

Chapter 7: Implementation and Financing Strategies

7.1 Implementation and Financing Strategies

The transformation of Downtown Compton into a world-class destination that the entire Compton community can enjoy is a multifaceted endeavor which will require diligence, creativity, partnership and sustained will. Many actions will be required on the part of different City departments, private landowners, and community stakeholders. However, this chapter focuses on key features of the strategy which include:

- Establishing a property-based Business Improvement District (PBID) to maintain, secure program and park the Downtown area (Section 7.2)
- Developing public land for affordable housing and other public benefit uses (Section 7.3)
- Foment arts and culture through the Compton Walk and community collaborative arts projects, and engage philanthropic support (Section 7.4)
- Establish local historic designation (Section 7.5)
- Pursue local and outside funding sources (Section 7.6)
- Construct capital projects with help of outside funding sources (Section 7.7)

7.2 Downtown Compton Business Improvement District

A Business Improvement District (BID) is created to perform a variety of services to revitalize and improve commercial neighborhoods under a public-private partnership framework. Under California law, two different types of BIDs are permitted. The first one is created through assessments on businesses. The second, called a property-based BID or PBID, is created through assessments on property owners alone. BIDs allow business or property owners to collectively pay for services to augment those provided by the local government. BIDs are popular because business and property owners are often more willing to assess themselves if they see direct benefit to the value of their business or property.

Because many of the businesses which are anticipated for the future of Downtown Compton are not yet located in the area, a property-based BID may be the best option to provide security, maintenance, marketing, and programming for the area. Some of the activities which could be taken on by the PBID include:

- Hiring guides to provide assistance and security for visitors to Downtown. Unarmed guides are used in many districts to monitor security, conduct outreach with unsheltered homeless persons in the area, coordinate cleaning and maintenance needs, and provide assistance to visitors who have questions. When needed, they can contact police for rapid assistance.
- Providing a superior level of maintenance to the district than through the city in general. Services such as regular power-washing of sidewalks, emptying of trash cans, and landscape maintenance would be critical in maintaining a clean and inviting district which gives visitors confidence to visit the area in the daytime and nighttime hours.
- Operating the public parking facilities described in Section 5.X, including the Dollarhide and Civic Center garages.
- Programming events such as concerts, festivals, and farmers' markets in the major public spaces of Downtown.
- Promoting Downtown as a destination. Possible actions include the development of a brand for the area, supporting the Specific Plan's goal of bringing a hotel and cultural center to downtown Compton, and potentially organizing services for tourism, such as tours of the City which pump money into the community.

Establishing a Property-Based Business Improvement District (PBID) in Downtown Compton.

Property-owners in the PBID are assessed a fair-share allocation of ‘special benefits’, that is, over and above the general benefits, from proposed PBID activities. General benefits from the PBID realized by public not located in the district and/or properties adjacent to the district boundaries are backed out to estimate the total special benefit costs to be allocated to the PBID properties. These special benefit costs are then assessed to property owners based on the type of service and the estimated share of their property of these services, which is shown as a line item on their property tax bill. A variety of factors can form the basis of this allocation, for example, parcel size, building size, parcel frontage, property use etc., including some combination of these factors. Publicly-owned parcels, such as the Civic Center, will not be exempt from these assessments.

The process to establish a PBID involves the following steps:

- Following the adoption of the Specific Plan, developing a district strategic plan built on stakeholder (property-owner) inputs and consensus to describe the vision and priorities for the PBID.
- Based on this, developing a ‘District Management Plan’ that lays out the business plan for the PBID, including the district boundary, parcels included, type of services and improvements, costs to provide these services and improvements, estimation of special benefit costs and the calculation of special benefit assessment to each property owner.
- Completing a petition campaign and a ballot process, whereby property owners contributing 50 percent plus \$1 of the total special benefit assessments agree to petition the City to establish the PBID. Any single property that contributes more than 40 percent of the special benefit costs is excluded from the ballot, with the remaining properties determining the ballot outcome. Once a BID is formed, all property or business owners within its boundaries must pay their assessment, even if they initially opposed its formation.
- Next, the PBID property owners submit a written petition to the City, which may initiate proceedings to form a district by the adoption of a resolution expressing its intention to form a district.
- Upon approval, a non-profit PBID management organization with a board of directors is established to oversee the operations and collection of assessments from the County Assessor.
- A PBID can be approved for an initial period of 5 years, followed by a renewal of 10 years.
- The management district plan may set forth specific increases in assessments for each year of operation of the district.

7.3 Public Land Development

Many of the key projects envisioned by this Specific Plan are located on land owned by the City of Compton or County of Los Angeles. These projects are of particular importance to the implementation of the community vision because they are less responsive to market conditions and return requirements than development on privately-owned land. As a result, they are particularly oriented to serve several key purposes:

- As catalysts for development in the Specific Plan area
- For public benefit projects, such as community, arts, museum, or educational spaces which may not generate a financial return
- To provide affordable housing and affordable commercial space to establish a bulwark

- against displacement
- To help secure outside funds from public agencies, foundations, or other institutions

Development projects on public land which are not yet subject to an Exclusive Negotiating Agreement will be subject to the Surplus Land Act, which was strengthened in 2019. This Act requires that City-owned land which is declared surplus be offered first to developers of 100% affordable housing. As a result, all housing development anticipated on publicly-owned land is anticipated to be affordable housing. This will help to balance out the housing construction on privately-owned land, which may be affordable but is more likely to be market-rate, and as mentioned above, fulfill an important goal of the plan to minimize displacement by creating affordable housing options for Compton residents.

Government agencies at the state and County level have created several programs which encourage transit-oriented affordable housing projects on public land by providing financial assistance to the projects and/or infrastructure improvements which support these projects and transit access. Among these programs are Affordable Housing and Sustainable Communities (AHSC), Infill Infrastructure Grant (IIG) and Metro Affordable Transit Connected Housing (MATCH). For example, the Compton Innovation Hub project at 501/601 E. Compton Blvd. secured \$21 million in an AHSC grant in 2022 for affordable housing construction, Metro bus purchases, and buildout of the Compton Walk in the Alameda Street East to Santa Fe Avenue segment.

The major public land development opportunities in the Specific Plan and their associated infrastructure projects could be subject of grant applications in the future. See Figure 7-2 for a map of these infrastructure projects.

Civic Center

The 17-acre Civic Center is mostly owned by the County of Los Angeles, with City Hall and the Sheriff station owned by the City of Compton. The City of Compton will need to work proactively with the County Supervisor's office as well as its operating departments in order to orchestrate the desired change in this area.

The Urban Design Framework for the Civic Center is described in Section 2.4. There are three major vertical development projects envisioned on the site. Two of the three projects are affordable housing projects envisioned for the southern portion of the site. These have been conceptualized as two 75-unit projects each, although there is room for more units should the County desire. One would replace the ill-used amphitheater behind the Courthouse, and the second would go on the large lot occupied by the Heritage House. The Heritage House, a local historic monument, would need to be moved as illustrated in Figure 2-6 or incorporated into the design of the project. Appropriate populations could include families or small worker households. Parking could be provided in the current Civic Center garage, and outside funding could be leveraged to support the change of Willowbrook Avenue into a couplet with bicycle facilities.

One additional option, not pictured in the Urban Design Framework, is to free up extra land by providing the Sheriff's Department with new facilities off-site in an area more suited to rapid vehicular entry and exit than Downtown Compton will become. One potential area for this is in the Rosecrans Center district near the intersection of Rosecrans Avenue and Alameda Street; however, there may be other opportunities in the City as well. With extra land available on the Civic Center site, space may be available for a larger development which could be entirely

affordable or mixed-income as needs dictate.

Finally, a hotel and cultural center/museum project is proposed on the site of the current library on the northwest side of the MLK Memorial Plaza. It is also possible that the current library site might instead accommodate a different type of new development, other than a hotel and cultural center/museum. While current demand for hotel in the area may be low, in the longer term this could become an important component of activating the Civic Center and Downtown Compton in general. In the shorter term, Compton-specific cultural exhibitions could be held in the library and at City Hall to begin to generate interest, while fundraising and partnerships begin to materialize around the museum component, and improvements in Downtown Compton's environment increase the demand for hospitality uses.



409 N. Alameda St.

This currently vacant City-owned site is adjacent to the Metro at Compton Senior Apartments, a 75-unit senior affordable housing development completed in 2015. It was included in a City RFP in 2018 along with the 501/601 E. Compton Boulevard site; however, no Exclusive Negotiating Agreement has been signed regarding this site. As a result, the site will be subject to the updated Surplus Land Act and will need to be offered first for affordable housing development.

The Specific Plan anticipates a project of 106 affordable residential units on this 0.8-acre site in a five- or six-story structure which would ideally have a lower height on the northern portion of the property, building up to a taller height and small commercial component at the corner Alameda Street and Carson Place, across the street from where a key downtown gateway element is envisioned on the southwest corner of the street.



500-600 N. Alameda St. E.

This 3.6-acre site is also used as a yard by the City Public Works and Parks and Recreation Departments. There are a few structures on-site, including 1940's-era Quonset huts; however, all are in fair to poor condition. The northern portion of the narrow site is suited to townhomes, which could be developed as affordable homeownership units, while the wider southern portion could be used for a multistory building with ownership or rental flats.

The project could leverage outside funds for the creation of the Alameda East greenway (Section 5.5), which would greatly enhance the livability of the development itself. Due to the narrowness of the site, buildings will likely come up to the property line, and a portion of the greenway can be used to create a buffer for the residential units.



458 S. Alameda St. E.

This 5.5-acre site is currently used by the City Public Works Department as a yard for City vehicles. The Specific Plan proposes consolidating the vehicles on this site into a three-acre footprint, freeing roughly two acres to be divided between affordable housing development and park or community garden space. Soil sampling should be conducted to determine the best portions of the site for development. One potential for this green space, strongly supported by the community, is to combine the community garden with a “food incubator,” a building which would provide rentable commercial kitchen space to small food vendors, including those who currently operate out of their homes.

The Specific Plan envisions a four-story building with 90 residential units on the site. This would be an appropriate location for affordable family housing.



398 N. Willowbrook Ave. E.

This one-acre City-owned parking lot just northeast of the Metro station and north of the Dollarhide Center parking garage is a prime opportunity to create a transit-oriented affordable housing development. Given its small L-shaped footprint, constructing garage parking while maintaining a walkable first-floor frontage on this site will be difficult; therefore, this project is envisioned as a small-unit affordable housing development without parking for seniors, single workers, or other populations more likely to live without access to a vehicle. The project could leverage grant funds for the proposed conversion of Willowbrook Avenue into a couplet with bicycle facilities (Section 5.4).

Just south of the parking lot, on the west façade of the Dollarhide parking garage, are a grassy berm and a new Metro security building which is vacant. The grassy berm represents an opportunity for the City to encourage pop-up or convenience retail, perhaps in a simple stand or shipping container. The Metro security building could be occupied by the Business Improvement District as offices and a hub for maintenance and security services.



7.4 Arts and Culture Promotion

The Specific Plan envisions Downtown Compton as a hub for cultural production and as a world-class destination to experience art and culture. Key arts and culture related projects include:

- Streetscape customization of the Compton Walk with locally-directed artistic, historic, interactive, and didactic elements along the streetscapes and in Major and Minor ‘Places’ (Section 2.7, 4.14, 4.15)
- Creation of an innovation hub for digital production in the 501/601 E Compton Blvd project (Section 2.6)
- Development of a hotel, museum and/or cultural center at the Civic Center celebrating area(s) in which Compton has contributed to the world (Section 2.4)

The plan also puts regulations in place to direct 0.5% of development project costs into public art (Section 3.10) and establish public benefit incentives for affordable arts and culture space (Section 3.12).

Artistic and cultural industries are often decentralized and collaborative, and in order to achieve these goals, the City will need to engage with a broad range of organizations and individuals, some of whom may take a larger role than the City itself. One potential method to stimulate collaboration between residents, City leadership, and these organizations would be to establish a City Arts Commission and appoint members of the key local arts organizations to it. The Arts

Commission could also relieve the Planning Commission of duties assigned in this Specific Plan related to the review of applications for public art in Section 3.10.

Funding for arts and culture projects may come from competitive public grant sources like the ones mentioned in Section 7.6; however, philanthropy is also a promising avenue. Famous current or former Compton residents such as Dr. Dre and the Williams sisters have made substantial contributions to cultural and sports facilities in the community. More institutional foundations may also be interested. Finally, large non-profit institutions such as universities also present opportunities to develop and operate of cultural and educational facilities. The key is to identify lead departments or organizations, inside or outside the City and quasi-governmental bodies, that have the drive and capacity to seek, coordinate, and execute funding.

One potential is the Compton Arts Project, a collaborative between SEPIA Collective, Cakecutter Institute, the Robey Theatre Company and the Mayor's Office of the City of Compton which has received funding from public and private sources. Its five goals are to:

- 1) Center arts and culture in the City
- 2) Fund an arts and culture community center in the City
- 3) Highlight and support the brilliance of Compton artists and their contributions
- 4) Encourage local ownership and development of businesses near our cultural centers
- 5) Demonstrate the value of art as an economic engine that has the power to anchor communities

Specific Plan Projects such as the Compton Walk, potential affordable arts or community space in new development, and the establishment of a cultural center in the Civic Center align clearly with the goals of the Compton Arts Project.

7.5 Historic Resources

The City of Compton does not currently have a local historic designation program. The City might consider establishing a local historic designation program and placing key historic resources such as the MLK Memorial Plaza and Compton Courthouse in it, or applying for designation for these publicly-owned resources. This would make these areas eligible for federal and state Historic Tax Credits, Historic Preservation Certified Local Government Program (CLG) grants, and other sources which can be used for revitalization.

7.6 Funding Sources

Figure 7-1 gives a list of some of the most promising funding sources for implementation of the Specific Plan as of early 2022.

Funding/Implementation Method	Purpose	Funding Type
City		
Specific Plan Costs Recovery Fee Program	Recouping incurred non-grant costs for plan preparation incurred by the City.	One-time fees on developers realizing benefits from CEQA-approved specific plan development provisions.
Financing Districts:		
Community Facilities Districts (CFD) (Mello Roos)	Capital improvements and operations & maintenance.	2/3 Voter - Approved annual special tax on property owners for identified purposes; can issue bonds.
Special Benefits Assessments	Capital improvements and services.	Simple majority fair-share special assessment of costs to benefiting property owners with the option of paying over time, qualifies for bond issuance.
Landscaping and Lighting Maintenance Districts (LLMD)	Capital improvements and operations & maintenance.	Type of special assessment for landscaping and lighting
Enhanced Infrastructure Financing Districts (EIFD)	Area-wide infrastructure district	Tax-increment financing to fund bonds; Specific rules for establishment, financing horizon and approved projects.
Community Revitalization and Investment Authority (CRIA)	Area-wide affordable housing and infrastructure district (Applicable to SB 375 Disadvantaged Communities)	Tax-increment financing to fund bonds; Specific rules for establishment, financing horizon and approved projects.

Fees:		
Park Fees	Capital expenses for park and open space	One-time fees on developers based on the Quimby Act, in lieu of park/open space dedication by developer.
Development Impact Fees	Variety of Capital Improvements	One-time fees on developers developed on a fair-share nexus basis that finance a variety of capital facilities and improvements.
State Gasoline Tax - City Capital Improvement Program (CIP) Allocations	Street improvements and maintenance.	Annual allocation from state to local jurisdictions based on formula.
Business Improvement District (Business and Property)	Operations and maintenance of common facilities, and small-scale capital projects, including parking facilities.	Self-elected annual assessments on businesses or properties; cannot issue bonds, thus limited on the scale of capital expenditures.
County		
Measure A: Safe, Clean Neighborhood Parks & Beaches	Grant Funding for park and open space improvement and creation.	Annual allocations and competitive grants of the annual Measure A special tax of property.
Measure W: Safe Clean Water Program	Provides local, dedicated funding to increase local water supply, improve water quality, and protect public health.	Annual allocations and competitive grants of the annual Measure W special tax of property.
Metro Active Transportation (MAT)	Grants for first/last mile and active transportation corridor projects; focused in disadvantaged and high transit ridership areas.	Grant allocation through a competitive process.

Metro Affordable Transit Connected Housing (MATCH)	Loans for predevelopment funds and acquisition for new affordable housing projects and for protection of tenants in existing rental properties that may be redeveloped	Subsidized loan to developer
State		
SB 1: Road Maintenance and Rehabilitation Program	California State Transportation Fund for Local Street Maintenance and Repair	Allocation to Local Agencies based on an apportionment formula
Affordable Housing and Sustainable Communities (AHSC)	Funding for greenhouse gas reduction projects that combine affordable housing development with active and public transportation improvements	Grants made to developers through a competitive process. City support required.
Active Transportation Program	Funding to increase the proportion of trips accomplished by walking and biking, increasing the safety and mobility of non-motorized users, advancing efforts of regional agencies to achieve greenhouse gas reduction goals, enhancing public health, and providing a broad spectrum of projects to benefit many types of users including disadvantaged communities	Grant allocation through a competitive process.
Infill Infrastructure Grant (IIG) Program	California HCD grant financial assistance for Capital Improvement Projects that are an integral part of, or necessary to facilitate affordable housing development.	Grant made to developers through a competitive process. City support required.

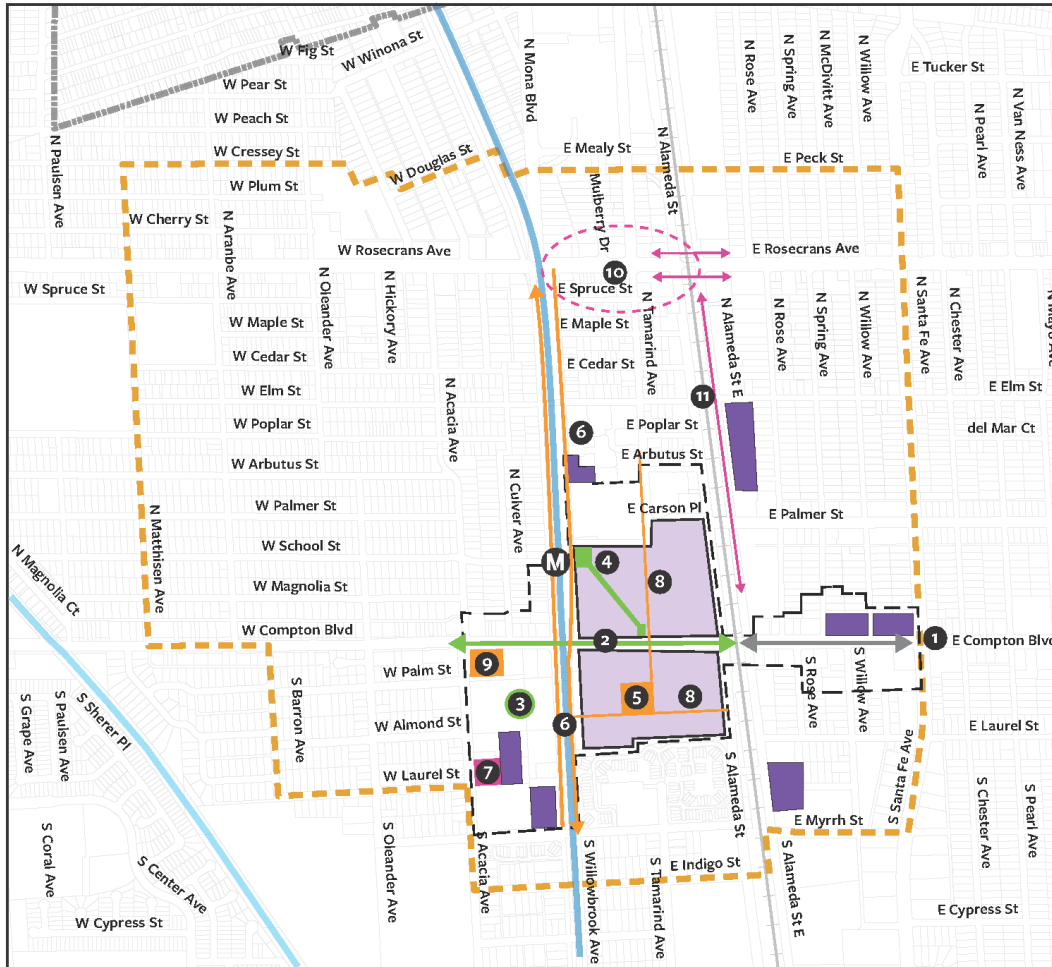
California Urban Greening Program	California Natural Resources Agency financial assistance for greenhouse gas and heat island reduction (Applicable to SB 375 Disadvantaged Communities)	Grant allocation through a competitive process
California Arts Council Grants	Various Council grants	Grant allocation through a competitive process.
Historic Preservation -- Certified Local Government Program (CLG) Grants	State of California (OHP), and the National Park Service (NPS) grants for historic preservation.	Grant allocation through a competitive process.
Highway Safety Improvement Program	Federal-aid program to States for the purpose of achieving a significant reduction in fatalities and serious injuries on all public roads.	Grant allocation through a competitive process.
Federal		
Community Development Block Grants	HUD Capital improvements and operations & maintenance.	Annual allocations to cities to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services,
RAISE -- Rebuilding American Infrastructure with Sustainability and Equity, 2021	Transit-supportive area-wide improvements under the 2021 Bipartisan Infrastructure Law	Grant allocation through a competitive process.

Opportunity Zone (OZ) Funds	Private capital investment for a variety of housing and economic development projects (Applies to designated OZs within Compton: within the Specific Plan area these are SW of the corner of Compton Blvd & Willowbrook Ave and north of Rosecrans Ave)	Private investors realize capital gains tax deferral on investments made within Federal OZs made through OZ Funds.
New Markets Tax Credit (“NMTC”) areas	Private capital investment for a variety of housing and economic development projects (Applies to the NMTC Qualified Area within Compton).	Incentivizes private investment in distressed areas through tax credits. Investments made through Community Development Entities (CDE).
Non-Profit		
California ReLeaf Program	Non-Profit Partnership with CA Dept. of Forestry and Fire Protection	Grant allocation through a competitive process.

Figure 7-1. Funding Sources.

7.7 Capital Project Implementation

Figure 7-2 provides a map of the anticipated capital projects to implement the Specific Plan and presents the current priority level assigned to each project. Figure 7-3 then provides funding sources which may be pursued to fund each of these capital improvement projects.



Capital Projects

- | | |
|--|---|
| <ul style="list-style-type: none"> 1 Compton Walk Phase 1: road diet, streetscape 2 Compton Walk Phase 2: road diet, streetscape 3 MLK Plaza Improvement (Addition of Rentable Kiosks, Seating, Greenery) 4 Metro Plazas & Pedestrian Mall 5 Compton Central Park 6 Willowbrook Ave Conversion to Couplet & Bike Facilities 7 Conversion of Open Space to Neighborhood Park 8 New Streets 9 Museum & Hotel 10 Relocation of Sheriff Station (land purchase required) 11 Alameda East Street Closure/Greenway and Connection of Rosecrans Av across Alameda Corridor | <ul style="list-style-type: none"> Funded High Priority Medium Priority Low Priority |
| <ul style="list-style-type: none"> Public Affordable Housing Development Sites | <ul style="list-style-type: none"> Major Private Development Sites |

Figure 7-2. Capital Projects

Map Key	Specific Plan Capital Projects	Development Condition?	Potential Funding Sources	Level
1	Compton Walk Phase 1: road diet, streetscape	Yes, per 501/601 SP	i. Funded with Affordable Housing and Sustainable Communities (AHSC)	State
2	Compton Walk Phase 2: road diet, streetscape	Possible	i. Financing Districts: CFD, LLMD, Special Benefit Assessment, EIFD, CRIA ii. Affordable Housing and Sustainable Communities (AHSC) iii. Infill Infrastructure Grant (IIG) Program iv. Active Transportation Program (ATP) v. RAISE -- Integrated with Area-wide Transit-Supportive Improvements vi. Highway Safety Improvement Program (HSIP)	City and/or Joint Powers Authority State State State Federal State
3	MLK Plaza Improvement (Addition of Rentable Kiosks, Seating, Greenery)	No	i. Historic Preservation -- Certified Local Government Program (CLG) Grants ii. California Urban Greening Program iii. California ReLeaf Program	State/Federal State Non-Profit
4	Metro Plazas & Pedestrian Mall	Yes	i. Private Developer Funds ii. Park Fees iii. Financing Districts: CFD, LLMD, Special Benefit Assessment, EIFD, CRIA	City City and/or Joint Powers Authority
5	Compton Central Park	Yes	i. Private Developer Contributions ii. Financing Districts: CFD, LLMD, Special Benefit Assessment, EIFD, CRIA iii. Park Fees iv. Measure A: Safe, Clean Neighborhood Parks & Beaches v. California Urban Greening Program vi. Community Development Block Grants vii. California ReLeaf Program	City and/or Joint Powers Authority City County State Federal Non-Profit

6	Willowbrook Ave Conversion to Couplet & Bike Facilities	No	i. Financing Districts: CFD, LLMD, Special Benefit Assessment, EIFD, CRIA ii. Affordable Housing and Sustainable Communities (AHSC) iii. Infill Infrastructure Grant (IIG) Program iv. Active Transportation Program (ATP) v. RAISE -- Integrated with Area-wide Transit-related Improvements	City and/or Joint Powers Authority State State State Federal
7	Conversion of Open Space to Neighborhood Park	Possible	i. Park Fees ii. Financing Districts: CFD, LLMD, Special Benefit Assessment, EIFD, CRIA iii. Measure A: Safe, Clean Neighborhood Parks & Beaches iv. California Urban Greening Program	City City and/or Joint Powers Authority County State
8	New Streets	Yes	i. Private Developer Funds ii. Financing Districts: CFD, LLMD, Special Assessment, EIFD, CRIA iii. RAISE -- Integrated with Area-wide Transit-related Improvements	City and/or Joint Powers Authority Federal
9	Museum & Hotel	N/A	i. Public-Private Partnership ii. Opportunity Zone Funds iii. New Markets Tax Credit (“NMTC”) areas iv. California Arts Council Grants	Local Federal Federal/ Community Development Entities State
10	Relocation of Sheriff Station (land purchase required)	No	i. Development Impact Fees ii. Financing Districts: CFD, LLMD, Special Benefit Assessment, EIFD, CRIA iii. Other City Funds -- Sale or Lease of Existing Facilities	City City City

11	Alameda East Street Closure/Greenway and Connection of Rosecrans Av across Alameda Corridor	No	<ul style="list-style-type: none"> i. Financing Districts: CFD, LLMD, Special Benefit Assessment, EIFD, CRIA ii. Measure A: Safe, Clean Neighborhood Parks & Beaches iii. Measure W: Safe Clean Water Program iv. Affordable Housing and Sustainable Communities (AHSC) v. Infill Infrastructure Grant (IIG) Program vi. California Urban Greening Program vii. California ReLeaf Program viii. RAISE -- Integrated with Area-wide Transit-related Improvements 	<ul style="list-style-type: none"> City and/or Joint Powers Authority County County State State State Non-Profit Federal
----	--	----	---	--

Figure 7-3. Capital Improvement Projects with Funding Sources.

