Achieving a Zero-Emission Area in Los Angeles

A PLANNING GUIDE
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- Sissy Trinh, Southeast Asian Community Alliance

**COVER PHOTO**  
LA Metro
KEY TERMS

COMMUNITY ENGAGEMENT
Community engagement is a continuous process in which groups of people (affiliated by a multitude of lived experiences) work collaboratively to address issues affecting the well-being of those people. When community engagement is conducted, systems of power are fundamentally challenged and renegotiated.

ELECTRIC VEHICLES (EVs)
While the C40 Green and Healthy Streets declaration is technology-neutral, this document uses the term “EVs,” because electric vehicles are the most widely available zero-emission vehicle. In addition, while many types of EVs exist, in this document the term refers to vehicles with zero GHG tailpipe emissions, most commonly battery-electric vehicles that do not run on an internal combustion engine.

RIDE-HAILING
Options where a rider hails or hires a personal driver to take them to a direct destination without additional passenger stops. In this plan, ride-hail refers mostly to app-based ride-hail companies given the significant drop in certified taxis in Los Angeles over the past seven years.¹

WALKING AND ROLLING
In Los Angeles, there is a preference for use the terms “walking” and “rolling” together to define people who walk, either on their own or with mobility assistance such as a wheelchair or other aids, as well as people who are riding or using a bicycle, cargo bike, scooter, skateboard, longboard, roller skates or blades, or other micromobility (a range of small, lightweight devices operating at speeds typically below 15 mph and ideal for trips under 10 km).² Specifically, people in wheelchairs or who use other mobility aids are considered pedestrians because they use sidewalks and never streets.

² ITDP, Defining Micromobility, 2019.
INTRODUCTION

The climate crisis is real. There are more frequent wildfires, heat waves, and droughts in Los Angeles—we must act immediately. Transportation, including personal vehicles and freight, accounts for 40 percent of the greenhouse gas (GHG) emissions in Los Angeles and is a top contributor to air pollution.

While Los Angeles is often perceived as car-centric, many of the city’s residents—including people of color, immigrants, and low-income families—rely on public transit, bicycling, and walking to get around and live their lives. For far too long the most diverse and disadvantaged of Los Angeles’ communities have been burdened by toxic air caused by gas-powered vehicles. The City is set to transform its streets and make it easier for people to thrive.

In 2017 Los Angeles Mayor Eric Garcetti signed C40’s Green and Healthy Streets Declaration, which includes a commitment to establish a major area of the city as zero-emission by 2030. Zero-emission areas (ZEA) seeks to reduce greenhouse gas emissions and air pollution by working with the community to transition to zero-emission mobility. A ZEA is a diverse set of mobility interventions that together enable:

- Fewer vehicles overall
- All trips as zero-emission

A ZEA in Los Angeles would combat climate change by making it easier and faster for people using transit, driving clean cars, biking, scooting, or walking to get around. A ZEA would also create positive health benefits by decreasing air pollution and making streets safer for walking and rolling. In Los Angeles, a ZEA will be successful by moving forward in collaboration with the community and addressing equity.

This guide, created by the Institute for Transportation and Development Policy (ITDP), explores possible opportunities for a city like Los Angeles in achieving a zero-emission area. Through feedback from technical and community experts as well as reviewing existing City and regional plans, this guide offers a model for a ZEA that is uniquely Los Angeles.
## Table 1. Ways of Traveling Through the ZEA in 2030.

### Individual and Personal Trips

<table>
<thead>
<tr>
<th>Type</th>
<th>2030 Mode Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents who live in a ZEA</td>
<td>Public transit, walking, rolling. Shared, ride-hail, or personal EVs. Some temporary exemptions or extensions could be made for cost-burdened households where alternatives are not available or viable.</td>
</tr>
<tr>
<td>L.A. County and City of L.A. residents who work in a ZEA</td>
<td>Public transit, walking, rolling. Shared, ride-hail, or personal EVs. Some exemptions or extensions could be made for cost-burdened households where alternatives are not available or viable.</td>
</tr>
<tr>
<td>People passing through a ZEA en route to another destination</td>
<td>Public transit, walking, rolling. Shared, ride-hail, or personal EVs</td>
</tr>
</tbody>
</table>

### Services and Deliveries for a ZEA Neighborhood

<table>
<thead>
<tr>
<th>Type</th>
<th>2030 Mode Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small deliveries and couriers (food, flowers, medicines, etc.)</td>
<td>Light-duty EVs as well as e-cargo bikes and EV cars, vans and trucks</td>
</tr>
<tr>
<td>Residential freight and loading (packages, furniture, moving vans)</td>
<td>Light- and medium-duty EV trucks and vehicles</td>
</tr>
<tr>
<td>Business to business deliveries (retail, grocery stores, restaurant, hotel freight)</td>
<td>Light- and medium-duty EV trucks and vehicles</td>
</tr>
<tr>
<td>Municipal residential services (trash, recycling)</td>
<td>Medium-duty EV trucks and vehicles</td>
</tr>
<tr>
<td>Building and landscaping services (electricians, repairs, plumbing, tree trimming)</td>
<td>Medium-duty EV trucks and vehicles</td>
</tr>
<tr>
<td>Emergency vehicles (fire, police, ambulance)</td>
<td>Moving toward EVs. By 2021, 100% of all new municipal sedan procurement shall be zero-emission in Los Angeles.</td>
</tr>
</tbody>
</table>

## Designing a ZEA in Collaboration with the Community

In Los Angeles, a ZEA can achieve success by working in partnership with the community, identifying their mobility needs and creating strategies together to meet the ambitious deadline of 2030. Specific designs and configurations of how the City will realize its goals will be developed alongside neighborhood residents and align with their needs. The role of ZEA planning is not to inform communities of the project, but to co-create the goals and strategies to get toward a zero-emission neighborhood. Best practices for engaging with community residents where a ZEA will be based are laid out in more detail in section 6.

In addition to the residents of a ZEA, there are other stakeholders, all of whom require different levels of engagement and involvement in planning a ZEA. Identifying the stakeholders and their level of public participation is a key first step to be done alongside community members, ideally using the public participation spectrum as a tool.  

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**TIMELINE TO 2030**

**Figure 1. Sample Timeline to 2030**

**2022**
- Curbside priority for EV freight and ride-hails

**2023**
- 50 public chargers installed

**2024**
- Community education campaign on EVs

**2025**
- Safety pilots for High Injury Network
- 5 school zone safety pilots

**2026**
- NextGen Bus Plan
- Zero-emission buses deployed
- Safety improvements in 5 priority schools

**2027**
- CicLAvia event
- 5 bus-only lanes complete
- Electric school buses deployed

**2028**
- Transit street weekend monthly pilot
- 10 new bus stations complete
- Vision Zero public safety campaign

**2029**
- Transit street weekday pilot
- Bus signal priority initiated
- No streets in the High Injury Network

**2030**
- FINAL GOALS
- Permanent transit street
- Metro Rapid routes 100% BRT in the ZEA
- All school zones in ZEA are walk-and-roll-friendly
- All ride-hails in ZEA are EVs
- Neighborhood has full network of bike/micromobility lanes

**2022**
- 1-2 blocks of bike/micromobility lanes

**2023**
- 4-5 blocks of bike/micromobility lanes

**2024**
- 10-15 blocks of bike/micromobility lanes

**2025**
- 5 bus-only lanes complete

**2026**
- 10 new bus stations complete

**2027**
- Safety improvements for High Injury Network
- Vision Zero public safety campaign

**2028**
- Bus signal priority initiated

**2029**
- Safety pilots for High Injury Network
- Electric school buses deployed

**2030**
- Final goals

**People-First Streets**
- CicLAvia event

**Bus Transit**
- NextGen Bus Plan
- Zero-emission buses deployed

**School Zones**
- 5 school zone safety pilots

**Vision Zero**
- Safety pilots for High Injury Network
- Safety improvements for High Injury Network

**EVs**
- Curbside priority for EV freight and ride-hails

**Bike Safety**
- 1-2 blocks of bike/micromobility lanes
According to the C40 Green and Healthy Streets Declaration, a zero-emission goal is to be achieved by 2030. This gives the project and community members almost a decade to pilot, test, reconfigure, and work toward the ambitious goal. At this stage, the project cannot predict the challenges and opportunities that the City and community members will face over the course of this planning and implementation, so while the following provides guidance, it also recommends keeping some flexibility and openness to adapting and innovating continually.

The first five years of ZEA planning should include an emphasis on planning alongside community members and rolling out projects already planned or in the pipeline. The City must select the neighborhood (or neighborhoods) and develop a community engagement partnership with the community to develop a shared vision supported by objectives, goals, and metrics. Working with the best practices laid out in section 6 is key to aligning a ZEA with real community needs and implementing the guide in an equitable way that acknowledges past harms and current challenges.

THE FIRST FIVE YEARS ARE A TIME TO EXPLORE PILOTS OR TEMPORARY MEASURES TO SUPPORT AND ENABLE DEEPER COMMUNITY PARTICIPATION AND ENGAGEMENT. PILOTS COULD INCLUDE TEMPORARY OR PEAK-ONLY BUS LANES, REGULAR OPEN STREET EVENTS, OR ROAD SAFETY CONFIGURATIONS.

The City should also conduct an inventory of existing plans and planned projects to understand the implementation gaps and a two- to three-year timeline for the specific location. This should include an assessment of whether existing plans are likely to achieve the shared project objectives with the community or if some planned projects will need to be reprioritized or adjusted. The City and community members must also identify what new infrastructure or policies will need to be developed.

In addition, the City would need to begin planning, designing, and securing funding for any new infrastructure and policy changes needed by 2030 within the first phase, given the long timelines for applying and receiving grants or funds as well as construction. Legal changes needed at either the city or state level should also be identified as early as possible as well.

Table 2. Sample Timeline of Actions Needed Toward ZEA in 2030.

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<tr>
<th>Actions</th>
<th>2022</th>
<th>2023</th>
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<th>2025</th>
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<th>2027</th>
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<td>Select neighborhood(s)</td>
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<td>Develop community engagement plan</td>
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<td>Deploy air-quality monitors/gather baseline data</td>
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<td>Community-centered design process</td>
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<td>Update objectives, metrics, and targets according to community feedback</td>
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<td>Monitor and assess objectives and metrics</td>
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<td>Projects committed pre-2020 continue rollout</td>
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<td>Planning for infrastructure changes</td>
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<td>Planning for legal changes</td>
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<td>Piloting and temporary measures</td>
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<td>Public communication and education</td>
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ZEA SITING AND LOCATIONS

SITE SELECTION METHODOLOGY

For the purposes of analysis and research, ITDP created a data-based neighborhood prioritization process. The methodology prioritizes communities with both a higher burden of air pollution and associated health impacts as well as dense, walkable neighborhoods with significant potential for public transit, biking, and walking. Indicators specifically measured:

- concentration of ozone and particulate matter as measured under CalEnviroScreen;
- concentration of health impacts from air pollution including asthma and cardiovascular disease as measured under CalEnviroScreen;
- the walking environment and street density; and
- traffic density to ensure a ZEA will have a network-level impact and improve congestion across the city.

ITDP prioritized areas with higher than average sustainable mode shares and a built environment that supports further increases in a shift toward walking, rolling, and public transit. ITDP also assessed both census tract-level data on households without car access and walkability to better understand the neighborhoods that fit this description, ultimately using walkability in the final analysis, due to the detail of its data.

Furthermore, in line with the CalEnviroScreen 3.0, this methodology reflects measures of air pollution and health impacts that do not include race, ethnicity, age, or income levels as indicators. However, both CalEnviroScreen and this methodology recognize the strong relationship between air pollution burden and race, ethnicity, age, and income levels. Latinx and Black people, especially children, disproportionately live in areas of high air pollution in California and Los Angeles.

Communities of color in California are exposed to particulate matter 2.5, a toxic air pollutant associated with respiratory and cardiovascular illness, at disproportionately higher rates: Black residents have a 43% higher exposure rate than white Californians, Latinx 39% more, and Asian Americans 21% more. Communities of color are also disproportionately exposed to other pollutants, such as NO\textsubscript{x} and NO\textsubscript{2} emissions, and bear disproportionate rates of associated health impacts.

The methodology ranks census tracts across the whole city (represented in Figure 2). The census tract, as a level of scale, was selected due to the significant availability of data, but a ZEA needs to include more than one tract (typically 10 to 15 city blocks in Los Angeles) to have a measurable impact, preferably determined in collaboration with community members. Low-emissions zones, which have similar goals and have been implemented in cities throughout Europe and Asia, have brought measurable impacts to air pollution with larger zones and a focus on central business districts.
WHERE IN LOS ANGELES?
POTENTIAL NEIGHBORHOODS TO PILOT A ZEA

For the purposes of analysis and research, the project has identified four neighborhoods based on the top-scoring census tracts, using boundaries from neighborhood councils and city council districts to define the potential implementation neighborhood areas. These neighborhoods are Downtown, Central Hollywood, Westlake–MacArthur Park, and Chinatown. In addition, priority neighborhoods in the top 10 include Koreatown, Pico Union, Jefferson Park, South Figueroa Corridor, East Hollywood, and Boyle Heights. The map below illustrates the potential neighborhoods to pilot a ZEA. The process of defining the actual ZEA boundaries will be collaborative with stakeholders, most critically city council districts and community residents.

An equity leader task force was convened to create equitable guidelines for making a final selection of a neighborhood or neighborhoods. The equity leader task force has convened stakeholders representing priority neighborhoods with diverse expertise and backgrounds to provide input and feedback on how to build procedural equity into a ZEA selection process, implementation, and evaluation.

NEXT STEPS IN THE NEIGHBORHOOD SELECTION PROCESS: THE EQUITY LEADER TASK FORCE

Quantitative desk research was conducted on the top four neighborhoods to further understand their demographics, sensitivity to displacement (more information in section 5), road safety, car access and ownership, and mode shares. This analysis can serve as a starting point to understand the neighborhoods while also drawing connections to larger patterns of inequities in connection with air pollution.

GEOPHAGIC PHASING AND SCALING UP

ZEAs have significant potential for scaling up and promoting collaboration across neighborhoods. While a single neighborhood is small for overall city reductions in GHG emissions and air pollution, a ZEA can be replicated and expanded to show transformational power. ZEA neighborhood recommendations also focus on areas with high traffic density, so a ZEA will have a network-level impact on congestion. In addition, many of the identified neighborhoods are adjacent to each other and lend themselves to natural expansion through time. There are opportunities for connections, collaborations, and collective efforts.

ITDP recommends that the City of Los Angeles prioritizes ZEA investments based on the guidance of the site selection methodology and follow a similar approach as the Safe Routes to School program, which has prioritized making improvements near schools with the highest road safety and equity needs first. By focusing on communities with the highest air pollution and associated health issues, a ZEA can have an impact on communities with the most need. This approach would also allow a ZEA project to continually build resources, tools, processes, and funding mechanisms to replicate the innovation across Los Angeles.

An equity leader task force was convened to create equitable guidelines for making a final selection of a neighborhood or neighborhoods. The equity leader task force has convened stakeholders representing priority neighborhoods with diverse expertise and backgrounds to provide input and feedback on how to build procedural equity into a ZEA selection process, implementation, and evaluation.
4

ZEA PLAN STRATEGIES: GETTING TO ZERO

The following guidance aims to prioritize limited resources and leverage existing programs. The final combinations of strategies should be based on outcomes from community engagement (see section 6 for more details). The resulting strategies will be different in every neighborhood and also depend on its existing infrastructure.

ITDP recommends the following prioritization to achieve zero-emission mobility by 2030: Invest more in bus transit, walking, and rolling. A ZEA in Los Angeles must also support moderate- and low-income households and business owners to transition to EVs, as appropriate.

INTERSECTIONAL IMPACTS: RACIAL, ECONOMIC, AND SOCIAL EQUITY

Strategies focused on climate mitigation must also be evaluated through the lens of racial and economic equity. Many climate mitigation strategies can have positive impacts on equity and health, but they can achieve mixed results depending how they are designed, implemented, and monitored. Equity can be achieved through intentional, thoughtful design decisions alongside community partners.

In addition, it’s key that when working toward a zero-emission goal, any project in Los Angeles should not displace current residents, disadvantage communities of color and their present needs, undermine economic gains of small businesses, or put undo economic burden on struggling community members.

This guide has identified initial areas of intersectional impacts that will be addressed throughout planning and can be incorporated in formal ways through project goals. Nonetheless, more exist and should be explored. These initial considerations include:

Gaining Understanding of Displacement Risks

Navigating the economic impacts of transit and mobility investments is complicated and should be treated with care. Some people-first, complete street, and transit investments in cities around the U.S. have led to increases in property values as well as rents. While increased economic activity and rising property values benefit landowners and businesses both large and small, it can also contribute to displacement for renters and low-income households and residents.

Indeed, although transit investments are not the direct cause of gentrification, the most rapidly gentrified areas of Los Angeles are adjacent to newer light rail lines. Adding complexity to the issue, transit and neighborhood investments that could contribute to displacement also make living in the area more affordable. Low-income riders are core users of the Los Angeles public transit system, and when they are displaced, it can contribute to lower ridership.

Over 90% of the census tracts within potential ZEAs are sensitive to displacement as defined by indexes that measure rising property values, neighborhood change, race and ethnicity, and income levels. More than 90% of the residents in all four neighborhoods are renters and do not own their homes. Many of the households across all four neighborhoods also do not speak English at home, putting them at a disadvantage in navigating housing laws and advocating for their rights.

Potential displacement due to mobility investments should be monitored and addressed throughout a ZEA development. This should also include small businesses, especially in historic areas, such as Chinatown. Identifying displacement gaps should be done alongside community members. Many changes happen at a building-by-building level, and additional awareness of the issue can ensure that building owners and managers comply with current laws. More information on potential anti-displacement strategies are in Appendix A.

Incorporating Anti-Racism into ZEA Planning

Many American cities have a long history of racist and exclusionary transportation and housing policies, and these continue to have significant impacts on the health, well-being and economic opportunities of the city’s community of color. Today many people of color continue to live in areas of high-pollution as a result of redlining and racially restrictive housing covenants in the city that have significantly limited housing opportunities for generations. In addition, urban highways, polluting factories, and industrial land uses were built next to or through lower-rent neighborhoods or communities of color, adding to air pollution concentrations. Racism is also evident when people of color walk or roll, such as in traffic violations.

Anti-racism is defined as any measure that produces or sustains racial equity between racial groups and recognizes that the challenges communities of color face are rooted in problems of power and policies. An anti-racist framework was passed by the Los Angeles County Board of Supervisors and applies to agencies across the county. Mayor Garcetti’s Executive Directive 27 also calls on city agencies to address and end structural racism.

10 Urban Justice League on Gentrification and Displacement, 2009
12 Editorial, “Redlining’s Last Stand,” The Nation, October 2018
14 Union of Concerned Scientists, Irresolvable Exposure to Pollution from Vehicles in California. 2009.
16 Kendi, Ibram X. How to Be an Anti-Racist, One World New York, 2019.
This project assembled an equity leader task force to support the creation of equitable processes when selecting ZEA location(s), but it has also been instrumental in learning about shortcomings in equitable transportation planning and implementation. The task force engages with stakeholders on challenges of past government-led community engagement and project implementation, and it discusses best practices for the future. The task force will create recommendations about how to ensure communities have equal footing with the City in engagement, planning, and implementation.

A ZEA should develop and use an anti-racist framework throughout its proposed interventions given the racist legacy of urban planning which has harmed many communities of color. The framework should closely examine proposed interventions of a ZEA to ensure that they will not perpetuate or create new harm to communities of color. Working with the community is key to making these efforts successful as well (see section 6 for more detail). Communities of color may also need differential and targeted support throughout the process, not just at the beginning of the project. The anti-racist work should be an active and continual process throughout the life of the project.

Economic Development Opportunities

A ZEA can also align with changes to street spaces and economic development programs: For example, developing or supporting pedi-cabs or integrating community-based street teams can create jobs while also serving the goals of a ZEA. Economic development must be oriented toward supporting lower-income communities rather than addressing the needs of the business community at large.

In ITDP’s work around the world, the connection between street vending and safe mobility has come up frequently. Street vendors from Mexico City to Nairobi provide convenient services and food near mobility hot spots. Many of them are women and also play a critical role in maintaining safety by providing additional eyes on the street and creating a more hospitable and community-oriented space.

Los Angeles is no exception. Street vendors are critical economic components of many neighborhoods in the city, and including them in the design process will not only support community economic needs but also improve the safety and comfort of the space to all users. ITDP has developed rights for street vendors in Mexico City around the public space, including a specific need to include street vendors in the design process. Los Angeles should also consider street vendors as active participants in a ZEA.

Replacing all personal cars in a ZEA one-for-one with EVs will reduce a significant amount of local air and noise pollution, but it should not be the only goal of a ZEA. Moving toward more sustainable modes is key to getting toward GHG emission reductions to meet the goals of the City’s Green New Deal and the Paris Agreement. A ZEA should incentivize as many trips as possible by walking, rolling, and using public transit.
While the final combinations of strategies should be based on both community input and needs, ITDP recommends prioritizing:

1. more reliable, frequent, and affordable bus service,
2. safety and infrastructure for walking and rolling,
3. people-first streets that restrict vehicle access, and
4. mobility pricing.

**Improve Bus Service and Infrastructure**

Investment in connected, affordable, and safe public transit is an essential prerequisite for meeting all of a ZEA goals around climate change, air pollution, and equity. Investing in public transit can decrease dependency and usage of private vehicles, which can reduce both air pollution and congestion.

ITDP also recommends focusing on buses rather than light or heavy rail due to the significant local and regional coverage, potential for rapid expansion at lower cost, and more prevalent use by moderate- and low-income communities. Improved bus service can also increase access to opportunity and improve quality of life among low-income populations and communities of color, who are the primary users.

Bus ridership in Los Angeles has fallen significantly over the past decade and will benefit from significant improvement. LA Metro transit ridership has fallen 13 percent between 2010 and 2020. Riders complain of unreliable service, long waits and delays, shadeless and hot bus stops, multiple transfers, and safety and sanitation concerns. While LA Metro analysis has shown an improvement in bus performance between 2008 and 2016, buses still arrived on time less than half the time and variance may be higher in historically underinvested communities of color.

A majority of bus riders in Los Angeles are people of color and from low-income households. Moreover, ridership on LA Metro is increasingly made up of women, who most often take shorter and more frequent trips.

- 75% of LADOT DASH bus riders were Black or Latinx and 50% of DASH riders make less than USD $20,000 annually.
- A 2020 Metro Transit Survey showed that more than 80% of LA Metro riders were Black or Latinx and that 69% earn less than USD $25,000 annually.
- LA Metro has the highest percentage of low-income riders compared to other public transit operators in the U.S.

LA Metro’s BRT, the G (Orange) line, is one of the highest-rated BRTs in the U.S. and provides some insight into the potential for mode shift and increased access. Before the Orange line opened, 28% of riders would not have made the trip, 27% would have used another bus route, and 15% drove.

To improve bus service in a ZEA, the City of Los Angeles should work with community members to understand their priorities. Many times these needs focus on basic comfort, such as shade at bus shelters. A vision for bus service that ITDP recommends is working toward a bus rapid transit (BRT) network, especially on Metro-Rapid lines in a ZEA. BRT provides a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective services at metro-level capacities. LA Metro already has expertise in BRT through the development of its Silver and G (Orange) lines as well as upcoming bus improvements under its NextGen Bus Plan.
To achieve BRT in a ZEA, the City will need to work with LA Metro to align its commitments with the project. However, even without that initial service or alignment, the City can still make a significant amount of progress toward improved bus services including bus-only lanes, signal priority, high-quality bus stations, and level boarding. In addition, current projects such as mobility hubs and LA Metro’s fare-free analysis will also support a better experience for users.

There is strong support for investing in buses, specifically among the nonprofit and advocacy community in the city. Improving the quality of bus service and the ridership experience, especially for women, was also noted as essential to a ZEA’s success by nonprofit leaders interviewed for this project. These leaders also expressed concerns about the cost of existing bus fares for low-income riders as well as connections with regional-scale transit for people who live in other parts of the county.

Through various commitments, the City of Los Angeles will have an all-electric fleet for LADOT buses by 2028 and an all-electric LA Metro fleet by 2030, aligning with the goals of a ZEA. Progress is already happening, and in 2019, LADOT ordered 155 electric buses for its fleet, which will be deployed on Los Angeles city streets by the end of 2021.

**Improve Walking and Rolling Safety**

Many of the local nonprofit leaders interviewed for this project expressed that improving the safety of people who walk and ride bicycles was very desirable and a priority. Walking and other active modes of transportation, such as biking or skateboarding, also have multiple health advantages. Doing moderate exercise such as walking for 150 minutes a week (or 30 minutes a day, five days a week) can lead to lower rates of diabetes, obesity, and high blood pressure as well as dementia and depression, and is easily done by walking to and from a bus stop or local store.

- More than 200 people a year are killed in Los Angeles from a traffic crash, and almost half of those fatalities are pedestrians or cyclists.
- Traffic collisions are also the most common cause of death for children ages 5 to 14 in the city.
- Residents in low-income communities are disproportionately killed in crashes.

**SAFETY STATISTICS OF WALKING AND ROLLING IN LOS ANGELES**

When defining safety in Los Angeles, a ZEA must consider police and traffic enforcement bias toward people of color. For example, Black residents in Los Angeles were four times more likely than white residents to be cited for non-traffic infractions. In addition to police violence against people of color, traffic enforcement bias is so significant on the health of communities of color that it is considered a health threat by the public health sector. LA Metro has recently adopted a new approach to transit policing, and the elimination of jaywalking as a ticket-able offense is being considered at the state level. A ZEA can also facilitate the shift to self-enforcing and unbiased permanent infrastructure such as speed cameras and safe street design. Evidence is emerging that these measures are also significantly more effective at improving safety for pedestrians and cyclists than police enforcement.

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**Notes:**

7. LADOT Livable Streets, *Vision Zero Progress*. 
Achieving Change: The Challenge for a ZEA

Many Angelenos face safety challenges while walking and rolling, and the City is working to address these issues, including by:

- Identifying priority areas of need through the Vision Zero program under the High Injury Network;
- Working with LA Unified School District (LAUSD) to prioritize and update school zones of high-need through the Safe Routes to School program;
- Redesigning street efforts under Great Streets; and
- Following complete street design guidelines established under the Mobility Plan 2035.

All of these programs incorporate critical design elements, from planters to bollards, to slow speeds or restrict dangerous turns of vehicles.


Significant momentum has happened over the past two years to implement these programs. This includes a community-approved model to work with residents to co-create changes through Vision Zero’s Dignity-Infused Community Engagement program and improving coordination across agencies through right-of-way protocols.

A ZEA can be a mechanism for bringing these existing projects, interventions, and efforts together for a more cumulative impact around street safety. Given the geographic scale of the City of Los Angeles, it’s difficult to see the impact of smaller, individual actions around improved street infrastructure. Without proof of concept, residents can be less enthusiastic about proposed changes. By concentrating more efforts in a small area, cumulative impacts will be seen. A ZEA will allow individual program actions to come together in one area and create amplified benefits.

REDUCING SPEED LIMITS IN LOS ANGELES

Reducing speed limits is one of the most effective and critical ways to improve safety for walking and rolling, but it is not currently within the City of Los Angeles jurisdiction. A State of California law called the 85th percentile rule requires increases in speed limits when enough people drive faster than the posted limit, which has led to increases in speed limits even on High-Injury Network roads.

Figure 4. Potential pedestrian plaza on Alvarado Street, across from MacArthur Park

This rendering of South Alvarado Street between 7th and Wilshire demonstrates the potential of a pedestrian street in the neighborhood of Westlake/MacArthur Park, where public transit usage is six times higher than Los Angeles County and rates of walking are three times as high as the county rate. Located next to the Westlake/MacArthur Park Red line subway stop and MacArthur Park, it converts Alvarado Street into a pedestrian space that would allow residents and visitors to safely and easily access the area via public transit and browse the area’s popular street vending.
Flagship Project: People-First Streets

For a ZEA, ITDP recommends a hallmark people-first street that is galvanizing, inspiring, and highly visible to the public. People-first streets are broadly defined as any street design or intervention that prioritizes and centers people rather than cars at the heart of its design. People-first streets can also shift more trips to sustainable modes and build momentum for the long term. The City of Los Angeles already has many neighborhood-oriented active-street transportation programs, such as Slow Streets, Al-Fresco, Play Streets, and Open Streets. A ZEA’s efforts can build on these projects, but also be more ambitious in length, size, duration, or level of exclusion of cars.

In Los Angeles, the key to a successful people-first street is community involvement. This includes asking the community for input as well as incorporating or building off existing neighborhood programs or hiring local groups and residents for programming. In addition, nonprofit leaders urged awareness and thoughtfulness around the role of police in these public spaces.

ITDP initially recommends the following three forms of people-first streets for a ZEA, but other configurations can be explored, especially if there is interest and need from the community:

Pedestrian streets or plazas

These can be defined as pedestrian-only spaces that also designate spaces for micromobility, such as bikes, scooters, or skateboards. A successful pedestrian street or plaza location has existing pedestrian traffic, as allocating space alone will not increase pedestrian traffic. Pedestrian streets are places to celebrate walking, create opportunities for social interaction, encourage active recreation, and build community. Incorporating specific access points for people arriving by public transit or ride-share, for delivery vehicles, and for people with disabilities is also critical to success.

An incremental approach is also recommended, as it allows people to change their behaviors slowly over time. There are many examples from Latin American cities of pedestrian streets on Sundays, such as Paseo de la Reforma in Mexico City or Al Damero de Pizarro sin Carro in Lima, which has attracted more than 120,000 pedestrians per month. The City has instances of temporary pedestrian streets or plazas through its People St program, which can be leveraged as a starting point for a ZEA.

There is support for pedestrian spaces among local nonprofit leaders interviewed for this project, but also a recognition that plazas may exist informally in many neighborhoods. If planned in a community-centered way, there could likely be support among community members to formalize or expand existing community-created spaces so they are preserved as well as safer and easier to access.

Figure 5. Potential pedestrian street on Hollywood Boulevard

This rendering of Hollywood Boulevard between North Orange Drive and North Highland Ave shows a small portion of a proposed people-first street from La Brea Avenue to Vine Street. The people-first street would have key connections to the Red line at Hollywood/Highland and Hollywood/Vine. This plan provides significant space for micromobility in designated green lanes as well as larger sidewalks with space for street vending. This area typically has heavy pedestrian traffic already from tourism and residents accessing the entertainment and shopping amenities.
Transit streets or busways

These can be defined as streets where walking and rolling are given high priority, but access is maintained for buses. The level of access by private vehicles varies, but their movement is significantly restricted. Exemptions are usually given to emergency, utility, and sometimes delivery vehicles. These streets usually create vibrant and safe neighborhood throughways while also improving bus speed and reliability. New York City’s 14th Street busway is just over 2 miles and has improved travel times by 24 percent and increased bus ridership by 14 percent.43

Figure 6. Potential transit street on Broadway and Cesar Chavez in Chinatown

Superblocks and Through-Traffic Restriction

These can be defined as coordinated blocks that restrict or slow through traffic or nonresidential vehicle access. Exemptions are usually given to emergency, utility, and delivery vehicles. This intervention has created less traffic, quieter streets, and safer walking and rolling environments in Barcelona. It has also fostered and created social cohesion by giving neighbors easy and safe opportunities to interact. Los Angeles’ Slow Streets program is an application-based program to temporarily restrict nonlocal car access on streets with low vehicle volumes during the COVID-19 pandemic and can serve as a first step towards superblocks.

Figure 7. Potential transit street on 7th Street at Figueroa in Downtown L.A.

This rendering of North Broadway Street and Cesar Chavez Avenue in Chinatown demonstrates a potential transit street where buses, bikes, micromobility, and pedestrians pass freely and comfortably. Wider sidewalks provide more room for pedestrians and street vending. High-quality bus stations anchor this iconic block and provide rapid, safe, and frequent bus service.

This rendering of 7th Street at Figueroa in Downtown Los Angeles demonstrates a potential transit street on 7th Street, where buses, bikes, micromobility, and pedestrians are prioritized and connect at one of the largest transit hubs in Los Angeles County, the 7th/Metro station. Although Downtown Los Angeles represents only 1 percent of the city’s land, it represents 15 percent of the city’s transit use.44


Local nonprofit leaders interviewed for the project were also supportive of superblocks, especially if they are centered around schools and the needs of children. They voiced concern about the potential negative impacts to traffic patterns in adjacent neighborhoods, and this should be addressed in the planning process. Case studies can provide insight on this issue, as experiences vary and impacts can be mitigated.

MANAGING DEMAND FOR PRIVATE CAR TRIPS: INCENTIVES AND MOBILITY PRICING

Reducing personal vehicles in a ZEA can be achieved by making other travel options more attractive or closing a street as noted above, but also through reducing public subsidies for private vehicles. Streets, highways, and a significant amount of parking are free public services—unlike water or power—which can contribute to overcrowding. Underpricing road usage has led to a disproportionate dependence on driving alone in Los Angeles.45

OVER THE LONG-TERM, THE GOAL OF A ZEA IS NOT ONLY TO REPLACE COMBUSTION VEHICLES WITH EVS BUT ALSO TO REDUCE PERSONAL VEHICLE TRIPS IN AND TO A ZEA. THIS IS ESSENTIAL TO ACHIEVING SUBSTANTIVE DECREASES IN GHG EMISSIONS, AS CITIES CANNOT RELY ON ELECTRIFICATION ALONE.46 WHAT’S MORE, A ZEA WILL BE A MORE LIVABLE AREA WITH LESS CONGESTION AND REDUCED CONFLICTS BETWEEN VEHICLES AND PEDESTRIANS, WITH FEWER CARS THAN 2020 LEVELS.

The following mobility pricing strategies are potential interventions that can shift public subsidies and economic incentives away from private vehicles usage and toward public transit, walking, and rolling. Nonetheless, although mobility pricing is likely necessary to achieve a ZEA goal, experience from other cities suggests that these measures tend to be more controversial among community stakeholders. Like the strategies above, implementation needs to be pursued, created, and developed alongside community partners.

The city is already working on several traffic-reduction efforts, below. Applying these in a ZEA, when coexisting alongside other interventions, can accelerate and have more significant impacts on single car usage.

Parking

Parking policy reforms can reduce incentives for driving, create more flexibility for affordable housing, and even generate revenue for street improvements. Nonetheless, nonprofit leaders interviewed for this project expressed the need to listen to community members on parking concerns, which are often tied to their jobs and livelihoods. Parking plans must be developed alongside the community. The following parking policies and strategies can be further considered for a ZEA:

On-street parking: The cost of on-street parking and metered parking can be calibrated to change incentives for parking as well as to generate funding for street improvements in a ZEA, potentially through the LA Park Express program. Establishing curbside priority for freight and ride-hailing EVs can also be a way that parking policy can support ZEA goals. Bike and cargo-bike parking, especially in commercial areas, can be piloted by businesses and can also fit under the umbrella of a ZEA.
Building codes: The City’s parking requirements for new developments or building improvements are influential in managing parking supplies. In Los Angeles, these recommendations are made by City Planning in the community plan. Parking minimums for new buildings have been included in the draft DTLA Community Plan update and provide a path forward. Parking maximums, which cap the number of parking spaces in new buildings, can also be considered in a ZEA during the community plan updates.

Transportation demand management in new buildings

A ZEA can incorporate the City’s transportation demand-management program within new and existing developments. This program includes integrating strategies that reduce driving alone by supporting transit, walking, car-share, neighborhood shuttles, and other sustainable travel options into the physical design and circulation of buildings through the following:

- Real-time transit information inside or near a building’s frontage;
- Secured indoor bicycle parking and end-trip facilities;
- Comfortable, sheltered waiting areas where a bus stop interacts with the building; and
- Integrating demand-responsive shared mobility nodes near the building, among other interventions.

Promoting and increasing the usage of this program within a ZEA can further incentivize the use of sustainable mobility.

Congestion Pricing

Congestion pricing provides the opportunity to change the financial incentives of driving, especially through certain areas or highways. Congestion pricing has many of the same goals of a ZEA—to curtail private vehicle usage, reduce polluting nonresidential travel through the neighborhood, and create calmer streets. It could also generate revenues for investment in more sustainable mobility alternatives.

Evaluation for congestion pricing in Los Angeles County is being led by LA Metro under the Traffic Reduction Study. The study is evaluating three types of congestion pricing:

- Corridor pricing that places a charge on all lanes of specific roadways (similar to high-occupancy vehicle lanes);
- Vehicle-miles-traveled pricing that would charge drivers on all roads within an area based on how many miles they travel; and
- Cordon pricing, which creates a boundary around an area and charges vehicles to pass through that area.

Funds from the pilot will support high-quality transportation options, presumably with a focus on increasing the use of shared mobility, public transit, walking, or micromobility. Ideally the pilot or final location will be in a ZEA neighborhood or nearby area and support the overall goals of the project.

TRANSITION TO ZERO-EMISSION VEHICLES

To achieve the goals of a ZEA, walking, rolling, and using public transit will need to become a more attractive option for more trips and residents. Shifting to EVs has environmental impacts, especially around battery manufacturing and subsequent non-EV used car sales in lower-income countries. EVs also have the same size of spatial footprint as non-EVs, making it more challenging to reduce congestion, increase density, and move toward more walkable urban environments.

Nevertheless, for some trips and purposes an EV will continue to be the best option and vital for residents’ economic livelihoods. Transitioning to EVs—whether for personal travel or urban deliveries—will allow Los Angeles to reach a ZEA goal. Indeed, Los Angeles is already a national leader in terms of public and workplace charging, EV promotion, and new EV sales.

This section covers personal trips (including ride-hail, car-sharing, and personal EVs) and freight. Given the rapid market changes and significant mandates and commitments at the state and city level, a ZEA will focus limited resources through a ZEA on supporting moderate- and low-income households and drivers to make the transition to EVs when they best meet their daily or economic needs.

Personal Trips

Ride-Hail Transportation

Ride-hailing (see key terms for further definition) can provide an alternative to car ownership and electrifying one ride-hail vehicle has an environmental gain equivalent to electrifying three personal vehicles. However, some studies show ride-hailing has contributed to increases in

51 UN Conference on Trade and Development, "Developing Countries Pay Environmental Cost", 2020.
congestion and traffic, and many ride-hail users are relatively young, affluent, and well-educated. Preferencing ride-hailing in itself may have equity implications.

The City should continue to work with community members to understand their needs and usage of ride-hailing within a ZEA as well as with ride-hail drivers, many of whom are low- to moderate-income and people of color. In a perfect scenario, ride-hailing can replace the need for a personal car by providing critical supplemental service to well-functioning public transit. However, many people face challenges accessing, affording, and using ride-hailing services, including the disability community and those without formal banking services. A ZEA can also work with companies to promote more sustainable modes of service in their app within a ZEA, such as van pools, bikes, or scooter shares.

The transition to cleaner ride-hail vehicles falls mostly on the private sector and vehicle drivers. However, an in-depth study of ride-hail drivers in San Francisco during the pandemic showed they routinely struggle to make ends meet (made worse by the pandemic) and are often people of color and/or are immigrants. Los Angeles drivers also face similar challenges.

Switching to EVs is difficult due to the high up-front costs of vehicles, current distribution of charging infrastructure (which is lacking in lower-income communities), and availability of models. Some ride-hailing services have made recent commitments to support their drivers in the transition, but there are currently no mandates for these service providers. Policies at the city and ZEA level can also incentivize or support the transition to EVs for drivers, including:

- **State of California:** Grant authority to allow a city-based ride-hailing fee that could generate funding for zero-emission mobility programs such as direct funds to assist low- to moderate-income drivers for vehicle purchases or leases.

- **City of Los Angeles:** Give ride-hail EVs curbside priority or reduce fees for EVs at the Los Angeles World Airports.

- **ZEA:** Give EV ride-hail drivers curbside priority, especially in high-volume pick-up areas, or install public fast-charging points.

- **ZEA:** Increase knowledge of rebates available for ride-hail drivers (see Table 3, below) and maintenance efficiencies.

### Car-Hailing and BlueLA

Los Angeles’ BlueLA program is an affordable electric car share program that prioritizes low-income households and currently operates in nine neighborhoods. Like ride-hailing, in a perfect scenario car-sharing would supplement access to a well-functioning public transit service, replacing the need for full-time car ownership. Interviews with local nonprofit leaders showed broad interest for this service, but also the need for multilingual, culturally sensitive marketing materials. The City should continue working with community members in a ZEA to understand their needs and interest around the program.

### Personal Electric Vehicles

The transition toward EVs is on its way as market changes, manufacturer commitments, and state mandates usher in a new era. However, although moderate- and low-income households stand to benefit the most from reduced air and noise pollution and maintenance costs, they also face the most barriers in the transition. With limited resources, the City and ZEA should prioritize the needs of moderate- and lower-income households in this transition.

### Lower-Income Households Are More Likely to Own Higher-Emitting Vehicles Due to Their Lower Purchase Costs and Hold on to These Vehicles Longer, Therefore Experiencing Higher Transportation-Related Air Pollution Compared to Higher-Income Households.

Currently EVs cost 150 percent more than gas-powered vehicles. Many rebates are targeted toward low-income residents of Los Angeles to lower the cost. Replace Your Ride provides low- to moderate-income drivers a voucher of up to $9,500 to replace an old car. This voucher can also apply to a used EV—a newer and expanding market. Already, the City is home to over 16,000 public and commercial chargers, and increasing the number of public chargers through Los Angeles Department of Water and Power’s Charge Up L.A! can help ease concerns of range anxiety. LADWP also offers used EV rebates for residents. Overall EV costs are also likely to come down over the next 10 years, and cost parity (when a new EV is the same cost as a new gas-powered vehicle) is already an option for some models and is expected more widely before 2025.

However, even with rebates and less-expensive EVs coming, many moderate- and low-income households will need more support to make the transition to cleaner vehicles. According to nonprofit leaders interviewed for this project, reimbursements can take a long time, and even with them, the costs are still prohibitively high. Social barriers also exist as many communities currently feel that EVs are for wealthier households and neighborhoods—even introducing EV charging infrastructure can potentially be perceived as a signal to current residents that investments are being made for new and wealthier residents.

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Focusing EV Uptake Efforts in the ZEA

As citywide efforts help this transition, community engagement will determine the current needs and challenges in targeted neighborhoods. Working in collaboration with the community, a ZEA may want to include the following interventions:

- Culturally appropriate and translated consumer education about EVs, including rebates, environmental benefits, battery life, charging speeds, and lower maintenance costs.
- Initial parking discounts for EVs at city-owned locations or meters, or curbside parking priority.
- Coordinating community-led charging infrastructure needs (see text box, below).

These efforts in a ZEA can serve as a pilot and offer lessons for the whole city. In addition, other cities have allowed low-income residents longer timelines to transition to EVs for similar ZEA efforts, and this should be considered as an option in Los Angeles as well.

### Table 3. EV Incentives Available for Los Angeles Residents (2020)

<table>
<thead>
<tr>
<th>Agency</th>
<th>Incentive Program Name</th>
<th>Battery EV</th>
<th>Battery EV</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARB</td>
<td>Clean Vehicle Revate Project (CVRP)</td>
<td>$2,000</td>
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<tr>
<td>CARB</td>
<td>CVRP Increased Rebate*</td>
<td>$4,500</td>
<td>0</td>
</tr>
<tr>
<td>LADWP</td>
<td>Charge up L.A!</td>
<td>0</td>
<td>$2,500</td>
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<tr>
<td>South Coast Air Quality</td>
<td>Replace Your Ride *^</td>
<td>$9,500</td>
<td>$9,500</td>
</tr>
<tr>
<td>Management District</td>
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</tbody>
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* Contingent upon income eligibility
^ Contingent upon vehicle retirement and location

### Zero Emission Urban Delivery

Encouraging zero-emission urban delivery is critical for the success of a ZEA. Even though long-distance and heavy-duty freight has an impact on communities across Los Angeles, a ZEA would focus on local delivery services, a significant and growing challenge. According to the World Economic Forum, the number of delivery vehicles in the largest 100 cities globally will increase by 36% over the next decade, which would increase carbon emissions by 32% if no interventions are made. At a city level, continued public–private collaboration between City agencies, utilities, and EV charging providers is key for identifying areas that urgently need charging based on electricity demand and grid considerations (e.g., charging behavior, power demand dynamics, grid upgrade timing). Citywide efforts to shift infrastructure costs toward the private sector can also include changing building codes, zoning, permitting, and taxation.

Focusing in on a ZEA, according to estimates from ICCT, a ZEA neighborhood would likely need anywhere between 100 and 1,400 public chargers, and between 1,400 and 3,300 home chargers. To deliver on these needs, the City and its local utility, LADWP, will need to support installation efforts, keeping in mind that increases in charging infrastructure in more residential areas will reduce public and workplace charging needs and lower overall costs. To move this effort forward, ICCT recommends first developing an inventory in a ZEA of City-owned assets and assessing which are good infrastructure candidates. This includes determining the right mix of home and workplace charging, done in collaboration with the community.

This section is based on content, research, and thought leadership of the International Council on Clean Transportation (ICCT) developed for this project.

Los Angeles’ Green New Deal calls for a collaboration with private actors to provide curbside EV charging. Working toward that goal, the City has been streamlining permits and developing guidelines and interconnection processes that will allow private entities to install chargers in the public right-of-way. At a city level, continued public–private collaboration between City agencies, utilities, and EV charging providers is key for identifying areas that urgently need charging based on electricity demand and grid considerations (e.g., charging behavior, power demand dynamics, grid upgrade timing). Citywide efforts to shift infrastructure costs toward the private sector can also include changing building codes, zoning, permitting, and taxation.

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Although much of the responsibility to transition to cleaner electric delivery vehicles falls on the private sector, the public sector can also support the transition and Los Angeles is already working to encourage zero-emission delivery. The City’s Green New Deal aims for 100% electrification of delivery vehicles by 2035. As a first step in this path, Los Angeles is piloting a zero-emission delivery zone program, which is the first enforceable program to designate certain curbside loading zones as only accessible to zero-emission delivery vehicles.

Several state regulations and targets are outlined in Table 4 and will also serve as powerful levers to move toward cleaner urban delivery. A ZEA can also pilot other interventions to reduce urban delivery pollution in collaboration with community members, including:

- Reducing speed limits by adding speed-slowing infrastructure to discourage significantly high cross-through truck traffic volumes;
- Piloting favorable curbside policies that prefer access for zero-emission freight based on time of day (such as peak delivery hours);
- Testing ways for urban freight deliveries to use innovative zero-emission delivery options such as e-cargo bikes or shared e-vans, which have more readily available EV options and technology; and
- Providing direct and differentiated services to low-income drivers and businesses, such as financial rebates for insurance, permits, and fees.

As with other strategies, the transition to zero-emission delivery should be carefully planned to not place undue burden on low- to moderate-income business owners and independent operators. Outreach to independent delivery drivers, delivery services, and small businesses is necessary to determine what sort of support can facilitate the transition.

Table 4. Current City and State Mandates and Targets on Zero-Emission Urban Delivery

<table>
<thead>
<tr>
<th>Advanced Clean Trucks Regulation</th>
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<tbody>
<tr>
<td>By 2035:</td>
</tr>
<tr>
<td>Zero-emission sales by truck manufacturers</td>
</tr>
<tr>
<td>- 55% of Class 2b-3</td>
</tr>
<tr>
<td>- 75% of Class 4-8 straight truck sales</td>
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<tr>
<td>- 40% of truck tractor sales</td>
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<table>
<thead>
<tr>
<th>Los Angeles' Green New Deal</th>
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</thead>
<tbody>
<tr>
<td>By 2035:</td>
</tr>
<tr>
<td>100% of urban delivery vehicles should be zero-emission</td>
</tr>
</tbody>
</table>
The success of a ZEA will be determined on how it is planned and implemented. To achieve key outcomes of significant increases of sustainable mobility and zero-emission vehicles in an equitable way, the project will need to create strong internal structures to collaborate across agencies as well as intentional processes to create partnership with the community. This section includes guidance for the planning and implementation process for a ZEA to ensure equity outcomes and achieve success. The guide goes into further detail on the following in this section:

- Governance and interagency collaboration
- Inclusive community engagement
- Measuring and tracking progress
- Aligning projects in the pipeline
- Coordinating and identifying resources
- Communications and branding

**GOVERNANCE AND INTERAGENCY COLLABORATION**

Interagency collaboration is critical to the success of a ZEA. Government agencies must continue to act in partnership to leverage their respective powers, set targets, break down barriers, and better understand community needs. There is no perfect formula for developing ways to collaborate across agencies, so creating structures that work best for the City will take time and should be open to adaptations and changes, especially over a 10-year process. Nonetheless, the following are current best practices within the City to create a successful structure:

### Identify the right participants

A ZEA working group should include experts in key planning areas as well as individual ZEA-based project managers and other key design, communications, community engagement, funding, and research staff when necessary. Regional coordination is also critical and should include representation or a liaison from LA Metro and Southern California Association of Governments when appropriate.

### Designate staff

Dedicating a full-time staff member to coordinating the project is ideal, but without that, it's critical that specific employees are designated as point-people for their agencies or departments and show interest and enthusiasm in the goals of the project. Ideally, these designated staff begin to form a team that has ownership to drive the project forward across departments.

### Identify relationship managers

Given the importance of community engagement for a ZEA, it's critical that the project team also include staff identified as relationship managers for the community with specialized skills in relationship-building with community-based organizations, striving for consistency and longevity to build trust.

### Create MOUs

Developing and creating memorandums of understanding (MOUs) across agencies at the start of the project creates consensus about the project goals and clearly defines roles.

### Identify potential streamlined processes

Implementing projects requires coordination and sign-off across multiple agencies. Some programs, like Safe Routes to School, have coordinated streamlined approval processes around safety measures such as speed humps. A ZEA should identify similar efficiencies, including new right-of-way protocols.

### Communicate ZEA goals and targets regularly

A ZEA goals and targets must frame a working group’s activities. The goals should be integrated into planning and revisited frequently to see if adjustments need to be made. They should also be used to energize and inspire staff to see the larger vision of the project.

### Continually engage on anti-displacement and anti-racism

In committing to these issues, they should be given specific attention throughout planning. Developing specific goals for this work can be a first step in integrating these elements into planning.

### Meet Regularly

Determining which agencies need to meet regularly can create consistency, a schedule, and keep the project on track with natural, internal deadlines.
INCLUSIVE COMMUNITY ENGAGEMENT

This section was written and developed with Estolano Advisors, an urban planning and public policy firm.

To bring a ZEA plan to life, the City must create a comprehensive commitment and inclusive method for engaging stakeholders and community members in a ZEA’s planning, design, implementation, and monitoring. As part of this project, local nonprofit and advocacy leaders were interviewed to provide input on community engagement best practices, previous City engagement processes, and case studies of inclusive engagement efforts by public agencies.

The group recommended that the ZEA build off LADOT’s Vision Zero community engagement strategy, Dignity-infused Community Engagement, as it approached transportation planning from a holistic and human-centered perspective; acknowledged the historical and ongoing traumas of displacement, systemic racism, and sought to address them through a restorative justice framework. ZEA engagement efforts must prioritize racial justice, particularly for Los Angeles’ Black communities. The lessons and framework of the dignity-infused process provide a starting point for the City to incorporate and expand on for community engagement for a ZEA.

The group, through insights, experiences, and perspectives, also continuously pointed to a fundamental need for the City to commit more time and funding for meaningful public engagement. The following are recommendations for inclusive and equity-focused community engagement in a ZEA neighborhood.

Allocate Sufficient Time Upfront for Thoughtful and Intentional Engagement

To enable equitable processes and outcomes, community-based organizations and local stakeholders can be empowered to thoughtfully and intentionally contribute to building a ZEA. Due to CBOs’ limited capacities, this will likely take more time than has historically been invested in engagement processes. Compressed and truncated engagement timelines place a challenging burden on community-based organizations and local stakeholders to react to agency-driven initiatives. Important components of this extended timeline include:

1. Pre-Engagement Learning
To respectfully prepare for engaging with the community, cities must first educate themselves on the community’s dynamics. This could include a detailed social climate analysis of each community prior to formal outreach, which includes an area’s cultural identities, social service needs, environmental and infrastructure conditions, and resident leaders, among other factors. Los Angeles’ Office of Civil and Human Rights can provide coordination and information on communities’ histories. The City should also review findings from past or ongoing engagement efforts in the neighborhood to reduce oversurveying residents. City staff can also develop a better understanding of community needs by dedicating time to walk, bike, or take the bus in the neighborhood.

2. Listening to Community Experiences and Reflections
Creating space at the beginning of all engagement for community members to reflect upon and express their experiences, particularly on transportation, air quality, public space, housing affordability, and other issues that ZEAs may affect. Instead of arriving with an agenda, City staff must approach these conversations with humility, focus on listening, and come with honest questions about people’s lived experiences.

3. Finding Core Community Partners
Allocating sufficient time for engagement activities allows the City to formally collaborate with a broader range of community anchors—organizations and individuals that are trusted by and deeply rooted in local communities. Such partnerships enable the City to foster deeper connections in its engagement efforts compared to traditional processes led by consultants from outside the community. Partners must be engaged at the beginning of planning to embed community perspectives early and facilitate overall project success.

Community engagement must extend beyond a ZEA’s planning and design phases and into implementation and operation. After a ZEA’s community-informed policies and infrastructure are in place, the City must continue to engage in dialogue with community members about how its features are functioning and serving neighborhoods. The entire ZEA process should be iterative, consisting of a continuous cycle of community feedback and project modifications.

Allocate Substantial Funding to Engagement

A successful process also requires allocating substantial funds for compensating partners and participants, creating a high-quality experience, and reaching those who may be difficult to reach through conventional outreach methods. Important components of this approach include:

- Working with Community Organizations
To build trust and enhance equity, cities must include fair compensation for the time, effort, and expertise of all community partners. As community groups’ time is limited, their participation is contingent on funds to support their time. Setting aside or securing funds as part of the project budget is critical to its success.

- Hiring Locally
A core element to the dignity-infused model is creating job opportunities for local stakeholders. A robust engagement process will be labor-intensive, requiring individuals to staff tables at events, conduct sidewalk
surveys, door-knock, and more. The City should also hire local vendors for outreach and engagement events.

- Incentivizing and Thanking Participants
  At the individual level, the City must also acknowledge those who attend events, complete surveys, and otherwise provide input in shaping a ZEA. Incentives such as gift cards, raffle tickets, donations to local organizations, and other tangible resources would demonstrate the City’s understanding that a resident’s time is limited and valuable.

- Ensuring Event Access
  Events and materials must be available and understandable to individuals of all ages, abilities, and backgrounds. Adhering to the requirements of the Americans with Disabilities Act alone is insufficient: A City must design engagement activities that are accessible in the broadest sense possible, including providing childcare and travel cost reimburments and being sensitive about when events take place.

- Designing a High-Quality Experience
  Presentations should be concise and interactive wherever possible, soliciting ideas and feedback efficiently using stickers, colors, and other clear visuals. Written materials must be translated into all languages spoken frequently in the community and should use straightforward terminology. Live translation services should also be provided. Community partners can adapt materials to ensure that information is reflective of and relevant to the community.

- In-Person Outreach
  While online engagement is important for reaching large audiences, cities must also budget resources for engaging community members who are unable or unlikely to use the internet. At a minimum, the City’s engagement process should set up tables outside food banks, at community events, and in other public places, as well as conduct outreach on buses to provide information about and solicit feedback on the local ZEA. Pop-up demonstrations can also engage local stakeholders.

- Traditional Media Outreach
  Outreach through traditional forms of media are still considered effective, particularly for older residents and those with limited internet access.

- Virtual Outreach
  Ideally, cities can resume in-person community engagement, but the pandemic has shown that the City must invest in reaching large audiences remotely.

The engagement process allows the City to demonstrate to a neighborhood that ZEAs are genuine investments in the local community and its people, and that the community is a partner in its implementation and maintenance. City staff also note that clarifying the main goal of the project to the community upfront and being very clear what the project can and cannot solve is key to its success.

However, the success of any inclusive engagement effort will be measured by the extent to which a project’s final design reflects the community’s voice, as well as the speed and quality of project implementation. Pairing an inclusive engagement process with shared decision-making power between the City and communities would be a significant and worthwhile undertaking. This is particularly true given the forward-thinking nature of ZEAs and Los Angeles’ opportunity to lead in inclusive and equitable mobility innovation and emissions reductions.

**MEASURING AND TRACKING PROGRESS**

A ZEA sets out ambitious goals to achieve 100-percent zero-emission mobility by 2030. However, to understand whether or not the project is meeting this goal, it’s critical that the sustainable mode share and increase of EVs is tracked, measured, and understood over the course of the project. What’s more, it’s important to track key health impacts as a result of the change over time, such as air pollution levels.

In addition, the mode share and types of vehicles passing through a ZEA only tell part of the story. To truly understand the barriers to change and why residents aren’t able to make the switch, even when they might support the goals of the project, the City must track other components. These include critical factors such as:

- **Safety**
  Residents may feel unsafe walking because of speeding cars, unlit streets, a threatening presence, or crowded sidewalks;

- **Efficiency**
  Residents may avoid the bus due to delays, unreliable service, and the compounded costs of multiple trips for daily errands;

- **Housing**
  Changes to housing costs in a ZEA neighborhood may have an impact on who is living there and what mode of transportation they use.

Tracking and measuring critical elements such as these will help planners and residents work together to find more targeted solutions and creative ideas.

Developing goals should be done in collaboration with communities and reflect their unique needs. Ideally a ZEA framework will also build off and incorporate already existing metrics and data sets among City of Los Angeles agencies as much as possible. In addition, many of these metrics should have baselines before implementation, especially around air pollution, so health impacts can be tracked and measured at continual intervals.

Appendix C provides an illustrative example of a ZEA framework that includes project goals, metrics, and targets. The final framework will be created in collaboration with the community.

ALIGNING COMMITMENTS AND PIPELINE PROJECTS

One of the challenges of working in Los Angeles is the size of the city. It is difficult to measure significant impacts of both small and large-scale individual projects and investments. A ZEA will provide a space where projects, investments, and commitments can be seen working together and creating transformative impacts.

Between city agencies and regional and state partners, a long list of commitments, plans, programs, initiatives, and projects that align with the goals of a ZEA are either currently active, being developed, or implemented. Once the neighborhood has been identified, the City should work with partners to create an inventory of specific projects in the area and identify next steps for a ZEA. This should include a full range of specifics on the streetscape (such as street repavement schedules), building code changes or developments, incentives and funding opportunities for residents, transit schedules or changes, and other aspects of mobility in the neighborhood.

Although each neighborhood will be different, the following are existing projects either underway or in development that will provide significant changes and improvements toward a ZEA goals in the next year to five years. Each of these projects will support residents to move through neighborhoods in a safer and more environmentally friendly way.

Table 5. Relevant City of Los Angeles Mobility Projects

- Implementation of transit-priority networks identified in the City’s Mobility Plan 2035 and subsequent Community Plan updates
- LA Metro’s systemwide bus reorganization efforts under the NextGen Bus Plan
- LA Metro’s long-term BRT and bus vision under the Metro BRT Vision and Principles Study
- Bus Speed Working Group, a collaboration between LADOT and LA Metro to improve the speed and efficiency of buses in Los Angeles
- Fleet electrification efforts under the Green New Deal and LA Metro (see section 5 for more detail)
- Bus-only lane and bus-priority lane efforts in Downtown
- LADOT’s Mobility Hubs, which provide central access near transit stations to a variety of mobility choices
- All-door boarding on city buses and
- Shade umbrellas and other bus stop structures in collaboration with LA Metro and the City’s post-2021 Sidewalk and Transit Amenity Program, which includes transit shelters, benches, and vending kiosks

- Implementation of pedestrian safety measures and street networks identified in the City’s Mobility Plan 2035 and subsequent Community Plan updates
- Neighborhood-oriented active-street transportation programs such as Great Streets, Slow Streets, Al-Fresco, Play Streets, and Open Streets and
- Shared mobility initiatives and programs, including Metro Bike Share and collaboration with scooter and dockless bikeshare companies

- Charge Up L.A., EV rebate program, and residential and commercial charger rebate program
- Streetlight and curbside charger program in collaboration with L.A. Department of Water & Power
- Curbside prioritization for e-freight and rideshare vehicles and
- Low-income electric car share programs such as BlueLA

LA Metro, BRT Vision and Principles Study.
**City, County, and State Commitments**

A ZEA also aligns with mobility commitments, goals, plans and mandates made by the City of Los Angeles, LA Metro, L.A. County, and state to be implemented or made law during the 10-year period. A ZEA will benefit significantly from these actions and demonstrate how individual plans come together and affect a neighborhood.

Understanding these timelines is critical so a ZEA can identify potential gaps. A ZEA should continue to work with city and regional partners to understand progress against these commitments and where a ZEA will need to provide additional support, services, or efforts to meet the 2030 deadline.

<table>
<thead>
<tr>
<th>Table 6. ZEA-Aligned City and Regional Commitments, Plans, and Goals</th>
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<tbody>
<tr>
<td><strong>Walking and Rolling</strong></td>
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<tr>
<td><strong>City of Los Angeles</strong></td>
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<tr>
<td>Implement Vision Zero safety improvements by 2025. (Green New Deal)</td>
</tr>
<tr>
<td>Increase pedestrian safety improvements with complete street projects within the top 25% of disadvantaged communities in L.A. (Mobility Plan 2035)</td>
</tr>
<tr>
<td>Expand bike network by 20 lane miles per year and increase supportive infrastructure like bike parking and repair. (Green New Deal)</td>
</tr>
<tr>
<td><strong>Regional Partners</strong></td>
</tr>
<tr>
<td>ICLEI Local Governments for Sustainability Eco-Mobility Festival (proposed)</td>
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<tr>
<th><strong>Strategy</strong></th>
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<tbody>
<tr>
<td><strong>City of Los Angeles</strong></td>
</tr>
<tr>
<td>Improve travel time on L.A. County’s bus network by 30% by 2028. (Green New Deal)</td>
</tr>
<tr>
<td>100% zero-emission LA DOT buses by 2030. (Green New Deal)</td>
</tr>
<tr>
<td>Ensure that 90% of households have access within 1 mile to the Transit Enhanced Network by 2035. (Mobility Plan 2035)</td>
</tr>
<tr>
<td>Establish an off-peak 10-minute bus frequency on 50% of the Transit Enhanced Network by 2035. (Mobility Plan 2035)</td>
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<tr>
<th><strong>Regional Partners</strong></th>
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<tbody>
<tr>
<td>Measure M 28 by 2028 transit projects complete. (LA Metro)</td>
</tr>
<tr>
<td>100% zero-emission LA Metro buses by 2030. (LA Metro)</td>
</tr>
<tr>
<td>Ensure all County residents have access to high-quality mobility options within a 10-minute walk or roll from home. (LA Metro)</td>
</tr>
<tr>
<td>Build shade structures at major transit stops, prioritizing communities with high heat vulnerability. (L.A. County Sustainability Plan Strategy 2A)</td>
</tr>
<tr>
<td>Increase the percentage of zero emission vehicles in the city to 25% by 2025, 80% by 2035, and 100% by 2050. (Green New Deal)</td>
</tr>
<tr>
<td>Install 10,000 public EV chargers by 2022 and 28,000 by 2028. (Green New Deal)</td>
</tr>
<tr>
<td>100% of urban delivery vehicles are zero-emission by 2035. (Green New Deal)</td>
</tr>
<tr>
<td>Electrify 10% of taxi fleet by 2022 and 100% by 2028. (Green New Deal)</td>
</tr>
<tr>
<td>100% zero-emission school buses by 2028. (Green New Deal)</td>
</tr>
<tr>
<td>Create a zero-emission transportation system. (L.A. County Sustainability Plan Strategy 7B)</td>
</tr>
<tr>
<td>Reduction of 90% of NOx emission from heavy-duty trucks phased in over 2024–2031. (CARB)</td>
</tr>
</tbody>
</table>
COORDINATING AND IDENTIFYING RESOURCES

A key component of a ZEA will be securing funding to support its implementation, operations, and continued maintenance across agencies and partner organizations. A ZEA can align with LADOT’s capital improvement plans, the Mobility Investment Program, and the Mobility Grant Task Force, which seek to streamline funding and develop an agency-level approach. LADOT’s Downtown L.A. Mobility Investment Plan is also a good model for a ZEA. It prioritizes and seeks funding for projects that meet community needs expressed directly during community engagement from the Downtown Community Plan update. A ZEA must also align with the expressed needs of the community and take a holistic approach at the neighborhood level.

Creating structures to enable fundraising and applying for grants with the collaborating agencies ahead of time is also critical to ensure successful proposals and grant awards. This can include identifying cyclical grants that align with ZEA needs, identifying point-people with previous proposal experience to lead, identifying matching funding ahead of time, and developing relationships with key state funders before the public release of requests for proposals, which can have very short submission timelines.

FUNDING PRIORITIES

Except for Downtown, a majority of the census tracts in the neighborhoods identified for a ZEA are designated under California’s Environmental Protection Agency as likely to be the most affected by harmful effects of climate change and therefore eligible for additional funding under California’s cap-and-trade emissions program.

For a ZEA to be successful, it must also include direct funding for community engagement and participation. Most community-based organizations have no additional capacity to organize members, attend meetings, or provide feedback without designated support. It is important to note that some funding sources restrict funds to local groups, such as CalTrans. It’s critical to either set aside local funds or solicit additional funds that will cover community engagement in the project budget.

Resource constraints, such as staff and budgets, may impede the delivery and implementation of projects. It’s critical that during the funding process that implementation, construction, and delivery staff are alerted to the upcoming funding and that staff are funded to deliver on the project downstream, including technical designs and construction.

Including academic, community-based organizations and nonprofit partners in the proposal can also create more robust projects and hold the City accountable to the implementation. Strong academic programs with focuses on transportation, GHG, air pollution, and equity are prevalent throughout Los Angeles and have specific expertise on the challenges in the city.

ZEA COMMUNICATIONS AND BRANDING

Public Education

Public education is distinct from the community engagement process and is focused more on clearly communicating the goals and concepts of a ZEA to a wider audience rather than involving residents in the decision-making process. Early and consistent communication to local community members is critical and can create behavior change and more positive responses to a ZEA. Public education may need to be practical (such as the logistics of street changes) or about broader goals, depending on the context.

In addition, language access is an important aspect of a public education campaign in Los Angeles. Sending out information in multiple languages is vital to ensure that everyone understands new policies and how new street features operate. As the implementation of a ZEA is likely to be iterative and last over the course of a decade, developing a strong communication strategy from the beginning is key to maintain consistency and build understanding.

Marketing and Branding a ZEA

A ZEA can be seen as an umbrella brand under which many mobility and sustainability projects fall. It is a vision and value statement about how the City is combating air pollution while bolstering the unique aspects of its neighborhoods. A strong brand identity for a ZEA allows the City to communicate its goals and commitment toward inclusive and equitable climate action and clean air through inspiring changes.

ZEA branding will need to uncover what is unique about the neighborhood and ZEA benefits in residents’ everyday life. This starts by articulating a ZEA’s project values, including what a ZEA represents to the community and what impact it will have on people’s lives. These values will form the basis of a ZEA brand and inform the design of all its communications elements.

ZEA branding can also be incorporated in all the elements of the infrastructure and communications collateral, such as buses, payment cards, or a website. Bus stations especially can be public symbols of the changes and ZEA. Permanent street signage or functional public art can also educate residents and visitors about the project goals.

Collaboration and communication across agencies is key to make this happen. A ZEA brand should be incorporated in projects in the area across agencies at the city and county level. It’s also important to allocate communications and marketing staff and budget from the beginning.
A people-first street in a ZEA will likely be a highly visible representation of Los Angeles. Los Angeles’ CicLAvia, pictured above, is described as a lifeline of the city and currently rotates neighborhoods throughout the year. A people-first street can also accomplish similar goals and build momentum for more ambitious efforts.

KEY TAKE-AWAYS

This guide provides agencies and staff within the City of Los Angeles with guidance, a road map, and a set of values for the planning journey over the next 10 years. It is critical to its implementation and uptake that dedicated City staff and agencies working on the project follow these guidelines.

- **Meet the Urgency of Climate Change**
  To reduce GHG emissions before it’s too late, the 2030 deadline for a ZEA provides an ambitious yet achievable goal for the City to test, pilot, reconfigure, and find what works best for the community and contribute to a healthier city and planet.

- **Use Data and Community Input to Determine a ZEA Neighborhood**
  This project has provided the City of Los Angeles with a data-based neighborhood prioritization that focuses on identifying neighborhoods with high air pollution and high potential to rapidly shift to sustainable mobility.

- **Co-Develop Strategies to Get to Zero**
  In Los Angeles, it’s critical that the City work in partnership with communities to develop a strategy that aligns with community needs. ITDP recommends investing in public transit, walking, and rolling and supporting moderate- and low-income households and drivers to make the transition to EVs.

- **Processes and Practices Matter**
  Avoiding common pitfalls in planning and implementation is critical to its success. The plan recommends that the City focus on best practices on interagency collaboration, community engagement, tracking progress, funding, and communications to reach success.
Displacement due to mobility investments should be addressed throughout a ZEA development. Tenant and renter protections can provide housing security to residents despite rising rents. There are policies in place at the city and county level, however, advocates have called out that implementation and enforcement are inconsistent. By working closely with community members, a ZEA can more deeply understand gaps and challenges between mobility and displacement and support transit-oriented communities in the following ways:

- Working with the Los Angeles Housing and Community Investment Department to map housing policies in the neighborhood as well as measure and monitor implementation gaps alongside community members.
- Coordinating with the Planning Department on its Transit-Oriented Communities Affordable Housing Incentive Program to understand and track planned and new housing and affordable housing developments.
- Evaluating and guardrailing negative impacts around Opportunity Zones that give generous tax breaks to real estate developers; are located in vulnerable, low-income communities; and provide no protections for current residents or incentives for affordable housing.
- Understanding and evaluating efforts around community-led land trusts as possible options to retain community members.
- Considering additional protections for small businesses—such as legacy business registries or preservation funds to support small businesses—and maintain the cultural heritage of the community as piloted in San Francisco.
- Supporting mobility and public transit connections to services such as workforce development, education, childcare, and healthcare facilities.

This rendering of 9th Street and Broadway in Downtown Los Angeles shows the potential of a transit street on 9th Street where buses, bikes, micromobility, and pedestrians are prioritized. Without easy light rail or Metro access, Broadway would benefit from BRT quality bus service and connections throughout its length.
## ILLUSTRATIVE EXAMPLE OF ZEA FRAMEWORK

### Project Goal 1: Improve affordable transit options
- **Metrics**
  - Bus reliability
  - Bus frequency
  - Network connectivity
  - Transit customer satisfaction
- **Targets**
  - Buses meet reliability 75% of the time
  - 75% of buses have 10-minute or less headways
  - Customer satisfaction is above 60%
- **Strategies**
  - NextGen Bus Plan
  - BRT, bus-only lanes, level-board- ing, high-quality bus stations
  - Transit streets
  - Multimodal integration, Bus stop infra- structure through City Sidewalk and Amenity Program (STAP)

### Project Goal 2: Create safer streets and public spaces for people of color, women, elderly, undocumented residents, people who identify as LGTBQ+, unhoused people, and people with disabilities
- **Metrics**
  - Community surveys of safety and risk
  - In-field observations of safety and risk
  - Relative rates of police interactions as compared with other neighborhoods/streets
- **Targets**
  - More than 70% of ZEA residents feel safe on their own streets
- **Strategies**
  - Reduction in police presence, increased lighting, nonpolice traffic control (street design, speed cameras)
  - Improved street maintenance and cleanliness
  - Community-orient- ed public amenities and program-
  - Community-based street teams and ambassadors

### Project Goal 3: Track impacts of interventions on moderate- and low-income rent-
ers (commercial and residential)
- **Metrics**
  - Total residential units with a ZEA defined as affordable housing
  - Preexisting local resident-serving business and services
- **Targets**
  - Same or higher than 2020 baseline
- **Strategies**
  - Land trusts, transit-oriented communities, affordable housing, small business protections

### Project Goal 4: Improve access to opportunities through public transit, walking, and rolling
- **Metrics**
  - People near transit (number of residents within 500m of high-quality transit)
  - People near services (schools, child care, health care, healthy foods)
  - First-last-mile connections to transit
- **Targets**
  - 100% of ZEA res-
    - Idents live within a 10-minute walk of high-frequency transit (10-minute frequency)
  - % of people near services within 10-minute walk of high-frequency transit increases 50%
- **Strategies**
  - Improved bus services, including bus rapid transit, bus-only lanes
  - Transit-oriented communities
  - Improved first- last-mile con-
    - Ections to transit including walking infrastructure and light individual transport lanes

### Project Goal 5: Increase zero-emission mobility options within and across a ZEA
- **Metrics**
  - Travel mode shares by type
  - Electric vehicle sales and regis-
  - Tration
- **Targets**
  - 100% zero-emis-
    - Sion mobility for all modes by 2030
- **Strategies**
  - BRT, bus-only lanes, level-board-
    - Ing, high-quality bus stations
  - Improved walking infrastructure and safety, light individual transport lanes
  - Increase and pro-
    - Motate incentives for shared, freight, and personal EVs, e-bikes, and micromobility
  - Bus fleet electrification
  - EV charging infrastructure

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77 As measured by LADOT Connectivity Platform.
78 As measured by LA Metro and LADOT customer satisfaction surveys.
<table>
<thead>
<tr>
<th>Project Goal</th>
<th>Metrics</th>
<th>Targets</th>
<th>Strategies</th>
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<tbody>
<tr>
<td>Decrease drive-alone trips and vehicle miles traveled</td>
<td>Drive-alone mode share</td>
<td>30% reduction in driving alone from 2020 baseline by 2030</td>
<td>Improve bus reliability, improve walking infrastructure and safety</td>
</tr>
<tr>
<td></td>
<td>Vehicle miles traveled</td>
<td>25% reduction in vehicle miles traveled</td>
<td>Improve connectivity for transit, walking, and rolling</td>
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<tr>
<td></td>
<td>Car ownership and access rates</td>
<td></td>
<td>Implement Travel Demand Management Program</td>
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<td></td>
<td></td>
<td></td>
<td>Regulate access and/or parking for single-occupancy vehicles</td>
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<th>Metrics</th>
<th>Targets</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease fatalities and severe injuries related to traffic collisions, especially for people who walk or roll</td>
<td>Road safety statistics and High Injury Network</td>
<td>0 fatalities by collisions by 2030</td>
<td>Street design to reduce car speeds including lane narrowing, one-way streets, speed humps, etc.</td>
</tr>
<tr>
<td></td>
<td>Killed and Severely Injured (KSI)</td>
<td></td>
<td>Reduce speed limits</td>
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<tr>
<td></td>
<td></td>
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<td>People-first streets that restrict vehicle access</td>
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<th>Metrics</th>
<th>Targets</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease exposure to air pollutants and improve health outcomes</td>
<td>Annual air pollution exposure rates</td>
<td>20% decrease by 2030</td>
<td>Increase shared, freight, and personal EVs</td>
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<tr>
<td></td>
<td>Asthma and heart attack rates</td>
<td></td>
<td>Plant vegetation and trees</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Install localized air pollution monitors</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Conduct health analysis</td>
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