



Board Report

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**AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE
OCTOBER 23, 2024**

SUBJECT: PARIS 2024 LESSONS LEARNED REPORT

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the report on lessons learned by Metro staff that observed public transport for the 2024 Paris Olympic and Paralympic Games.

ISSUE

By some measures, the 2028 Summer Olympic and Paralympic Games will be the largest transportation event held in the United States. With over one million spectator trips expected per day, the anticipated activity is equivalent to hosting seven Superbowls each day during the Olympics and two Superbowls each day during the Paralympics. To allow Metro staff to experience and learn from the challenges of planning for and executing transportation for a global mega-event firsthand, staff developed an Observation Program for the 2024 Paris Olympic and Paralympic Games in collaboration with LA28 and the City of Los Angeles.

BACKGROUND

During every Olympic and Paralympic Games, the International Olympic Committee (IOC) organizes an official observer program that is intended to allow staff from future host cities to learn about the work required to host the Games. Due to the COVID-19 pandemic, the official observer program was canceled for the 2020 Tokyo Games. As a result, Paris 2024 represented the only opportunity for Los Angeles agency staff to observe a summer Games before 2028.

While some Metro staff were granted access to participate in official observer sessions offered by the IOC, Metro organized a wide variety of complementary programming. This programming allowed subject matter experts to learn in-depth about how Paris handled challenges relating to their individual areas of specialization.

Metro Departments represented in Paris included:

- Office of the CEO
- Office of Strategic Innovation

- Operations
- Countywide Planning & Development
- Chief People Office
- Customer Experience
- System Security and Law Enforcement
- Office of the Inspector General
- Office of Civil Rights, Racial Equity, and Inclusion
- Office of Board Administration
- Ethics

The Observation Program agenda included the following:

- 95 unofficial observation opportunities at key venues and stations and ride-alongs of rail lines and supplemental bus services during peak times.
- Participation in 67 tours and presentations offered by the City of Paris, such as a visit to the city operations center and tours of new active transportation infrastructure built for the Games. These sessions explained the “how and why” behind key decisions and initiatives for the Games.
- Participation in 20 meetings and workshops led by local government officials and companies, such as the French national railway (SNCF), the largest Paris transit operator (RATP), and the regional transportation authority Ile-de France Mobilités (IdFM). These sessions allowed for knowledge exchange with technical experts and observation of control centers, bus facilities, volunteers, and key stations.
- Participation in 28 official/credentialed sessions offered by the IOC, which included access to venues and briefings from key staff involved in organizing Games transportation.

Alongside this report, Metro staff is developing an extended document that summarizes specific technical observations and lessons learned from Paris, and will also reflect feedback from the Metro Board members who were also able to participate in the delegation trips.

Last, participating staff will share their experiences with the rest of the agency in an upcoming all-hands meeting.

The lessons learned described in this report will influence how Metro prepares for upcoming mega-

events like the 2026 World Cup and 2027 Superbowl, in addition to the 2028 Games.

DISCUSSION

Metro's high-level takeaways from the 2024 Paris Olympic and Paralympic Games are as follows:

- Coordination was evident in the Games experience, such as the clear and consistent sign and wayfinding program starting at the points of arrival. Despite jurisdictional complexity, the Paris region was able to deliver seamless and legible wayfinding and messaging, successful live sites, and overall positive crowd management. Multiple mobile apps were deployed - for tickets, events, and transit. The apps themselves had some useful features, including specific transit exits that get the user closer to Olympic venues, in-app notifications and more. Ensuring a single data source and coordinated messaging via apps will contribute to a positive experience. Metro must engage stakeholders in advance to ensure that customers have access to high quality, consistent information.
- Volunteer training and presence resulted in an improved feeling of safety and reduced anxiety for travelers unfamiliar with Paris. RATP sourced volunteers from students on vacation, family members of staff, and relied less on redeployment of agency staff. City of Paris had a large volunteer program serving areas around (but not inside) venues.
- Security had a visible presence that resulted in a safe Games. Security planning is linked with transportation planning for a national security event, and early coordination and establishment of a unified command structure to build relationships can lead to better outcomes and fewer unintended points of confusion and congestion.
- Early and intentional engagement with local businesses is necessary. Many restaurants, museums, and retail stores that would otherwise have closed during August remained open in anticipation of Games crowds. Thoughtful engagement for vendors at station activations and Mobility Hubs can ensure that small and local businesses benefit.
- Live sites and open streets were essential in making the Games accessible to everyone, regardless of whether they attended a single event. Local agencies responsible for planning these sites (if they choose to do so) should expressly include transit access as a criterion to ensure high levels of use by visitors and locals alike.
- Spectators were expected to travel, particularly walking, significant distances in order to access venues from the nearest transit station. During periods of extreme heat, this underscored the importance of shade and water stations to ensure the safety and comfort of attendees.
- Paris relied heavily on their extensive rail network to provide spectator transportation. Given that the majority of this legacy system is not accessible with elevators and escalators, customers with limited mobility used accessible fleet cars and the bus system, which were impacted by street closures and security perimeters. Clear promotion of these services and thoughtful service design that minimizes long travel distances between drop off and venue will ensure they are well used.
- Flow Management was key. Crowd management was coordinated, including designating transit entry points as entrance or exit only to support the better flow of traffic, as well as throttling

the number of people allowed into a station at a time to prevent crowding underground. Paris Metro had frequent rail service to accommodate large crowds exiting from venues. Paris has 16 lines and 320 stations. Metro has six lines and 108 stations. The Games Enhanced Transit system will be critical to the efficient movement of people.

Near-Term Improvements

Based on observations and lessons learned in Paris, Metro plans to implement the following improvements:

Operations

- Metro will pilot best practices for crowd flow management during special events to minimize wait times and ensure safe movement.
- Metro will encourage implementation of a unified transport command center for the 2026 World Cup.

Safety and Security

- Metro continues to advocate for early engagement between security and transportation planning teams in order to maximize safety while facilitating efficient transit operations.

Customer Experience

- In response to the first-hand experience of staff that used digital tools in Paris, Metro will work with regional partners to develop a data and digital governance strategy ahead of the Games.
- The wayfinding program in Paris was highly effective. Metro is leading a newly established subcommittee of GME partners focused on delivering a world-class wayfinding program for the Games.

Planning

- Shade was crucial in Paris given the extreme heat and long walks required to reach some venues. Metro will engage regional partners at the upcoming Summit for Shade and Shelter on ways to expand access to shade across the county.

Accessibility

- Metro is working with regional partners to ensure that accessibility is a key consideration for all Games-related workstreams and has established a new accessibility subcommittee comprised of subject matter experts from Metro and other GME agencies.

Detailed tables in Appendix A provide an overview of key observations by Metro staff in Paris, as well as the relevant lessons learned for Metro as the agency works to prepare for the 2026 World Cup, 2027 Super Bowl, and 2028 Olympic and Paralympic Games.

EQUITY PLATFORM

Based on Metro staff observations, the Paris Games launched several equity efforts that were intended to address historical disparities between the wealthier urban core of Paris and its lower-income suburbs, which are home to large immigrant communities. Festivity sites were set up in each arrondissement (district) of Paris and were free and open to the public with programming throughout the Games period. These sites made it possible for residents to feel like they were a part of the Games even if they were unable to attend competition events. The development of new rail lines ahead of the Games was also done with an eye on improving accessibility to underserved neighborhoods and reducing travel times for those who travel between suburbs.

Staff observed equity issues in Paris. People experiencing homelessness, including many recent immigrants, were disproportionately impacted by the Games, with relocation from Paris to outlying towns and other parts of France. Major areas of the city were closed to accommodate security perimeters and large crowds, which meant that some residents had limited access to their neighborhoods. Equity challenges extended to those who attended the Games. People with disabilities contended with accessibility challenges at historic transit stations which lacked accessible paths of travel and in the first/last mile between stations and venues. Finally, attendees often needed to walk significant distances from transit stations to venues, and then to their seats. This proved challenging for older adults, particularly amid the extreme heat in Paris.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The Paris Observation Program, and the lessons learned contained in this report, will help further the development of the Mobility Concept Plan and inform project selection and design in addition to workforce planning and other components such as volunteer training and customer service amenities. The MCP supports strategic goals #1 “Provide high-quality mobility options that enable people to spend less time traveling, #2 “Deliver outstanding trip experiences for all users of the transportation system,” and #4 “Transform LA County through regional collaboration and national leadership” by providing a roadmap and strategy to deliver permanent transit and transit-supportive projects and programs that can help serve the 2028 Games.

NEXT STEPS

Metro will continue to advance the implementation of the Mobility Concept Plan through collaboration with other GME partners. The lessons learned contained in this report will inform Metro’s planning and delivery of service for the 2028 Games, including the development of project implementation plans, the Games Enhanced Transit System, customer experience plans, safety and security plans and strategies, transportation demand management strategies, first/last mile strategies, and temporary workforce planning.

ATTACHMENTS

Attachment A - Detailed Observations and Lessons Learned by Focus Area

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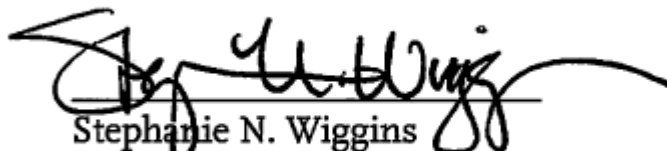
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Attachment A: Detailed Observations and Lessons Learned by Focus Area

Operations

| Observation | Lessons Learned |
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| <p>Paris relied on thousands of temporary workers to fulfill their workforce needs for staff at stations, bus operators, etc.</p> <p>One transportation provider re-deployed their non-frontline staff and their families to fulfill their temporary workforce needs for staff at stations, and any other in the field information support.</p> | <p>Metro has over 2,000 non-frontline staff that already have a baseline level of familiarity with the transit network and the region. These staff could be temporarily assigned to public-facing roles during the Games.</p> <p>If temporary workers are hired, Metro needs to be prepared to train these staff as they will have no experience with the local context or Games-specific rules and regulations.</p> |
| <p>Paris was able to accommodate surges in ridership during the Games easily due to their robust network and high capacity, with trains running every two to five minutes all day. This was helped by the high amount of redundant infrastructure present on the network which helped to mitigate the impacts of disruptions and keep service operating. Excess capacity was available because the Games took place during the summer vacation period in France.</p> | <p>Metro should prioritize projects that improve the frequency and reliability of our bus and rail network for the Games and beyond in order to improve the customer experience. In addition, Metro should engage in contingency planning to maximize preparedness in the event of service breakdown.</p> |
| <p>Security perimeters and personnel impacted transit operations. Some stations were closed, buses were unexpectedly detoured, and police vehicles frequently blocked bike and bus lanes. This led to confusion and required agency staff to adjust their plans repeatedly. In addition, the closure of a series of three stations through the heart of Paris, along with associated security perimeters required bus routes to be truncated and maintenance of way personnel to be stationed remotely to ensure quick response to infrastructure issues.</p> | <p>Coordination, relationship-building, and clear governance between transport and security teams is important to ensure a seamless experience for 2028.</p> |

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| Supplemental bus service provided additional transit capacity but was clearly less central to the mobility strategy in Paris than it will be in LA. Since a rail option was almost always available, most chose to use the train to reach key destinations. | Since supplemental bus service will be a centerpiece of our mobility planning for 2028, Metro will need to make the bus experience as easy, safe, and smooth as possible in order to move people efficiently. Ensuring adequate capacity and throughput, especially through the provision of well-designed and enforced dedicated bus lanes (both temporary and permanent) will be critical both for Games transport and for other key transit lines. |
| The organizing committee asked RATP (the largest Paris transit operator) to provide additional buses and operators in order to support Paris 2024's bus network for athletes. RATP had to work to extend service because events ended later than originally planned. | Metro needs to be prepared to pivot quickly based on evolving conditions. Expectations and conditions related to these possible scenarios should be negotiated and documented with LA28 before the Games. |
| Paris set up a unified transport command center for the Games, and work was done ahead of time to familiarize the different partner agencies in Paris so that they could work together more seamlessly. | Members of the GME and other regional transit agencies should plan to engage in similar levels of collaboration leading up to the 2028 Games. |
| Several key light rail lines in Paris operate with full signal preemption in order to maintain reliability while running at street level. | Metro should continue to pursue the implementation of speed and reliability improvements to the A and E lines (identified in the MCP) in coordination with local municipalities ahead of the 2028 Games. This will speed up service, facilitate higher train frequencies, increase capacity, and reduce travel time variability for riders. |
| The Olympic Route Network of dedicated lanes in Paris was generally managed effectively, with high levels of adherence by motorists. Paris plans to keep some of the signs and technology installed for lane management after the Games to convert some road segments to carpool lanes. | Metro should coordinate with Caltrans and other GME partners to ensure that implementation of the Games Route Network in Southern California is successful and advocate for its use by spectator and workforce transit as well as regular public transit operating during the Games. |
| The regional transport agency constructed temporary bus depots six months before the Games and are | Metro should identify necessary operational plans and required property for enhanced transit service by the end of 2025. |

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| scheduled for decommissioning by the end of 2024 | |
| There were more than 150 daily transit service disruptions. Three times a day there were daily report outs by all transit agency departments to capture needed changes in messaging, service, and troubleshooting. | Real-time customer updates are critical for success as well as having personnel in the field that can quickly make decisions. |
| All bus lanes are shared bus/bike lanes. There was a significant amount of temporary bike parking for private bikes and bikeshare. | Curb-protected bus/bike lanes can be effective, particularly where street widths are limited. The GME should work closely together to ensure integrated planning for all modes. |

Safety and Security

| Observation | Lessons Learned |
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| Scenario-based contingency planning for security incidents was vital. When the sabotage attack on the French high speed rail network occurred, the pre-planning work and exercises helped to reduce confusion. Other scenarios were mapped out for incidents ranging from a medical emergency to a major attack. | Metro should engage in contingency planning exercises with all partners ahead of 2028, including tabletop rehearsals and drills. |
| Law enforcement and security duties were shared among different agencies, and they did not directly interact with one another. Some resources were brought in from different areas of France that had limited knowledge of Paris or languages other than French. Their deployment would vary each day, resulting in a lack of consistency and a missed opportunity to improve through increased familiarity with a given location. | As Metro prepares to increase security staffing for the Games, consideration should be given to how to ensure adequate training on key information such as the transit operations plan and using tools to interact with riders that do not speak English. |
| Law enforcement and volunteers were rarely seen onboard trains but were frequently deployed in stations and around venues. The lack of staffing in some areas meant that spectators could not ask for help as easily if needed. | Metro should consider how to distribute security and customer service resources (i.e, ambassadors) in order to maximize coverage and minimize response times. Visible and consistent deployment will improve outcomes. |

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| Metro staff frequently remarked that they felt safe on the rail system in Paris at all hours of the day and night, with only a few exceptions. There were relatively few visible instances of crime and people generally were respectful of others. | Continued priority of safety for existing riders will benefit Games attendees. Specifically, lighting was a significant factor in the perception of safety. Lighting projects are under development for both inside the rail and bus system as well as inside the stations. |
| The experience on the bus was not always the same as on the rail system. One staffer felt less safe on the bus when the operator made repeated service disruption related announcements in French and there was no mechanism onboard for translation. | Multilingual translation for service disruptions is important on the bus and rail system. |
| The transit agency posted signage of AI video surveillance at stations. | Metro should continue to pilot technology enhancements to safety and security. |

Customer Experience

| Observation | Lessons Learned |
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| The data and technology footprint of the Games was fragmented. There were multiple official apps with transportation information, and the user experience was suboptimal. Most opted to use third party apps like Google Maps instead, but they did not always display up to date information about security perimeters and road closures. | <p>Metro should include:</p> <ul style="list-style-type: none"> • Data standards for GME agencies providing open data to third party apps such as GTFS, including more robust real-time data that can show bus detours. • A single source of truth for transportation data such as schedules, GIS files, etc. • Business logic for how users should be routed in trip planners for efficiency and safety • Geofences to manage congestion, pick up and drop off locations, and micromobility parking near venues and security perimeters • Early and frequent engagement with third party app developers. • Working towards app consolidation wherever possible to avoid a fragmented user experience. |

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| <p>Customer information was frequently updated and available through a variety of channels and in multiple languages. Agencies closely monitored the time between when an incident occurred and when customers at different levels were notified (those directly impacted, others riding the system, etc.).</p> | <p>Metro should prepare to augment its staffing for dissemination of service alerts and other critical information. Staff should be on-duty throughout the service day.</p> |
| <p>Wayfinding signage is critical to the customer experience. Paris used temporary materials with a consistent look and feel to provide guidance to spectators. For example, line diagrams on trains had special markings for stations that were close to venues using a consistent shade of pink. People became accustomed to looking for pink signs when traveling to Games sites.</p> <p>Transit stations near large venues where long queues were expected had overhead signage giving estimated wait times from pre-determined locations along the queue.</p> | <p>As venue information is finalized, Metro should work with LA28 to understand the plans for a consistent visual identity and begin identifying locations where supplemental signage is needed. Metro will also need to coordinate closely with all transit partners on signage at intermodal facilities like mobility hubs.</p> <p>Many wayfinding lessons can be implemented now (i.e. floor decals with walking directions to venue exits, QR codes on signage for detailed public info, ADA accommodations with duplicated signage on pillars).</p> |
| <p>Thousands of volunteers were used to bolster staffing at venues and festivity sites. The ubiquitous presence of staff helped create a perception of safety and added to the upbeat atmosphere in Paris.</p> | <p>Metro should evaluate how to incorporate volunteers into its staffing strategy, potentially in collaboration with the City of Los Angeles and LA28. This work needs to start as early as possible.</p> |
| <p>Restroom access was provided through a combination of permanent and temporary infrastructure. Many rail stations in Paris had self-cleaning public restrooms (sometimes requiring a fee of one euro or the user to tap a valid fare card), but the cleaning cycles were slow and not always fully effective. Temporary restrooms were set up outdoors at key locations to provide additional capacity.</p> | <p>In addition to the recently approved expansion of station restrooms, Metro should evaluate opportunities to partner with local cities on temporary restroom infrastructure for the Games to accommodate large crowds.</p> |
| <p>Stations and vehicles were clean and inviting, despite their age. Anecdotally, some local residents remarked that they had never seen such a high level of cleanliness on the system. This markedly</p> | <p>High standards of cleanliness should remain a focus, testing different strategies for other major events leading up to the Games.</p> |

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| improved the feeling of safety and the customer experience. | Metro is sourcing the cleaning products used in the Paris Metro system to pilot on the Metro system before the end of this year. |
| Paris has a strong culture of transit usage for both locals and visitors. Visitors were willing to rely on transit even if they do not frequently ride in their everyday lives. | Building LA's transit culture through customer experience improvements and marketing is important if we are to challenge the prevailing car-centric mindset in the region and achieve the desired mode shift during the Games and beyond. |
| The transit agencies metered entries at busy venues and stations using a combination of access control strategies (such as using one-way entry and one-way exit at many event stations) and staff from both law enforcement and transit police. Purple and green shirt volunteers used foam fingers and "i" information mounted above their stations to assist with crowd flows. | Crowd management should be a key area of focus of planning as well as operation. |
| Stations used overhead projector floor decals for wayfinding and prominent real time arrival displays on the platforms. Transit app supported reporting of crowding on rail lines, stations, and buses. The region had a unified ticketing platform for all local and regional transport. | Leverage technology in creative ways to enhance the customer experience. |

Planning

| Observation | Lessons Learned |
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| Paris intended for bicycling to form a small but notable portion of its transportation strategy for the Games. Based on the observations of Metro staff, the bicycle infrastructure was impressive, but most people opted to walk or take transit to venues. This could have been due to a combination of a difficult to use bikeshare app, extreme heat, and limited wayfinding guiding cyclists to venues. | Cycling can be a key strategy for venue access in 2028 if there is high quality infrastructure and a seamless experience for those using bikeshare. Additionally, closing streets to cars can offer broad benefits to people biking and walking to and from venues, while intentionally connecting visitors and locals to commercial neighborhoods. |

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| Cycling competitions were a notable exception. | |
| Attendees dealt with extreme heat and occasional rain in Paris. Paris has a robust tree canopy and added significant temporary infrastructure (water stations, restrooms, additional shade), but many areas remained unshaded. In addition, some sites required walking through a dirt queuing area which became muddy quickly after heavy rain. | Many areas around Metro stations in LA County require significant upgrades in order to provide enough shade and improve walking conditions. Ensuring that a strategy is in place to mitigate exposure to extreme heat and inclement weather is essential to ensure rider safety and comfort. |
| Stations felt well integrated into their surrounding neighborhoods helped by programming near many stations that created an engaging environment. | Transit-oriented development around Metro stations is crucial, but programming at stations can help make the environment more inviting and improve the perception of safety. |
| Dozens of fan zones were the epicenters of the Olympic festivities, accessible free of charge to all Parisians and tourists. These venues were not limited to broadcasting sporting events. They were transformed into real meeting points for all, offering a variety of activities, from live music to catering, all in the spirit of conviviality and sharing culture. | Union Station could be a similar fan zone to provide sport access to all. This could help in long-term activation of Union Station. Local agencies should incorporate consideration of transit access into the selection and planning of live sites, if they elect to do so. |
| The City of Paris created an initiative to transform 15 main arteries to promote pedestrian traffic, adding more water fountains and misters which they refer to as refreshing oasis spots for those frequent hot days. Paris has many low-cost innovative solutions for first-last mile connectivity and traffic calming, especially around schools including barricades, planting beds, fruit trees, and benches. | Metro, in collaboration with other GME partners, should consider strategies for addressing climate change as part of the legacy projects related to mobility hubs, first-last mile improvements, and key station improvements. Open streets could also be a portion of this strategy. For example, retractable bollards could be installed to create temporary car-free zones for events like CicLAvia and festivals. |

Accessibility

| Observation | Lessons Learned |
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| The Paris transit system was challenging to use for those with limited mobility, families with strollers, or people carrying luggage. Many rail stations required navigating large numbers of stairs and elevators were not usually available. | Metro's system is ADA compliant and more universally accessible as a baseline. However, ADA is a minimum, and the provision of accessible amenities is not enough to provide dignified transportation for everyone. For example, elevators must be well-lit, safe, functional, and easy to find. Accessible routes should be clearly marked. Fonts and sign placement must be legible. Metro should consider how to establish a higher bar and implement processes to incorporate it into project planning and operations. |
| Long walks from the nearest rail station were often required to access venues. A reservation-only accessible shuttle system was available, but many people that did not reserve ahead had to endure long walks in the heat or rain. | Metro, in collaboration with LA28 and local municipalities, must work to ensure that walk distances to venues are manageable and/or provide readily available alternatives for those unable to walk very far (i.e. bike taxis). |
| Paris had a clear handoff structure in place between jurisdictional zones (transit agency, city, venue) for staff that were assisting people with disabilities. | Metro must be prepared to work with staff from a variety of jurisdictions in order to ensure a seamless experience for those with disabilities that require additional assistance. |
| Paris24 utilized local transit agencies to assist with Paralympic athlete transportation. Paralympic athletes traveled on older buses retrofitted to accommodate multiple wheelchairs. Plastic mobile ramps were used to load and unload the athletes. These buses sometimes lacked adequate air conditioning which led to discomfort. | If LA28 uses a similar model, the condition of the transit buses should be high quality. |
| Ile de France Mobility raised transit fares during and between the Olympics and Paralympics to help finance the Games. While locals were given ample notice prior to the increase, it represented an equity issue that disproportionately impacted lower-income residents and visitors during a period of extreme heat, | To encourage transit ridership and support improved services before, during, and after Games, Metro will continue to pursue the incorporation of transit passes in venue tickets. |

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| which made walking long distances more difficult. | |
| The Paris buses have designated areas for older adults, people with disabilities, pregnant folks, and people with strollers. | Metro could incorporate people with strollers and pregnant women into the priority seating messaging now, both on the buses and trains. This type of improvement is supported by Metro's How Women and Girls Travel Study. |



Paris 2024 Lessons Learned Report



Metro

October 23, 2024

Background

- Metro Board Members & Key Metro staff participated in the following activities:
 - Unofficial observations
 - City of Paris tours
 - Meetings with local officials
 - Official IOC observer sessions



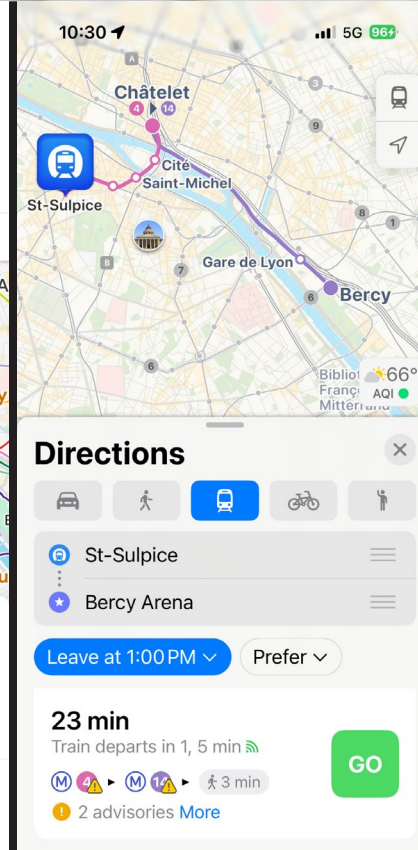
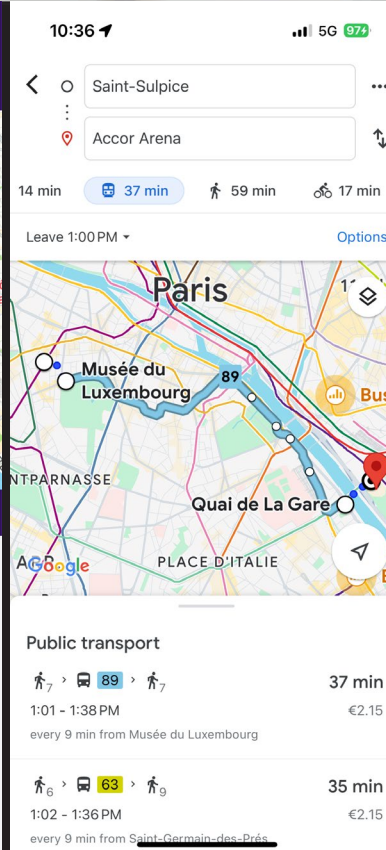
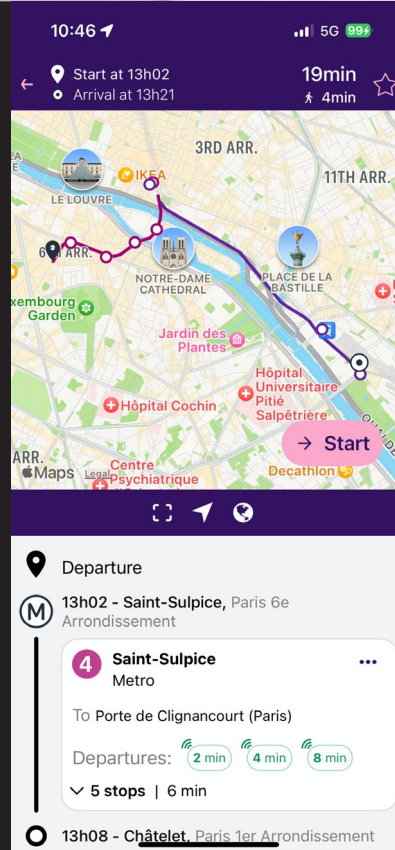
High Level Takeaways: Coordination

- Coordination on event delivery was effective between different jurisdictions
 - Safety/security
 - Wayfinding/messaging
 - Crowd management
 - Mobile app information was less consistent
- > Interagency coordination and coordination with the private sector is crucial to ensure clear and consistent information



Example Journey – Mobile App Data

- Saint Sulpice Station to Bercy Arena
- Friday Sep 6
- 1:07pm – 1:50pm
- Three different apps showed different routes and travel times. Actual 43 minute journey from shop to seat not reflected accurately in any of them.



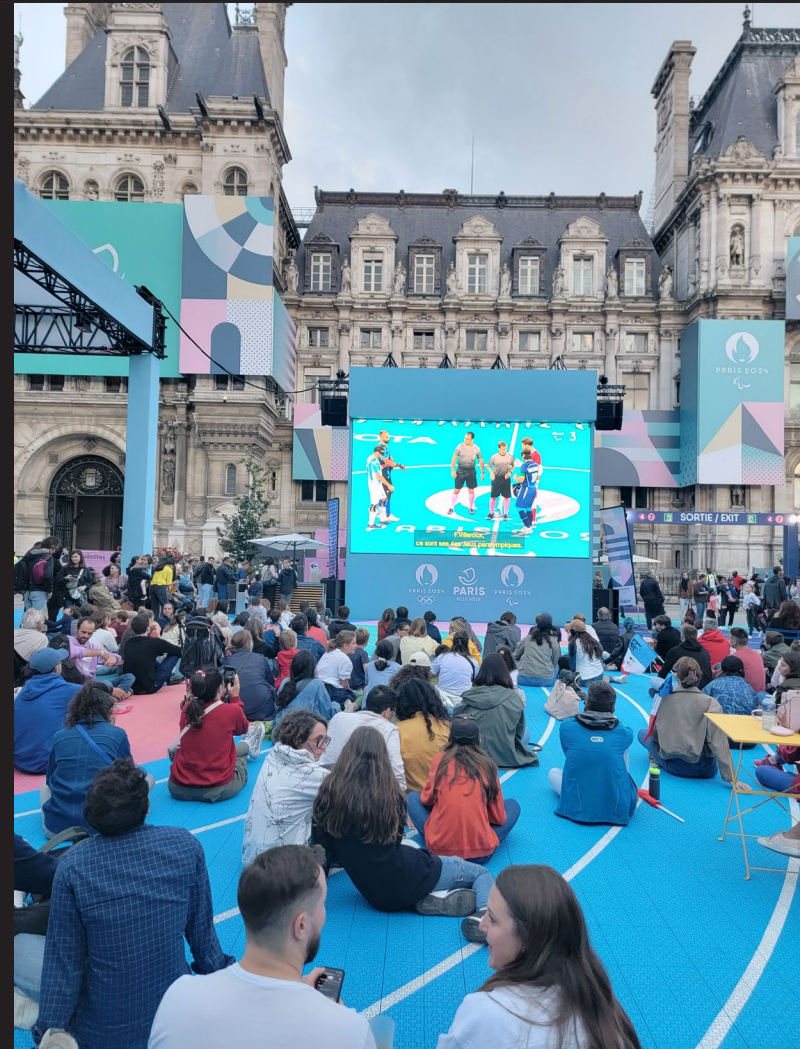
High Level Takeaways: Security and Staffing

- Law enforcement had a visible presence and people felt safe
 - Volunteers helped fill in gaps and help spectators navigate
 - Security deployment at transit stations was extensive
- > Integrate security and transportation planning early. Establish a unified command structure and identify workforce needs as early as possible.



High Level Takeaways: Live Sites

- Live Sites and open streets made the Games accessible to everyone in Paris and created excitement
 - > Live Sites should be accessible by existing public transit and integrated into wayfinding.



High Level Takeaways: Transit and First/Last Mile

- Paris had robust rail capacity and did not rely as heavily on buses
 - Spectators sometimes walked long distances to venues from the nearest stations
 - Active transportation, including open streets, complimented transit
- > Transit customer experience and design are the difference between a good experience and a great one. Planning for heat should be integrated into transportation preparations.



High Level Takeaways: Wayfinding

- Paris24 design was eye-catching and effective
 - Heavy use of temporary materials
 - Signage was at times missing or damaged by the end of Paralympics
- > Wayfinding requires dedicated staff time and coordination in order to be a legacy of the Games.



High Level Takeaways: Accessibility

- No ADA in Paris – stations often lacked elevators and had many stairs
 - Newer stations had accessibility improvements
 - Signage and first/last mile segments were not always designed to accessible standards
 - Expect many customers with disabilities to attend Olympics and Paralympics
- > ADA should be our baseline. Universal Design should be our goal.



Near-Term Actions

- Pilot best practices for crowd flow management at special events
- Create wayfinding and accessibility subcommittees
- Establish a data and digital governance strategy
- Participate in unified transport command center for 2026 World Cup
- Source and pilot cleaning products in existing stations
- Finalize workforce estimates and strategy



Request to 2028 Games Ad-Hoc Committee

- RECOMMENDATION
 - Receive and file.

NEXT STEPS

Publish official report of Lessons Learned incorporating detailed feedback from Board members and staff.