE) certifications as a business with:

- 100 or fewer employees and
- average annual gross receipts of \$19 million or less over the last three years.

The City also has an LSBE certification, which uses the State's designation for **microenterprises** as a business with:

- gross annual receipts of \$6,000,000 or less or
- the small business is a manufacturer with 25 or fewer employees.⁴⁹

In addition, there are numerous certifications offered by the County and City for diverse and disadvantaged businesses throughout the region—which may be acceptable in addition to business size. During the 2024 Paris Games, 78% of the Organizing Committee's service providers were small and medium-sized businesses; LA's goal would be more narrowly targeted to small businesses but would be comparable overall.⁵⁰

County Role



• **Advocate:** Advocate for adoption of standardized small business SBE or LSBE certification and broad reciprocity.



• **Convener:** Facilitate relationships with small business providers and programs offering procurement support and technical assistance to help contractors meet aggressive small business participation goals.

Regional KPIs

- 25% small business spend for all prime and subcontractors managed by LA28 in the Greater LA region (LA28, DEO)
- Focused effort for 60% small business spend for all prime and subcontractors managed by LA28 and related to Games in LA County (LA28, DEO)
- 10% hyperlocal and microbusiness, as defined by being a microbusiness located in Los Angeles County, spend for all prime and subcontractors managed by LA28 and related to Games in LA County (LA28, DEO)
- Track Community Business Enterprise (CBE) spend for all primes and subcontractors managed by LA28⁵¹ and related to Games in LA County (LA28, DEO)
- Track vending zones created for microentrepreneurs and small businesses to sell food and merchandise near Games venues (LA28, DEO)

2.2

Work with LA28 and partner agencies to develop a Games Spending Forecast that provides a 12-month lookahead for upcoming Games-related contracting opportunities.

The County, the City of Los Angeles, and LA28 have committed to advertise Games-related contracting opportunities on the Regional Alliance Marketplace for Procurement

(RAMPLA) portal. However, other Games-related contracts from other public agencies, games venue operators, and major prime contractors will be procured outside of RAMPLA. Moreover, many small businesses do not have dedicated business development staff to track or prepare for upcoming contracts. To make sure small businesses can compete for these contracts, the County can collaborate with LA28 and its contractors to publish a 12-month forecast of all anticipated Games-related procurement opportunities. Advertising opportunities months in advance gives economic development organizations time to identify, recruit, and support small businesses who may be well-suited for the work. LA Metro's *12-Month Look Ahead* is a useful example of a similar spending forecast.

County Role

-  **Advocate:** Secure commitment from LA28, venue cities, LA Metro, prime contractors, and major prime contractors to publish a Spending Forecast.
-  **Implementer:** Develop and manage a 12-Month Spending Forecast and distribute to small businesses as well as regional economic development organizations, including LAEDC, chambers of commerce, business improvement districts, industry groups, etc. Track total number of Games-related contracts advertised and the number of contracting organizations whose opportunities are published.

Regional KPIs

- Launch a 12-Month Spending Forecast by June 2026 and maintain through the end of 2028 (LA28, DEO)

2.3

Serve as the regional hub for procurement support and technical assistance, offering tailored support for local vendors and businesses to access and win contracts.

The County's Department of Economic Opportunity Office of Small Business and Economic Mobility Initiative partners offer a one-stop-shop for small businesses eager to participate in public contracts, and it could expand its services to include trainings specific to Games-related contracts. As described in Objective 2.2, this would require understanding all related contracting opportunities—including those offered by venue cities, foreign delegations, and private sector entities like LA28 and venue operators—and playing an essential matchmaking function helping small businesses identify and apply for contracts where they are most likely to be competitive. In addition, many small businesses lack the cash flow to be competitive for Games-related contracts. The County can work to improve access to capital for small businesses who win Games contracts by expanding its existing low-interest loan programs.

Businesses located in or near venue security perimeters will face unique challenges and opportunities. For example, during the Paris Games businesses were blocked off by barricades, vehicle traffic was prohibited, and pedestrians needed QR codes to enter the zone. All of these security measures will affect adjacent businesses. The County can partner with venue cities, LA28, and the U.S. Department of Homeland Security to define and clearly communicate security measures so that all businesses can be informed about how they will be affected. As funding becomes available, the County and venue cities can also consider

providing business interruption support to vendors within the security perimeters. Street vendors, in particular, should be supported to vend compliantly during the Games. This can include providing instructions for navigating security perimeters, streamlining processes to secure vending licenses in all venue cities, establishing unified street vending regulation across municipalities, and dedicating "safe vending zones" for food trucks and vending carts adjacent to Games venues.

County Role



- Implementer:** Dedicate staff and expand partner capacity for Games-related certification, contracting programs, and technical assistance, including through the Economic Mobility Initiative and other Equity in County Contracting partnerships. Provide technical assistance and expand low-interest loan or credit guarantee funds for small businesses. Track the number of small businesses and nonprofits certified; the number of small businesses who received training; the number of small businesses who apply for at least one Games-related contract; the number of small businesses who received training and won a Games-related contract; and total amount of awarded contracts.

Regional KPIs

- Provide 1,000 small businesses and nonprofit organizations with procurement capacity-building opportunities leading up to the Games (DEO)
- 50% of certified local small businesses that receive an award with LA28 are matched with opportunities to bid on LA County contracts, representing long-term contracting potential (DEO)

- Track small business and nonprofit certifications with the County and its contribution to the County's goal of tripling certifications (DEO)
- Track total awards to LA28 primes and subcontractors that are certified as local, small, and community businesses across both County and City certifications (LA28, DEO)

LESSONS FROM PREVIOUS GAMES

London 2012: Business Network and Compete For Platform

The London 2012 Business Network offered an online "one-stop shop" portal for UK businesses to track and bid for contracts related to the 2012 Games, with additional features for business support and technical assistance. London's procurement platform, CompeteFor, connected businesses with relevant projects and programs, enabling them to pursue work and build their own capacity and experience.⁵²

Paris 2024: Social Charter

In 2019, the Paris Organizing Committee signed a first-of-its-kind Social Charter, along with several public and private stakeholders, trade unions, and employer organizations, which guaranteed a "responsible and sustainable approach to the Games." Under the Charter, the Organizing Committee and its partners were tasked with three primary objectives: providing all companies with access to contracts (including a pledge that 25% of revenue from Games contracts would go to small- and medium-sized enterprises), facilitating employment for vulnerable groups, and ensuring compliance with decent working conditions. Procurement initiatives, such as the ESS 2024 program, have led to substantial opportunities, with 90% French suppliers and 78% small- and medium-sized enterprises.⁵³

Goal 3. Enhance Mobility and the Transit Experience

The Games are a catalyst to improve and expand LA's public transportation network. By supporting investments in public transit and sustainable mobility, the County can transform how residents and visitors navigate the region during and after the Games.

OBJECTIVES

- 3.1 Launch a regionwide communications campaign to encourage residents and visitors to use public transportation during the Cultural Olympiad and the Games and mitigate disruptions to typical commute patterns.
- 3.2 Invest in public amenities at transit stations and first/last mile connections in high-traffic neighborhoods to enhance the rider experience across the public transit system during the Cultural Olympiad and the Games.
- 3.3 Provide a mobility experience that is inclusive, expands wayfinding, and offers accessible, active transportation infrastructure across LA County.

Image credit: Amy Chen via Unsplash

3.1

Launch a regionwide communications campaign to encourage residents and visitors to use public transportation during the Cultural Olympiad and the Games and mitigate disruptions to typical commute patterns

Drawing inspiration from the success of the 1984 Games, the County can work to minimize negative impacts to the regional transit network that could be caused by an influx of Games visitors and maintain, to the greatest extent possible, typical commute patterns for residents, workers, and service providers. In collaboration with Metro and the Southern California Association of Governments (SCAG), a communications campaign can be deployed to inform residents and business owners of any potential disruptions to normal traffic flows and operations. This should be communicated as far in advance as possible, giving businesses ample time to plan and implement new schedules, without halting operations entirely.

In addition to proactive communications, transit passes could be integrated into the Games ticketing system to further incentivize the use of public transportation and promote long-term adoption and behavior change.

County Role

- Advocate:** Partner with Metro and SCAG to develop a public information campaign.
- Convene:** Coordinate with other municipalities to ensure access to shared campaign materials.
- Implementer:** Share clear information on transportation options for commuters, local businesses, and logistics providers to navigate Games-related disruptions. Track number of residents and businesses engaged through County channels.



Regional KPIs

- Track increase in transit mode share to sport event venues during Summer 2028, in support of Transit First Games (CEO, Metro)
- Track sustained increase in countywide transit ridership across all modes in the year following the Games (CEO, Metro)

3.2

Invest in public amenities at transit stations and first/last mile connections in high-traffic neighborhoods to enhance the rider experience across the public transit system during the Cultural Olympiad and the Games.

Transit stops and stations, as the first point of entry for riders, play a critical role in shaping the experience and perception of the region's public transit network. In advance of the 2028 Games, the County can support stop and station improvements by scaling up existing efforts or providing analysis, procurement support, and funding for other municipalities to invest in their own. In the long run, these improvements could help to encourage broader adoption of transit usage throughout LA County and help the region achieve its sustainability goals. Given limited resources and funding, the County must be intentional about identifying priority corridors for improvements.

For the County and municipal DOTs, first/last mile connections—including park-and-ride facilities, mobility hubs, microtransit, and paratransit—will be primary areas for collaboration. These facilities can be staffed by Metro ambassadors and volunteers who will assist riders and provide a welcoming presence, enhancing the accessibility and user-friendliness of the region's transit network. Metro is currently developing a kit of parts for "quick build" first/last mile improvements that municipalities can implement to improve connections to transit facilities. The County can implement these improvements in unincorporated areas

and promote implementation across the region's 88 municipalities. The County can also pilot multi-departmental collaborations that activate existing LA County amenities and locations, such as parks, museums, and riverways, to create unique visitor experiences and economic activity.

County Role

- **Advocate:** Participate in subcommittee meetings convened by Games Mobility Executives—LA Metro, Metrolink, Caltrans, City of Los Angeles, LADOT, SCAG—on first/last mile transit strategies.



Regional KPIs

- Invest \$6 million in improvements to transit stops in unincorporated areas to support first/last mile connections and rider experience (Public Works)
- Operate a minimum of 15 park-and-ride facilities in unincorporated areas staffed with volunteers and/or Metro ambassadors during the Games (Public Works, Metro)
- Track ShadelA in delivering shade structures and cooling zones to Metro stations and bus stops in East Los Angeles, Lennox, and Florence-Firestone (CSO)

3.3

Provide a mobility experience that is inclusive, expands wayfinding, and offers accessible, active transportation infrastructure across LA County.

To make the 2024 Games more sustainable and carbon-neutral, Paris added over 250 miles of new bike lanes and installed 10,000 shared bike docks at and between venues

across the city. The 2028 Games can serve as a catalyst for accelerating similar efforts and extending them across Los Angeles County. By prioritizing the development of safe and accessible bike lanes, the County can promote sustainable transportation, reduce traffic congestion, and improve air quality, leaving a legacy of environmental stewardship and healthier communities. The County Department of Public Works is currently in the process of updating the County's Bicycle Master Plan, which can serve as a framework to guide investments in unincorporated communities.

The County also remains committed to accelerating the adoption of zero-emission vehicles (ZEVs) and will continue to push for goals outlined in the County's EV Master Plan, including the installation of 60,000 public EV chargers by 2030.

In alignment with the inclusivity of the Paralympics, the County can work to ensure that the regional transit network provides accessible infrastructure that caters to diverse needs. Although Metro may lead this work, the County can offer support to advocate for, and where feasible, implement clear and intuitive wayfinding to ease navigation, shuttle services to bridge gaps between stations and venues, and installation of ramps to ensure smooth access for individuals with mobility challenges. These improvements, which should aim to go beyond minimum Americans with Disabilities Act (ADA) requirements to meet universal design standards, will create an inclusive transit experience that everyone can navigate comfortably and independently.

County Role



- **Convenor:** Coordinate with Metro and other municipalities to ensure consistent visual identity across public transit agencies, including a seamless transportation experience for those with disabilities.



- **Implementer:** For venues with long distances from transit stops, provide readily available alternatives to walking and expand public charging infrastructure for EVs.



- **Advocate:** Collaborate with the Games Mobility Executives and subcommittees to advance strategies related to traffic demand management, first/last mile/open streets, the Games Route Network, heat, accessibility, and wayfinding.

Regional KPIs

- Invest \$4.1 million in the construction of 4.13 miles of new and permanent bikeways in unincorporated areas as part of the LA County Bicycle Master Plan (Public Works)
- 100% of transit stops in unincorporated areas are ADA-compliant, including the addition of 225 new ADA compliant bus shelters (Public Works)

LESSONS FROM PREVIOUS GAMES

Los Angeles 1984: Pre-Event Multimedia Marketing Campaign

In anticipation of heavy traffic during the Olympics in 1984, the Southern California Rapid Transit District (predecessor to LA Metro) employed an intensive advertising and communications campaign to inform visitors about the bus and shuttle services that would be offered during the event. Over 1.25 million "bus service guide" brochures were distributed worldwide, and a series of celebrity public service announcements called on Angelenos to use public transportation and do their part to keep the roads clear.⁵⁴ Some businesses adopted flexible schedules or staggered delivery and worker start times to mitigate potential daytime traffic.⁵⁵ The campaign was considered a success and is seen as a contributing factor in the unprecedented ease of traffic during the 1984 Olympics that is still discussed today.

Vancouver 2010: Sustained Transit Improvements

Vancouver's investment in transit infrastructure for the 2010 Winter Olympics—most notably the construction of the Canada Line connecting the airport to downtown—played a pivotal role in boosting long-term public transportation ridership. In the first year following the Games, the system experienced a 7.8% increase in ridership.⁵⁶

London 2012: "One Team Transport" Experience

During the 2012 Games in London, traffic dropped by 16%, in the years that followed, 15% of commuters altered their travel habits for the long-term.⁵⁷ These transit successes can partly be attributed to strong collaboration between system operators, monitored by a central transport coordination hub. A team of 3,500 "Travel Ambassadors" helped guide passengers and share real-time updates, while over 200,000 magenta wayfinding signs across stations unified the system's look and feel.⁵⁸

Paris 2024: Increased Bicycle Infrastructure

To make the Games more sustainable and carbon-neutral, and as part of a state and local effort to develop the cycling network in Paris, over 250 miles of bike lanes and 10,000 bike docks were installed at and between venues across the city. The Paris Organizing Committee, in partnership with local leadership, has worked to promote cycling as a more "active form of mobility" especially among young children. The long-term effects on bike ridership are not yet known, but several of the city's bike share providers reported average ridership increases of over 50% during the Games period, compared to the same time the previous year.⁵⁹

Goal 4. Improve Public Spaces

The Games can serve as a catalyst for both temporary and permanent public realm improvements. The County, local municipalities, and LA28 can all mobilize funding and technical assistance to turn community-led plans into reality.

OBJECTIVES

4.1 Make investments in public space improvements and civic art near Games venues, mobility hubs, hospitality centers, and commercial corridors—especially in unincorporated areas.

4.2 Support fan activations that create lasting improvements to public spaces and provide communities across LA County with safe and accessible spaces for celebration.

4.3 Identify partnerships to secure funding that invests in programming, maintenance, and improvements at facilities and gathering spaces that offer youth programming (arts, sports, education, leadership) throughout LA County.

4.1

Make investments in public space improvements and civic art near Games venues, cultural venues, mobility hubs, hospitality centers, and commercial corridors—especially in unincorporated areas.

Revitalization projects can breathe new life into aging infrastructure, creating appealing spaces for new business and tourism and supporting healthy, climate resilient communities. Mobilizing public realm improvement efforts is especially important in advance of the Games, which can attract visitors to neighborhoods and help businesses capture increased spending. Fortunately, the County does not need to start from scratch; local planning staff, community leaders, and other advocates have already identified a range of planned improvements that respond to key community needs. Rather than reinvent the wheel, the County can support the implementation of existing plans where appropriate. This can include identifying priority projects and assisting with funding opportunities, as well as convening stakeholders and streamlining approvals for projects in unincorporated areas.

County Role



- **Implementer:** Offer discretionary funding through Economic Opportunity grant and loan programs, such as expansion of commercial acquisition, climate-friendly facade and tenant improvements, and other funds, to incentivize local leaders.



- **Implementer:** Invest in public realm improvements in priority commercial corridors in unincorporated areas.

Regional KPIs

- Invest in 5 facade and tenant improvement projects in at least 5 commercial corridors in unincorporated areas for a total of 25 projects (DEO)
- Invest in commercial acquisition for vacant and/or underutilized properties in at least 5 commercial corridors in unincorporated areas that require small business and community-serving tenants (DEO)
- Activate a neighborhood-centric Shop Local LA County campaign that promotes and encourages visitations to cultural assets, commercial corridors, and local events through digital marketing, financial incentives, and promotional activities (DEO, Arts and Culture)



4.2

Support fan activations that create lasting improvements to public spaces and provide communities across LA County with safe and accessible spaces for celebration.

Free or low-cost activations will be critical for attracting non-ticketed visitors and residents, and maximizing the number of people that are able to participate in the Games experience. Drawing inspiration from the Fan Zones of the 2024 Paris Games, the County can partner with LA28 and municipalities on planning, coordination, technical assistance, and other support measures to organize similar fan activations throughout LA County. Attention will be directed toward revitalizing and staging community-centered spaces like parks and libraries, focusing on legacy-driven projects that will continue to enrich local neighborhoods long after the Games have ended. Community health and well-being must also be a priority with these lasting improvements. Hydration stations, shade structures, trees, and even art installations will be critical to these legacy spaces. The County can also serve as liaison with LA28 to ensure all municipalities have a clear understanding of legal issues related to broadcasting and licensing.

County Role

- **Convener:** Convene meetings with LA28, LA Metro, County departments, and municipalities to discuss logistical requirements for creating and operating fan activations.
- **Implementer:** Collaborate with LA28 to develop and share a fan activation hosting toolkit.

Regional KPIs

- Host or partner on at least 5 fan activations throughout LA County during the Games (Arts & Culture, Parks, LA County Board Offices)

4.3

Identify partnerships to secure funding that invests in programming, maintenance, and improvements at facilities and gathering spaces that offer youth programming (arts, sports, education, leadership) throughout LA County.

Community health will be a defining feature of the Games' legacy. Through PlayLA, LA28 has already committed \$160 million in funding for youth sports across the City of Los Angeles, impacting an estimated 1 million kids by 2028.⁶⁰ Similarly, the LA84 Foundation continues to issue grants to organizations focusing on youth development and sports. While much-needed, these funding streams are limited to sports programming within the City of LA and cannot be invested in operating and maintaining the facilities that host these programs. Meanwhile, many of the region's parks and youth sports facilities struggle with unfunded programming and maintenance. The County can advocate for a broader list of eligible uses for any profits generated by the 2028 Games, including capital improvements and ongoing maintenance, with a focus on facilities in unincorporated communities.

County Role

- **Advocate:** Coordinate with LA28 and the LA84 Foundation to redirect funding commitments toward permanent infrastructure improvements.

Regional KPIs

- Track partnerships and funding secured for programming, maintenance and improvements at facilities (Arts & Culture, Library, Parks)

LESSONS FROM PREVIOUS GAMES

London 2012: Revitalization of East London (Olympic Park)

The regeneration of East London was a cornerstone of London's successful bid to host the 2012 Games. Central to this effort was the Strategic Regeneration Framework, a collaborative initiative launched in 2009 by six host boroughs—Barking and Dagenham, Greenwich, Hackney, Newham, Tower Hamlets, and Waltham Forest—with the goal of achieving “convergence,” or bringing local socio-economic conditions in line with the London average. Through this framework, 560 acres of contaminated industrial land were transformed into the Queen Elizabeth Olympic Park: a vibrant, multi-use destination featuring world-class athletic venues, cultural and business hubs, residential developments, university campuses, and over 250 acres of green space.⁶¹

Los Angeles 1984: Keep Los Angeles Beautiful

In 1983, the Los Angeles Olympic Organizing Committee (LAOOC) and Los Angeles Beautiful—a community-based beautification organization—partnered to organize community groups to clean up various parts of Los Angeles, particularly areas around venues and training facilities. Twice a month, the coalition brought local youth and adults together to pick up trash and clean over graffiti. Prior to the Games, “Los Angeles Beautiful was instrumental in getting Los Angeles-based businesses and groups to hire local youth to beautify the area”; the Coca-Cola Company did this in East LA. Clean-up efforts were also implemented on school campuses. More than 20,000 trees and rose bushes were planted across Olympic venues, training facilities, schools, and parks in the lead-up to the Games.⁶²

Atlanta 1996: Centennial Olympic Park

Centennial Olympic Park in Atlanta was created as the centerpiece of the 1996 Games, transforming 22 acres of blighted downtown land into a vibrant public space. Funded entirely through private donations, including thousands of commemorative brick purchases, the park was completed just days before the Games began. The park was envisioned as a gathering place for locals and visitors alike and quickly became a hub of celebration and community. Nearly 30 years later, the park has endured as a symbol of resilience and regeneration, spurring over \$2.2 billion in downtown development and remaining a key anchor of civic life and activity.⁶³

Goal 5. Protect Vulnerable Angelenos

Low-income communities, unhoused neighbors, and other vulnerable populations face new risks and challenges as the Games approach. The County must ensure that the Games serve to benefit all Angelenos—regardless of income or background.

OBJECTIVES

- 5.1 Identify interim and long-term housing and homelessness services to preemptively support unhoused individuals.
- 5.2 Strengthen protections for vulnerable residents, immigrants, and underserved communities throughout LA County.
- 5.3 Explore anti-displacement and capital reinvestment strategies for Games venues, cultural venues, mobility hubs, hospitality centers, and commercial corridors that anticipate future development.

Image credit: Caleb Minear via Pexels

5.1

Identify interim and long-term housing and homelessness services to preemptively support unhoused individuals.

The County and cities continue to face a State of Homeless Emergency, with significant realities of homelessness and new Measure A funding to support stabilization, housing solutions, and preventative services. The County—with its new Department of Homeless Services and Housing—can partner with jurisdictions to mobilize resources well in advance of the Games, working to build new units and move individuals off the streets and into safe, permanent, and accessible housing.

County Role

• **Convener:** Coordinate with venue cities to ramp up outreach and service provision at encampments near Games venues in the six-month period prior to the Games.

• **Implementer:** Invest in workforce and economic security programming for people with lived experience of homelessness.

• **Implementer:** Boost housing supply by:

- Increasing efforts to identify surplus County property suitable for interim and/or permanent housing;
- assessing bulk purchasing strategies to increase temporary housing supply during the Games; and
- collaborating to develop new permanent housing and rapidly increase shelter capacity in advance of the Games.

Regional KPIs

- Advance and track sites for lease or acquisition that can be redeveloped for mixed-use, including interim and/or permanent housing and community-serving uses, and integrate anti-displacement measures in advance of the Games (CEO, DEO, HSH, LACDA)
- Track new interim and permanent housing units online between present and the Games (CEO, DEO, HSH, LACDA)

5.2

Strengthen protections for vulnerable residents, immigrants, and underserved communities throughout LA County.

The Games may further destabilize some of LA County's more vulnerable tenant and immigrant communities. Spikes in Airbnb prices—which occurred during the 2024 Paris Games—could encourage property owners to convert their units to short-term rentals (STR), reducing LA County's housing inventory and aggravating displacement pressures for lower-income tenants. Many jurisdictions lack mechanisms to combat these issues, such as STR ordinances that require registration, impose fees, and establish strict criteria for eligible properties. If properly regulated and enforced, short-term rentals can generate significant revenue for jurisdictions through the transient occupancy tax (TOT) that most cities with STR regulations impose. In coordination with partner jurisdictions, the County can work to establish baseline protections in advance of the Games to generate revenue and guard against displacement pressures.

The Games have been designated a "National Special Security Event" (NSSE) by the U.S. Department of Homeland Security, which paves the way for increased security coordination between local and federal

law enforcement entities. In recognition of increased federal immigration enforcement action since June of 2025 and the potential escalation during the Games, the County can ensure immigrant communities have information needed to navigate a complex legal environment and connection to "Know Your Rights" information and immigrant supporting agencies and organizations like LA County's own Office of Immigrant Affairs.

County Role

- 
Convener: Increase coordination with operators and County agencies to increase efficacy of short-term rental ordinances.
- 
Implementer: In unincorporated areas, evaluate eviction moratoriums or other measures in venue-adjacent neighborhoods at least six months prior to the Games, and revisit the STR ordinance to ensure it proactively addresses any Games-related impacts.

- 
Implementer: Engage and partner with advocacy organizations to launch a "Know Your Rights" campaign and disseminate Games information.

Regional KPIs

- 
 Launch a countywide "Know Your Rights" and/or resources campaign by January 2028—coordinating with municipalities and community-based organizations to boost community engagement, preparedness, and safety during Games (DEO, DCBA)
- Require Fair Chance pledge and hiring for all LA28 contractors and subcontractors (LA28, DEO)
- Hire 1,000 individuals with lived experience with homelessness or justice-involvement (at LA28 and/or contractors and subcontractors) (LA28, DEO)

5.3

Explore anti-displacement and capital reinvestment strategies for Games venues, cultural venues, mobility hubs, hospitality centers, and commercial corridors that anticipate future development.

Games-related investments can drive redevelopment in high-traffic neighborhoods. While often well-intentioned, these activities can accelerate gentrification and leave communities worse off than they were before. Speculation in London's Newham neighborhood caused property values to skyrocket after the 2012 Games, despite promises of significant new affordable housing. Speculation cannot be prevented but increases in value can be redirected to serve community needs. Value capture tools like Enhanced Infrastructure Financing Districts (EIFD) can direct increased tax revenues—from

sales or property taxes—to affordable housing, public infrastructure, or other community needs, supporting anti-displacement strategies. In anticipation of new investment, the County can explore establishing an EIFD around one or several Games venues in at-risk neighborhoods to ensure that new development comes to the benefit—not at the expense—of local communities.

County Role



- Implementer:** Review current EIFD policy and study the feasibility of establishing one (or several) EIFDs

Regional KPIs

- Review County EIFD policy for updates as needed to prioritize at-risk neighborhoods and key areas most impacted by mega-events (CEO, DEO)

LESSONS FROM PREVIOUS GAMES

London 2012: Housing Impacts in East London

The London Organizing Committee initially pledged to build 30,000 residential units in and around Olympic Park, with half of them offered at affordable rates. Since the conclusion of the Games, only 13,000 units have been built and only 11% are "genuinely affordable to people on average local incomes." Newham—one of the city's poorest boroughs—has been significantly impacted by new investment in East London, with home prices increasing by 43% between 2010 and 2016, and the number of homeless households increasing by 122% between 2012 and 2015.⁶⁴

Paris 2024: Housing Conversions in Seine-Saint-Denis

With the conclusion of the 2024 Games, the Athletes Village in Seine-Saint-Denis, a region just outside of Paris, will be converted into 2,800 new residential units. The plan is to set aside a quarter of them for public housing

and offer 75% at affordable prices for low-income residents. Additional developments are being planned on or around the site, including offices, restaurants, retail, and recreational spaces.⁶⁵

Los Angeles 1984 and Paris 2024: Homeless Sweeps and Criminalization of the Unhoused

Like many other Games events, the 1984 and 2024 editions utilized sweeps to remove unhoused people from the areas around venues (or out of the public eye entirely). Between 1982 and 1984, the Los Angeles City Council passed ordinances aimed at criminalizing living on the street or in a vehicle and sleeping on public property. Sweeps were conducted to remove the remaining unhoused and patrols were set up to ensure that no one returned.⁶⁶ Similarly, community groups in Paris claim that nearly 20,000 unhoused people—including migrants and refugees—were displaced and bused away from venues.⁶⁷

Image credit: Milian Cobanov via Pexels



Goal 6. Showcase Cultural Diversity

LA County is one of the most diverse and creative regions in the world. The Games create an opportunity for residents and businesses to share their unique communities on a global stage.

OBJECTIVES

6.1 Partner with LA28 and the City of Los Angeles to embed a tourism guide and bundled ticketing packages into the Games ticketing system or Official Games app to highlight the region's amenities and diverse cultural assets.

6.2 Connect foreign delegations with diaspora, ethnic enclaves, and cultural districts to expand opportunities for visitor engagement and economic partnerships.

6.3 Recruit and train a diverse volunteer and worker base through existing community and youth programs.

6.1

Partner with LA28 and the City of Los Angeles to embed a tourism guide and bundled ticketing packages into the Games ticketing system or Official Games app to highlight the region's amenities and diverse cultural assets.

The County can partner with LA28 to develop a cultural passport to encourage Games visitors to venture beyond the venues and explore the region's diversity. By partnering with local attractions and event organizers, the County could create seamless ticket packages that bundle Games event tickets with entry to cultural institutions and tourist attractions, alongside interactive maps, personalized recommendations, and real-time updates for transportation, services, and cultural attractions. For example, a family bundle might include passes to theme parks,

zoos, and aquariums; a culture bundle might include passes to museums, theaters, and concert venues. The passport could integrate with "Shop Local LA County" and "Dine Local LA County" programs to help channel visitor spending toward small, locally-owned businesses. By helping visitors plan their trip, the County can be proactive about supporting local institutions.

County Role



- **Implementer:** Identify a partner to build the guide, in coordination with LA28 and other regional partners, and support with publishing, distribution, and marketing.

Regional KPIs

- Increase attendance and revenue for museums and regional cultural attractions countywide during the Cultural Olympiad and 2028 Games—as compared to a typical summer (Arts & Culture, DEO)

Image credit: Michael via Unsplash



Randy's
DONUTS

Image credit: David Lee via Unsplash

6.2

Connect foreign delegations with diaspora, ethnic enclaves, and cultural districts to expand opportunities for visitor engagement and economic partnerships.

The Los Angeles region is a mosaic of diverse communities from around the globe, a fact that should be celebrated when the world comes to the region in 2028. The County can foster meaningful connections between delegations and local communities through cultural events, business forums, and social gatherings. These interactions will not only be enriching experiences for both parties but can also open doors for economic collaboration, such as trade opportunities, foreign investment, and joint ventures. By leveraging the strengths and networks of diaspora communities, the County can build lasting relationships that benefit both local and international stakeholders. Local artists, performers, and cultural organizations can be empowered to showcase what makes their communities unique and integrate these displays into Games programming.

County Role

- 
Convener: Coordinate with LA28 and regional cultural and tourist attractions to develop an integrated ticketing package.
- 
Implementer: Coordinate with the County Office of Protocol to offer concierge services for foreign delegations (e.g., identifying sites for housing, business activity, etc.).

Regional KPIs

- Establish at least 20 connections between foreign delegations and local economic and cultural organizations that lead to activations (Arts & Culture, DEO)
- Track foreign investment to the region in the decade following the Games (DEO)

6.3

Recruit and train a diverse volunteer and worker base through existing community and youth programs.

Volunteers are critical to the Games' success. The Paris Games utilized over 45,000 volunteers—including 5% volunteers with a disability. In 2028, the Games volunteer pool should reflect Los Angeles' full spectrum of diversity including race, ethnicity, gender, age, socioeconomic status, and disability—each offering unique skills and lived experiences that can improve service. Where possible, volunteers can be recruited from schools, youth services programs—such as Youth@Work—and workforce programs, including pre/apprenticeships and transitional work opportunities, to offer paid work opportunities. The Games are a unique opportunity to harness civic pride and participation, but it should not stop there. The County can leverage Games participation to inspire a broader culture of civic engagement and public service—channeling volunteers into connections with CBOs, educational institutions, or Community and Senior Centers that can last beyond the Games themselves.

County Role

- 
Convener: Build a coalition of civic organizations, including those providing youth services and apprenticeship programs, to identify and develop legacy opportunities to engage Games volunteers.
- 
Implementer: Expand paid youth and transitional work programs as part of volunteer base, ensuring reduced barriers and maximum community access in participation.



- Implementer:** Create a cultural ambassador program that recruits youth, seniors, and other Angelenos to support Games-related activities.

Regional KPIs

- Recruit a minimum of 2,000 volunteers for paid opportunities and/or academic credit from priority populations including individuals with disabilities, justice-involved individuals, individuals with lived experience of homelessness, and opportunity youth (DEO)

LESSONS FROM PREVIOUS GAMES

Los Angeles 1984: Olympic Neighbor Program

Launched by the Los Angeles Organizing Committee with the aim of supporting neighborhoods around a venue or village, the Olympic Neighbor program rallied residents who “were interested in the impact on the community.” About 30 groups represented different neighborhoods and were tasked with promoting Olympic events, advising the LA Organizing Committee on community concerns, and establishing goodwill with international visitors.⁶⁸

Paris 2024: Fan Zones

Roughly 1.3 million people visited one of the 25 Fan Zones located throughout Paris during the 2024 Games. Spread across each of the city's 20 arrondissements and held in local parks and plazas, these hubs provided locals and visitors with free opportunities to watch events on large screens and participate in activities that celebrated the spirit of the Games.⁶⁹ Fan zones were also “customized”—in collaboration with each of the local arrondissement town halls—with food and drink vendors and other organizations that were unique to those communities. These activations helped boost

local tourism and neighborhood engagement, with France's tourism minister citing an overall increased museum attendance of 25% and a 19% increase in hotel guests.⁷⁰

Mayor Karen Bass has expressed her desire to replicate these fan zones for the 2028 Games. In September 2024, the Los Angeles City Council introduced a motion to “Identify City-owned sites” within each Council District that could serve as “Activation Zones.”⁷¹

Paris 2024: Marathon for All

To engage residents amidst street closures and disruptions, the City of Paris opened the marathon route to the public, allowing those aged 20 and older to run the same 42-kilometer route as the athletes. A shorter 10-kilometer route was also opened to accommodate younger participants and those with disabilities. Over 40,000 people participated and were able to experience the city in a new way, running past iconic landmarks on their way to the finish line. This first-of-its-kind event was well-received, with one runner describing it simply as “the best idea.”⁷²

Goal 7. Unite the Region

Preparations for the Games will provide opportunities for new forms of collaboration between the County and its 88 municipalities and unincorporated areas. By strengthening partnerships between the public, private, and philanthropic sectors, regional improvements can be scaled to capitalize on global attention.

OBJECTIVES

- 7.1 Develop an online platform to support Games-related communication, small business contracting and local hire opportunities, and countywide initiatives.
- 7.2 Establish a countywide fund to support the implementation of legacy-supporting recommendations through direct investments, grants and loans, and sponsorship opportunities.
- 7.3 Expand capacity and infrastructure for permanent coordination of sports and entertainment economic impact opportunities in the LA County region.

7.1

Develop an online platform to support Games-related communication, small business contracting, and local hire opportunities, and countywide initiatives.

Throughout LA County, there are hundreds of public and private-sector organizations who want to know how they should be planning for the Games and what resources are available to help. However, only a handful of cities have official Games Agreements and direct communication with LA28. The County can fill this information gap by developing a unified platform for communications and knowledge sharing of regional resources. The platform would answer questions regarding the status of existing plans, available grant and funding programs, technical assistance, contracting opportunities, and upcoming events. The County can also market the platform with regional stakeholders to improve awareness and integrate their feedback to improve the tool's functionality. In addition to maintaining a knowledge base, the County can also provide regional coordination to help municipalities and community partners identify opportunities and resolve challenges.

County Role

- **Implementer:** Establish and maintain intergovernmental communications and resources platform.

Regional KPIs

- Launch Games-related communications platform and concierge by June 2026 (CEO, DEO)

7.2

Establish a countywide fund to support the implementation of legacy-supporting recommendations through direct investments, grants and loans, and sponsorship opportunities.

The County is uniquely positioned to develop a fund to support Games-related initiatives throughout the region. The County can also raise philanthropic and private funding for Games-related investments, administer grants and loans, and assist municipalities in attracting sponsors or other forms of earned revenue.

County Role

- **Implementer:** Establish and administer a countywide fund dedicated to Games-related initiatives.

Regional KPIs

- Track funds raised from County, grants, philanthropic, or private sources to support Cultural Olympiad and Games-related initiatives countywide (Center for Strategic Partnerships, County Departments)

7.3

Expand capacity and infrastructure for permanent coordination of sports and entertainment economic impact opportunities in the LA County region.

Although there are numerous economic development and tourism agencies throughout the Los Angeles area, there is limited existing infrastructure that facilitates regional coordination for the Games and for a sports entertainment industry cluster. The Games offer a unique opportunity for an entity, such as the Department of Economic Opportunity, to play a larger role in convening economic development organizations (both foreign and domestic), identifying needs and resource gaps, and piloting new forms of collaboration for this sector. With the successful establishment of a regional approach, the Department can continue to promote LA County to foreign investors, support local job creation, and increase destination tourism.

County Role



- **Convenor:** Establish desired roles for regional coordination based on input from regional stakeholders, including LAEDC, municipal economic development leaders, and chambers of commerce. Identify gaps in local, regional, national, and international coordination and service delivery to drive economic growth.

Regional KPIs

- Engage all 88 municipalities in LA County and other partner agencies in at least 10 quarterly events and/or convenings (Board, CEO, DEO)
- 100% of municipalities and partner agencies participate in regional outreach events and/or convenings (CEO, DEO)
- Host regional outreach events with municipalities and partners to identify opportunities for place-specific activations that create economic benefits for the community (DEO, CEO)

LESSONS FROM PREVIOUS GAMES

London 2012: London & Partners

Established in 2011, London & Partners (L&P) is a non-profit organization that acts as London's "growth agency"—promoting tourism and events, providing support to small businesses, and facilitating expansion for international businesses in the city (and vice versa). The organization is the result of a merger between three existing promotional agencies, which sought to make the promotion of London "more efficient and effective." London & Partners focuses its efforts on five primary areas—high growth sectors, small businesses, visitor economy, London brand, and partnerships—and, since its launch, has added £4.1B to the city's economy, created over 99,000 jobs, and supported the establishment or expansion of over 2,600 international businesses.⁷³

During the 2012 Games, London & Partners capitalized on the opportunity to execute its goals by hosting over 200 business leaders from overseas and showcasing London's strengths and capacity to accommodate growth. L&P also played a key role in event operations, supporting over 20 international delegations in locating and setting up country-specific houses across the city—venues for business networking, cultural festivities, and celebration of Games achievement. L&P also created the London Events Coordination Calendar, "a single database of all major events and transport updates over the Games period," which proved to be a critical tool for organizers.⁷⁴

Atlanta 1996: Corporation for Olympic Development

The Corporation for Olympic Development in Atlanta (CODA) was a non-profit organization established in the early 1990s by then-Mayor Maynard Jackson to oversee the transformation of Atlanta in preparation for the 1996 Games. CODA's mission extended far beyond the 17 days of athletic competition—it was designed to ensure that the Olympic legacy would leave a lasting, positive impact on the city's infrastructure, neighborhoods, and public spaces. CODA played a central role in managing over 200 redevelopment projects, focusing on physical improvements such as housing, transportation, and public art. It was granted significant powers, including the ability to issue bonds and exercise eminent domain, to revitalize blighted areas and enhance the quality of life for Atlanta residents. One of CODA's most visible contributions was its investment in public art, aiming to celebrate Atlanta's cultural heritage and beautify the urban environment. After CODA dissolved in 1997, its legacy continued through the Atlanta Public Arts Legacy Fund (APAL), which has since supported the maintenance and restoration of Olympic-era artworks.⁷⁵

NEXT STEPS

The County can play a critical role as a trusted regional convener in aggregating and disseminating information, streamlining best practices, and funding municipal and community-based initiatives. Making meaningful progress on each goal and objective will require additional planning, staffing, and resources. Following this report the County can:

1. Develop a comprehensive **Funding Plan** to identify available funding and financing to support the Games-related objectives identified in this report—with a focus on projects in unincorporated areas.
2. Conduct an **Operational Analysis** to assess the Games' impacts on County departments and personnel to better understand the demand for County services throughout Games planning and operations.

Despite the challenges ahead, the County is committed to leveraging this unique moment to create lasting benefits for communities, businesses, and the regional economy.

APPENDIX A: STAKEHOLDER ENGAGEMENT

Collaborators

County of Los Angeles Board of Supervisors

- Office of Supervisor Hilda L. Solis
- Office of Supervisor Holly J. Mitchell
- Office of Supervisor Lindsey P. Horvath
- Office of Supervisor Janice Hahn
- Office of Supervisor Kathryn Barger

County of Los Angeles Departments

- Aging and Disabilities
- Arts and Culture
- Beaches and Harbors
- Chief Executive Office

- Chief Sustainability Office
- Economic Opportunity
- Fire Department
- Internal Services
- Library
- Parks and Recreation
- Public Health
- Public Works
- Sheriff's Department

Other County of Los Angeles Partners

- LA County Commission on Disabilities
- LA Metro

Focus Group Participants

HR&A greatly appreciates the attendance and contributions of over 60 workshop participants, who represented the following cities and organizations:

- Agency Artifact
- AIA Los Angeles
- Alliance for Community Transit (ACT-LA)
- Arcadia Chamber of Commerce
- Arts for LA
- Black Equity Collective
- City of Carson
- City of Inglewood
- City of Los Angeles
- City of Montebello
- City of Pasadena
- City of Santa Monica
- Destination Crenshaw
- Estolano Advisors
- Hollywood 4WRD
- The Hollywood Partnership
- Inner City Law Center
- JWCH Institute
- Laborers' International Union of North America (LIUNA) – Local 300
- LA County Aging and Disabilities Department
- LA County Department of Military & Veteran Affairs
- LA County Economic Development Corporation
- LA County Public Works
- LA County Supervisorial District 2
- LA Metro
- Los Angeles Tomorrow
- Long Beach Economic Partnership
- Los Angeles Area Chamber of Commerce

HR&A Advisors Team

- Amitabh Barthakur, Partner
- Paul Silvern, Partner
- Landry Doyle Wiese, Principal
- Aram Kamali, Senior Analyst
- Garrett Robinson, Analyst
- Kirithi Balakrishnan, Research Analyst

- Lyric Architecture
- The Music Center
- RAND Corporation
- Strategic Actions for a Just Economy (SAJE)
- Thai Community Development Center
- UCLA Institute of Transportation Studies
- UNITE HERE Local 11
- Union Station Homeless Services
- Visit West Hollywood
- Westside Cities Council of Governments
- Westwood Village Improvement Association

APPENDIX B: ECONOMIC IMPACT METHODOLOGY

Image credit: Getty Images via Unsplash

Economic Impact Analysis

Economic impacts related to the Games were estimated using the IMPLAN input-output (2025) model, which provides a method for understanding industry interactions in a local economy that result from investment in a new capital project or other economic changes. This enables analysis of the specific sectors in an area's economy that are affected, and by how much, when a dollar's worth of investment, new employment, or other measure of "final demand" is added to a particular sector or sectors. These inter-industry relationships can be expressed in terms of dollar impacts or employment impacts. As described in this report, HR&A analyzed three primary spending categories:

- Games-related capital projects attributed to venue cities and other public sector entities;
- Planned spending from the Los Angeles Organizing Committee for the 2028 Olympic & Paralympic Games ("LA28"), and
- Net increase in visitor spending during the Games, above a typical year.

IMPLAN is a widely accepted model used to estimate the economic consequences of new investment in, or other changes to, a local or regional economy. It explicitly accounts for impact "leakage," or the fact that not all economic impacts are necessarily experienced inside the geographic area under study.

The IMPLAN model can be used to generate estimates of direct, indirect, and induced employment, compensation (i.e., wages and benefits) and total economic output (i.e., a summary measure of all sales and spending expressed in producer prices), for both the construction phase of a project, and annually, once it has been completed and operated. "Employment" includes all individual full-time and part-time jobs, regardless of whether they are permanent or temporary (i.e., not full-

time equivalents, or FTEs), and self-employed persons as well as wage and salary workers. For temporary (i.e., non-recurring) jobs like construction labor, employment impacts are expressed as "job-years," which represent the number of years that said position is available and filled. For example, a worker that holds one position in a company for five years is counted as five job-years.

Economic impact analyses typically consider three types of impacts:

- **Direct Activity**, including all jobs and wages generated in Los Angeles County that directly follow from new economic activity. For a construction project, direct employment impacts may include the hiring of onsite laborers and supervisors.
- **Indirect Activity**, including jobs and wages generated throughout Los Angeles County to supply and support the functions of said economic activity. For a construction project, indirect employment impacts may include new materials suppliers needed to support the project.

- **Induced Activity**, including jobs and wages generated through the spending of household wages that result from the new direct and indirect jobs. For example, induced impacts are created by the construction employees who spend their income on household goods and services within the Los Angeles County economy.

The indirect and induced effects are together sometimes referred to as the "multiplier effect" of the direct impacts associated with an economic activity. For details on specific data inputs and outputs, see Tables B1 through B8.

Figure B1. IMPLAN Inputs: Capital Projects

PROJECT	ESTIMATED COST
Long Beach Elevate '28 Infrastructure Investment Plan: Olympic Legacy Projects ⁷⁶	\$179,980,000
Convention Center Improvements ⁷⁷	\$2,235,000,000
Exposition Park Improvements ⁷⁸	\$351,500,000
Sepulveda Basin Investments ⁷⁹	\$165,000,000
Rose Bowl Improvements ⁸⁰	\$80,000,000
Metro Games Mobility Concept Plan (MCP) Priority Improvements ⁸¹	\$2,516,800,000
• Games Enhanced Transit System	\$2,015,700,000
• Games Route Network	\$166,500,000
• Integrated Transportation Management	\$115,600,000
• Reconnecting Communities Grant	\$139,000,000
• Rail and Bus Games Mobility Hubs	\$80,000,000
TOTAL	\$5,528,280,000

Figure B2. IMPLAN Inputs: LA28 Operating Expenses⁸²

PROJECT	ESTIMATED COST
Venue Infrastructure	\$1,428,100,000
Sport, Games Services & Operations	\$1,329,000,000
Technology	\$829,800,000
People Management	\$1,020,700,000
Ceremonies	\$252,100,000
Communications, Marketing & Look	\$355,500,000
Corporate Administration & Legacy	\$564,700,000
Other Expenses	\$756,000,000
Contingency	\$613,500,000
TOTAL EXPENSES	\$7,149,400,000

Totals may not add up due to rounding.

Figure B3. IMPLAN Inputs: Net Increase, Visitor Spending⁸³

INDICATOR	TOTAL SPENDING: GAMES SCENARIO	TOTAL SPENDING: BASE YEAR SCENARIO	TOTAL NET SPENDING
Lodging	\$946,800,000	\$368,800,000	\$578,000,000
F&B	\$469,400,000	\$345,200,000	\$124,200,000
Entertainment	\$286,500,000	\$206,500,000	\$80,000,000
Shopping/gifts	\$340,500,000	\$264,600,000	\$75,900,000
Transportation	\$274,200,000	\$184,400,000	\$89,700,000
Other	\$127,800,000	\$93,800,000	\$34,000,000
TOTAL SPENDING	\$2,445,200,000	\$1,463,300,000	\$981,900,000

Figure B4. IMPLAN Outputs: Capital Projects

IMPACT	EMPLOYMENT	LABOR INCOME	ECONOMIC OUTPUT
Direct	20,000	\$1,457,000,000	\$4,857,000,000
Indirect	8,000	\$609,000,000	\$2,108,000,000
Induced	8,000	\$509,000,000	\$1,497,000,000
TOTAL	35,000	2,576,000,000	8,462,000,000

Figure B5. IMPLAN Outputs: LA28 Operating Expenses

IMPACT	EMPLOYMENT	LABOR INCOME	ECONOMIC OUTPUT
Direct	28,000	\$2,485,000,000	\$5,811,000,000
Indirect	13,000	\$910,000,000	\$2,622,000,000
Induced	12,000	\$809,000,000	\$2,378,000,000
TOTAL	53,000	\$4,203,000,000	\$10,810,000,000

Figure B6. IMPLAN Outputs: Net Increase, Visitor Spending

IMPACT	EMPLOYMENT	LABOR INCOME	ECONOMIC OUTPUT
Direct	8,000	\$394,000,000	\$970,000,000
Indirect	1,000	\$114,000,000	\$322,000,000
Induced	2,000	\$120,000,000	\$354,000,000
TOTAL	12,000	\$628,000,000	\$1,647,000,000

Visitation Analysis

To estimate the impact of the Games on visitor volumes and spending in LA County, HR&A performed robust analysis across two scenarios:

- 1. Base Year Scenario**, which estimates total visitor spending in a typical two-week period in July.
- 2. Games Scenario**, which estimates total visitor spending during the Games in a two-week period in July.

Evaluating two distinct scenarios makes it possible to estimate the incremental change in visitor spending generated due to the Games. To do this, HR&A identified different visitor segments—daytrip visitors and overnight visitors—and assigned spending profiles based on their length of stay in LA County, as depicted in Figure B7. Drawing from local visitation data and insights from previous Games, HR&A divided daytrip and overnight into one of four identified visitor categories:

- 1. Ticketed Games attendees:** This includes both daytrip and overnight visitors who have specifically purchased tickets to attend Games events. Based on past events, this analysis assumes a total of 10 million tickets will be available for the 2028 Games.⁸⁴ Assuming a 95% ticket sale rate (similar to the London Olympics) with 40% sold to LA County residents, HR&A estimates that 5.7 million tickets will be sold to visitors. Assuming that each visitor attends a total of six events (similar to prior analyses), HR&A assumes 950,000 unique ticketed visitors.

- 2. Non-ticketed Games attendees:** The Games are also expected to draw a significant number of Games affiliates, including media, athletes and team personnel, sponsors, volunteers, and "Olympic Family." With the exceptions of media and athletes, who will be provided

free accommodation at Olympic Villages, these individuals are assumed to have similar spending patterns as ticketed Games visitors.

- 3. Business visitors:** This includes visitors traveling to LA County for work-related purposes, such as meetings, conferences, or client engagement. Research suggests that business travel may be disrupted during the Games. A survey during the London Olympics found that 57% of normal business travelers did not make a journey during the Games.⁸⁵ For purposes of this analysis, the County assumed the same amount of business displacement (57%) during the Games.

- 4. Other leisure visitors:** This includes visitors traveling to LA County for a vacation unrelated to the Games. As with business travel, it is commonly recognized that hosting the Games displaces some amount of typical leisure travel; HR&A's analysis assumes that there will be a net gain of 10% in total visitation, but 40% of typical leisure visitors to LA County will be replaced by Olympic-related visitors.

Between the four visitor types and two duration types (daytrip and overnight visitors), there are seven different visitor groups, as depicted in Figure B7. These groups were used to estimate the impacts of the Event and Non-Event Scenarios. The remainder of this Appendix consists of figures detailing HR&A's calculations for both Scenarios.

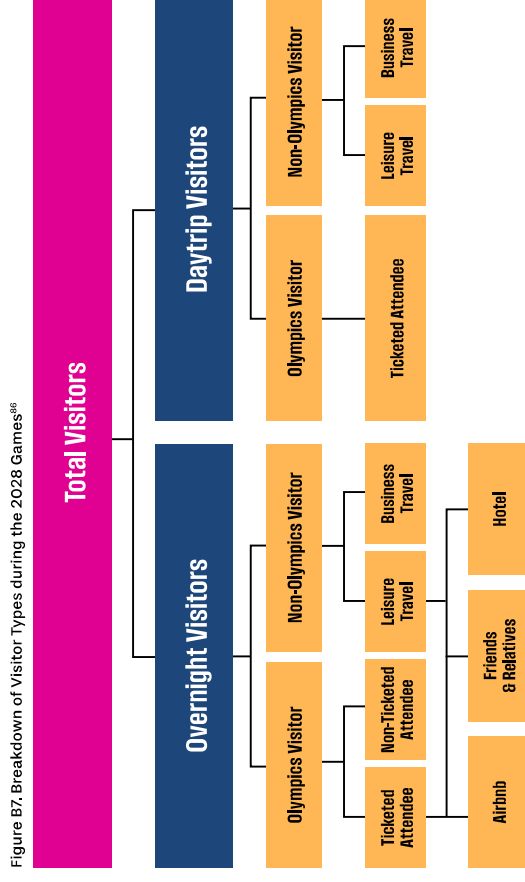


Figure B8. Total Visitors by Category⁸⁷

TRAVELER TYPE	BASE YEAR SCENARIO	GAMES SCENARIO
Daytrips – Olympics Visitor – Ticketed Attendee	-	427,500
Daytrips – Non-Olympics Visitor – Leisure Travel	756,363	392,246
Daytrips – Non-Olympics Visitor – Business Travel		83,200
TOTAL DAYTRIP VISITORS	756,363	902,946
Overnight – Olympics Visitor – Ticketed Attendee	-	522,500
Overnight – Olympics Visitor – Non-Ticketed Attendee	-	75,865
Overnight – Non-Olympics Visitor – Leisure Travel	1,068,925	608,594
Overnight – Non-Olympics Visitor – Business Travel	218,936	138,741
TOTAL OVERNIGHT VISITORS	1,287,861	1,345,700
TOTAL VISITORS	2,044,224	2,248,646

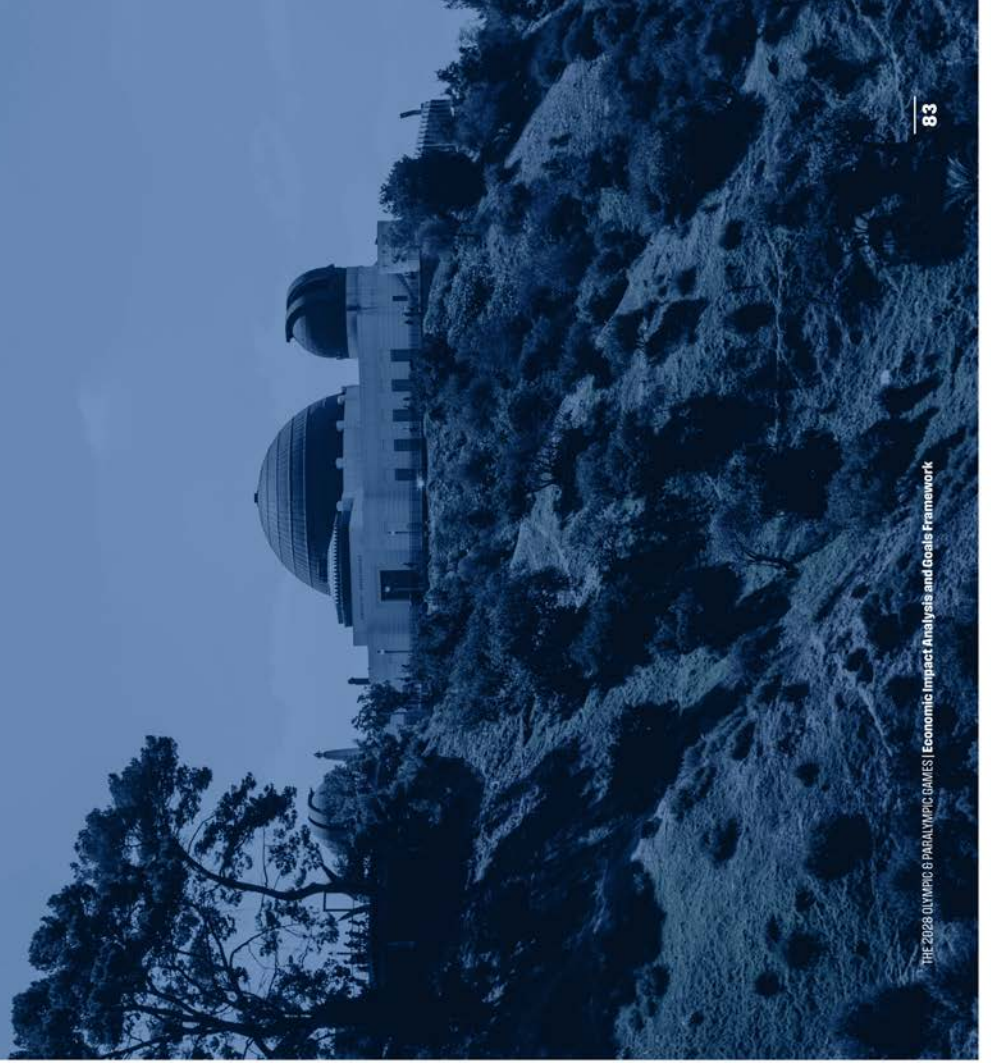
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- 2 City of Industry was named as a venue city after the initial drafting of this report and is not included in the Spatial Analysis Index.
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- 9 HR&A did not incorporate revenues from Measures R or M since they were approved prior to Los Angeles being named the host city in 2017.
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ATTACHMENT B

LA County Economic Impact Analysis and Goals Framework for 2028 Olympic and Paralympic Games				
Goals and Objectives		Related Commitments in LA28 Impact and Sustainability Report	Benefits from County Partnership with LA28	County has Independent Goals and Commitments
1	Maximize Local Investment and Benefit: With over \$13.6 billion expected in direct Games-related spending, the County can maximize regional benefits by prioritizing local businesses and local workers.			
1.1	Meet LA28 impact goals of 75% local spending commitment in the Greater Los Angeles region. Advocate and work with LA28 to meet 75% local spending commitment for LA County as well as Greater LA region and a 40% targeted local hiring commitment.	☒	☒	☒
1.2	Invest in outreach, job training, and hiring for high-growth and opportunity sectors and occupations and offer pathways to Games employment and long-term economic mobility post-Games.	☐	☒	☒
1.3	Secure commitments for official Games apparel and merchandise to be designed, manufactured, and sold by LA County businesses and creative workers. Work with LA28 to meet 25% merchandising goal for LA County.	☐	☒	☒
2	Unlock Small Business Opportunities: LA's small business community is the backbone of the regional economy. The County can remove barriers to help small businesses compete for Games-related contracts and benefit from increased visitor spending.			
2.1	Meet LA28 impact goals of 75% local and 25% small business spending in the Greater Los Angeles region. Advocate and work with LA28 to meet goals for LA County with focused effort for 60% LA County small business Spending and a 10% hyperlocal and microbusiness spending.	☒	☒	☒
2.2	Work with LA28 and partner agencies to develop a Games Spending Forecast that provides a 12-month lookahead for upcoming Games-related contracting opportunities.	☐	☒	☒
2.3	Serve as the regional hub for procurement support and technical assistance, offering tailored support for local vendors and businesses to access and win contracts.	☐	☒	☒

LA County Economic Impact Analysis and Goals Framework for 2028 Olympic and Paralympic Games				
Goals and Objectives		Related Commitments in LA28 Impact and Sustainability Report	Benefits from County Partnership with LA28	County has Independent Goals and Commitments
3	Enhance Mobility and the Transit Experience: The Games are a catalyst to improve and expand LA's public transportation network. By supporting investments in public transit and sustainable mobility, the County can transform how residents and visitors navigate the region during and after the Games.			
3.1	Launch a regionwide communications campaign to encourage residents and visitors to use public transportation during the Cultural Olympiad and the Games and mitigate disruptions to typical commute patterns.	☐	☐	☒
3.2	Invest in public amenities at transit stations and first/last mile connections in high-traffic neighborhoods to enhance the rider experience across the public transit system during the Cultural Olympiad and the Games.	☐	☐	☒
3.3	Provide a mobility experience that is inclusive, expands wayfinding, and offers accessible, active transportation infrastructure across LA County.	☐	☐	☒
4	Improve Public Spaces: The Games can serve as a catalyst for both temporary and permanent public realm improvements. The County, local municipalities, and LA28 can all mobilize funding and technical assistance to turn community-led plans into reality.			
4.1	Make investments in public realm improvements and civic art near Games venues, cultural venues, mobility hubs, hospitality centers, and commercial corridors—especially in unincorporated areas.	☐	☐	☒
4.2	Support fan activations that create lasting improvements to public spaces and provide communities across LA County with safe and accessible spaces for celebration.	☐	☒	☒
4.3	Identify partnerships to secure funding that invests in programming, maintenance, and improvements at facilities and gathering spaces that offer youth programming (arts, sports, education, leadership) throughout LA County.	☐	☒	☒

LA County Economic Impact Analysis and Goals Framework for 2028 Olympic and Paralympic Games				
Goals and Objectives		Related Commitments in LA28 Impact and Sustainability Report	Benefits from County Partnership with LA28	County has Independent Goals and Commitments
5	Protect Vulnerable Angelenos: Low-income communities, unhoused neighbors, and other vulnerable populations face new risks and challenges as the Games approach. The County must ensure that the Games serve to benefit all Angelenos—regardless of income or background.			
5.1	Identify interim and long-term housing and homelessness services to preemptively support unhoused individuals.	☐	☐	☒
5.2	Strengthen protections for vulnerable residents, immigrants, and underserved communities throughout LA County.	☐	☒	☒
5.3	Explore anti-displacement and capital reinvestment strategies for Games venues, cultural venues, mobility hubs, hospitality centers, and commercial corridors that anticipate future development.	☐	☐	☒
6	Showcase Cultural Diversity: LA County is one of the most diverse and creative regions in the world. The Games create an opportunity for residents and businesses to share their unique communities on a global stage.			
6.1	Partner with LA28 and the City of Los Angeles to embed a tourism guide and bundled ticketing packages into the Games ticketing system or Official Games app to highlight the region's amenities and diverse cultural assets.	☐	☒	☒
6.2	Connect foreign delegations with diaspora, ethnic enclaves, and cultural districts to expand opportunities for visitor engagement and economic partnerships.	☐	☐	☒
6.3	Recruit and train a diverse volunteer and worker base through existing community and youth programs.	☐	☐	☒

LA County Economic Impact Analysis and Goals Framework for 2028 Olympic and Paralympic Games				
Goals and Objectives		Related Commitments in LA28 Impact and Sustainability Report	Benefits from County Partnership with LA28	County has Independent Goals and Commitments
7	Unite the Region: Preparations for the Games will provide opportunities for new forms of collaboration between the County and its 88 municipalities and unincorporated areas. By strengthening partnerships between the public, private, and philanthropic sectors, regional improvements can be scaled to capitalize on global attention.			
7.1	Develop an online platform to support Games-related communication, small business contracting and local hire opportunities, and countywide initiatives.	☐	☐	☒
7.2	Establish a countywide fund to support the implementation of legacy supporting recommendations through direct investments, grants and loans, and sponsorship opportunities.	☐	☐	☒
7.3	Expand capacity and infrastructure for permanent coordination of sports and entertainment economic impact opportunities in the LA County region.	☐	☐	☒