

## PUBLIC NOTICE

### **Aiken Municipal Development Commission Meeting**

The Aiken Municipal Development Commission will meet on Tuesday, August 18, 2020, at 3:30 P.M. The meeting will be held at the Lessie B. Price Senior & Youth Center at 841 Edgefield Avenue NW.

#### **EXECUTIVE SESSION NOTICE**

The Aiken Municipal Development Commission will meet in Executive Session pursuant to Section 30-4-70(2) of the South Carolina Code to discuss matters relating to the proposed location, expansion, or the provision of services encouraging location or expansion of industries or other businesses in the area served by the public body.

Specifically, the Aiken Municipal Development Commission will discuss matters regarding property in the downtown area.

# Aiken Municipal Development Commission

## Agenda

Lessie B. Price Senior & Youth Center  
841 Edgefield Avenue NW

August 18, 2020

3:30 P.M.

### CALL TO ORDER

1. Approval of Agenda for August 18, 2020.
2. Approval of Minutes for the August 4, 2020, meeting.
3. Presentation from Jane Page Thompson Regarding Potential Economic Development Projects in and Around the City of Aiken Entitled as a Green Commerce Initiative.
4. Consideration of Draft Letter to City Council Regarding the Now Officially Paused Redevelopment of the Hotel Aiken by the Owners of the Property.
5. Discussion of Potential Recommendation to City Council Regarding Alteration to the Organization and Membership of the AMDC Through Potential Amendments to the Enabling Ordinance to be Considered by City Council.
6. Comments by Commission Members.
7. Information and Updates from Staff.
8. Executive Session.

### ADJOURNMENT

Aiken Municipal Development Commission Minutes

Lessie B. Price Senior & Youth Center  
August 4, 2020

Present: Tim Dangerfield, Marty Gillam, Ed Girardeau, Lessie Price, Chris Verenes, Tom Williams, Ed Woltz, and Keith Wood.

Absent: Stuart MacVean

Others Present: Stuart Bedenbaugh, Tim O'Briant, Sabina Craig, David Jameson, Ryan Bland, and Sara Ridout.

Mr. Dangerfield called the meeting to order at 3:35 p.m.

The first item of business was approval of the agenda for August 4, 2020. Mr. Woltz moved, seconded by Mr. Girardeau, that the agenda be approved as presented. The motion was unanimously approved.

Mr. Dangerfield asked the Commission to consider approval of the July 7, 2020, minutes. Mr. Wood moved, seconded by Mr. Williams, that the minutes of the July 7, 2020, meeting be approved. The motion was unanimously approved.

COMMERCIAL PROPERTY CODE

Mr. Dangerfield stated the next item of business was an overview of the commercial property code by Ryan Bland, Planning Director.

Mr. Bland stated he would cover the property maintenance code and the demolition by neglect provision. We have a section in the City Code regarding property maintenance. We also have, as part of adopting the package of the International Building Code, a property maintenance section as well. Those are very similar. They are written on an identically parallel base, but functionally they tend to work parallel. He noted that in the property maintenance code there are a number of things he would call aesthetic in nature. Those things don't often hold up well in court. He pointed out that things like minor repairs such as loose boards, peeling paint, are usually charges that get tacked onto a larger nuisance issue. You usually try to prevent and abate nuisances. Some of the reluctance in using the code to its full potential is that once you start down the road of calling something a nuisance, you start down the road to abatement and either cause the owner to abate the issue or if there is an identified nuisance with the citation process started, the city would eventually assume the liability to actively abate the issue. Then you start talking about taking on a liability and the cost of doing so. He said the City usually tries to work with the property owner for a period of time to try to work out the issues before following through some other process.

Mr. Bland noted that the most used portion of the property maintenance code is for overgrown property which is a nuisance violation. The City has a team that we contract with for the cleanup. The cost for the cleanup goes as a lien on the property. The overgrown properties happen a lot because of absentee property owners. Absentee property owners are an issue in that we have to find some way to serve them with a notice of the nuisance.

Mr. Bland stated the commercial property maintenance code is available, but it has not been used very often in Aiken.

The Commission members then asked questions and discussed the property maintenance code. Concerns were expressed about some properties that need maintenance and upgrading or need to be demolished to improve the appearance of our city. They understood the point of wanting to avoid litigation, but were concerned about why have rules if we are not going to enforce them. There was a suggestion that possibly the city should amend the code and provide more teeth to enforce the property maintenance code. There was concern that we have landowners downtown complaining about maintenance of properties in the downtown area and what can be done to help the situation.

There was concern as to risk of a dilapidated building in the downtown catching fire and spreading to other buildings in the downtown area.

The Commission members then discussed the situation of the Hotel Aiken and what progress was being made on renovation of the hotel. Mr. Bland noted that the first two stories of the Laurens Street side of the building were built in the 1880's. Additions were made in the 1910's, and the current configuration of adding a third floor and the eastern part of the property in the 1930's. There are no building plans. What has been done so far is working with the historic architect. A few years ago Hotel Aiken was placed on the Aiken Historic Register. The owner requested the designation in order to get certain financing for the renovation. He pointed out that the Design Review Board will be discussing the Hotel Aiken at their meeting today at 5:30 p.m. A property owner downtown has made a complaint about Hotel Aiken under the demolition by neglect provision.

#### EXECUTIVE SESSION

Mr. Dangerfield stated the Commission needed to go into Executive Session pursuant to Section 30-4-70(2) of the South Carolina Code to discuss matters relating to the proposed location, expansion, or the provision of services encouraging location or expansion of industries or other businesses in the area served by the public body. Specifically, the Aiken Municipal Development Commission will discuss matters regarding property in the downtown area.

Mr. Woltz moved, seconded by Mr. Gillam that the Commission go into executive session to discuss the matter noted by Mr. Dangerfield. The motion was unanimously approved. The Commission went into Executive Session at 4:05 P.M.

After discussion, Mr. Girardeau moved, seconded by Mr. Gillam, that the Commission come out of executive session. The motion was unanimously approved. The Commission came out of executive session at 4:55 p.m.

### COMMERCIAL PROPERTY CODE

The Commission came out of executive session and continued discussion on the Hotel Aiken and the concerns about the condition of the building and how it affects looks of the downtown.

Mr. Gillam stated he would like to make a motion that a letter be addressed to City Council with the recommendation that the city address the owner of the Aiken Hotel with the request that the hotel be brought up to the building standards, and also request Council to remove the hotel from the Aiken Historic Register as an historic building. The motion was seconded by Mr. Wood.

The Commission discussed the motion. Mr. Dangerfield stated the motion is that the Municipal Development Commission write a letter to City Council asking them to take the Aiken Hotel off the Aiken Historic Register and address the condition of the Aiken Hotel and its renovation.

After discussion it was noted that the three Councilmembers would abstain from voting because they felt it might be a conflict of interest. Also, Mr. Verenes stated he would abstain from voting because he has a conflict of interest. It was pointed out that one member was absent so with four members abstaining from voting, that would only leave four members to vote on the motion and a favorable motion would require the vote of five members in favor of a motion.

Because of not having a quorum to vote on the motion, Mr. Gillam withdrew his motion, and Mr. Wood agreed to withdrawing the motion.

There was a question that if a letter is authorized by the Commission, does the letter go to City Council or does it come back to the Commission at the next meeting for review before sending to City Council. The Commission members agreed that they would like to see the letter before it is sent to Council. They asked that if a letter is written that it be emailed to the Commission members for review before sending to City Council.

After discussion it was noted that the Commission could not take any official action as there was not a quorum of members present to vote on a matter. It was noted that with Councilmembers abstaining from voting, this could be a problem in the future for any actions the Commission might want to take if there was just one member of the Commission not present. It was suggested that possibly the Commission members could be increased to 11 members to help address the matter of having a quorum present to vote on issues. Mr. Bedenbaugh is to discuss increasing the number of members on the Commission with City Council. It was noted that to change the number of members on the Commission would require the ordinance to be amended.

Mr. Dangerfield stated as Chair he would write a letter to City Council on the issues and send it to the members for their review at the next meeting.

AECOM REPORT

Economic Development Action Plan

There was a question on the status of the Economic Development Action Plan by AECOM and their schedule. Mr. O'Briant reported that he had been in touch with Marcia Tobin, and he was assured that what they had presented was a summary of what they had done before ceasing operation due to the pandemic. They are ramping back up and he discussed the need for a dramatic plan in September. He noted that he and Mr. Bedenbaugh would be discussing the report with Ms. Tobin next week.

ADJOURNMENT

There being no further business, the meeting adjourned at 5:10 p.m. Mr. Dangerfield stated staff would get an agenda out for the August 18, 2020, meeting to be held at the Lessie B. Price Senior & Youth Center at 3:30 P.M.

The meeting adjourned at 5:10 P.M.

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Sara B. Ridout  
City Clerk

# City of Aiken Public Water Supply

**Mayor**

Rick Osbon

**City Manager**

Stuart Bedenbaugh

**City Council Members**

- 1 Diggs
- 2 Price
- 3 Brohl
- 4 Girardeau
- 5 Gregory
- 6 Woltz

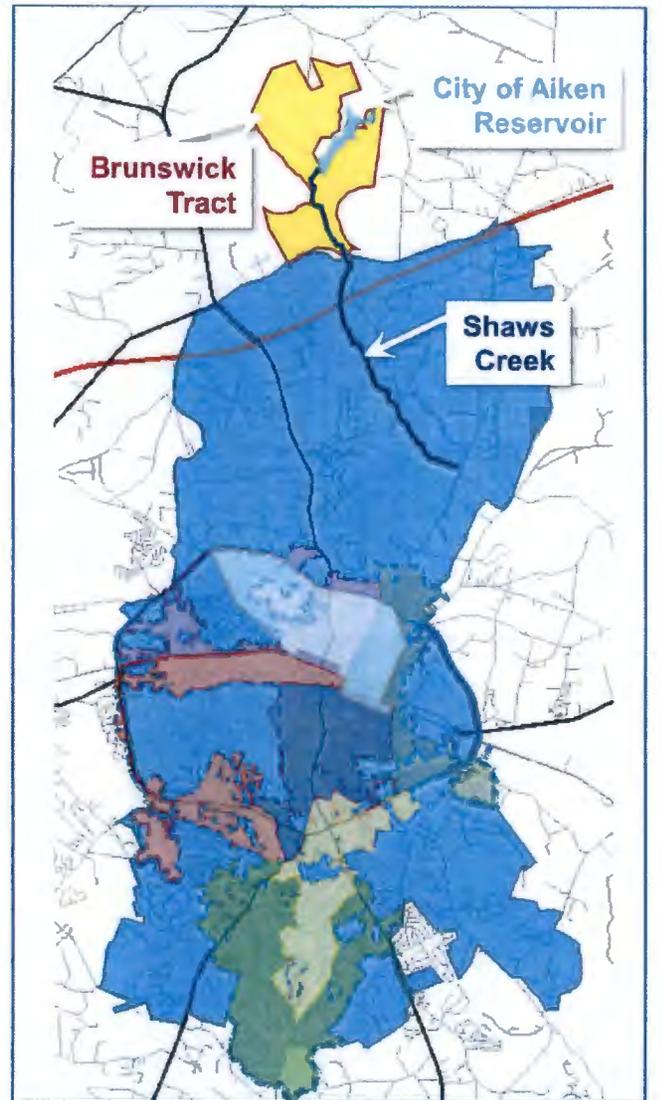
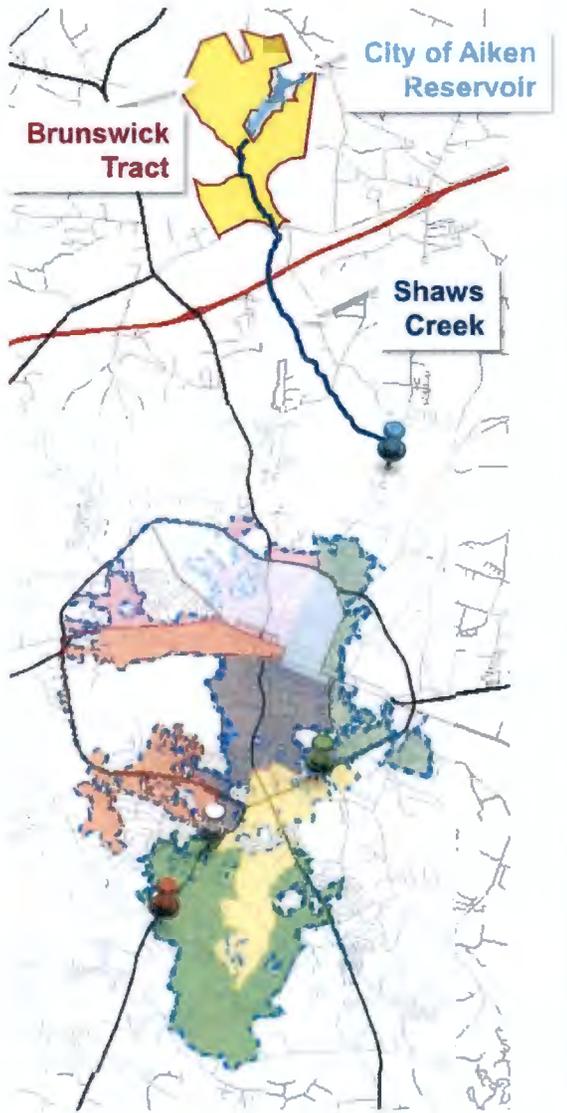
**City of Aiken Water District**

- Shaws Creek WTP
- Pine Log Well
- Town Creek Well
- Silver Bluff / Woodside Well

Interstate   
 SC Roads 

City Limit 

Opportunity Zone 



# City of Aiken Public Water Supply

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- 1 Diggs
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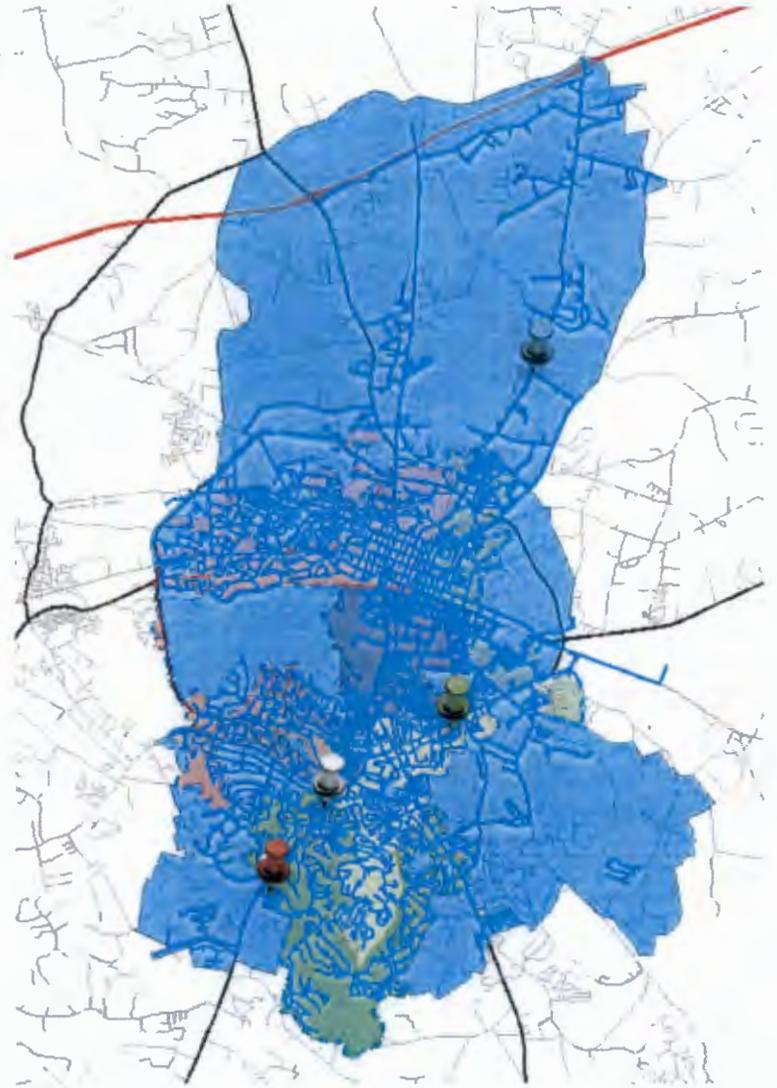
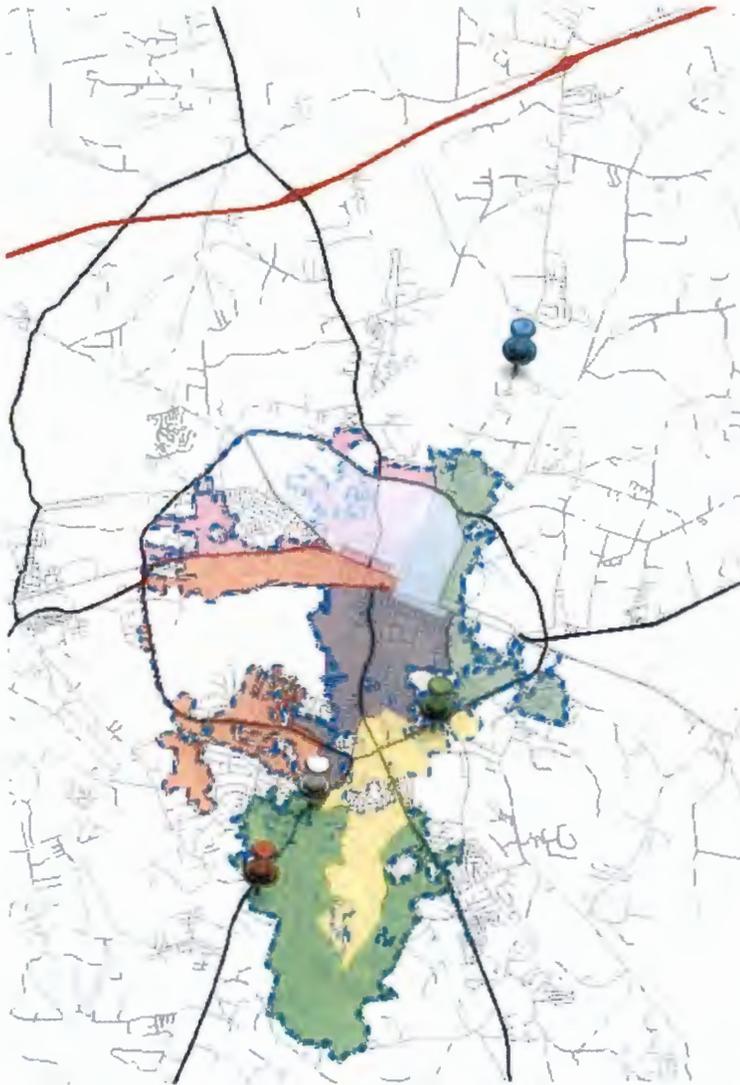
**City of Aiken Water District**

- Main Distribution Lines
- Shaws Creek WTP
- Pine Log Well
- Town Creek Well
- Silver Bluff / Woodside Well

Interstate  
SC Roads

City Limit

Opportunity Zone



| <b><u>Project:</u></b>               | <b><u>Est. Cost:</u></b>                                     | <b><u>Existing Budget and (Possible Revenue):</u></b>        | <b><u>Possible Funding Source:</u></b>                    |
|--------------------------------------|--|--|---|
| I-20 Entryways                       | \$385,000  |  | Private Naming Sponsor                                    |
| Shaws Creek Treatment Plant          | \$45,000,000   | \$28,000,000   | Bond-<br>State Bank                                       |
| Masons Branch Purchase               | \$5,600,000  | \$1,000,000 Collected<br>(\$6,200,000 in Credits sold)       | Clean water Fund<br>Wet land Credit sales                 |
| Eastend Sidewalks and Storm Sewer    | \$24,000,000   | \$8,000,000  | DOT Fund<br>Impact Fees                                   |
| Downtown Stormwater                  | \$12,500,000   | \$4,200,000 Collected  | Storm Water Fund<br>CPST IV & V                           |
| Downtown Bridges                     | \$2,300,000  | \$800,000 Earmarked DOT                                      |   |
| Litter Mission*                      | \$26,000 per year<br>\$130,000 (5yr test run)*               | \$10,000 Discretionary Fund                                  | Public Works<br>Green Grants                              |
| Composting Organic Debris Project    | \$1,500,000<br>Plus cooperation from Steeplechase & Tri-Dev. | Existing Public Works budget ???<br>(\$125,000 p/yr revenue) | Eventual Sales and cost reduction<br>Grants for Landfills |
| Northside Water Sewer Line Expansion | \$18,900,000   | \$1,000,000  | Infrastructure Bank<br>Municipal Bond                     |
| <b>Totals:</b>                       | <b>\$110,315,500</b>   | <b>\$44,700,000</b><br>(\$38,500,000- Credits)               | <b>\$65,690,500</b><br>(\$59,490,500- Credits)            |

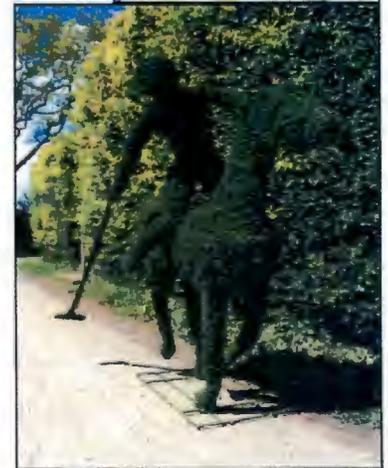
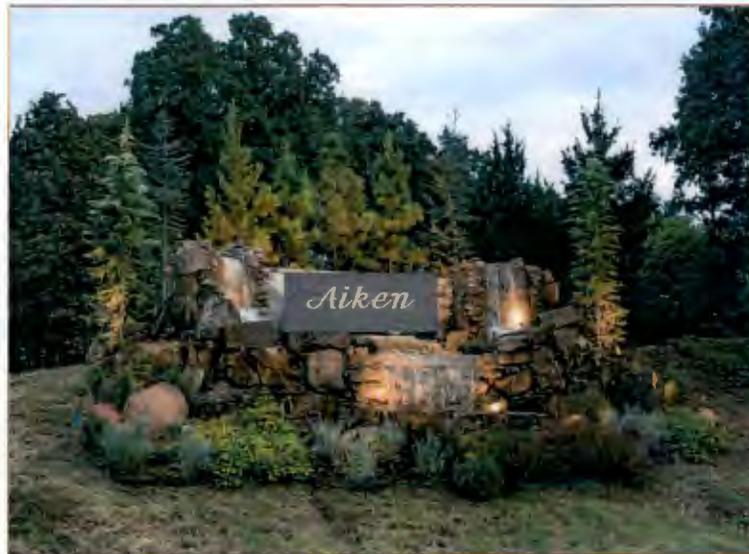
## Aiken's Green Commerce--

SC has Beachfronts, Oceanfronts, Waterfronts, now Aiken is SC's Greenfront

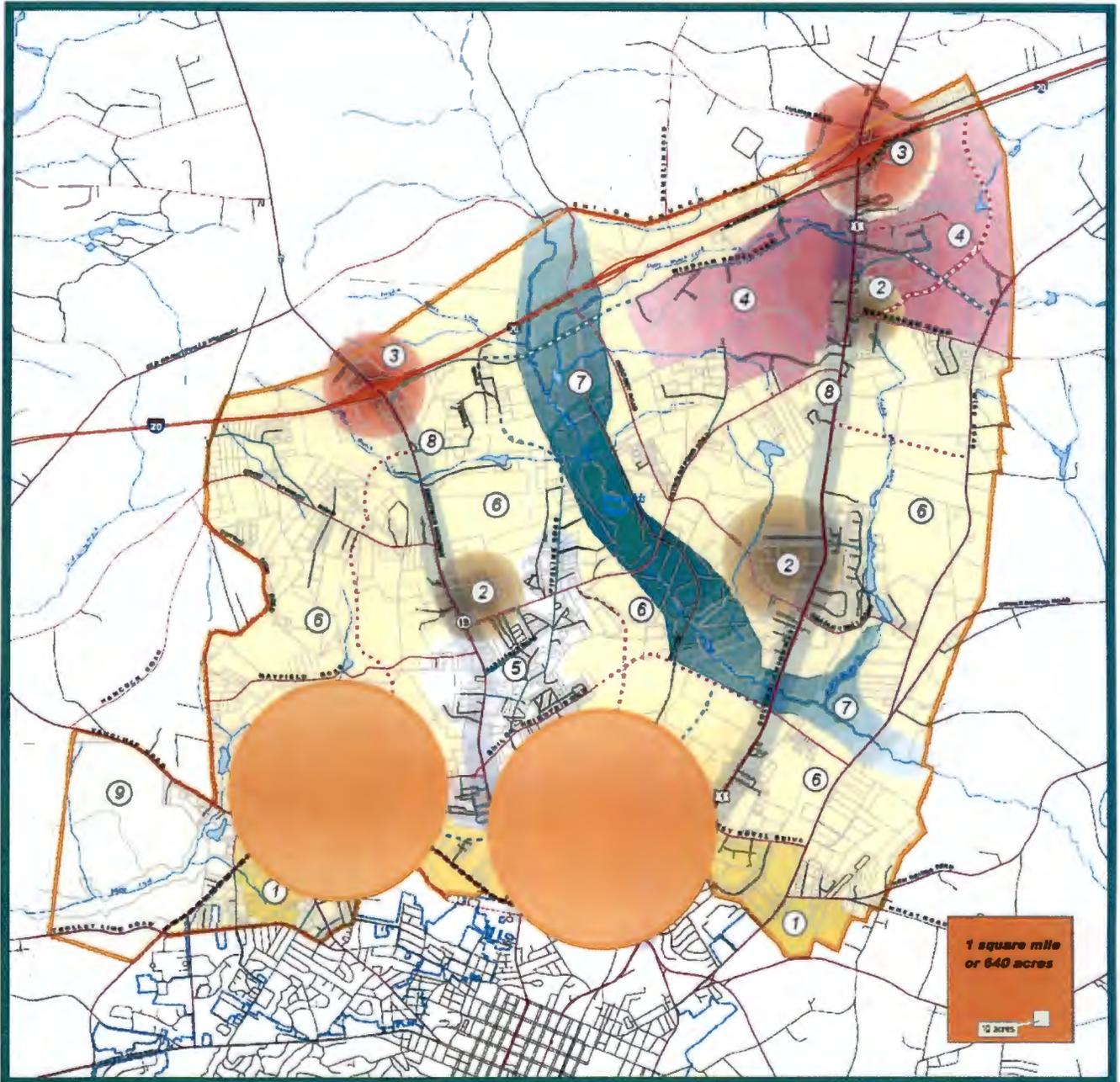
Setting Priorities that meet the needs across the City are essential for economic development and resident recruiting.

Large Format **WELCOME TO AIKEN** landscaping and imagery at Exits 22 and 18 can highlight the Equine Uniqueness and Golf Heritage of the area and the Green ribbon initiative or Green Hoofs that the Small Businesses would be awarded for implementing Greenwise initiatives can be painted on the pavement, and the designs can vary at the different City entries. Making the Right First Impression is important for future growth!

**\$385,000** will make great entries to town and could be sponsored by businesses or civic groups



Source: Amentum Stakeholder Mtg.



Map Printed: June 30, 2007

**DISCLAIMER**

Source: MDC, Alken County GIS, 2006.  
 Information contained in this map is intended for planning purposes only. The City of Alken and the consultants make no claim or warranty to the accuracy of these maps. Map created by McBride Dale Clarion, February 7, 2007.

scale: 1 in. = 4,000 ft.

0 1,500 3,000 6,000  
 Feet

0 0.25 0.5 1  
 Miles



**Legend**

- Rivers and Streams
- Railroads
- City Limits
- Northside Study Area
- Lakes & Ponds
- Reynolds Pond

**Growth Concept Areas**

- 1 Contiguous Growth
- 2 Nodal Development
- 3 Gateway
- 4 Regional Employment
- 5 Enhancement
- 6 Rural Areas
- 7 Greenway
- 8 Corridors
- 9 Approved Major Development

**Existing Roads**

- Local Roads
- Collector
- Minor Arterial
- Major Arterial
- Limited Access Highway

**Concept Roads**

- Collector
- Minor Arterial
- Widening



**Dream Port Growth Area**

1 square mile  
 or 640 acres

10 acres

# Shaw's Creek Water Plant and Northside Water Sewer Expansion

Northside Interchanges - Character Areas with Overlay Districts



CRANSTON

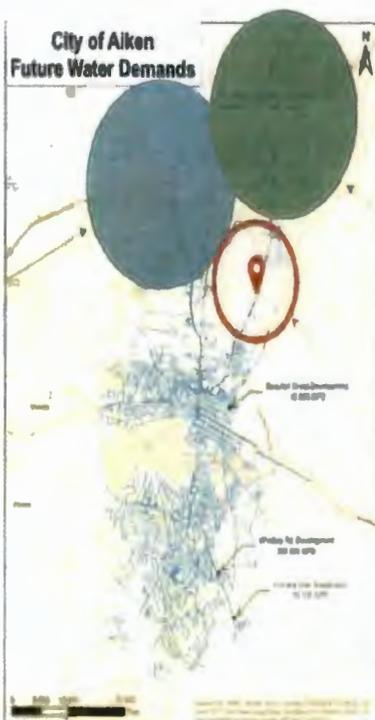
Option 2: Construct New Plant - \$30M - \$45M



New Shaw's  
Creek Water  
Plant in Budget  
**\$30-45M**

(Current Estimate to Build approx. \$29.8M)

Shaw's Creek Water Assessment Report



FUTURE I-20 EXIT 2  
NORTHSIDE LAND USE  
AREA

Shaw's Creek Pl:

FUTURE WATER DEMANDS PER WATER DISTRIBUTION REPORT, JANUARY 2019

**\$18.9M.** to complete ALL Cranston recommended Waterline and Sewer Extensions to I-20 at both Exit 18 and 22 along Hwy 19 and Hwy 1.

## Project List and Budget Estimate

| Project Group                             | Budget Cost Estimate |
|---|----------------------|
| Exit 22 and Verney Industrial Park        |                      |
| Highway 1 North Sewer Extension           | \$700,000            |
| Industrial Park Pump Station Enhancements | \$1.2 Million        |
| Highway 1 Parallel Line Improvements      | \$700,000            |
| Total Exit 22 Improvements                | \$2.9 Million        |
| Shaw's Creek Extensions                   |                      |
| Phase I                                   | \$4.1 Million        |
| Phase II & III                            | \$3.0 Million        |
| Edgefield Highway (Exit 18)               |                      |
| Long Branch & Phase I                     | \$1.4 Million        |
| Waterline Extensions and Improvement      |                      |
| Shiloh Creek Phase I                      | \$3.1 Million        |
| Shiloh Creek Phase II                     | \$4.2 Million        |

# Water Service Buffer Areas

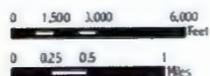


Map Printed: January 8, 2007

**DISCLAIMER**

Source: City of Allen, MDC, 2006.  
 Information contained in this map is intended for planning purposes only. The City of Allen and the consultants make no claim or warranty to the accuracy of these maps. Map created by McBride Dale Orion, January 8, 2007.

scale: 1 in = 6,000 ft.



**Legend**

- Rivers and Streams
- Railroads
- Northside Study Area

**Distance from Existing Mains**

- 2,500 feet from lines
- 1,000 feet from lines
- Water Lines

# Safeguard Northside Aiken Water Supply & Reservoir



## MASON BRANCH PURCHASE ECO- DEVELOPMENT

The **\$5.6M** City of Aiken purchase of the 2500 acres on Mason Branch will protect your watershed long term all while adding a Bike path friendly area to Aiken's Green Infrastructure.

Also, annexing Mason Branch will extend the City's water and sewer beyond the Interstate allowing for long-term annexation and fend off the Valley Water Authority that is usurping customers on the City's Border.



Aiken already has a thriving Downtown Green Commerce with Hitchcock Woods and the Parkways; now the northside of Aiken can attract commercial development and recreational visitors who pay taxes. Plus, this would add to the Millennial draw and with a partnership including the State Forestry Commission, Aiken Land Conservancy and Economic Development Partnership this \$5.6M with its conservation credits and open space- is a Win-Win for everyone!



## STORM WATER:

Downtown storm water damage is a must fix issue– you have \$4.2M but you need \$8.3M more– for a total cost of **\$12.5M**. We have the SRS re-up, the Dream Port and the Old Hospital projects coming online so we need to address the storm water issue to enhance Aiken Green Commerce plan for the future.

## EASTEND Development

will require Storm water attention as well and the 2001 Whiskey Road Corridor Study points to filling the culverts and expanding the sidewalks – NOW is the Time!

With Aiken County and ARTS Looking at this issue, Aiken can capture the **\$8M** from CPST and leverage it for the other **\$16M**. to prepare Powder House Rd. and Pine Log for the annexation to come.



\*Some of these projects have the local match already: 4.5M storm water, 1.2M open space and 8.0M in CPST IV.

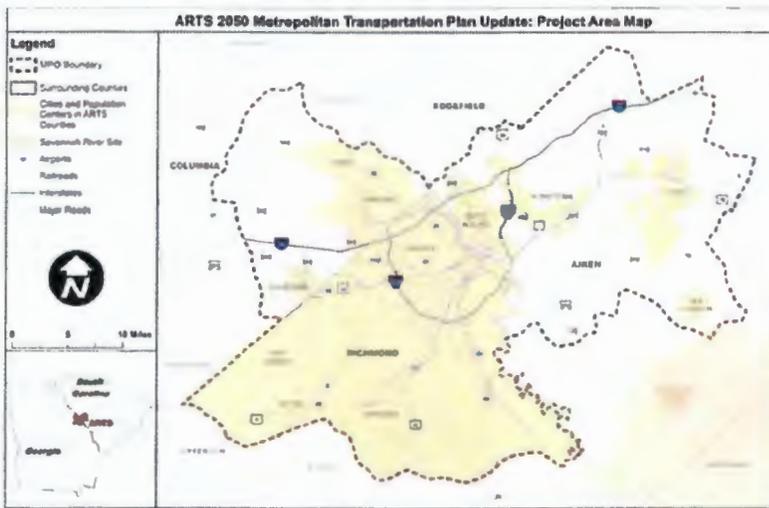
**Still a few things Left to Do and this plan does them!**

**FOR OUR GREEN CITY**

| Key Concern                                      | Short Term Actions  | Long Term Actions  |
|--|---|--|
| <p><i>Connect Our Parkways with Pathways</i></p> | <ul style="list-style-type: none"> <li>✓ Use results of our pilot Green Infrastructure Project to identify opportunities to interconnect our parkways</li> <li>✓ Study communities' efforts to establish pedestrian-friendly infrastructure for city green spaces and pathways</li> <li>✓ Revisit prior parkway designs to see where historic promenades were located.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Support a feasibility study for most efficient means to connect our parkways.</li> <li>✓ Phase in, over several cycles, amenities that make our parkways pedestrian friendly.</li> <li>• Build additional bike paths</li> </ul> |
| <p><i>Ecotourism</i></p>                         | <ul style="list-style-type: none"> <li>✓ Develop our Green Infrastructure Project as a learning lab for best sustainable practices for communities to protect ecology in urban environments</li> <li>✓ Where appropriate, make all City-owned green spaces multi-use venues.</li> </ul>   | <ul style="list-style-type: none"> <li>• Use Aiken's designation as a Tree City USA to foster tourism interests and learning opportunities.</li> </ul>   |

**Excerpt: 2010 Aiken Strategic Plan**





ARTS 2050 pinpoints several Aiken Bridges for repurposing and our Area roadways are in need of more frequent attention than the quarterly DOT litter cleanup.



### BRIDGES:

Fairfield Bridge needs to be re-opened. Estimated Cost: **\$2.3M** The Union Street Bridge needs to be Closed and used as an Equine & Walking Bridge before its condemned. Green Paths to Downtown and safe crossing of the RR tracks add to Aiken's charm and so will a DOT MOU.



### GREEN TEAM LITTER PATROL:



Aiken can lead the State on Litter Patrol. Youth and civic group, Mounted Patrol and bicycle force work on the safety and collection of roadside litter monthly not just The supply costs, volunteer recruitment, staff, retrieval and the coffee and donuts would run **\$26,500** annually.



Encinitas California, Camino 8 Ranch. This facility is designed for a private 25 horse facility within the Olivenhain Farm community.



**Additional Projects:**

**Desert International Horse Park – Thermal, California.** An onsite compost facility to meet the volume of a 2000 horse per week horse show facility. Show Park operating 14 weeks of the year. Meets challenges of locating in proximity to an airport. Partnering with local soil company for sale of bagged output material.

**Carnation Farm – King County, Washington.** A commercial sized facility on historic 975 acre farm outside of Seattle, Washington, meeting the needs of large equestrian needs of surrounding towns, a commercial poultry operation, residential green waste and farm residuals.

**San Juan Capistrano, California.** A commercial size facility meeting needs of equestrian show facility and large local horse population.

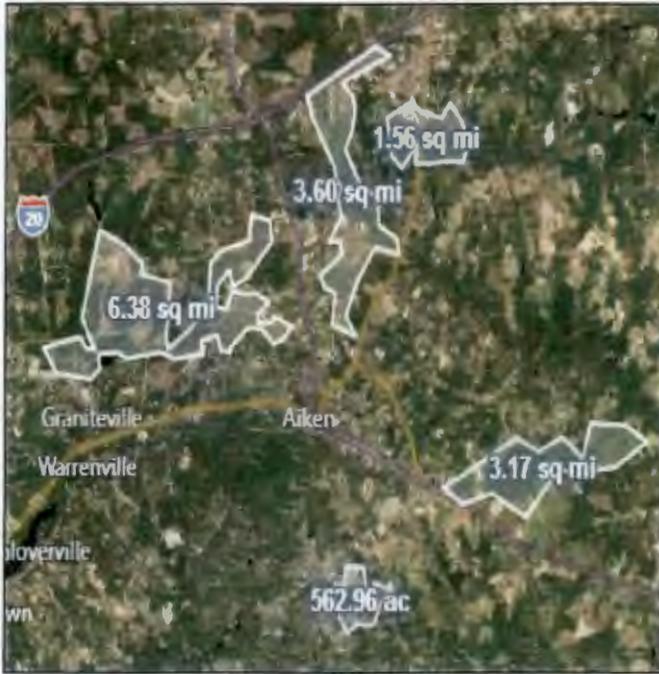
Monitoring and bagging the top soil for City and County Reuse creates jobs for the most vulnerable of our community. Partnering with Tri-Development, Meggido, Goodwill and Salvation Army, these jobs could transform more than our waste, Aiken would transform lives. This project is about **\$1.5M** and provides over-site at the City's investment.

## COMPOSTING JOBS- Changing Lives:

The City installation of a Manure and Organic Composting Center on the East-side in partnership with the Steeplechase Association's new facility creates a revenue neutral project in 5 years.

Adding the Yard waste and organic materials collected by Public Works to the equine manure, shavings and kennel waste from the SPCA and FOTAS will create a salable reusable topsoil in the Aveterra System.





**\$110,211,500 M.** All-in...  
 Aiken has already planned for 40% of this and by grouping the rest together into this Green Commerce plan it will harness political will, capitalize on the current climate and re-launch our Resort heritage for a solid Aiken future!

15.13 Square miles of viable soil rich for development which spurs growth, expands tax-base and can cause traffic issues, storm-water issues, etc. just like the News has reported in Evans and North Augusta– but Aiken can plan its growth and can pre-empt congestion issues by being Pro-active Now!

Money will never be cheaper.

Consumers never more ready to travel to a healing place like Aiken and no projects more necessary than water and sewer which allow for greenspace and water/wetland protection and surface connectivity along bridges, parkways and sidewalks plus bike paths.



## **Aiken's Green Commerce–**

**SC has Beach fronts, Ocean fronts, Water fronts,  
now Aiken is SC's Green front!**

## **Ways to Pay for the Comprehensive Aiken Green Commerce Economic Development Plan:**

**\$110,211,500M.** (\$44,700,000 is already budgeted)

- Hospitality Tax already collects a good bit for these on-going expenses but raising it could kill the Golden Goose– Our Visitors: Long and Short Term Tourists
- Ratcheting the Mil rate would help offset the long term maintenance of these projects and will meet the estimated growing Roof-top count on the Northside and Eastend for NEW Construction while protecting existing home owners from higher daily use taxes.

- Other Ways:
- State Revolving Fund
- Clean Water Fund
- Floodwater Mitigation Fund
- Green Reserve Fund
- State Infrastructure Bank
- USDA
- EDA
- Real Estate Development Credits
- Wetland Banking



## Municipal Project Financing and Funding Options

|   |   |   |                                       |
|---|---|---|---------------------------------------|
| <p>New Funding Sources:</p> <p><b>Impact Fees:</b><br/>on future Projects<br/>Should be collected and<br/>not waived</p> <p><b>Joint Development</b><br/>with Aiken County</p>  | New Taxes   | Local Option Sales Taxes  |                                       |
|   |   | Local Option Fuel Taxes   |                                       |
|   |   | Local Option Income and Payroll Taxes   |                                       |
|   |   | Local Option Vehicle Tax  |                                       |
|   | Value Capture   | Impact Fees   |                                       |
|   |   | Special Assessment Districts  |                                       |
|   |   | Tax Increment Financing   |                                       |
|   |   | Joint Development   |                                       |
| <p>New Financing Mechanisms:</p> <p><b>Clean Water Fund and Environmental Fund</b> for the Treatment Plant, Line Expansion &amp; Reservoir</p> <p><b>Transportation Fund</b> for Sidewalks, Bike Paths, and Storm water</p> <p><b>Taxable Bond for</b> Land Procurement, Project development and entry ways</p> | New Credit Assistance Tools (Loan, Loan Guarantee, Lines of Credit)   | Transportation Infrastructure Finance and Innovation Act (TIFIA) Loans  |                                       |
|   |   | Environmental State Revolving Funds:<br>Clean Water State Revolving Funds<br>Drinking Water State Revolving Funds |                                       |
|   |   | Transportation State Revolving Funds:<br>State Infrastructure Banks   |                                       |
|   |   | Grant Anticipation Revenue Vehicle Bonds (GARVEEs)  |                                       |
|   | Alternative Bonds and Debt Financing Tools  | State Bond Banks  |                                       |
|   |   | Green Bonds   |                                       |
|   |   | Social Impact Bonds   |                                       |
|   |   |   |                                       |
|   | <p>New Financial Arrangements:</p> <ul style="list-style-type: none"> <li>• <b>Public-Private Partnership with ALC</b></li> <li>• <b>MOU with DOT</b></li> <li>• <b>MOU with State Forestry Commission</b></li> <li>• <b>Wetland Banking for Development Credits</b></li> <li>• <b>Cooperation Agreement with Tri-Development and Steeplechase</b></li> <li>• <b>Private Donations</b></li> </ul> | Public-Private Partnerships   | Design-Build                          |
|   |   |   | Design-Build-Operate-Maintain         |
|   |   |   | Design-Build-Finance-Operate-Maintain |
|   |   |   | Concession                            |
| Privatization   |   | Lease   |                                       |
|   |   |   |                                       |
| Infrastructure Investment Funds   |   | Pension Funds   |                                       |
|   |   | Sovereign Wealth Funds  |                                       |
|   |   | Private Companies (Insurance and Investment Banks)  |                                       |
| Private and Nonprofit Philanthropic Partners  |   | Donations   |                                       |
|   |   | Grants  |                                       |
|   |   | Program Investment  |                                       |
| Crowdfunding  | Donation-Based (Public Goods)   |   |                                       |

Source: MASC Report on Infrastructure Financing options