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OVERVIEW

Over the next 25 years, the cities of the world will need to accommodate 2.5 billion more people. In the U.S., public housing is aging and decaying while city centers need revitalization. In the developing countries, every year 40 million poor people crowd themselves into squalid neighborhoods that lack even basic water, sanitation and housing. By 2015, there will be 71 cities with populations over 10 million people. National economies are becoming increasingly global. Innovations in financing and management are becoming ever more critical for the planning, development and management of urban areas.

The Communities Group, an alliance of three affiliated companies, has worked continuously since 1984 to promote, develop and arrange financing for affordable housing, urban development, and community revitalization. TCG International (TCGI), one of the companies affiliated with The Communities Group, provides advisory services to clients in the U.S. and overseas for urban planning, project development, financial structuring, institutional development, and policy reform. TCGI emphasizes stakeholder involvement in planning, resident and community participation in project implementation, market based affordable financing, public-private partnerships, and local presence combined with international expertise in multidisciplinary advisory teams.

ADVISORY SERVICES

Urban Planning and Project Development

TCGI pays particular attention to sound planning and consensus building. We not only promote creative design and sound planning principals, but also consider how projects will be implemented. Planning for implementation means that detailed steps towards implementation are developed early and stakeholder buy-in is secured. TCGI is a leading practitioner in:

- Master planning
- Community revitalization
- Infrastructure development
- Local economic development (LED)

Current Examples. TCGI provided master planning for 12 successful HOPE VI community revitalization grants totaling over \$480 million awarded through the U.S. Department of Housing and Urban Development (HUD). TCGI is currently assisting cities in India to prepare City Development Plans and infrastructure development projects with a combined value of over \$200 million. TCGI has also developed strategic planning methodologies, including an LED Toolkit to aid USAID staff in designing economic growth programs in poor countries worldwide.



Clients:

- √ HUD
- √ USAID
- √ World Bank
- √ Inter-American Development Bank
- √ Asian Development Bank
- √ Cities Alliance

Current Contracting Vehicles:

- √ GSA Federal Supply, MOBIS GS-10F-0193S
- √ HUD Troubled Housing Authorities IQC
- √ USAID Integrated Water & Coastal Resources Management IQC
- √ USAID Sustainable Urban Management (SUM) II
- √ USAID Global Business, Trade and investment (GBTI) II
- √ USAID Democracy and Local Government Reform IQC

To access our services, please contact:

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Financial Structuring

Because housing and infrastructure needs far exceed what can be financed by national governments and international development agencies, large projects need to attract capital market investors. TCGI has successfully structured financing for housing authorities, city governments, and multi-city projects. TCGI provides advisor services on financial structuring and credit enhancement so that projects are financially viable and able to mobilize market based investment. This includes:

- Financial analysis and evaluation
- Technical assistance to improve financial viability
- Design of financing packages and credit enhancement mechanisms
- Implementation of mixed-financing strategies

Current Examples. On behalf of USAID/India, TCGI helped create a local market for private sector municipal bond finance of over \$4.2 billion. TCGI structured water and sanitation projects with mixed-financing, including the use of municipal bonds, USAID partial credit guarantees, and Government of India loans. TCGI has assisted 60 Indian cities to improve their financial viability. TCGI innovations include India's first municipal bond issued without a state government guarantee and the first use of pooled financing that funds projects in multiple cities with one bond issue. In the U.S., TCGI is helping to implement HUD's Alternative Capital Finance Project which enables local housing authorities to pledge a portion of their annual federal capital grant to bonds that finance major modernization projects.

Institutional Development

Project viability and investor confidence is contingent on sufficient management and leadership capacity. TCGI helps build the institutional capacity of local governments and housing authorities so that they can achieve improved service quality while enhancing their creditworthiness. TCGI expertise includes:

- Local revenue mobilization
- Creditworthiness enhancement
- Human capital development

Current Examples. As a HUD Indefinite Quantities Contract (IQC) holder for Troubled Housing Authorities, TCGI assists the daily management of these U.S. institutions until they reach acceptable standards. In Romania and India, TCGI is assisting the USAID local government program by working with municipal governments to increase their revenues through better operational management.

Policy Reform

Structural constraints can hinder urban development projects if the national and local policy environment is inadequate. TCGI advises clients on policy reform processes, development of regulatory frameworks, and policy advocacy to encourage positive enabling environments. TCGI experience includes work on:

- Good governance and reform
- Municipal management
- Democracy strengthening

Current Examples. TCGI implemented USAID's Good Urban Governance in South Asia (GUGSA) program which developed and disseminated case studies and pilot projects on best-practices in management, regulation and governance throughout Bangladesh, India, Nepal, Sri Lanka, Indonesia and Thailand. TCGI also supports policy reform through its involvement in the USAID Eco-Asia project which is promoting reform of the water and sanitation sector across Asia. With a U.S. NGO, TCGI is strengthening independent media in Armenia with innovative financing as part of the USAID democracy and governance program.