# Ten Principles for Sustainable Development of Metro Manila's New Urban Core

Urban Land Institute

Foundation

Urban Land Institute
Philippines

# Ten Principles for Sustainable Development of Metro Manila's New Urban Core

Urban Land Institute
ULI Foundation
ULI Urban Land Institute Philippines

## About ULI

The Urban Land Institute is a 501(c) (3) nonprofit research and education organization supported by its members. Founded in 1936, the Institute now has nearly 30,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service. As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs by:

- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving.
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development.
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments.
- Sharing knowledge through education, applied research, publishing, and electronic media.
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

## About the ULI Foundation

The ULI Foundation is the philanthropic partner of the Urban Land Institute, providing an assured source of funding for ULI's core research, education, and public service activities.

Through its various giving programs, the Foundation helps strengthen ULI's ability to provide leadership in the responsible use of land to enhance the total environment.

## About ULI Asia Pacific and Japan

Across Asia Pacific and Japan, the Institute has nearly 1,000 members, with a particularly strong presence in Japan, Greater China, Southeast Asia, and Australia. The regional office of ULI Asia Pacific Japan is headquartered in Hong Kong, with satellite offices in Tokyo and Singapore. ULI APJ brings together industry leaders with a common commitment to improving professional standards, seeking the best use of land, and following excellent practices. By engaging experts from various disciplines, the Institute can arrive at responsible answers to problems that would be difficult to achieve independently. ULI APJ shares its knowledge through various discussion forums, research, publications, and electronic media. ULI's activities in the region are aimed at providing information that is practical, down-to-earth, and useful so that on-the-ground changes can be made. By building and sustaining a diverse network of local experts in the region, the Institute is able to address the current and future challenges facing Asia's cities.

## ULI Asia Pacific and Japan Vision Statement

ULI is the acknowledged authority for policy information and best practices in land use in the Asia Pacific region.

Supporting principles:

- Collaboration with universities, government agencies, and like-minded organizations strengthens and disseminates the Institute's expertise.
- Priority initiatives effectively address local land use issues.
- High-quality programmes enhance the integrity of the Institute.
- Substantial interdisciplinary membership is engaged throughout the region.

© 2013 by the Urban Land Institute

All rights reserved. No part of this book may be reproduced in any form or by any means, electronic or mechanical, including photocopying and recording, or by any information storage and retrieval system, without written permission of the publisher.

**Recommended bibliographic listing:**

Urban Land Institute. *Ten Principles for Sustainable Development of Metro Manila's New Urban Core*. Washington, D.C.: Urban Land Institute, 2013.

Printed in Manila, the Philippines.

# Contents


Foreword . . . . . 4

Preface . . . . . 8

Introduction . . . . . 10

Ten Principles for Sustainable Development of Metro Manila's New Urban Core . . . . . 21

1. Create One Metro Manila: A Common Goal and Vision . . . . . 22
2. Improve Urban Mobility: Integrated Transport and Infrastructure . . . . . 27
3. Make Beautiful Places: Business Improvement Districts and High-Quality Public Space . . . . . 33
4. Work Together: Collaboration and Partnerships . . . . . 38
5. Establish Good Governance: A Streamlined Regulatory Framework and Effective Development Control . . . . . 42
6. Engage Everyone: An Inclusive, Participatory, and Transparent Process . . . 46
7. Empower People: Community Improvement Districts to Enhance Education, Awareness, and Employment Opportunities . . . . . 50
8. Be Prepared: Disaster Preparedness and Resilience . . . . . 54
9. Restore Human Dignity: Affordable Housing Policy and Delivery . . . . . 58
10. Go Beyond Smart Communities: More Livable and Sustainable Communities . . . . . 63

Conclusion . . . . . 68

Appendixes . . . . . 69

# Foreword

"Land is not inherited from our forefathers but rather borrowed from our children." This Native American saying captures the spirit of stewardship embodied in the Ten Principles for Sustainable Development of Metro Manila's New Urban Core.

The Urban Land Institute espouses the responsible use of land. Its nearly 30,000 members worldwide, spanning both the public and private sectors, contribute the views that make ULI the most trusted research and development nonprofit land use organization in the world.

It is our ardent hope that the publication of this Ten Principles report will be the start of a public/private engagement of all sectors interested in improving their communities. The Project Steering Committee has worked hard through several interviews, workshops, and focus group discussions with multiple community leaders for over a year. They were ably supported by the award-winning urban designer and planner Dr. Sujata Govada and the ULI Foundation in crafting the report.

There are many organizations and individuals to thank, but in this space I would like to make special mention of the following key people and organizations: Barangay Chair Rosanna T. Fores of the Barangay Forbes Park; Alexander J. Ledesma, Manuel A. Dizon, and Javier B. Infante of the Forbes Park Association Inc.; David L. Balangue and William V. Coscolluela of the Makati Commercial Estate Association Inc.; Anna Ma. Margarita B. Dy and Manuel A. Blas II of the Bonifacio Global City Estate Association Inc.; Doris Magsaysay-Ho of Parks for All; Roman V. Azanza of the Manila Polo Club; Eduardo V. Litonjua Jr. of the Manila Golf Club; Mayor Jejomar S. Binay Jr. of Makati City; and Merlina G. Panganiban of the Makati City Urban Planning Department.

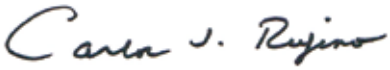
Thanks also go to government agencies and their officials: Secretary Rogelio L. Singson of the Department of Public Works and Highways; Secretary Voltaire T. Gazmin, Undersecretary Fernando I. Manalo, and Dr. Peter G. Galvez of the Department of National Defense; Arnel Paciano D. Casanova of the Bases Conversion and Development Authority, and also a ULI Philippines Executive Committee member; Hans B. Sicat of the Philippine Stock Exchange; the Taguig City Office; and the Metro Manila Development Authority.

Furthermore, we are grateful to ULI Philippines founding members for believing in the project; members of the Executive Committee, Eusebio V. Tan of ACCRA Law, David T. Leechiu of Jones Lang LaSalle, and Rick M. Santos of CBRE Philippines; members of the Advisory Committee, Ricardo P.C. Castro and Eric J. Manuel; and Karima V. Palafox from the ULI Philippines Young Leaders Group.

Also, we would have not been able to undertake this project if not for the mentoring and personal visits from Simon Treacy, chairman of ULI South Asia, as well as John Fitzgerald and Brandon Sedloff of ULI Asia Pacific.

It is our hope that the collective efforts and recommendations will spark the start of community improvement districts (CIDs) to jump-start action plans to identify doable solutions. This is a call to action to learn from the best practices prevailing in sustainable cities and to understand the urgency of working together to create wonderful places for living, working, and playing.

We join ULI Hong Kong and the Singapore's Center for Liveable Cities in publishing a Ten Principles report—this one a uniquely Philippine Ten Principles. As our cities continue to develop, we look forward to a vision of a 22nd-century metropolis that we, as forefathers, can proudly pass on to our children.



**Carlos S. Rufino**
Chairman, ULI Philippines

As our nation moves toward change, we are given a unique opportunity to be part of Metro Manila's new urban core that now has its own Ten Principles report for sustainable development and progress. This ambitious project had the difficult task of aligning diverse interests and finding common goals.

Most, if not all, of the stakeholders have committed to the adoption of these principles intended to ensure sustainable development. This vision can only be achieved through collaboration, communication, and cooperation.

We aim to benefit from a higher quality of life for our communities while addressing social inequity. We know the hard work starts now.

Taking an active role in building our neighborhood is the duty of every citizen. Barangay Forbes aims to take part in achieving this objective—to improve the quality of life and work life for all Filipinos.

**Rosanna T. Fores**
Barangay Chair, Barangay Forbes Park

Our warmest congratulations to ULI Philippines on the publication of *Ten Principles for Sustainable Development of Metro Manila's New Urban Core*.

The Forbes Park Association agreed to be a partner and one of the principal sponsors of this project because its members realize the importance and relevance of this study to our residential community. Being strategically located in the middle of the Makati central business district and Bonifacio Global City, Forbes Park is directly affected by all ongoing and future developments in these central business districts and other neighboring areas.

Our residents value the large open spaces, lush surroundings, and serene atmosphere of our community. Hence, it is our hope that the Ten Principles will serve as a guide for both the government entities and private sector companies involved in infrastructure projects and real estate developments in order to formulate and achieve a sustained and integrated approach to property development.

**Alexander J. Ledesma**
President
Forbes Park Association Inc.

The Bonifacio Global City Estate Association (BGCEA) is proud to be a sponsor of the *Ten Principles for Sustainable Development of Metro Manila's New Urban Core* report. Through this document, the new urban core—composed of Bonifacio Global City, Makati central business district, and their neighboring residential villages—has proved that it has the ability and political will to collaborate in formulating principles for future development.

As an association composed of progressive and visionary residential, commercial, and institutional locators, the BGCEA cannot help but think long term, with the interest of future generations in mind and a perspective that goes way beyond the boundaries of BGC. We are grateful that creation of the Ten Principles presented an opportunity to flesh out our thinking and aspirations for the future.

While the crafting of the Ten Principles has not been easy, we know that it is the easier part of the process. We now have to buckle down and focus on their implementation. We proudly submit these principles to all those in the private and public sectors involved in property development, especially those who believe that land development is about providing exciting, beautiful, and sustainable places for people.

**Anna Ma. Margarita B. Dy**
President
Bonifacio Global City Estate Association Inc.

Congratulations to ULI Philippines for crafting this *Ten Principles for Sustainable Development of Metro Manila's New Urban Core* report. The Makati Commercial Estate Association Inc. (MaCEA), together with the other sponsors, is one with ULI in sharing this vision for the cities of the future.

We in MaCEA believe that most of the principles laid out in this document are the same elements that have guided us in our 50 years of existence in Makati City, more particularly in the Makati central business district. We hope that this collaborative work will provide the framework and serve as an inspiration for all those who value the importance of planning in shaping and sustaining our cities.

**David L. Balangue**
President
Makati Commercial Estate Association Inc.

# Preface

Cities are for people. They need to be livable and sustainable and provide opportunities for people to live, learn, work, and play. They need to be attractive places for businesses and visitors while at the same time offering urban mobility and social equity to their people.

The Urban Land Institute, through its legacy spanning 75 years and its diverse membership composed of real estate and development professionals, offers best practices worldwide. It also provides a great platform for multiple stakeholders to come together to discuss critical urban issues to shape better cities through the responsible use of land. It has been an honor to be involved with ULI over the years and to contribute in a meaningful way through these Ten Principles projects and participation in events and discussions to shape better cities in the Asia Pacific region.

This project was sparked by Rosanna Fores, Charlie Rufino, and a few others who, following my September 2011 presentation in Manila on ULI's Ten Principles for a Sustainable Approach to New Development for Hong Kong, emphasized that Metro Manila needed its own Ten Principles to guide its development. This project would not have happened without the help and guidance of Charlie and the various sponsors that came together with a common vision for the Ten Principles study for Metro Manila, conducted by ULI Philippines under his leadership.

Through this experience, I have met many people during my visits and learned a lot from them. They are friendly and intelligent, and they really strive to make a difference by working together. Their vision is to develop Metro Manila more sustainably and put the Philippines on the world map. I hope that these principles for Metro Manila's new urban core will be the start of a new beginning in the transformation of Metro Manila into a world-class city offering great opportunities for its people.

Being involved in formulating the Ten Principles for Sustainable Development of Metro Manila's New Urban Core has been a great experience for me as project director, as well as for my firm, UDP International. The collaborative multi-stakeholder process used for this study is as important as its outcome because it develops a sense of ownership. In this case, the process involved more than 150 people participating in interviews, workshops, and focus-group discussions that started on May 14, 2012, in Forbes Park Pavilion in Makati, the Philippines.

I would like to convey my regards to all the stakeholders who participated throughout the process in the various sessions, and to members of the Project Steering Committee for their effort in countless meetings to guide formulation of the principles. A big thank you goes to Charlie Rufino and his team, Jocelyn B. Capal, Cecille Lorenzana-Romero, and Nicole Abu; to ULI Senior Resident Fellow Tom Murphy; to Simon Treacy, John Fitzgerald, Brandon Sedloff, and Stephanie Ng of ULI Asia Pacific; to the ULI editorial team for all their input; and to Ravi K. Govada and Kent Lee from UDP International for their involvement and support throughout.

**Dr. Sujata S. Govada**
Project Director, *Ten Principles for Sustainable Development of Metro Manila's New Urban Core*
Founding and Managing Director, UDP International

# Introduction

In recent years, cities in Asia have become oases for business and economic development; they are hotbeds for outsourcing, foreign investment, and rapid urban development. According to the International Monetary Fund's World Economic Outlook Database published in April 2012, developing Asia and Association of Southeast Asian Nations (ASEAN) countries ranked at the top for growth in gross domestic product (GDP) by region, with 7.3 percent and 4.5 percent growth, respectively. In contrast, the G7 and European Union rank toward the bottom, with 1.5 percent and zero growth, respectively. These numbers help document how the economies in Asia, as well as those of developing Asian cities, are growing while the Western world is slowing down, pulled down in part by the European debt crisis.

After decades of lagging behind the rest of the world in economic activity, the Philippines has seen its economy grow strongly over the past several years, while at the same time it continues to evolve politically. According to ULI's recent market survey *Emerging Trends in Real Estate Asia Pacific 2013*, Manila ranked 12th among 22 cities covered in terms of investment prospects, up significantly from its ranking at number 18 a year earlier. A study by HSBC, *The World in 2050*, projects that the Philippines will have the 16th-largest economy in the world by 2050, placing it alongside other countries with rapidly developing economies such as Mexico, Turkey, and Argentina. Though foreign investment has grown, some sentiment

*Makati CBD looking onto residential villages and Bonifacio Global City.*

remains that the Philippines is still too opaque and volatile in terms of governing policy and decision-making processes. Countries like the Philippines will need to continue to progress in these two areas in order to strengthen foreign investment and sustain growth.

In the Philippines, Metro Manila, in particular, has been growing rapidly thanks to a growing professional population and a surging business process outsourcing (BPO) industry. A young, well-educated, and English-speaking population gives Metro Manila and the Philippines a clear advantage in the region in the effort to attract BPOs.

In Metro Manila, the Makati central business district (CBD) and the Bonifacio Global City (BGC) business districts have significantly benefited from the demand for BPOs and the related business opportunities that arise from their presence. Both districts constitute world-class destinations for multinational corporations looking for a place to locate their BPOs and address other business-related needs. However, because Makati CBD and BGC have tended to view each other as competitors, they often try to solve critical urban problems like traffic congestion in isolation, which is difficult. In order to manage its growth in a sustainable manner and become a major Asian city on the world stage, Metro Manila must better coordinate the efforts of its various municipalities to address these urban challenges.

Many of the world's most populated and fastest-growing cities are in Asia—growth that is accompanied by growing pains. Metro Manila, like many of these cities, has a large constituency of urban poor living in informal settlements. This not only affects the city from an investment and business standpoint, but also creates a social divide, with the poor having limited access to many public/municipal services, health care, opportunities for advancement, and more. According to the study *State of the World's Cities 2010/2011—Cities for All: Bridging the Urban Divide*, released by the United Nations Human Settlements Program (UN-HABITAT), "unequal access to services can have fatal consequences for mothers and children in a divided city." For example, in La Paz, Bolivia, "the probability of dying before the age of 5 for slum-born children was 1.38 times higher than for those born in non-slum areas," the study reports. Not only is their access to health and public services limited, but also children raised in slums are often denied the basic social and educational opportunities required to succeed in society.

Though the strong economic growth makes this an exciting time for the Philippines, for Metro Manila to become a world city, it must overcome many challenges. Addressing critical urban issues in the Makati and Taguig local government units (LGUs), such as traffic congestion, air and noise pollution, and poverty, as well as a lack of political commitment,

*Makati CBD and Forbes Park.*

would be a step in the right direction. This report recommends principles that focus on the new business districts of Makati CBD and BGC and the surrounding residential villages, including the fringe areas of the cities of Makati and Taguig, referred to collectively as Metro Manila's new urban core (NUC).

The goal of this study was for ULI, under the leadership of Dr. Sujata S. Govada, to develop a set of ten guiding principles for creating a more sustainable and integrated NUC for Metro Manila. Using a multi-stakeholder, collaborative process, ULI has been working with various key stakeholders, including community members, past and current government officials, private developers, nongovernment organizations (NGOs), entrepreneurs, university professors, activists, and many others. ULI's Ten Principles for Sustainable Development of Metro Manila's New Urban Core have been directly derived from the input received from the interviews, workshops, focus group sessions, and meetings with key stakeholders, as well as the Project Steering Committee.

These principles will be shared with ULI's global membership base, providing an important contribution from ULI Philippines to the Institute's global body of work. This is an important first step in ULI's effort to encourage sustainable and integrated urban growth and development in Metro Manila and the region.

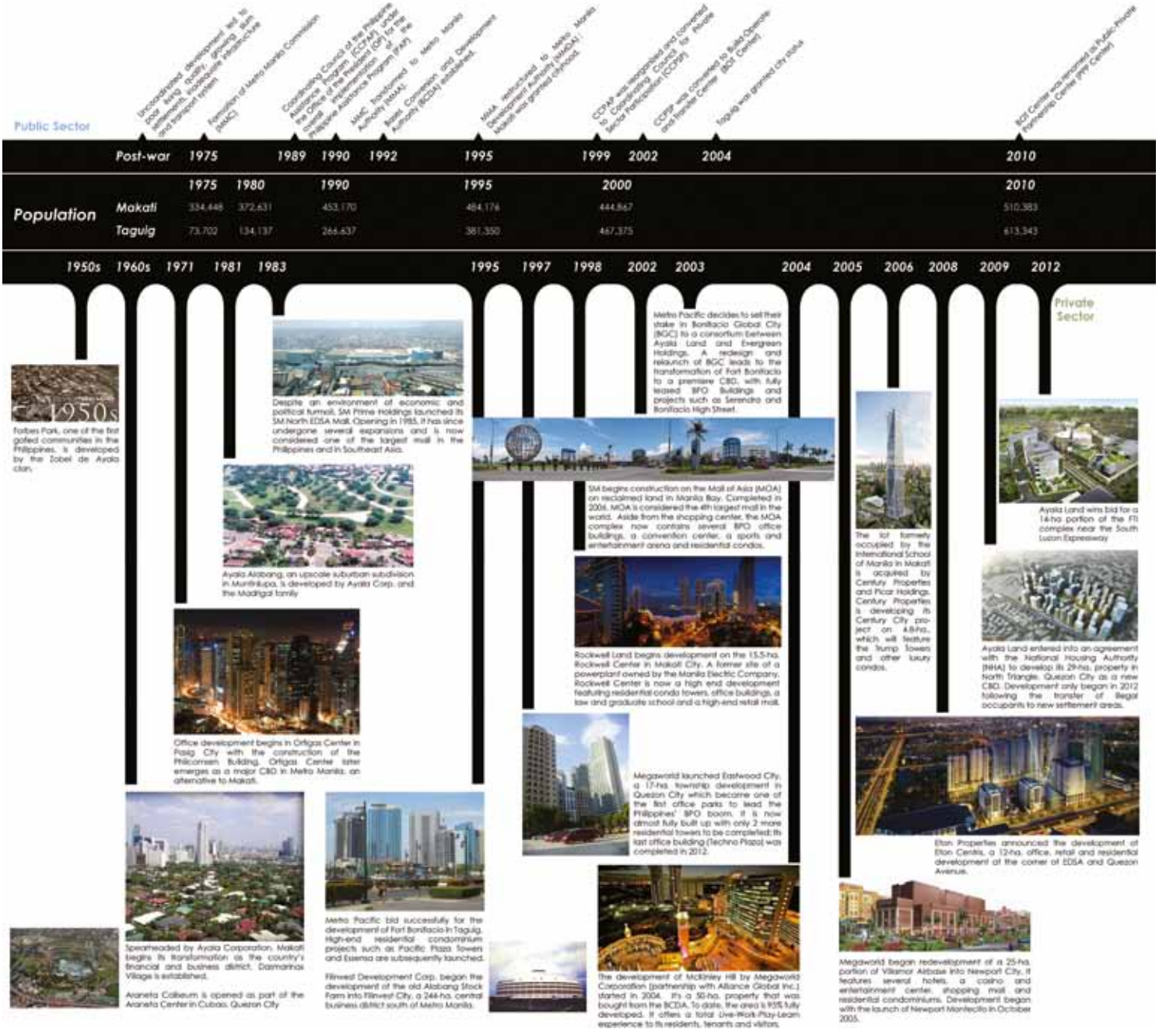
## Metro Manila's New Urban Core

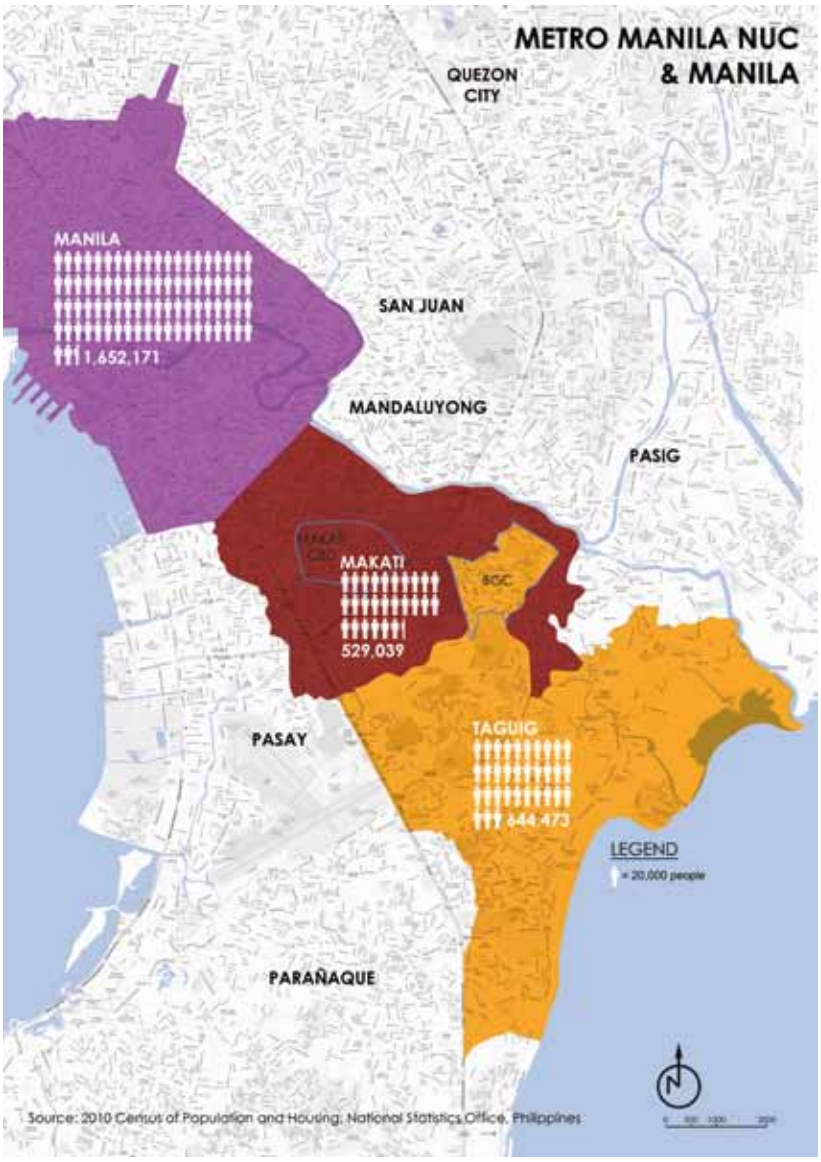
Metro Manila—officially known as Metropolitan Manila, the National Capital Region (NCR)—is the largest and most densely populated metropolitan area in the Philippines. It consists of 17 LGUs—16 cities and one municipality—each run independently according to its own policies and

with limited coordination among the barangays (a smaller administrative entity) of Metro Manila.

Metro Manila is rapidly growing in scale and population due to a booming economy and growing foreign investment. Widely considered the financial, commercial, and industrial center of the Philippines, Metro Manila accounts for one-third of the country's GDP. However, it has yet to tap its own potential. Despite the terminology, "Metro Manila" is not a single political entity: each city has its own internal government and laws. The

*Metro Manila development timeline.*






*Metro Manila's population has shifted from Manila to Makati and now to Taguig.*

NCR's fragmented political system inevitably and often leads to conflicting views and more time spent making decisions, making Metro Manila a hard place to accomplish anything on a coordinated, long-term basis.

Because of the private sector's involvement in development, some areas of Metro Manila, such as Makati CBD and BGC, stand out from the rest, shaping the region and creating a distinctive identity. The large amount of land available in BGC offers a great opportunity for the city of Taguig, where it is located, to develop the second CBD for Metro Manila already emerging there. In contrast, the city of Makati is much more developed and has much less free land available. Gated residential communities located between Makati CBD and BGC—such as Forbes Park, which offers luxurious living and an urban oasis—further segment the NUC.

The lack of well-developed, clean, and efficient mass transit aggravates traffic congestion in the NUC. In addition, because Metro Manila is the economic center of the country, people from the rest of the country move there in search of greater opportunities. But because the migrant poor cannot afford proper housing, slums are born throughout Metro Manila, affecting not only the transport infrastructure, but also social integration, disaster preparedness, and other issues. To address such challenges, ULI recommends these Ten Principles for Sustainable Development of Metro Manila's New Urban Core.

## The Process

Development of the Ten Principles used a collaborative approach that involved various stakeholders in multi-stakeholder interviews, workshops, focus-group discussions, and Project Steering Committee meetings. The following is a summary of the various sessions.

## Interviews

In addition to research and baseline analysis by the study team, various stakeholders were interviewed in order to identify key issues involving Metro Manila's NUC and to gain a better understanding of the context and challenges faced in addressing these issues. The following issues were considered the most urgent.

- **Traffic congestion.** A growing consensus exists that current traffic plans for BGC and Makati CBD are inadequate. Though transport and public transit networks cannot meet the needs of Metro Manila and the emerging NUC, improved mass transit and more efficient use of road networks could address these transportation problems.
- **Infrastructure integration.** The infrastructure causing the greatest concern is associated with drainage: flooding is a serious problem in Metro Manila and has affected many people. Those interviewed are also concerned about environmental and social sustainability. They suggested that infrastructure integration and improved management of rainwater collection and sewage systems could be possible solutions.
- **Political commitment.** Though the private sector is showing initiative in addressing Metro Manila's problems, the local and national governments lack an overall vision and their efforts lack coordination, leading to poor implementation. Participants believe that if government agencies at all levels could work together, they would be more effective in regulating and controlling development.

*A multi-stakeholder interview with Hans Sy (far right) of SM Prime Holdings Inc.*

*A multi-stakeholder interview with Arnel Casanova (right) of the Bases Conversion Development Authority.*

- **Informal settlements.** Some stakeholders said problems with the squatter population in the city of Taguig need to be addressed. Different forms of empowerment—affordable housing, local employment opportunities, improved mass transit, health care, education, and other forms of advancement—were suggested as ways the poor can be helped to regain their dignity. In addition, historically significant but decaying residential villages need attention.

## Workshop and Focus Groups

As part of the study, a ULI workshop was held in May 2012, followed by focus-group sessions in July, to engage stakeholders in a discussion of issues affecting the NUC and possible strategies and solutions to better integrate Makati CBD and BGC without compromising existing developments and communities located between them. More than 150 stakeholders from the public and private sectors attended these events, including

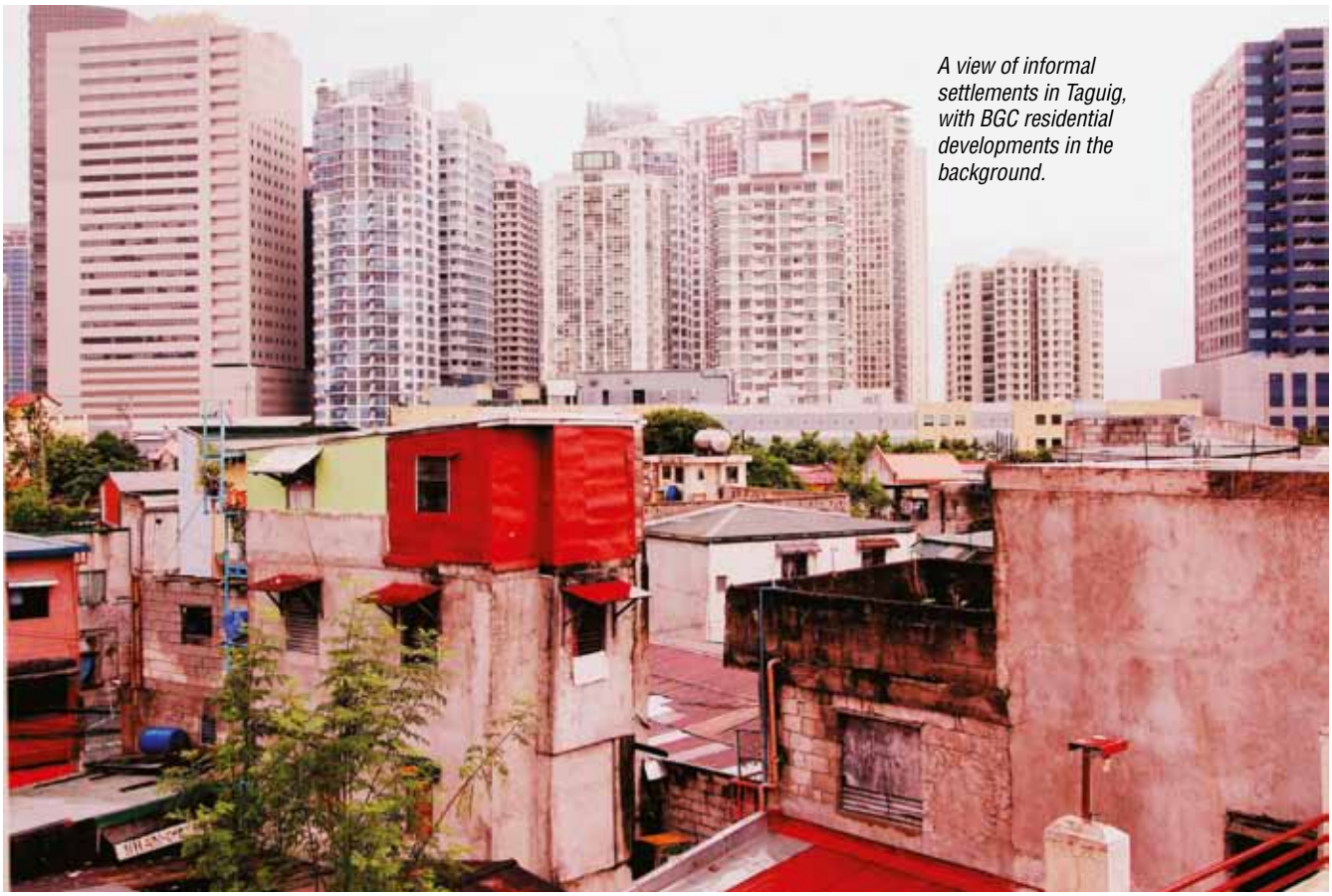
*Traffic congestion along Epifanio de los Santos Avenue (EDSA).*

*U.S. Navy assisting flood victims in Metro Manila.*

people from academia, development, investment, design and planning, nonprofit groups, government, and the community. During breakout sessions, participants were divided into four groups to discuss the following topics, which were then elaborated on in focus groups.

- **Collaboration: Public/Private Partnerships.** This group focused on how the public and private sectors can work together to improve areas

*A traffic jam in Metro Manila, caused by poor driver behavior and too many cars, jeepneys, and buses.*



*A view of informal settlements in Taguig, with BGC residential developments in the background.*

*ULI Senior Resident Fellow Tom Murphy, a former mayor of Pittsburgh, Pennsylvania, discusses the challenges involved in leading a city.*

of Metro Manila's NUC as a whole. Though there has been improvement in implementing public/private partnerships (PPPs) under the current administration, significant issues and delays remain. The private sector is ready to proceed, but more needs to be done by the public sector to encourage formation of PPPs.

- **Integration: Infrastructure and Transportation.** This group focused on the constraints and challenges faced by Metro Manila's infrastructure. With a rapidly growing population and expanding business districts, Metro Manila has congested roads and transit networks and will face increasing burdens and traffic. The Makati and Taguig LGUs will need to address planning and improvement for these networks in collaboration with the Metropolitan Manila Development Authority (MMDA).

- **Coordination: Planning and Regulatory Framework.** This group suggested that much of the planning for the Metro Manila area has been done piecemeal: many plans have been approved, but few have been implemented successfully. The NUC would benefit from coordination among the LGUs of Makati and Taguig, BGC, Makati CBD, and the surrounding areas to solve critical urban problems, but little takes

place. The group also discussed how a strategic vision and a more comprehensive approach to planning and urban design are essential for sustainable development of the NUC.

- **Participation: Community and Sustainability.** This group focused on how to get the broader public more involved in creating a strategic vision for Metro Manila and how various communities can become more integrated and sustainable. Another challenge is to increase community awareness of sustainable practices and how community members can help improve their surroundings and the environment. Communities need a sense of togetherness in order to strive toward the same goal—a more sustainable and livable NUC.

## Study Objectives

The study resulting in this report had three primary objectives:

- Using a collaborative process, identify key issues and challenges facing Metro Manila and explore opportunities to transform the NUC so it is more competitive globally and offers a higher quality of life for its people.
- Learn from the successful strategies of other regional and international cities how to overcome challenges and maximize opportunities to make the NUC more livable and sustainable.
- Develop key principles for a more livable and sustainable NUC.

## Study Methodology

*Top: A workshop group discusses coordination issues related to planning and the regulatory framework. Above: A workshop group discusses challenges related to collaboration and public/private partnerships for Metro Manila. Left: A focus group discusses infrastructure and transportation.*

*Project Steering Committee meetings.*

The study was carried out following these steps:

- Conduct research and baseline analysis for a contextual review of the NUC.
- Conduct interviews and organize a ULI workshop with multiple stakeholders to identify key issues.
- Set up focus group meetings to discuss the key issues identified and determine priorities.
- Benchmark development in the NUC against regional and international examples.
- With the guidance of the Project Steering Committee, draft the *Ten Principles for Sustainable Development of Metro Manila's New Urban Core* report, highlighting local, regional, and international case studies.
- Launch the *Ten Principles* report.

# Ten Principles for Sustainable Development of Metro Manila's New Urban Core

1. **Create One Metro Manila**
   A Common Goal and Vision
2. **Improve Urban Mobility**
   Integrated Transport and Infrastructure
3. **Make Beautiful Places**
   Business Improvement Districts and High-Quality Public Space
4. **Work Together**
   Collaboration and Partnerships
5. **Establish Good Governance**
   A Streamlined Regulatory Framework and Effective Development Control
6. **Engage Everyone**
   An Inclusive, Participatory, and Transparent Process
7. **Empower People**
   Community Improvement Districts to Enhance Education, Awareness, and Employment Opportunities
8. **Be Prepared**
   Disaster Preparedness and Resilience
9. **Restore Human Dignity**
   Affordable Housing Policy and Delivery
10. **Go Beyond Smart Communities**
    More Livable and Sustainable Communities

# 1 Create One Metro Manila

## A Common Goal and Vision

Cities that have developed and transformed their identity over time have done so with strong leadership and the commitment of a "champion" with the passion to successfully guide the city. For example, Mayor Michael Bloomberg of New York City and Jaime Lerner, former mayor of Curitiba, Brazil, have led the charge and transformed their respective cities to be more sustainable and livable.

When the Metro Manila NCR was led by a governor appointed by the president, several improvement programs were in place, including those led by the Metro Manila Commission (MMC), which later became the Metro Manila Authority (MMA) under President Corazon Aquino's administration. The MMC lost much of its momentum when it became the MMA and its leaders were selected from among active mayors within Metro Manila.

In 1995, a change in the national government, along with Republican Act 7924, led to the creation of the Metropolitan Manila Development Authority, which has urban planning as one of its mandates. However, land use planning and zoning functions were given to the LGUs. Although oversight of local government land use planning is within the MMDA's mandate, in reality, carrying out oversight is difficult in the country's current political climate.

*An aerial view of the new urban core.*

Like New York City and Curitiba, Metro Manila can begin to transform itself into a great city—a destination that is more sustainable and livable for all—starting with the NUC. But to do so, it needs a champion and leader who can work with the various stakeholders to come up with a common goal and vision for the NUC and the region and work toward realizing that vision.

Metro Manila has great potential, but its negative image among Filipinos—residents, overseas workers, and visitors—as well as foreigners and expatriates has hampered its ability to achieve that potential. Metro Manila suffers from both the lack of a sense of place and the lack of unity among the various cities of which it is composed. Many of the workers in Metro Manila have recently moved to the area or live on the outskirts, or both. According to a recent location branding survey by online journal *Public Affairs Asia* and public relations firm Ogilvy, Manila ranks last in attributes related to business and tourism among the 16 Asian cities surveyed, scoring 5.6 out of 10 points. The report attributes this rating to the city's "poor infrastructure, fears over safety, concern about corruption, and regular word-of-mouth accounts of poor visitor experiences."

*A view of Forbes Park, as well as other residential villages, with Bonifacio Global City in the distance.*

## It's More Fun in the Philippines

**"It's More Fun in the Philippines," the slogan for the country's new branding campaign, was created by the Department of Tourism to promote local tourist destinations and activities. This campaign is doing its part by focusing on the positive aspects of the country, such as its people, who are very friendly. To accommodate the campaign's limited budget, the Tourism Department engaged Filipinos by allowing them to submit their own memes and photographs to promote the Philippines under the slogan. In addition to the many positive and powerful submissions, however, the campaign also received negative responses from the community pointing out all the things still wrong with the Philippines, such as corruption and traffic congestion. The campaign has been successful in branding the Philippines as a top tourism destination in the Asia Pacific and marketing the country to its neighboring nations.**

Because location branding is considered very important in attracting business and tourists, Metro Manila will need the public and private sectors and the community to work together to promote sustainability and livability for current residents and future generations of Manilueños.

To enhance Metro Manila's image and promote it as a top destination for international business and tourism, it is critical that the city build up its unique character and brand, merging a competitive global vision with its local culture and beautiful surroundings. Metro Manila must develop a strong identity among its residents, in particular those living within the new urban core, to give them a sense of belonging and pride in being from Metro Manila rather than from the individual cities and barangays that constitute the NCR. According to the location branding survey, "Building an iconic location brand needs a well-honed narrative which marries marketing and messaging with real-life experiences which reflect the brand position." Also, a clear message/story for Metro Manila will help unify the city's identity and move people toward a common goal and vision.

Currently, Metro Manila's 16 cities and one municipality operate independently, pursuing their own policies with little coordination among the barangays. MMDA facilitates coordination among various barangays but does not get very involved in zoning or the comprehensive planning for Metro Manila to address urban issues. It is vital that Metro Manila develop a common goal and city branding campaign that will help unify the NUC rather than have Makati CBD and BGC operate as separate areas. In addition, it would be good for the real estate groups Makati Commercial Estate Association (MaCEA) and the Bonifacio Global City Estate Association (BGCEA) to work together by defining a common vision statement for the NUC.

## PlaNYC, New York City

**The PlaNYC master plan, inaugurated by New York City Mayor Michael Bloomberg in 2007, targets transformation of the city into a greater, greener, and more sustainable metropolis. The plan has identified ten areas of interest: housing and neighborhoods, parks and public spaces, brownfields, waterways, water supply, transportation, energy, air quality, solid waste, and climate change. PlaNYC is supported by the Campaign for New York's Future, a coalition of civic, business, environmental, labor, community, and public health organizations. Three major components—OpeNYC, MaintaiNYC, and GreeNYC—are prepared, respectively, to address the increase in population, maintenance and repair of aging infrastructure, and conservation of the city's resources and reduction of carbon emissions.**

**Over 97 percent of the 127 initiatives in PlaNYC were launched within the first year of its release, and about two-thirds of its 2009 milestones were achieved or mostly achieved. After review in 2011, the plan was expanded to 132 initiatives and more than 400 milestones for the end of 2013.**

## Singapore Concept Plan

**The Singapore Concept Plan is a strategic land use plan that maps out the vision and development of the city over the next 40 to 50 years while addressing the main issue facing the city—land scarcity coupled with economic development and population growth. Prepared by the Urban Redevelopment Authority, Singapore's land use planning and conservation authority, the plan was implemented in 1971 and guided major infrastructure developments that shaped the city, including Changi International Airport and the Mass Rapid Transit system. It is reviewed every ten years to reflect the latest development situation so it can accommodate the long-term population and economic growth.**

**The latest iteration, Singapore Concept Plan 2001, which was formulated to accommodate a population scenario of 5.5 million in the next 40 to 50 years, has been under review since 2010. Key proposals are a focus on identity, an extensive rail network, a role for the city as a global business center, greater flexibility for businesses, more recreation choices, high-rise city living, and new homes in familiar places. In the long run, it is intended to shape Singapore as a vibrant, livable, and sustainable city.**

*Singapore's central area model, by the Urban Redevelopment Authority, at the Singapore City Gallery.*

Perhaps it is best to think big but start small—first looking at the NUC in the short term and working toward changes in Metro Manila in the longer term. Who will be the champion for the NUC? Who can work with the various stakeholders and come up with a common goal and vision for the NUC, but also ensure that the vision is achievable?

It is essential that the champion for the NUC foster a strategic vision and framework for its sustainable development and have enough power to carry it out. Eventually, this will lead to creation of a "One Metro Manila" brand and such initiatives as collaboration with the MMDA to create a comprehensive master plan for the NUC and Metro Manila.

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Establish a steering committee with a champion for the NUC and formulate a common goal and vision.

- ☐ Set up a steering committee with a champion for the NUC, including representatives of Makati CBD, BGC, and surrounding residential communities.
- ☐ Develop a common goal and vision for the NUC toward development of a One Metro Manila brand.

## I♥NY Campaign, New York City

**The I♥NY logo is everywhere in New York City, widely recognizable and remixed many times over, and representing its constituency in both design and attitude. Even during the dark days following the terrorist attacks of September 11, 2001, the I♥NY campaign served as a rallying point and symbol of pride for New Yorkers and Americans. Five years after the attacks, 44 million visitors—a remarkable number—traveled to New York City, proving that the city remained a widely valued global destination.**

## "I amsterdam" Campaign, Amsterdam

**Since the late 1960s, Amsterdam has been known as the city of "sex, drugs, and rock 'n' roll." Today, though the city retains its liberal and tolerant aura, much has changed. In 2004, the "I amsterdam" campaign was launched, and today it is well established as a factor in the city's branding success. In 2010, the 17th-century Amsterdam Canal District was added to the UNESCO World Heritage List, proving that Amsterdam has much more to offer beyond its rowdy reputation.**

- ☐ Develop strategies to improve the quality of life and encourage foreign investment in the NUC.

### Medium Term: within the Next Two to Four Years

Develop a strategic vision and branding strategy and ways to collaborate for Metro Manila's NUC.

- ☐ Establish a strategic vision for the NUC to ensure that it becomes a more attractive, livable, walkable, and sustainable place.
- ☐ Create an NUC branding strategy that emphasizes the strategic vision.
- ☐ Develop first steps toward creating this brand for the NUC.

### Long Term: the Next Five Years and Beyond

Foster collaboration between Makati and Taguig LGUs toward creating One Metro Manila, a city brand.

- ☐ With MaCEA and BGCEA, work toward creating a larger CBD that encompasses both BGC and Makati CBD through collaborative projects involving public/private partnerships, such as that used to promote the proposed bus rapid transit (BRT) system for Metro Manila.
- ☐ Ideally, make the branding campaign applicable to other barangays outside Taguig and Makati to generate an identity for Metro Manila as a whole.
- ☐ Develop a master plan working with MMDA, in line with the authority's Metro Manila Greenprint 2030 development strategy, eventually bringing together various communities within the city toward implementation of the One Metro Manila brand.

# 2 Improve Urban Mobility

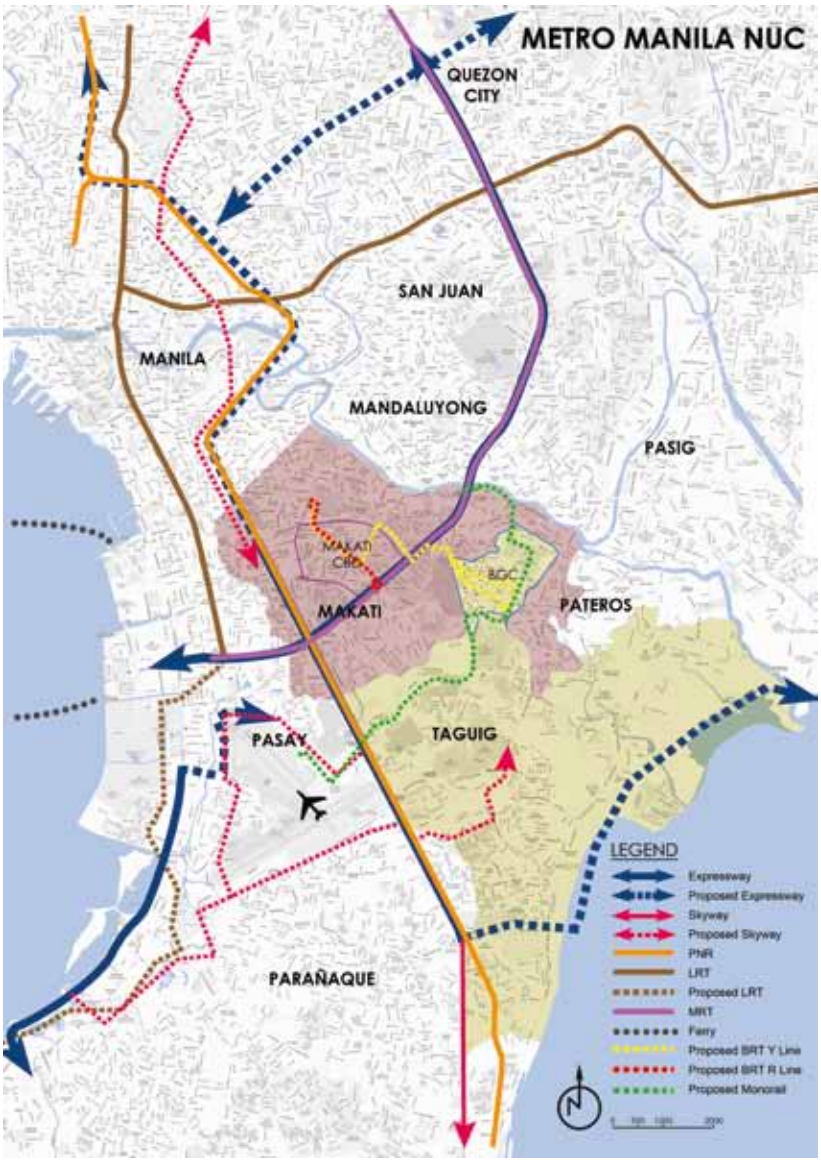
## Integrated Transport and Infrastructure

Urban mobility is a key to every city's success. Solutions to reduce traffic congestion and improve urban mobility are essential in both the short and long terms. For a developing country such as the Philippines, it is important to have efficient transportation networks in order to attract foreign investment and businesses to the NUC.

In Metro Manila, the issue that affects most people is traffic congestion. According to the World Bank's online article "Improving Traffic Problems in the Philippines," traffic problems in Metro Manila affect "its more than 10 million residents, with vehicles traveling on average no faster than 15 kmh on a weekday along Epifanio de los Santos Avenue"—a major Metro Manila thoroughfare and one of the most congested highways in the city. Pedestrians and commuters from the lower income groups account for 75 percent of all trips in Metro Manila, the World Bank notes. Private cars, a disorganized bus transport system, and jeepneys—a form of paratransit more informal than buses—are to blame for many of the city's traffic-related problems. Poor discipline and driver behavior, which often result in illegal parking, lane shifting, long waits, payment of bribes, and other issues, further exacerbate the situation.

Filipinos have recognized this problem and already have made strides to improve traffic flow. Projects such as the Greenprint study, initiated

*The MRT-3 station and the uncoordinated transit modes that surround it.*




*Above: Pedestrian walkway on Ayala Avenue in Makati CBD. Right: An overview of roadways and transit networks in Metro Manila.*

## Bus Rapid Transit, Cebu

**The Cebu Bus Rapid Transit (BRT) System, expected to be the first such project operating in the Philippines, is intended to provide an alternative transport system serving the Greater Cebu metropolitan area. The Cebu BRT proposal has been approved by the Clean Technology Fund (CTF), established by the United Nations Framework Convention on Climate Change (UNFCCC), and was submitted as part of the CTF Country Investment Plan initiated by the national government.**

**The system is designed to benefit not just those using it, but also the city as a whole by making better use of existing road space, employing a new traffic control system, and creating jobs. The Cebu BRT will start with one line, and detailed planning has taken place on the route, stops, service frequency, and ticketing arrangement. The project has financial support from the Philippines government, and the Cebu city government has set up two steering committees to provide support in planning and policy and on technical issues.**

by the MMDA, and the Metro Manila Urban Transport Integration Project (MMURTRIP), initiated by the World Bank, are steps in the right direction. The MMURTRIP aims to improve the operational efficiency and safety of the transport system with the goal of achieving sustainable urban development for Metro Manila. It aims to do this by enhancing the existing transport system, implementing a planned transport system and infrastructure, facilitating the use of public and nonmotorized transport such as bikes, and strengthening the governance of metropolitan traffic management. MMURTRIP hopes eventually to improve traffic conditions in Metro Manila and the roadside environment, as well as the quality of life for residents.

Ayala Avenue, formerly a 55-meter-wide runway strip, today is the main artery of Makati CBD, lined with office and apartment towers, as well as the headquarters of a number of large corporations. In order to improve access to and the quality of Ayala Avenue, MaCEA is working on beautifying the roadway and making it more pedestrian friendly by implementing a system of improvements. These include pedestrian walkways under Ayala Avenue and Paseo de Roxas, as well as elevated and on-grade

covered walkways along the main thoroughfares of Legaspi Village and Salcedo Village. The latest addition is the pedestrian walkway under Ayala Avenue at the Salcedo Street intersection. Although these initiatives have already helped reduce vehicle congestion and pollution by promoting smoother traffic flow, Ayala Avenue continues to be dominated by vehicles while pedestrians remain lower in priority.

BGC also attracts a lot of vehicle traffic with its existing and new development. The number of banks with their headquarters in BGC has increased, and the Philippine Stock Exchange will be moving there, as well.

However, it is not enough to look at areas of Manila such as Makati CBD and BGC in isolation. Urban problems within neighboring CBDs cannot be solved independently. Proposed transit plans aimed at connecting BGC and Makati CBD—pursued predominantly by the private sector to date—suggest that cooperation among cities in Metro Manila remains a challenge. Though a BRT system connecting Makati CBD and BGC has been discussed, no signs of implementation are yet to be found. In addition, though a monorail system connecting Makati, BGC, and the Ninoy Aquino International Airport is being studied, it is uncertain whether it will be imple-

*The Guangzhou Bus Rapid Transit system.*

## Bus Rapid Transit, Curitiba, Brazil

**Curitiba, Brazil, is a role model for the world for integrating sustainable transport considerations into urban planning and community developments. The city outlined its master plan in 1965, focusing residential development in the central areas and concentrating the commercial and service sectors on the north–south transport arteries. These arteries integrate with the bus system, which provides effective public transport with unlimited range at a low capital cost. The BRT operates like rail-based mass transit, with buses given priority among other road traffic on a dedicated right-of-way to serve stops/stations. Higher development density for commercial use is zoned along the transit corridors to increase ridership. In addition, most areas in the city center are closed to vehicular traffic to facilitate pedestrian movement. A limited amount of parking is provided in the city in order to restrict automobile traffic.**

mented. In Guangzhou, China, the new BRT system implemented in 2010 attracts 800,000 passengers a day—a higher number than 90 percent of existing metro lines in the world. It not only improved urban mobility, but also is transforming development patterns around the BRT corridor.

Lack of political will from elected officials, lackadaisical support from the authorities, and little funding from the government have led to delays in the approval and implementation of planned transport infrastructure in the past. The National Center for Transportation Studies at the University of the Philippines estimated that traffic congestion alone cost Metro Manila about 137.5 billion pesos (US$3.2 billion) per year over the past 11 years. In addition, roadside air and noise pollution lower the quality of life and likely discourage foreign investment.

With the goal of improving urban mobility in Metro Manila and among its business districts, integrated transit solutions have been studied and are still being studied. However, these plans need to be reviewed comprehensively, prioritized, and, most important, implemented to reduce traffic congestion and related issues.

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Review the traffic situation and proposed plans in the NUC and explore options to improve connectivity between Makati CBD and BGC. This initiative may need to be led at first by the private sector, with the support from Makati and Taguig LGUs.

## Congestion Charge Zone, London

**Despite an extensive public transportation system in the city, the narrow, spider web–networked streets of central London cause serious traffic congestion. The congestion charge zone (CCZ), the largest such designated area in the world, was introduced in February 2003 and provides funding for public transport. A daily levy of £10 is charged for vehicles entering the CCZ on weekdays from 7 a.m. to 6 p.m. Vehicles exempted from the charge include registered cars that emit 100 grams per kilometer or less of carbon dioxide, vehicles with nine or more seats, motor-tricycles, and roadside recovery vehicles. Although the zone was not popular when introduced, the amount of traffic in Central London was cut by 20 percent within the first month. In 2006, traffic of all vehicle types entering the CCZ was 16 percent lower than before the policy took effect.**

- ☐ Analyze traffic conditions on major thoroughfares and highways that tend to be congested for long periods, identifying major causes of the congestion and ways to improve connectivity between Makati CBD and BGC.
- ☐ Analyze use of public transit networks, including Metro Rail Transit (MRT), the Light Rail Transit System (LRT), jeepneys, and buses, identifying ways to rationalize the transport system, especially between Makati CBD and BGC.
- ☐ Conduct a holistic review of proposed studies and plans, including synchronization of traffic lights; public transit projects such as BRT, monorail, and MRT extensions; and additional highways in the form of proposed skyways, identifying areas of redundancy. Prioritize the final set of recommendations for implementation.

### Medium Term: within the Next Two to Four Years

Rationalize the traffic situation on major roads such as Epifanio de los Santos Avenue, prioritize plans such as the BRT, and explore new initiatives such as a congestion charge to improve the traffic situation in the NUC.

- ☐ Based on identified causes of congestion, develop action plans to improve thoroughfares and highways and improve the link between BGC and Makati CBD; implement BRT Phase I and make improvements where feasible, giving pedestrians priority.
- ☐ Create a comprehensive and integrated public transit plan that focuses on improving the efficiency of each network as well as the whole while eliminating redundancy.

## Kuala Lumpur Structure Plan 2020

**As part of the Kuala Lumpur Structure Plan 2020, a new integrated transport system will be developed to address population and economic growth through 2020. Problems contributing to low patronage of the city's light-rail transit and commuter rails include poor connectivity and interchange facilities, insufficient parking and pedestrian linkages, lack of integration between rail-based stations, and poor support of feeder bus services, which are unreliable and provide poor service. In addition, low long-term parking fees in the city center and a shortage of parking elsewhere providing easy access to public transport result in traffic congestion. The new plan will address these problems as well as encourage nonmotorized transport, which currently is segregated and underfunded.**

*Light-rail transit in Kuala Lumpur.*

- ☐ Prioritize BRT plans, explore new initiatives such as a congestion charge, and find ways to make better traffic behavior a reality—through public support, private endorsement, educational programs, and awareness initiatives.

### Long Term: the Next Five Years and Beyond

Begin implementation of proposed and approved plans to ensure better connections between BGC and Makati CBD, incorporate pedestrian and bike paths where feasible, and make the NUC—and eventually Metro Manila as a whole—more pedestrian friendly and transit oriented.

- ☐ Make the NUC more pedestrian friendly and transit oriented through implementation of proposed plans, such as BRT Phase II, and better integrate BGC and Makati CBD with more pedestrian and bike paths where feasible.
- ☐ Create transit-oriented development (TOD) around new public transit nodes to improve accessibility within the NUC and create long-lasting value for the city.
- ☐ Emphasize pedestrian sensitivity for developments—for instance, through creation of greenways—with the aim of improving the walkability and accessibility of major areas in the NUC to make it more livable, walkable, and sustainable.

# 3 Make Beautiful Places

## Business Improvement Districts and High-Quality Public Space

With a growing economy and a higher profile on the world stage, Metro Manila and the Philippines will be seeking to maximize their opportunities. Unique and attractive open and accessible places, whether public or private, are what give cities their flavor and character. These pockets of open space—from New York City's Central Park to the acclaimed Tokyo Midtown development and Triangle Gardens in Makati—are necessary breathing spaces for cities and their people. They are the lungs of cities.

Despite Metro Manila's high level of transport ridership, accounting for over 80 percent of trips in the city, traffic congestion is common, and the pedestrian network is not well defined to facilitate walking. This may be due to the segregated land uses, which require residents to travel longer distances to their destinations for work, school, or leisure. In addition, the roadside conditions, involving illegal parking, narrow footpaths, poor air quality, and superblocks, make walking on the streets a challenge. Although private sector initiatives exist to address these problems, the lack of government support and a strict enforcement system make integration of transport and development difficult.

The pedestrian environment does not create a pleasant experience and encourage walking. Pedestrian safety is a low priority on the streets, and walkways are not fully integrated with public transportation. Despite efforts to make Makati CBD more pedestrian friendly through use of pe-

*Nighttime at Ayala Triangle Gardens in the heart of Makati CBD.*

*Manila Golf, Makati City.*

destrian overpasses and walkways under Ayala Avenue, vehicle circulation rather than pedestrian needs is still given priority. More street-level open spaces should be provided in both Makati CBD and BGC to form a comprehensive network of open spaces and pedestrian pathways. In addition, urban greenways for walking and biking should be developed wherever otherwise unusable space and corridors are available that can connect communities.

## Center City District, Philadelphia

**The Center City District (CCD) business improvement district (BID), working with the Central Philadelphia Development Corporation and other partnerships, has as its mission enhancing the liveliness of Center City Philadelphia as a robust, 24-hour downtown that is a great place to live, work, and have fun. The BID has helped transform downtown Philadelphia into a vibrant destination—a hub for offices, shopping, dining, arts, culture, entertainment, health care services, education, hotels, and tourism.**

**The BID also works to make the Center City clean, efficient, reliable, and pleasant—a safe, secure, compact, walkable place offering an environment conducive to business.The effort in the Center City included research into planning initiatives that would support downtown business, and today the CCD has the third-largest downtown population in the United States—proof that it is a competitive location and a premier place to live.**

Place making, a growing focus of urban planning and design, is a multi-faceted approach that centers on both public and private open space while remaining contextually sensitive to the surrounding environment and people. This approach is based on creating a sense of place with a vision and strategy that responds to the local community, its aspirations, and its heritage.

At present, the developments in the NUC and throughout Metro Manila are not well coordinated or integrated. A better walking and biking environment, reduced pollution, and good public transport connections can improve the public space and enhance the business environment.

Metro Manila can learn from successful business improvement districts (BIDs) in the United States, such as Philadelphia's Center City District, that have been instrumental in transforming and making downtowns an attractive place for businesses and offering people a better quality of life. Creating a BID for Makati CBD and BGC will aid coordination and integration and also help address issues such as traffic congestion and affordable housing.

Greenprint 2030, a strategy now being prepared to guide development of Metro Manila, should include provisions for improving the pedestrian environment, implementing place making, making the city more environmentally friendly, reducing pollution, and encouraging use of public transportation—as well as walking and biking—in order to achieve a more livable and sustainable community. These provisions would constitute positive steps, but a greater design emphasis is needed for interventions to ensure street-level continuity. A long-term plan for open space and pedestrian and biking connectivity for the NUC is vital in order to make it more sustainable and environmentally friendly.

## High Street, Bonifacio Global City, Metro Manila

**Bonifacio High Street is the first project in the Philippines to employ a Main Street retail concept, providing dining and shopping as a unique experience, with diverse cuisine, stores with the latest fashions, and street performances. Its themed zone, composed of eight buildings anchored by a 400-by-40-meter interactive park, celebrates fashion, health, wellness, the home, sports, technology, and specialized interests. Flagship stores offering many popular brands line both sides of the park. Capping the project will be an area called BHS Central, which will have offices, high-end fashion, and fine dining, as well as an amphitheater, a water plaza, garden islands, and art installations funded by the Bonifacio Art Foundation Inc.**

## Cheonggyecheon Restoration, Seoul

**For many years, the Cheonggyecheon was a scar running through the heart of Seoul. Originally a neglected seasonal stream, Cheonggyecheon turned into an open sewer as a result of the city's urbanization. In July 2003, then mayor Lee Myung-bak initiated the Cheonggyecheon Restoration Project—a major undertaking because the stream had been left nearly dry and the work included removal of a deteriorated elevated highway atop the waterway. Several organizations oversaw the restoration, including a research group and a citizens' committee.**

**In 2005, the stream was reopened for public enjoyment, and the project was applauded as a major success in urban renewal and beautification. In addition to providing an environment with clean water harboring natural habitats and wildlife, the stream helps keep nearby areas 3.6 degrees Celsius cooler on average than other parts of Seoul. Removal of the elevated highway has also helped cut the number of vehicles entering downtown Seoul by 2.3 percent while the use of public transit has increased. However, gentrification alongside the stream has received mixed reviews, and questions remain regarding Cheonggyecheon's water quality and environmental sustainability.**

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Develop a joint committee with MaCEA and BGCEA.

- ☐ Create a joint committee, funded by BGCEA and MaCEA, and assign it the task of creating a business improvement district (BID) in the NUC.
- ☐ Identify the areas of responsibility for the BID and areas in the NUC that need improvement of public and private open space, pedestrian amenities, and facilities.
- ☐ Reach out to local businesses and corporations to participate in BID initiatives by providing funds, volunteering, and helping with promotion, marketing, and public relations.

### Medium Term: within the Next Two to Four Years

Create a BID that includes BGC and Makati CBD to carry out initiatives such as improving connectivity, air quality, and public space.

- ☐ Target priority areas within the NUC and create action plans for how to improve them; target local businesses and corporations most affected and encourage them to cooperate by improving their properties and the surrounding area for the public good.

## Ayala Triangle Gardens, Metro Manila

**Ayala Triangle Gardens is a private open space epitomizing the transformation of the city of Makati. Located on what had been the Philippines' first runway and landing strip, Triangle Gardens is an oasis in the heart of Makati Central Business District accessible to pedestrians from several directions. With hundreds of trees on more than 50,000 square meters of land and beautiful landscaping, the grounds often are the site of public art installations. Triangle Gardens is popular as a venue for events and festivals, such as Christmas festivities, religious services, light shows, and more. An aviation museum and restaurants with al fresco dining flank the gardens, providing leisure activities for locals and visitors.**

- ☐ Develop action plans, recruiting members for teams focused on improving specific projects within the BID area.
- ☐ Develop strategic initiatives to improve livability as well as access for pedestrians and bicycles while providing more open space to help improve connections in the NUC to high-quality public spaces and transit nodes.

### Long Term: the Next Five Years and Beyond

Develop a comprehensive walkability/bikeability plan to make the NUC more livable and sustainable.

- ☐ After implementing key BID projects in the NUC, conduct reviews to determine their effectiveness over time.
- ☐ Develop a comprehensive pedestrian/bike plan and open-space network plan for the NUC to start with, then extend it to include Metro Manila.
- ☐ Identify action areas where intervention can make the NUC more livable and sustainable.

# 4 Work Together

## Collaboration and Partnerships

Developing countries such as the Philippines face the reality of supporting an expanding economy and a growing population despite the lack of necessary money or infrastructure. Public/private partnerships are a key tool for financing public projects in the Philippines, as well as in many other countries with either developing or established economies. President Benigno Aquino III in 2010 directed the reorganization of the Build-Operate-and-Transfer (BOT) Center as the Public-Private Partnership Center (PPP Center) and transferred the resulting merged agency to the National Economic and Development Authority (NEDA) from the Department of Trade and Industry. The PPP Center is responsible for providing support and advisory services to public bodies forming partnerships with private companies, maintaining a centralized database for PPP projects, and monitoring the implementation of projects.

A number of successful PPP projects exist in Metro Manila, which bodes well for future private investments. These include the transformation of the former military base of Fort Bonifacio to BGC, under the direction of the Bases Conversion and Development Authority (BCDA); modernization of the North Luzon Expressway to improve travel among Metro Manila and the Central and Northern Luzon areas; and Manila Water Company and Maynilad, which serve the East and West zones of Metro Manila, respectively.

However, it is not always easy to put forward a PPP project in Metro Manila. Some PPP projects have been approved but then not implemented because of the short tenure of government officials, or sometimes lack of strong leadership and funding from the authorities thwarts projects.

*A workshop group discusses infrastructure and transportation for Metro Manila.*

*Working together to launch flying paper lanterns, a rite of celebration or sharing of a common cause.*

Experience shows that the private sector is interested in getting involved in public projects, particularly those in Metro Manila, but these complications make it difficult for MMDA to work toward a comprehensive development plan and for the PPP Center to make a larger commitment to carrying out projects.

In addition, no sustained dialogue exists between the public and private sectors to ensure that PPPs are processed in a streamlined and timely manner. Some stronger public bodies, such as BCDA, are engaging with the private sector to develop some of the former military base camps surrounding Metro Manila. Other influential alliances, such as MaCEA and BGCEA, are working closely with the LGUs in forming partnerships for the betterment of the areas on which they focus.

It is apparent that critical urban issues cannot be resolved through work conducted independently at the site-specific or district level. It is important that public and private interests work together to understand critical urban problems that can only be addressed on a larger urban scale. The private and public sectors need to come together to make this happen. Past PPP successes show the importance of establishing a streamlined process for the private and public sectors to work together in a collaborative and coordinated manner.

## Bonifacio Global City, Metro Manila

**Originally part of a land purchase by the U.S. government for the Fort McKinley military base, Bonifacio Global City (BGC) covers about 240 hectares. After the property was handed over in 1995 to the Bases Conversion and Development Authority (BCDA), a government agency, redevelopment began to transform the area into Bonifacio Global City, a dynamic economic and commercial hub as well as a high-quality community.**

**The Fort Bonifacio Development Corporation (FBDC), the main developer, was backed by BCDA and a joint partnership between Ayala Land Inc. and the Campos Group's Evergreen Holdings Inc. Together they developed BGC as a large-scale comprehensive and integrated mixed-use development incorporating innovative planning and design to enhance sustainability. With this development established as a milestone, BCDA is pushing forward to form more partnerships with the private sector to develop other former military bases as new communities, as well as attract investments to boost the economy of the Philippines.**

*A presentation by the Participation: Community and Sustainability group at the workshop, attended by stakeholders from the public and private sectors.*

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Form a joint MaCEA and BGCEA task force to look for ways to streamline and improve opportunities for PPPs.

- ☐ Form a joint task force between MaCEA and BGCEA to develop a sense of partnership and identify potential PPP projects at various scales.
- ☐ Review the current PPP process and identify ways to streamline procedures in order to facilitate collaboration among various stakeholders.

## Subic-Clark-Tarlac Expressway, Central Luzon, Philippines

**The Subic-Clark-Tarlac Expressway (SCTEx), four lanes and 93 kilometers long, links major freeport zones in north Manila, including the Subic Bay, Clark, and Tarlac City free zones. The SCTEx project, begun in 1999, is being conducted under a joint business and operations agreement signed by Tollways Management Corporation, First Philippine Infrastructure Development Corporation, and Egis Projects. It stands as a good example of a public/private partnership, relying on the strengths of both the government and the private sector to serve the public.**

**The construction was undertaken by two different joint ventures: the Kajima-Obayashi-JFE Engineering-Mitsubishi (KOJM) Joint Venture for the first section, and the Hazama-Taisei-Nippon Steel (HTN) Joint Venture for the second section. The Japan Bank for International Cooperation (JBIC) loaned 23 billion pesos (US$565 million) for construction at an interest rate of 0.95 percent per year. As a result of these partnerships, BCDA, a steward of government and public resources, has greatly reduced its risk of default on loans, thereby avoiding passing on the financial burden to taxpayers. The agreement is a "major breakthrough toward establishing a good business model for public/private partnership vigorously pushed by the Aquino administration as the linchpin of national economic development," BCDA President and CEO Arnel Casanova said in a news release.**

- ☐ Identify various types of PPP projects and initiatives—large, medium, and small scale—to develop the NUC in a sustainable manner, addressing some of the key issues such as traffic congestion and affordable housing.

### Medium Term: within the Next Two to Four Years

Look for ways to foster more collaboration between the private and public sectors and improve coordination among the Makati and Taguig LGUs, BCDA, and MMDA.

- ☐ Establish a local branch of the PPP Center to process PPP projects in the NUC.
- ☐ Identify a common goal so that the LGUs of Makati and Taguig can begin to work together.
- ☐ Commend initiatives to work against corruption in the planning and development process.

### Long Term: the Next Five Years and Beyond

Foster more coordination among the various levels of government—local, regional, and national—through the PPP Center.

- ☐ Enhance coordination of the provision of infrastructure and services through PPPs.
- ☐ Begin to work with the PPP Center at the local, regional, and national levels.
- ☐ Commend good PPP projects and encourage new initiatives to make the NUC a better place.

### Delhi Metro, New Delhi

**Delhi Metro, serving Greater New Delhi, is an example of a successful public transit project in a developing country funded by public/private partnership initiatives. The concept of mass rapid transit for New Delhi first emerged from a traffic and travel characteristics study carried out in 1969. Over the next several years, many official committees were commissioned to examine issues related to technology, route alignment, and government jurisdiction. Finally, in 1984 the Delhi Development Authority and the Urban Arts Commission came up with a proposal for developing a multimodal transport system, then consulted the Hong Kong MTR Corporation on rapid-transit operation and construction technologies.**

**The capital costs of phases I and II have been estimated at 2 billion rupees (US$36.2 million) per kilometer. Thirty percent of the total investment for these phases was raised through equity capital, with the Indian and Delhi governments contributing equal shares; 60 percent was raised as either long-term or subordinate debt through soft loans from the Japan Bank for International Cooperation; and 10 percent is supplied by internal revenues through operations and property development. In 2007, Delhi Metro claimed to be one of only five metro systems in the world operating at a profit without government subsidies—made possible by additional revenues from advertisements, transit-oriented developments, and leasing of the trains and stations for use as movie sets.**

# 5 Establish Good Governance

## A Streamlined Regulatory Framework and Effective Development Control

A committed city authority is essential in creating an efficient, coordinated, and harmonious environment for living, working, and playing. Cities strongly committed to collaboration have been successful in working together to address critical urban issues and shaping better cityscapes that are more livable and sustainable.

Internal migration and the natural increase in population triggered uncontrolled population expansion and development in Metro Manila after World War II, creating problems with health, traffic, housing, pollution, and security. Delivery of services to address these problems was piecemeal and uncoordinated because of differences in performance and priorities determined by who was in office, uneven distribution of financial resources, and differences in the availability and quality of public services in LGUs, such as the cities of Makati and Taguig.

To facilitate better coordination within the metropolitan area and to establish the NCR as a showcase of national power, the Metro Manila Commission (MMC) was created in 1975 under the Office of the President and given control over municipal services, infrastructure development, safety and security, social welfare, legislation, coordination among LGUs and between local authorities and the national agencies, and formulation of development plans for the metropolitan region. Senior officials from the national government agencies within the MMC helped implement projects.

*ULI's Tom Murphy gives Manila food for thought on how to stimulate change.*

In 1990, MMC was transformed into the Metro Manila Authority (MMA) as an interim government body to manage the increasing urban problems in Metro Manila. The MMA was given more power in the delivery of projects to address urban development issues, including those involving land use, planning and zoning, urban development and renewal, and disaster management. MMA was governed by the Metro Manila Council, made up of the mayors of the member LGUs, which was responsible for the formulation of metrowide policies as guiding principles for MMA; local specific issues were under the jurisdictions of LGUs.

In 1990, the legislative authority was removed from the MMA, and legislative power was restored to the LGUs. MMA only acted as a coordinating agency for the implementation of policies and programs, whereas individual LGUs took over some municipal services previously provided by MMC.

In 1995, the Congress of the Philippines endorsed establishment of the Metro Manila Development Authority under the direct supervision of the president. MMDA would perform planning, monitoring, coordination, regulation, and supervision of the metrowide services. MMDA has almost the same function and composition as MMA but has strengthened its relationship with NGOs, people's organizations, and the private sector in delivering the services and programs. However, MMDA has not been able to implement policies and plans effectively because its priorities conflict with those of the LGUs. As a result, MMDA was limited to more maintenance-related functions such as transport and traffic management, solid waste disposal, and flood control.

As MMDA became less powerful, it was difficult for the authority to carry out other duties mandated for it. Because MMDA could not get involved in land use zoning, development was not coordinated among LGUs, leading to such problems as overcrowding and inadequate community facilities and services. However, through the launch of the recent

*An MMDA meeting for the Greenprint 2030 Project.*

## Harbourfront Commission, Hong Kong

**The Harbourfront Enhancement Committee (HEC), originally formed as an advisory body by the Hong Kong government as a result of community input, was replaced by the Harbourfront Commission to continue its tasks in the promotion of harbourfront planning, development, and management.**

**Similar to the HEC, the Harbourfront Commission—composed of representatives of government bodies, professional institutes, the business sector, and civic nongovernment organizations—is chaired by a respected nongovernment person, with a high-ranking government official serving as vice chair. It works actively with the public and private sectors to make the harbourfront an attractive, vibrant, accessible, and sustainable world-class asset. However, the commission is advisory, and there is a need for a stronger overarching body with the responsibility of ensuring that the design, development, and management of harbourfront projects are integrated effectively.**

**According to the recent policy address by the Hong Kong chief executive, the Harbourfront Commission will be replaced by a Harbourfront Authority holding more statutory power and broader jurisdiction.**

*Singapore's Marina Bay.*

## Urban Redevelopment Authority, Singapore

**The Urban Redevelopment Authority (URA) has transformed Singapore into a highly livable city through a strategic vision, top-down land use planning, and good urban design. The URA has adopted a long-term, comprehensive approach in formulating strategic development plans to guide the physical transformation of Singapore in a sustainable manner.**

**Internationally recognized for its conservation program, the URA has conserved and regenerated not only single buildings, but also entire districts, taking a multifaceted role to turn the plans and visions into reality. URA also acts as the government land sales agent, attracting, through the sale of state-owned land, private investment to develop sites to support economic and social development. The URA also carried out the planning and design of the latest city extension, the Marina Bay development.**

**To create an exciting cityscape, URA draws up district plans to control development scale and intensity, reviews and approves public and private development plans to promote architectural and urban design excellence, and carries out conservation of historic areas with buildings of architectural and cultural significance.**

Greenprint project, which uses a participatory approach, this situation seems to be changing. Under the leadership of Francis Tolentino, MMDA is showing stronger leadership and a greater commitment to planning, and also is coordinating with various LGUs to obtain input for its Greenprint 2030 study.

Development control currently is the responsibility of the private sector organizations, which have large landholdings and developments, but in the long run it is to be handled by the public sector. With the strong commitment from MMDA, the city could be developed in line with the long-term vision being developed in the Greenprint 2030 process. A coordinating authority for Metro Manila can help LGUs plan and regulate the currently uncoordinated developments, which otherwise may not make the best use of public resources. Better control and regulation of development could improve the overall built environment and create a unique identity for Metro Manila.

Lessons can be learned from Hong Kong, New York City, Singapore, and Vancouver regarding formation of commissions or authorities to formulate development strategies for coordinating and regulating urban development.

Eventually, an Urban Development Commission could be created in Metro Manila to take on formulation and implementation of a master plan, as well as resolution of land use and transport planning matters. Through this organization, LGUs in Metro Manila could coordinate and integrate their urban development efforts with the national development strategy. In addition, the commission could help MMDA ensure the implementation of master plans, coordinate developments among LGUs, and bridge the gaps in development strategy among LGUs at the local, regional, and national levels.

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Review the regulatory framework and development control to find areas for improvement in the NUC.

- ☐ Review development control and the regulatory framework to look for general areas for improvement.
- ☐ Reduce the differences between Makati and Taguig in terms of development control and the regulatory framework.
- ☐ Identify ways to strengthen the role of MMDA so it can be actively involved in land use and transport planning and be proactive in development of implementation plans.

## Seoul Institute, Seoul

**The Seoul Institute, formerly the Seoul Development Institute, is a nonprofit and independent research organization established in 1992 and supported by the Seoul metropolitan government. Its main tasks are to contribute to the development of urban policies and administration plans for Seoul by conducting systematic surveys on and studies of problems arising from the city's enlarged urban area and to offer policy proposals to raise the quality of life for residents.**

**The Seoul Institute's mission includes preparing medium- and long-term administration plans for Seoul, conducting research projects assigned by the central government, publishing research reports and periodicals, and performing joint research projects with domestic and foreign research and academic institutions. With a focus on proactive research, the Seoul Institute strives to keep up-to-date on the latest development situation in order for the city to plan ahead to meet medium- and long-term goals.**

### Medium Term: within the Next Two to Four Years

Develop strategies to streamline the regulatory framework to ensure more effective development control.

- ☐ Develop strategies to streamline the development and regulatory process both in Makati CBD and BGC.
- ☐ Work to make the planning and development process more transparent and inclusive.
- ☐ Work with the private sector to implement master plans formulated from previous studies.

### Long Term: the Next Five Years and Beyond

Create a one-stop shop for coordinating issues related to development in a comprehensive manner; create an Urban Development Commission.

- ☐ Create a one-stop service for central processing of development applications and regulatory control.
- ☐ Streamline the development process and collaboration among the private sector, the public sector, and the Taguig and Makati LGUs.
- ☐ Create an Urban Development Commission to guide the sustainable development of Metro Manila and bridge the gap between MMDA and the LGUs of Makati and Taguig.

## Urban Design Panel, Vancouver

**The Urban Design Panel of Vancouver is composed of a group of independent architecture, planning, engineering, and development professionals appointed by the city to review and advise the City Council and staff on development proposals or policies, including major project applications and rezoning applications. The panel also takes part in advising the city Planning Department and City Council on urban design policy, but does not approve or reject projects or make policy decisions itself. Public infrastructure and parks are also reviewed by the Urban Design Panel, and its recommendations are respected by the planning commission and the city government. This mechanism has ensured development of great places and vibrant districts to make Vancouver a more livable and sustainable city.**

# 6 Engage Everyone

## An Inclusive, Participatory, and Transparent Process

### Greenprint 2030, Metro Manila

**The Metropolitan Manila Development Authority (MMDA) in 2012 launched Greenprint 2030, a strategic planning study to develop a broad vision to increase the city's competitiveness, livability, sustainability, and preparedness for disasters by 2030. The project is supported by the World Bank, the Australian Agency for International Development (AusAID), and Cities Alliance with an aim to formulate a spatial development strategy to transform Metro Manila as a highly competitive metropolitan area. The strategy is being formulated through a series of stakeholder engagement exercises to define the future functions and performance of the metropolitan region.**

**In addition to engaging in traditional public participation activities such as focus groups, forums, and exhibitions, the MMDA created a Facebook page to publicize the plan and gather information and views from the public. This approach is a step in the right direction and bodes well for Metro Manila in the future.**

Community planning has been progressively evolving from a top-down to a bottom-up process—or nonparticipation to citizen power—according to the "Ladder of Citizen Participation," developed by Sherry R. Arnstein in a 1969 article in the *Journal of the American Planning Association*. Use of a decentralized platform to integrate social accountability measures into local governance planning allows the harmonization of national and regional development goals and priorities with local needs and aspirations, the World Bank noted. The Asian Development Bank (ADB) noted that in the Asia Pacific region, socially and environmentally sustainable development is gaining momentum, as are heightened expectations for accountability, transparency, and citizen participation.

It takes time to develop public participation to the extent that community members trust that their input is valued and will play a role in public planning. There is a critical difference for the community between going through an empty ritual of participation and having real power to affect outcomes, Arnstein noted. Although participation can be time-consuming, it can increase the public's understanding of issues from a range of perspectives, build support from stakeholders, and increase the ownership, effectiveness, and sustainability of implementation, ADB notes.

It is imperative that Metro Manila take a participatory and inclusive approach to community planning and development, involving the people of the NUC in workshops, charrettes, and community meetings to ensure accountability, responsibility, transparency, inclusiveness, participation, and a sense of ownership in the community. Laws mandate creation of

*Filipinos join a Department of Health initiative at Rizal Park encouraging them to exercise more.*

*The Ten Principles workshop.*

local development councils to provide opportunities for public participation in planning and decision making. However, the short terms served by elected officials tend to negate the objectives of public participation, which can be a lengthy process. This makes it all that more important that a participatory process create a sense of ownership that outlives changes in public officeholders.

MMDA's Metro Manila Greenprint 2030 planning strategy study, begun in 2012, is engaging key players from local government, regional agencies, academic institutions, and the private sector with the goal of coordinating and enhancing the economic, environmental, and social aspects of Metro Manila in order to boost its efficiency and competitiveness. ULI also invited stakeholders from various backgrounds to participate in formulating the Ten Principles for Sustainable Development of Metro Manila's New Urban Core.

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Review current planning, development, engagement, and communication strategies; use the *Ten Principles* report to get more people involved in planning for Metro Manila's new urban core.

- ☐ Begin to use the *Ten Principles* report to get the public and private sectors and the wider community involved in planning for the NUC.
- ☐ Review current planning, development, engagement, and communication strategies to see how the public can be better engaged in the process.

## Portland Community Planning, Oregon

**Facing several critical urban challenges—including income disparity, homelessness, a high unemployment rate, a low high school graduation rate, and growing environmental concerns—Portland, Oregon, developed with the community a strategic path forward called the Portland Plan. Presenting a strategic road map for the future, the plan is the result of two years of research encompassing numerous community workshops and meetings involving participation by residents, business leaders, and nongovernmental organizations working together toward a common vision of a prosperous, educated, healthy, and equitable Portland.**

**"The Portland Plan requires us to work smarter, be more practical, partner across jurisdictions, and be ready to have difficult conversations," reads a city web page on the project. "This is how real progress will be made in Portland." Advancing social equity is considered a critical element of the plan, which includes policies covering 25 years, as well as five-year action plans to achieve multiple objectives with numerical targets and ways to measure progress.**

- ☐ Improve communication between the public and private sectors by distributing information to the public, including through online avenues.

### Medium Term: within the Next Two to Four Years

Start initiatives to engage residents and increase the awareness of public gatherings among the public and private sectors and the community.

- ☐ Undertake initiatives to engage more people in discussion of critical urban issues and the Ten Principles for the NUC, setting priorities and targeting a few principles to begin with.

## West Kowloon Cultural District Authority, Hong Kong

**In Hong Kong, the usual practice for public engagement involves three stages: 1) providing information through traveling exhibitions and statements by stakeholder representatives; 2) soliciting participation from the public, such as through community fairs, youth forums, and competitions; and 3) reporting the compiled views in a conceptual idea or design proposal. The planning of West Kowloon Cultural District (WKCD) is a recent example of what public engagement activities entail in Hong Kong.**

**The West Kowloon Cultural District Authority, the statutory body that plans, manages, and operates the WKCD, is dedicated to engaging and working closely with all the stakeholders to make their vision of and mission for the district a reality. This is accomplished through a three-stage public engagement exercise to hear the voices of the public and stakeholders in a structured process. These views then are taken into account in the WKCD planning and design process. To encourage participation, multiple channels are used to disseminate information and various methods of receiving public opinion are employed.**

*A scene at the local Clockenflap arts festival held in the West Kowloon Cultural District.*

*People Power— peaceful protest rallies.*

- ☐ Involve the public in formulating development strategies for the Makati and Taguig LGUs through public engagement workshops, charrettes, meetings, and forums.
- ☐ Develop a sense of community and ownership among residents by promoting an inclusive, participatory, and transparent process.

### Long Term: the Next Five Years and Beyond

Create an Urban Center to promote engagement and improve access to information for everybody.

- ☐ Create a virtual Urban Center providing a platform to exchange views and promote dialogue among various stakeholders and making information readily available.
- ☐ Distribute information to the public to increase awareness of critical urban issues and strategies to make Metro Manila a more livable and sustainable place.
- ☐ Establish an Urban Center facility as a platform for the exchange of views and improved understanding of planning, urban design, and development issues, as well as community engagement in planning.

## City of Vancouver

**Vancouver has a long history of public participation in municipal and community affairs through the democratic decision-making process. Residents can represent themselves, attending and participating in meetings of public agencies, councils, and other organizations, and share their expertise and perspectives on issues at board or committee meetings. This participatory approach to urban development helps ensure that Vancouver creates livable, sustainable, and affordable communities where people can live, learn, work, shop, and play.**

**Furthermore, the highly transparent administration of the city government allows the public to understand what is happening in the city, as well in future development plans for neighborhoods. The free flow of information allows the public to be involved in the urban development process, helping make Vancouver one of the most livable cities in the world.**

# 7 Empower People

## Community Improvement Districts to Enhance Education, Awareness, and Employment Opportunities

The role of education in economic development is widely acknowledged: education increases the innovative capacity of an economy and facilitates the diffusion, adoption, and adaption of new ideas, the East Asia Forum reports. Therefore, investing in young people's skills is smart for countries seeking to boost economic growth. The United Nations Educational, Scientific, and Cultural Organization (UNESCO) reports that for every $1 spent on a person's education, an estimated $10 to $15 in economic growth is generated over that person's working lifetime. The Philippines holds a strong position in terms of its workforce: rising education standards have given the country a literacy rate above 92 percent and a skilled workforce made up of a growing percentage of people who have completed at least four years of college.

Given the economic benefits of education, the Philippines should have begun an era of high growth in 1975, when its population had the highest rate of completion of college among developing Asian countries—higher than that of Japan, South Korea, Taiwan, or Singapore. This suggests that the problem in the Philippines has been the quality of education, rather than its availability or accessibility, says the Center for Global Development (CGD). Moreover, education is especially important in a rapidly evolving economic environment in which a rapid rate of job destruction and creation can lead to a gap between the skills demanded in the labor market and the skills of job seekers, the East Asia Forum notes.

*Men and women from the USS* Blue Ridge *participate in a community relations project at a Gawad Kalinga village in Taguig City.*

*Skills training at Metro Manila's Technology Resource Center.*

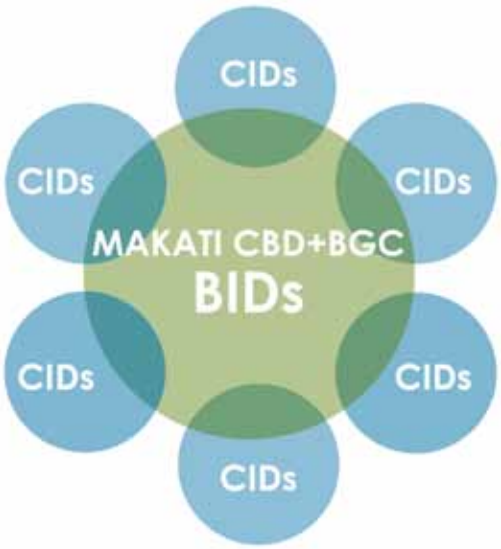
The declining number of people employed by Metro Manila's 700 large business enterprises indicates rising unemployment in the area despite a growing population. According to the Bureau of Labor and Employment Statistics (BLES), employment in Metro Manila decreased 2.05 percent in the second quarter of 2011. Though the unemployment rate dropped from 10.9 percent to 9.9 percent from mid-2011 to mid-2012, the underemployment rate has climbed from 14.4 percent to 16.6 percent. Simply stated, companies shifted from hiring full time to hiring more part-time workers, according to the National Statistics Office.

In response to the high unemployment rate, President Aquino in his third State of the Nation Address in 2012 expressed his commitment to resolving problems in the nation's education sector. Furthermore, according to NEDA, the government is working to address the need to generate more jobs and improve workplace quality. One NGO program, Gawad Kalinga Child & Youth Development, nurtures and develops the young through an age-specific, values-based program that gives poor children opportunities to receive an education and reach their potential.

As is the case in other developing countries, simply creating job opportunities is not enough to help the poor improve their lives. Many poor countries have made education a priority, the CGD notes. For example, Atma, an NGO in India, offers underprivileged children and young adults high-quality education in order to empower them. It is important that governments and other organizations offer training and education targeted to local needs in order to improve the poor's ability to perform needed work skills, as well as necessary life skills. Education and opportunity go hand in hand in hand: without education, opportunity is not realized, and without opportunity, potential is not realized.

## Atma, Mumbai

**Atma is a nongovernmental organization in India helping other NGOs provide high-quality education. Founded as a trust in 2007, Atma is addressing education needs of underprivileged children and young adults through a consultancy model. Twenty percent of India's poor have no access to education, and 45 percent never reach eighth grade. By 2015, 65 percent of the Indian population will be composed of youths, indicating an urgent need to bridge the education gap through collaborative partnerships so these young people can find jobs. Through consultancy, skilled volunteers, and training, Atma supports Atma Partner NGOs to educate and empower underprivileged children, thereby improving their prospects for employment.**




*A diagram showing the relationship between business improvement districts and community improvement districts.*

Community improvement districts (CIDs)—a term coined by Dr. Sujata Govada to indicate an expanded role beyond that of BIDs to include improving the quality of life of the poor—should be created on the periphery of Makati CBD and BGC, where many of the poor in the Makati and Taguig LGUs reside. The private sector and NGOs can undertake initiatives within these CIDs to educate and empower the poor by coming up with innovative ways to bring opportunities to them. These initiatives will allow people to be more entrepreneurial and create job opportunities for themselves, as well as serve the community. Meanwhile, the government should define specialized short- to long-term strategies to capitalize on the human resources available to drive economic development while also improving the livelihood of the poor by addressing their basic needs, beginning with housing and education. These programs should be monitored from time to time to assess their success.

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Review and create programs to narrow the gap between jobs and skills available; facilitate creation of CIDs.

## Gawad Kalinga, Philippines

**Gawad Kalinga (GK) is a nongovernmental organization in the Philippines dedicated to combating poverty—an effort based on the belief that poverty is caused by a lack of care in the community rather than a matter of economics alone. Poverty leads to loss of human dignity, creates a sense of hopelessness, and contributes to the degradation of the living environment. Through caring for and sharing with the underprivileged, GK works closely with the community to improve human relationships, care for the environment, improve child and youth development, enhance infrastructure, and pursue other activities to restore human dignity and reduce poverty.**

**GK has several programs to empower communities to fight poverty. It has initiated the Community Building Program, which helps communities be self-reliant and develop values such as unity and caring for others. In addition, the Child and Youth Development Program aims to nurture the next generations and help them maximize their potential through various activities, including academic training, sports, and arts and crafts.**

- ☐ Research solutions to reduce the gap between jobs available and the skills level of residents, as well as the mismatch between places where people live and where jobs are being offered.
- ☐ Explore options for creating CIDs and formulate education, training, and awareness programs for the poor in order to develop a more skilled workforce.
- ☐ Look for home schooling options and flexible programs to educate the poor while creating job opportunities by providing incentives for companies to hire the poor, as well as incentives for the poor to start small business operations.

### Medium Term: within the Next Two to Four Years

Create CIDs by starting a pilot area in the NUC to provide more opportunities for the poor to learn basic skills.

- ☐ Create CIDs in the NUC to improve the quality of life, social facilities, infrastructure, and other elements to match skills with the jobs available; start with one CID as a pilot area—for example, the northern gate to BGC on Kalayaan Avenue is a good candidate.
- ☐ Encourage landlords to let spaces at rates affordable to small businesses and to help make communities vibrant.
- ☐ Provide on-the-job training and encourage lifelong learning to maintain a continuous supply of skilled workers.

### Long Term: the Next Five Years and Beyond

Empower and provide more opportunities for the poor in the NUC and beyond.

- ☐ Evaluate implementation of the pilot CID and begin to create more CIDs in the NUC; extend the concept to other areas of Metro Manila.
- ☐ Provide some free/subsidized short-term training programs to empower people so they can begin to be self-sufficient.
- ☐ Encourage larger businesses to set up back offices in peripheral urban areas and new towns to provide job opportunities for residents there in order to eliminate the need to migrate or take a long trip to Metro Manila, thereby helping reduce urbanization and traffic congestion and, in the longer term, the city's carbon footprint.

### Janaagraha, Bangalore

**As a nonprofit organization based in Bangalore, Janaagraha collaborates with the public and the government to improve the quality of life in Indian cities and towns. According to Janaagraha, quality of life is made up of two components: 1) the quality of urban amenities, such as infrastructure and services, including roads, drains, and water supply; and 2) the quality of citizenship, which is the role citizens play in civic issues. A guiding principle for Janaagraha to bring about change in the public governance is REED—regional perspective to urban issues, empowered citizens and local governments, enabled citizens and local governments, and direct accountability of the government to the people.**

JANAAGRAHA

# 8 Be Prepared

## Disaster Preparedness and Resilience

Unless a plan is implemented to improve its resilience, its preparation for natural disasters, and its ability to aid those affected, Metro Manila becomes more susceptible to irreversible damage with the coming of each typhoon or flood. Metro Manila is beginning to recognize the dangers of not addressing its decaying infrastructure and lack of preparedness for natural disasters. According to the World Health Organization, 1.15 million Filipinos were affected by floods, storms, and earthquakes in 2011, surpassing the 368,820 Japanese affected by the tsunami that same year. The Philippines is the most disaster-prone country in Asia, and the number of people harmed alone is reason enough to change and develop new preparedness strategies not only in Metro Manila, but also throughout the nation.

In the Philippines, local governments have taken initiatives involving multiparty participation and transparency. Among these is the 2010 formation of the Marikina Watershed Environs Integrated Resource Development Alliance by the cities of Pasig, Marikina, and Antipolo and the municipalities of Cainta, San Mateo, and Rodriguez—also known as the Alliance of Six. The goal of the alliance is to restore and protect through reforestation the 28,000-hectare Marikina watershed, the source of much of the floodwater during Typhoon Ondoy, which devastated Manila in 2009. The MMDA supported this initiative by mobilizing civic and business organizations, faith-based organizations, and nongovernmental and community organizations in the Marikina watershed to take action on issues such as disaster preparedness and reduction of disaster risk. As

*The Ortigas Avenue Extension in Metro Manila after Typhoon Ondoy.*

*The Philippine Red Cross, with European Community Humanitarian Office (ECHO) funding channeled through the International Federation of the Red Cross, provides shelter, food, and drinking water for 25,000 displaced people at an evacuation center.*

part of the alliance's efforts to involve the private sector, a memorandum of agreement was put in place with a private firm that pledged financial support for the cleaning of local drainage systems.

The priority in this case is the protection, safety, and well-being of the people of Metro Manila, including tourists, residents, and commuters, as well as informal settlers who are more susceptible to harm from natural disasters. Other associated issues include displacement of residents and settlers, loss of livelihood, and damage and decay of infrastructure. Lack of disaster preparedness and resiliency could discourage foreign investment in Metro Manila and the Philippines in the long run.

Flooding and the displacement of residents and workers during emergencies not only are dangerous to the people of the Philippines, but also hinder the growth potential for Metro Manila during this period when the country has a positive economic outlook. For examples of successful disaster management programs, the Philippines can look to other coun-

## The Philippines

**The Philippines is frequently hit by natural disasters such as tropical storms, heavy downpours, floods, earthquakes, and volcanic eruptions. In response, the national government has established the National Disaster Coordinating Council (NDCC) to steer the country's effort in disaster preparedness, response, and rehabilitation in both the public and private sectors from the national to barangay levels. The NDCC also prepared the National Calamities and Disaster Preparedness Plan, which directs the functions and responsibilities of each member agency. The NDCC, restructured as the National Disaster Risk Reduction and Management Council in 2010, is responsible for ensuring the protection and welfare of Filipinos during disasters.**

## Japan Tsunami

**Even with the most comprehensive and well-prepared disaster management system in the world, northeast Japan was devastated March 11, 2011, when an earthquake measuring 9.0 on the Richter scale triggered a tsunami and meltdowns at the Fukushima Nuclear Power Station. Though the Japanese government had invested millions of dollars to construct seawalls guarding against huge waves, the tsunami was so large that it severely damaged coastal areas and caused the subsequent radiation disaster. The government deployed the Self-Defense Forces to help evacuate disaster victims and take part in the cleanup. Local nongovernmental organizations, private companies, and the public also worked together to aid the victims. To support the long-term needs of the survivors, food, water, medicine, and temporary housing were provided in affected areas.**

## Indonesia

**Indonesia is one of the most disaster-prone countries in the world. Flooding is the most common occurrence, followed by landslides and earthquakes, with earthquakes causing the most deaths. The Indonesian government has taken a proactive approach to addressing management before, during, and after a disaster. Satellite data have been used to delineate areas affected by disasters, assess damage, help mobilize resources, and carry out quick analysis so decision makers can act promptly.**

**The government also works with United Nations Development Program (UNDP) to protect and prepare communities living in disaster-prone areas through risk reduction. It collaborated with courier company Deutsche Post DHL and UNDP to implement the Get Airports Ready for Disaster (GARD) program, which seeks to improve the ability of airport staff to handle the high volume of goods and passengers arriving in the aftermath of a disaster. The private sector also has made substantial investments to support and promote research in Indonesia on the geological topics of volcanoes, earthquakes, and hydrothermal systems, which could advance disaster mitigation planning and efforts.**

tries such as Japan, where private companies work together and with the government to support disaster response. It is imperative that Metro Manila, as the Philippines' economic center, improve its disaster preparedness and resilience through programs and investment in infrastructure to ensure a long-term stable environment for people and businesses competing in a world economy.

Several initiatives are underway to improve infrastructure, including a new flood control master plan, MMDA's Greenprint 2030 study, creation of more evacuation centers, and infrastructure upgrades. Communities and residential villages have also been working together to form their own emergency-response teams. Taguig City has identified a number of flood-prone communities that need to be relocated to safer areas and has initiated a housing program for the affected families, which might open up the opportunity to initiate a CID in Taguig City.

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Review the effectiveness of current disaster-relief efforts and better organize existing voluntary community networks to help the needy.

- ☐ Review and assess nation- and metrowide disaster-relief and prevention programs.
- ☐ Identify volunteer and community emergency-response teams and assess their level of preparedness.
- ☐ Devise awareness programs and improvement plans for volunteer and community emergency-response teams.

## Mumbai Flooding

**Mumbai was originally a fishing colony made up of seven islands, until reclamation created the current form, a peninsula. Most of the land is just above sea level, leaving the city vulnerable to monsoons and flooding. To deal with the problem, the city government has developed a set of disaster mitigation and relief strategies that include disaster preparedness planning, mitigation measures to reduce the impact of storms, and interdepartmental coordination. In the mid-2000s, the Greater Mumbai government began the Brihanmumbai Storm Water Drainage Project, a US$300 million effort to control flooding in the city during monsoons.**

### Medium Term: within the Next Two to Four Years

Improve and upgrade infrastructure and disaster-relief programs and recognize exemplary programs.

- ☐ Work with nation- and metrowide disaster-relief programs to determine ways to improve disaster response.
- ☐ Work with government agencies to offer housing alternatives to settlers who live in disaster-prone areas.
- ☐ Work to make reducing impacts on disaster-prone areas a top priority in current and upcoming disaster-response plans.

### Long Term: the Next Five Years and Beyond

Establish an online and mobile relief center to better coordinate emergency-response teams to assist vulnerable neighborhoods.

- ☐ Put in place effective and realistic disaster-response plans, starting with the NUC and then Metro Manila.
- ☐ Move settlers away from disaster-prone areas and improve the area's resilience to disasters.
- ☐ Initiate infrastructure improvement plans and projects in disaster-prone areas to minimize damage due to natural disasters.

# 9 Restore Human Dignity

## Affordable Housing Policy and Delivery

*Slums at the edge of Makati.*

A good, affordable quality of life is essential in creating sustainable communities in fast-growing Metro Manila. Though several luxurious residences are located in the NUC's gated communities, most dwellings in the surrounding areas are of extremely poor quality. Unauthorized developments, degraded and substandard homes, and slums are common on the fringes of the NUC. The government has implemented measures seeking to improve the area's quality of life, but little progress has been made, and housing conditions remain atop the list of metropolitan concerns, as they have for several decades. Metro Manila's population continues to grow 2.67 percent annually, intensifying the competition for limited resources. Among them, land is one of the most precious, and currently only 30 percent of the population in Metro Manila can afford to own a home. The gap between the rich and the poor is ever widening, and an effort to address this issue is needed.

Metro Manila—the major contributor to the national economy and possessor of the country's highest GDP per capita—attracts a lot of people seeking jobs. However, housing affordable to the immigrants is lacking. This problem is largely attributable to the fact that responsibility for affordable housing has been turned over to local governments, most of which do not have housing policies and programs because of the short tenure of elected officials. So instead, the LGUs rely on the national government, which does not have adequate resources to address the issue. Because home prices are high and the government budget for socialized housing is low, production of affordable housing is falling behind the increasing demand. Initiatives such as Gawad Kalinga, while popular with the media, hardly scratch the surface of the huge housing backlog.

*Slums of Metro Manila.*

The solution for many people is to live in the slums of Metro Manila, which are dispersed, usually plagued by high unemployment and high poverty rates, and mainly constructed of salvaged materials or built as temporary shelter. The dwellings are generally con-

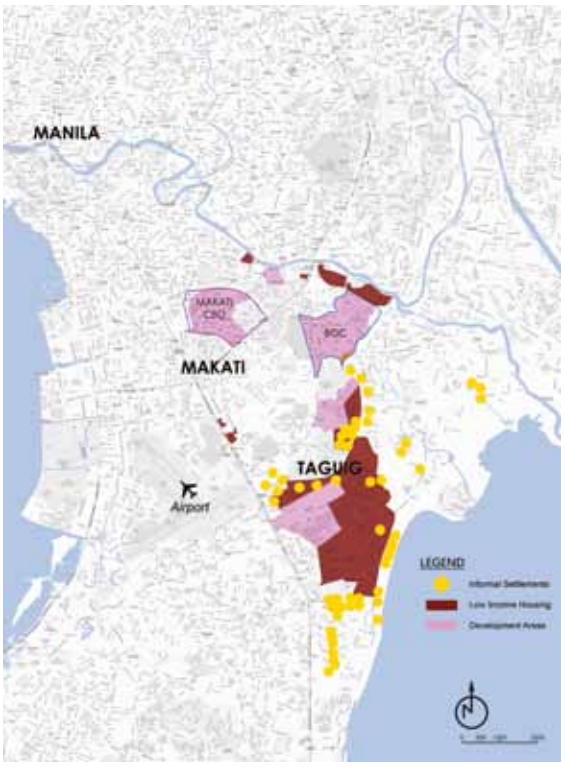
nected to water and electricity mains, but have no sanitary drains, which causes problems with sanitation. Most of the income of residents goes to pay for food.

Some slums have been cleared over the past decades, mainly for political reasons (such as national elections) or to allow construction of infrastructure or improve flood control. Though some housing was provided for those displaced, the supply was limited, provided little choice in size, was unaffordable, or was located far away from job sites, making it less attractive.

There is also the issue of professional squatters and professional squatting syndicates, as noted by Junio M. Regragio in his 2003 report for *Understanding Slums: Case Studies for the Global Report on Human Settlements*. Professional squatters occupy land without the consent of the landowners even though they have sufficient income for access to legitimate housing. Others are allotted housing or a lot by the government but sell, lease, or transfer it to someone else, then settle illegally at the same location or on other land allotted for social housing. Professional squatting syndicates are the informal and illegal organizations that covertly coordinate the activities of professional squatters.

Some local initiatives have taken up these problems, such as the recently launched National Slum Upgrading Strategy (NSUS), a joint project of the Philippine government and the World Bank, which will guide the government in upgrading slum communities and improving the living conditions of settler communities. The NGO Gawad Kalinga promotes the principles of mutual respect for all community stakeholders, as well as a sustainable livelihood for members of a multiethnic society.

The lack of a holistic approach undermines affordable housing policy and initiatives: it is difficult for the government and NGOs alone to ad-




*This map shows the location of informal settlements and low-income housing in Taguig.*

*A couple enjoys their new home thanks to community-based initiatives like Gawad Kalinga.*

## TAO-Pilipinas, Philippines

**TAO-Pilipinas, a nonprofit, nongovernmental organization led by women professionals in the fields of architecture, planning, and engineering, provides technical assistance to poor communities. The high cost of land in Metro Manila has forced many vulnerable urban residents to move from the city toward isolated areas where they are far from their jobs and face dismantled social networks. Among its initiatives, TAO-Pilipinas and an alliance of several NGOs in the Philippines have proposed building housing on stilts for informal settlers in Navotas. This scheme is envisioned as an integrated way to improve the livelihood of the settlers by providing housing, develop comprehensive sustainable communities, and maintain an unobstructed passage for water to prevent flooding.**

**In addition to coordinating community projects, TAO-Pilipinas offers capability-building programs to train communities in important skills, such as solid waste management and disaster risk management for sites and buildings. Community leaders and residents benefit from knowledge of proper waste segregation, recycling, waste reduction and reuse, and urban gardening to build and maintain their new homes and the community. Also especially important to communities are social preparedness and design approaches to address vulnerabilities due to social factors, location-specific issues, and building design.**

dress housing needs. Suitable policies and initiatives could encourage the private sector to get involved in addressing housing issues through community improvements and creation of a consensus for slum revitalization, thereby engaging residents in the planning process and recruiting them as an integral part of the community. The result would be a sense of ownership and the building of social capital.

The experience of Gawad Kalinga and TAO-Pilipinas in the Philippines and the PPP role in the provision of affordable housing in private developments, as in New York, indicate that extended community care and restored dignity can improve social integration and harmony. In addition, the private sector itself could take on some social responsibility and speed up the process. Using the CID approach, NGOs such as Gawad Kalinga, Tao-Pilipinas, and Philippine Business for Social Progress could work together with the LGUs of Makati and Taguig as well as MaCEA and BGCEA to help restore the dignity of the poor in the NUC and eventually Metro Manila.

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Review key issues involving slum areas in the NUC, including professional squatters and slum syndicates.

## Public Housing, Hong Kong

**The development of public housing in Hong Kong began in the aftermath of a fire that broke out at the Shek Kip Mei squatter area on Christmas Eve 1953. Thousands of squatters were evacuated and, as an emergency measure, resettlement blocks were built on site to provide temporary housing for the fire victims. The resettlement blocks, known as Mark I and II, were designed with minimal standards for each family: a rectangular living space with shared bathrooms and toilets. The resettled residents had to cook outside their rooms in the public corridors, which became communal space for social activities. The ground-floor space was freed up for communal and economic facilities like grocery stores and workshops, and for welfare uses.**

*Wah Fu Estate.*

**After Hong Kong experienced an economic boom in the 1960s and 1970s, the public could afford better housing, so the government stopped construction of resettlement blocks and introduced low-cost public rental housing (PRH) as part of the Ten-Year Housing Program. The program not only improved the self-contained units, adding a kitchen, toilet, and bathroom, but also shifted the population from the urban area to new towns. These new PRH estates were planned and designed as self-sufficient, comprehensive communities with shopping centers and community facilities such as schools, playgrounds, and landscaped space.**

**Later, the government also introduced the Home Ownership Scheme, which allows residents to own their properties at a subsidized rate—a change from the PRH flats, which the residents could only rent from the government. Public housing provided low-cost, affordable housing that met social needs and pioneered the early generation of new town developments in Hong Kong. Though this approach in developing communities was well received by the public in the past, a growing aspiration for a higher quality of life is apparent.**

- ☐ Identify and analyze the key issues for slums and informal settlements in the NUC and map the areas affected.
- ☐ Devise an action plan consisting of low-cost initiatives to improve the quality of life in these areas.
- ☐ Address issues related to professional squatters and slum syndicates.
- ☐ Identify government policies and encourage private sector initiatives that can help ensure that housing programs are improved.

### Medium Term: within the Next Two to Four Years

Develop initiatives to improve and revitalize slums and explore alternative options for slum dwellers.

- ☐ Provide government incentives to the private sector for upgrading the living environment in existing slums and explore alternative options.
- ☐ Emphasize improvement of infrastructure and public facilities in slum areas, such as ensuring access to power and water.

## Affordable Housing, Thailand

**Like the Philippines, Thailand is an emerging Southeast Asian nation. In response to rapid urbanization and a shortage of housing after World War II, the Thai government promulgated initiatives to construct low-cost public rental housing to meet needs in the large urban cores, especially in the Bangkok metropolitan area. In addition, through the provision of financial assistance, new homes were sold at an affordable price while slums were improved. New towns were developed for different social classes and income levels, creating diverse communities.**

**By the 1990s, some new subsidized homes were built with public/private partnerships, and the involvement of the private sector in providing affordable housing was strengthened. Urban renewal began to take place to improve the built environment. By 2000, a people-oriented participatory approach was adopted to encourage public involvement in the creation of a sustainable community. Also a help in the provision of affordable housing, prefabrication speeds up construction, allows homes to be built more economically, and improves the quality of the structure.**

**Finally, the government encourages a stronger role for local authorities in managing housing, developing the community network, providing welfare services, and promoting a green and sustainable lifestyle.**

- ☐ Create a workable affordable housing plan with private developers, providing incentives for the revitalization of slums and commending exemplary projects.

### Long Term: the Next Five Years and Beyond

Create more affordable housing, including in peripheral urban areas, to provide a higher quality of life for everyone and work toward implementation of a functional housing policy.

- ☐ Enact government policies to ensure provision of housing options and a higher quality of life for slum dwellers in peripheral urban areas.
- ☐ Leverage existing programs from institutes and organizations such as ADB, the U.S. Agency for International Development (USAID), and the World Bank, and work with them to address the issues of slum dwellers.
- ☐ Develop an affordable housing policy for Metro Manila that can become a model for other areas of the Philippines.

# 10 Go Beyond Smart Communities

## More Livable and Sustainable Communities

Sustainability is a global trend targeted at enabling continued development of human society, aiming to balance social and economic growth while reducing consumption of natural resources. Metro Manila should encourage a low-carbon lifestyle to allow people to enjoy a healthy and sustainable environment. The strategy should facilitate the development of a low-carbon and green community, reduce energy consumption, and promote social equality while also improving the local economy.

*Kasalikasan at BGC.*

Smart growth and green building are critical and will help reduce the impact of climate change. Investing in existing buildings and neighborhoods that are walkable, bikeable, and connected to transit—and the infrastructure that supports them—can help not only increase economic competitiveness for communities and regions, but also lead to healthy lifestyles and a higher quality of life, as noted in the U.S. Environmental Protection Agency's 2009 publication *Smart Growth Guidelines for Sustainable Design and Development*.

Because buildings and transportation account for 70 percent of greenhouse gas emissions, making buildings and infrastructure more energy efficient will help reduce those emissions. Investing in and developing communities that are close to jobs, retail space, civic centers, and neighborhoods can significantly reduce the amount of time spent on transportation by residents and visitors, as well as the resulting emissions. Developing green buildings and green neighborhoods with sustainable transport strategies will be key to creating smart, more livable communities for everyone. Growing smarter and building greener will require communities to collaborate with each other as well with local, regional, and national levels of government.

*Fun Run activities are part of BGC's live/work/play/care vision.*

*Green space in Saigon South New City Center in Vietnam.*

Planning should start at the regional scale to create livable communities not on rural and prime agricultural land, but instead on infill sites or parcels adjacent to existing development, thereby promoting private investment in other underused properties nearby. This will help revitalize

## Nuvali, Philippines

**Located in the Southern Luzon corridor, Nuvali is a master-planned community with a forward-looking vision that embraces sustainability with the mind-set of shaping a better future for its residents and workers. It is the result of a collaboration between Ayala Land Inc. and the Yulo family committed to sustainability in creating a smart community. This approach is showcased in the Evoliving Center, which has interactive exhibits illustrating sustainable strategies such as water conservation and reuse, waste segregation and recycling, and alternative modes of transport and energy and resource efficiency. The center is also the venue for events and seminars, as well as a training facility for residents and visitors. Evoliving is a concept for a higher quality of life through new ways of thinking and living to go beyond smart communities.**

*The Evoliving Center at Nuvali.*

existing neighborhoods and areas in the urban core and help promote infrastructure improvements. Regional analysis of and action on regional transportation systems will help increase accessibility to employment centers, reduce time and energy spent on commuting, and improve air and water quality.

Neighborhoods that offer a high quality of life and maintain long-term value for residents should be located in convenient areas, but also should include well-designed buildings, streets, and infrastructure. Developments that have a mix of housing and maximize density to create nodes of activity around transit encourage use of healthy and sustainable modes of transportation, including walking and biking, rather than driving. Traffic-calming strategies help create great pedestrian-friendly streets that have vibrant and continuous frontages and are lined by trees; bike-friendly streets maximize neighborhood connectivity. Open-space networks maximize access to parks and recreational areas and can accommodate community gardens that provide local food sources, which in turn conserves natural resources. These communities should also maximize opportunities for passive cooling and solar heating and reduce use of energy and water.

Environmentally friendly construction and renovation using sustainable materials creates high-performance buildings that have higher indoor air quality, are more energy and resource efficient, and employ indigenous landscaping. Green infrastructure incorporating stormwater management practices mitigates heat-island impacts. Education and awareness programs are also needed to ensure that people from all walks of life do their part in promoting smart and sustainable communities.

An assessment of current resource consumption would be an important step toward promoting low-carbon living through initiatives and awareness programs. Initiatives promoting a green and low-carbon lifestyle in the NUC and honoring local efforts are needed. Work should be undertaken with the Philippine Green Building Council (PhilGBC) to develop a green and sustainable community development strategy to provide guidelines for the NUC. Implementation of such a strategy is essential for creating smart communities in the NUC and beyond.

## Goals for the Short, Medium, and Long Term

### Short Term: within the Next 12 Months

Assess and monitor existing resource and energy consumption by buildings and transport systems in the NUC.

*Net Lima in BGC is the first building certified under the Philippine Green Building Council's BERDE (Building for Ecologically Responsive Design Excellence) Program.*

### Bangkok 2020 Declaration

**At the Fifth Regional Environmentally Sustainable Transport Forum in Asia in 2010, the Bangkok 2020 Declaration was drafted and adopted by 22 Asian countries, as well as international organizations, to demonstrate their commitment to realizing from 2010 to 2020 a decade of sustainable actions and measures toward "safe, secure, quick, reliable, affordable, efficient and people-centric, and environment friendly transport in rapidly urbanizing Asia." Under Agenda 21 on sustainable development at the ninth session of the Commission on Sustainable Development in 2001, improving transport systems was determined to be crucial in promoting sustainable development because of its direct correlation with carbon emissions.**

## Saigon South New City Center, Vietnam

**Located south of Ho Chi Minh City's historic center, the Saigon South New City Center combines comprehensive planning for sustainability and a high quality of life. The master plan establishes a series of walkable, mixed-use neighborhoods with a range of housing types to create an incremental, market-responsive development. The district's prime riverfront land is reserved as public space complemented by an extensive network of greenways and parks.**

**Saigon South's neighborhoods are linked to each other and to the city and region beyond by a fine-grain network of streets, a new east–west corridor, and shuttle services that supplement the public transit network; a light-rail service is planned to add to the network. An environmental framework that restores and manages the region's hydrology, water quality, shoreline ecology, air quality, and urban growth is included as part of the master plan. As well, the canal system was renovated and expanded to control flows of polluted water, and a graywater recycling network has been implemented throughout the project.**

- ☐ Gather energy consumption data and conduct parking and walking audits in the NUC, starting with a small pilot area.
- ☐ Monitor transport strategies to assess whether the streets are pedestrian friendly.
- ☐ Work closely with PhilGBC to develop an awards system recognizing and celebrating green and sustainability initiatives in the NUC.
- ☐ Commend local green initiatives and encourage them with incentives.

### Medium Term: within the Next Two to Four Years

Create initiatives and develop tools and awareness programs for green and low-carbon living in the NUC beyond smart growth and building sustainability.

- ☐ Use technology and innovative solutions to better manage energy and water consumption in buildings and infrastructure.
- ☐ Undertake initiatives such as developing green building and green neighborhood development tool kits to reduce energy and resource consumption.
- ☐ Formulate green street strategies to introduce and promote sustainable forms of transportation—from walking to bicycling to public transit—and make their use possible every day.
- ☐ Work with government agencies to offer incentives for green and sustainable strategies to promote smart and sustainable communities.

### Long Term: the Next Five Years and Beyond

Develop a comprehensive green and low-carbon community development strategy for the NUC that includes neighborhood guidelines for smart growth and sustainable development.

- ☐ Develop strategies to make communities more sustainable; start with use of one community as a pilot.
- ☐ Formulate a set of guidelines for healthy and sustainable development for gated communities and subdivisions, as well as slum areas.
- ☐ Develop a comprehensive green and low-carbon community development strategy for the NUC that is in line with Greenprint for Metro Manila.

### Smart Growth Guidelines, United States

**The extensive growth of U.S. suburbs in the 20th century has resulted in an unsustainable lifestyle: huge energy and resource consumption, high construction costs for utilities and infrastructure, reliance on automobiles, increased health concerns, and other problems. To reduce the nation's carbon footprint and combat global climate change, the U.S. Environmental Protection Agency in 2009 published *Smart Growth Guidelines for Sustainable Design and Development* to help the public understand the situation and identify ways to create environmentally friendly and smart homes and communities.**

**The guidelines are not statutory, but complement existing green and sustainable design certifications, such as Leadership in Energy and Environmental Design (LEED), Green Communities, and Energy Star. They encourage a detailed examination of a site and the neighborhood context and promote a green design and construction approach in creating a building or community, which also reduces the operation and maintenance costs.**

# Conclusion

## The Way Forward

The Ten Principles for Sustainable Development of Metro Manila's New Urban Core are intended to influence the development of Makati CBD, BGC, and the surrounding residential areas. They promote a green future for Metro Manila through the development of smart, sustainable communities. The target audience for these principles is the public sector, private developers, academia, and the community. They can be shared through public presentations and seminars to promote awareness, education, and skills needed to develop a great city.

The principles could be used to guide future development of Metro Manila, starting with the NUC, ensuring social, environmental, and economic sustainability. The next step would be to form a joint committee with MaCEA and BGCEA to promote some of the initiatives listed as short-, medium-, and long-term goals. Task forces set up under the joint committee could undertake initiatives in pairs. For example, the task forces could be organized in the following way:

- Create One Metro Manila and Move Beyond Sustainable Communities;
- Improve Urban Mobility and Make Beautiful Places;
- Engage Everyone and Empower People;
- Work Together and Establish Good Governance; and
- Be Prepared and Restore Human Dignity.

In the longer term, the joint committee could become the Urban Development Commission.

Many of the principles outlined in this report are applicable to other major cities in the Philippines, and the Asia Pacific as well. It is important to note that because every journey begins with a single step, development of these ten principles could not have been accomplished without the active involvement of the key stakeholders. ULI looks forward to working with them as they take that step on their journey to make Metro Manila a model of sustainable urban development.

# Appendix 1

## ULI Multi-Stakeholder Interviews

Before the initial workshop for the Ten Principles for Sustainable Development of Metro Manila's New Urban Core, project director Dr. Sujata S. Govada and her team conducted several interviews with key stakeholders from the private and public sectors and nongovernment organizations in order to better understand the key issues and the context of Metro Manila's new urban core (NUC), covering Makati central business district (CBD), Bonifacio Global City (BGC), and surrounding residential neighborhoods.

### Summary of Findings

The following highlights the key points raised in the stakeholder interviews regarding issues and a vision for the NUC and beyond.

#### Private Sector

Many of the "new areas" in Metro Manila lack an overall vision and a cohesive plan that integrate with a holistic plan for growth of the broader area. This, along with the lack of transport plans targeting travel between Makati CBD and BGC, results in traffic congestion. Metro Manila also suffers regularly from problems related to infrastructure, drainage, and flooding. Greater political will and commitment, as well as a more streamlined regulatory environment, are needed to ensure better coordination.

Metro Manila suffers from a multitude of problems related to infrastructure and the environment. In addition, issues with local government coordination, political will, and social equity have presented challenges. Also, an urgent need exists to address the issues of a growing squatter population, as well as possibilities for population control.

The local government needs greater political will in order to institute change. In addition, issues with waterways, decaying infrastructure, and traffic control must be addressed. Those interviewed suggested that use and implementation of ID tags for cars would help improve traffic control. Also needed is more high-quality mass transit service, aided by increased tax revenue.

Severe traffic congestion needs to be resolved, especially along Epifanio de los Santos Avenue (EDSA) and McKinley Road. It is important that the residential villages between Makati CBD and Bonifacio Global City (BGC) and their lifestyle be preserved.

In general, Metro Manila needs to employ more sustainable practices. Metro Manila needs better infrastructure to prevent flooding; rainwater collection and a better sewer system could provide solutions. Some areas in the Philippines need to be transformed and put to better use, such as military bases reused for affordable housing.

It is good for Metro Manila to learn from its mistakes, and to benchmark results and adapt solutions from successes in other cities. Going forward, it would be best to shift the emphasis in planning from cars to pedestrians, reclaiming streets for people and incorporating bike paths where feasible. Metro Manila has the opportunity to test new ideas and claim more victories.

#### Public Sector

Metro Manila is in need of better-managed public transit as well as more commuter routes. More affordable urban housing and better care of the community is important, especially for the underprivileged; it is also important to address the mismatch of facilities provided—such as housing and commercial and retail uses—and their affordability. Traffic congestion and bottlenecks remain a huge challenge for Metro Manila. The city should not overbuild the area; urban problems cannot be solved within specific developments, but rather need to be addressed on a broader scale.

Metro Manila lacks political will and a strategic vision that is anchored to the poorest people: little or no attention is given to the large populations of poor in the Philippines. More opportunities for the

advancement of poor people need to be created. Dignity for the poor should be restored, and Metro Manila should show its people how it is changing for the better.

## Community and Nongovernmental Organizations

The living conditions in Metro Manila's slums are poor. The city needs to do a better job of helping rural areas create more health, education, and local employment opportunities. New and upcoming large-scale developments should benefit the surrounding and poorer areas. Metro Manila needs to improve infrastructure, affordable housing, and community facilities.

Military bases in the Philippines can be viewed as providing opportunities to address critical urban issues, including poverty and homelessness. Metro Manila needs to develop new strategies for urban mass housing and look for ways to diversify the Philippine economy. Possible ways to do this are creating new economic centers and creating more transit-oriented, mixed-use developments.

# Appendix 2

## Multi-Stakeholder Workshop and Focus Group Sessions

As part of the Ten Principles study, a ULI workshop was held in May 2012, followed by focus group sessions in July, to engage stakeholders who are directly involved in and affected by Metro Manila's new urban core (NUC). These stakeholders discussed current issues and possible strategies and solutions to better integrate Makati central business district (CBD) and Bonifacio Global City (BGC) without compromising existing developments and communities located between them.

More than 150 stakeholders from the public and private sectors attended these events, including people from academia, development, investment, design and planning, nonprofit groups, and government, as well as members of the community. Participants were divided into four groups to discuss designated topics during breakout sessions. At the focus group sessions, a more targeted group of individuals well versed in the topics being discussed elaborated on those issues.

### Workshop and Focus Group Discussion

The stakeholders and other workshop/focus group participants were organized into four groups:

- Collaboration: Public/Private Partnership;
- Integration: Infrastructure and Transportation;
- Coordination: Planning and Regulatory Framework; and
- Participation: Community and Sustainability.

#### Collaboration: Public/Private Partnerships

The Collaboration group focused mainly on how the public and private sectors can work together to improve areas of Metro Manila or the NUC as a whole. While there has been improvement under the current administration, significant issues and delays remain on implementing public/private partnerships (PPPs).

One possible way to improve PPPs discussed by the group was to have both private and public sector stakeholders collaborate on creating a strategic master plan for the NUC.

Though the private sector has greater trust and confidence in the current administration, many delays in implementing PPPs remain—mainly attributable to uneven coordination among different parties and various levels of priority placed on different partnerships. The typical three-year term of political tenure also affects long-term strategies because new administrations tend to go their own route, destroying any chance of creating unity and/or carrying out a vision for the city.

The way forward will be to create a master plan for Metro Manila's NUC that includes input from and collaboration with stakeholders from both the private and public sectors. If everyone has a voice and the chance to shape the master plan, there will be a larger sense of ownership that will ensure that the plan is carried out beyond a three-year term. In addition, more authority and power will need to be given to the Metro Manila Development Authority (MMDA) to coordinate this process among all the stakeholders.

**Key Points**

- Moving in the right direction.
- Improvement of PPPs.
- Extend political office terms.
- Need for a successful PPP case study.
- Stakeholders versus community interests.
- Make PPPs work for small-scale projects.
- Use PPPs for socialized housing.
- How to get PPPs initiated.
- How to incorporate PPPs with MMDA.

#### Integration: Infrastructure and Transportation

The Integration group focused on the constraints and challenges faced by Metro Manila's infrastructure. With a rapidly growing population and expanding business districts, Metro Manila will

see its roads and transit networks face a heavier burden and increased congestion. Planning for and improvement of these networks will need to be addressed by local government units in collaboration with an infrastructure planning team.

It is clear that there is a lack of infrastructure needed to support the rapidly growing population and new developments in Metro Manila and beyond. However, no clear strategy or coordination is in place to address this need: the process is very reactive and piecemeal. Also, current transit systems are not well integrated and, therefore, are very cumbersome to use. In order to accommodate and service a large population, an integrated mass transit system is needed that links landmark developments as well as important hubs. Also, road networks are insufficient for the amount of traffic, and what is provided is not properly implemented or planned for.

This group used the SWOT (strengths, weaknesses, opportunities, and threats) analysis to determine issues and challenges faced by infrastructure and transportation in Metro Manila.

Among Metro Manila's strengths are sufficient human resources, its existing road network, and an abundance of plans for integration and development outside the metropolis. However, there are too many vehicles because of development, government transparency is lacking, different agencies are tackling the problem through different modes of transportation, and good traffic control schemes are needed.

A list of its weaknesses includes poor implementation of plans, a lack of coordination among the agencies, and lack of a national plan of integration, all leading to a hodgepodge of plans. Other weaknesses are Metro Manila's high population density, national overpopulation, a lack of funds, poor use of technology, lack of reliability of public transportation, and narrow space on roads because they are used for parking in residential areas.

Opportunities exist to prepare development plans in neighboring areas, create transit-oriented development hubs in different areas, and rezone the entire metropolitan area to designate commercial areas and allow more vertical development with stricter rules. The private sector has strong interest in PPPs and well-laid out plans. Economic growth has been sustained, and foreign and local institutions have strong confidence and are ready to assist in funding. Also, there is more room for integrated developments to create a healthy lifestyle.

However, informal settlers and traffic congestion remain a threat to sustained population growth. Also of concern are a lack of political will and commitment on the part of government officials, as well as poor governance because of short terms of office. Pollution, safety and security, and climate change continue to be issues. Also, current fuel prices may be too low to foster use of public transportation as an alternative to vehicular transportation.

The main problem in integrating infrastructure and transportation in Metro Manila is the traffic congestion. This is due to overpopulation, mass transportation that is not well developed, and a lack of funds. Narrow roads, pollution, and climate are issues as well.

Challenges that transportation is facing are poor implementation of plans, lack of coordination among government agencies, lack of political will on the part of government officials, and a political environment in which governance is focused on the short term, leading to developments that are insignificant. Efficiency in implementing traffic schemes remains a challenge, too.

**Key Points**

- ☐ Lack of implementation.
- ☐ Lack of political will.
- ☐ Need for integrated world-class transit and infrastructure.
- ☐ Need for the NUC to be walkable and pedestrian friendly.
- ☐ Need for improved urban mobility.

- ☐ Need for improved traffic management and coordination.
- ☐ Need for reduced air pollution.
- ☐ Need for an integrated transport network.
- ☐ Need for rationalizing the bus system.
- ☐ Need for well-designed infrastructure.

## Coordination: Planning and Regulatory Framework

The Coordination group focused on how the processes can be improved to allow for a more strategic and efficient planning and approval process. Foreign investors and private sector stakeholders have indicated that the Philippines lacks the governance and leadership to attract foreign investment. Much of the planning for the Metro Manila area has been conducted with a piecemeal approach. The group also discussed how a more strategic approach to planning with urban design could come about for Metro Manila.

The majority of both foreign and local participants and guests—whether they were from the public sector or the private sector, investors or stakeholders—agreed that the Philippines falls short in governance and leadership. National planning principles fail because of weak political will and poor implementation caused by the inconsistency of long-term planning goals. The public sector has an "I win, you lose/you win, I lose" mind-set and employs "it'll do" planning strategies: plans are developed for long-term goals, but due to lack of financial support, planning for roads, bridges, and other infrastructure is implemented on a temporary, case-to-case basis, resulting consistently in public adoption of short-term goals. Other issues that delay implementation of planning solutions are the compounding effects of problems left unresolved; lack of land due to its minimum retention for open space and maximum utilization, exceeding capacity; and lack of collaboration among public sector agencies.

The Philippines needs to mandate initiatives for the common good rather than have different constituencies battle out their differences, which is common in the Philippines. The consensus is that the nation has high potential for competing in the global marketplace, but this potential is hindered by corruption, which still prevails. The Philippines is a nation that is overlooked but also overvalued.

Countries such as Singapore have a strong tradition of planning to carry out the nation's vision. The government requires the private sector and stakeholders to follow the country's master plan, which has been updated and revised through time by government leaders retaining a consistent vision. In the Philippines, the government works in the opposite way. There is no master plan for the whole of the Philippines, but instead planning consists of several land use plans or master plans created depending on the scale needed, whether it be region, province, or town. Each time the government undergoes a change in leadership, new visions, policies, and programs are introduced. The definition of development has been stretched to encompass multiple visions with a low percentage of implementation.

Metro Manila's CBDs have no communal vision, causing mixed developments with no economic and social direction. Each CBD engages in development individually without considering how it could extend the urban grid to complement and benefit other CBDs. Each CBD has its own separate entities but does not have an identity of its own. This lack of a shared character harms tourism and the economy.

Principles that could be considered are dividing the streetscape evenly among roadways for motorized vehicles, paths for pedestrians and bikes, and landscaping; having the environmental community initiate efforts to make walking the primary mode of transportation, followed by bicycling and use of public transportation; creating a livable environment where people can shop, dine, learn,

and play; and focusing on a triple-P bottom line—planet Earth, people, and profit.

**Key Points**

- ☐ Use of military reserve lands.
- ☐ Toward 21st-century cities.
- ☐ Migration and informal settlers.
- ☐ Lack of strong government leadership (in part due to short terms for office holders).
- ☐ Need for coordination and collaboration.
- ☐ Transit-oriented developments.
- ☐ Common interests and stakeholders.
- ☐ Potential sphere of influence and role as a model for the rest of the Philippines.
- ☐ International standards and institutional mechanisms.
- ☐ Viewing people as opportunities rather than problems.
- ☐ Future-proofing.
- ☐ Lack of proper development regulation.
- ☐ Nurturing of a learning environment.

### Participation: Community and Sustainability

The Participation group focused on how to get the broader public more involved in creating a strategic vision for Metro Manila and how various communities can be better integrated with each other and made more sustainable. Another challenge is to create awareness in communities of sustainable practices and how they can help improve the environment and residents' surroundings. A challenge is to create a sense of togetherness among communities to strive for the same goal—a more sustainable and livable NUC.

Issues and challenges that the group came up with included how to integrate communities; how to strengthen individual identity and community identity; how to create awareness of sustainability; how to foster a community-oriented mind-set; and how to promote coordination among cities. Metro Manila can strive to be socially integrated, environmentally friendly, and economically viable and ultimately become a truly sustainable city.

At the government level, Metro Manila suffers from a lack of planning and local government coordination. The private sector in Metro Manila pushes for many developments, but the government remains hesitant. The MMDA lacks authority and responsibility: it has no ability to truly influence how Metro Manila is built. Metro Manila also suffers from overpopulation, squatters, and immigration, and lacks the infrastructure needed to support such a rapidly growing population. Traffic and pollution in Metro Manila are poorly managed and regulations are poorly implemented. Metro Manila does not have a common goal or set of values to follow. Leadership, integration, legislation, values formation, and image were identified as keys to creation of sustainable communities.

**Key Points**

- ☐ Sustainable development.
- ☐ Better community engagement and district planning.
- ☐ City branding.
- ☐ Disaster relief/response plans.
- ☐ Leadership and the need for a city champion.
- ☐ Integration of social, environmental, and physical.
- ☐ Incentives for sustainable and integrated developments.
- ☐ Building the city's identity.
- ☐ Providing opportunities for informal settlers.
- ☐ Sustainable life.
- ☐ Increased access to health providers and other public services.

## Summary of Findings

One of the overarching concerns for the Philippines as a growing economic power is that citizens have no trust in their government to do the right thing; they take for granted that politics overrides the goal of pursuing common good for the nation's people. The public is not actively involved in what little master planning currently is done by the government. In order to regain the trust of the people, national government leaders need to become more transparent in their decision mak-

ing and be seen to be helping people rather than scratching each other's backs. Also, planning for the Philippines should involve public and professional consultation in order to create a world-class city for future generations.

## SWOT Analysis

A SWOT analysis was undertaken as a follow-up after the workshops and focus group discussions and presented to the Project Steering Committee (PSC). Over several PSC meetings, the key issues and opportunities were further discussed to formulate the guiding principles. Several guest speakers from the public and private sectors attended the PSC meetings and provided input for formulation of the Ten Principles.

**Strengths**

- ☐ Potential to become globally competitive.
- ☐ Availability of human resources and a skilled workforce.
- ☐ High-quality developments and influential people.
- ☐ Strong private sector interest and initiative.
- ☐ Successful organizations and models.
- ☐ A high rate of public transit ridership.
- ☐ Common interests among key stakeholders.
- ☐ Potential sphere of influence.
- ☐ Possible role model.

**Weaknesses**

- ☐ Leadership and governance issues.
- ☐ Need for a strategic vision and a comprehensive master plan.
- ☐ Lack of initiatives for the common good.
- ☐ Traffic congestion and pollution.
- ☐ Lack of a comprehensive approach to address critical urban issues.
- ☐ Reactive and "it'll do" planning strategies.
- ☐ Difficulties of implementation.
- ☐ Need for effective development regulation and control.
- ☐ Need for strong political will, commitment, and continuity.
- ☐ Lack of collaboration and coordination.
- ☐ No transparency or participation.
- ☐ Insufficient housing for informal settlers.
- ☐ Little or no crime prevention or safety programs.
- ☐ Lack of coordination among LGUs.

**Opportunities**

- ☐ A globally competitive Metro Manila new urban core.
- ☐ A unique city image and identity.
- ☐ A sense of ownership and community.
- ☐ Integration of transport networks.
- ☐ Rationalization of the transport system.
- ☐ Improved urban mobility and reduced traffic congestion.
- ☐ Pedestrian- and transit-oriented development.
- ☐ Movement of Metro Manila's new urban core toward becoming a 21st-century city.
- ☐ Integrated world-class transport and infrastructure.
- ☐ A walkable and pedestrian-friendly new urban core.
- ☐ Creation of a nurturing learning environment.
- ☐ A public sector to streamline the PPP process.
- ☐ Creation of a network of city alliances.
- ☐ Reuse of former military bases and reserve lands.

**Threats**

- ☐ Poverty and a dysfunctional housing policy.
- ☐ Lack of disaster preparedness and resilience.
- ☐ Income disparity and social exclusion.
- ☐ A poor city image and lack of a common identity.
- ☐ Lack of opportunities for informal settlers.
- ☐ Lack of a sense of community and sustainability.
- ☐ Poor air quality and standards.
- ☐ Loss of local culture due to globalization.
- ☐ Lack of crime prevention and safety programs.

The Ten Principles for Sustainable Development of Metro Manila's New Urban Core presented in this report were developed under the guidance of the PSC and as a result of the feedback from the multi-stakeholder interviews, workshops, focus group discussion sessions.

## Workshop, Focus Group, and Meeting Schedule

**Multi-Stakeholder Workshop**
May 14, 2012
Forbes Park Pavilion
Pandan Road, Forbes Park, Makati City
Metro Manila, Philippines

**Focus Group Sessions**
July 10, 2012
TDG Penthouse, Net Quad
Fourth Avenue cor 30th Street, Bonifacio Global City
Taguig City, Metro Manila, Philippines

**Project Steering Committee Meetings**
August 29, 2012
September 12 and 27, 2012
October 10, 2012
November 6 and 7, 2012

Penthouse, Net Square (Webex with Manila and Hong Kong)
Third Avenue cor 28th Street, Bonifacio Global City
Taguig City, Metro Manila, Philippines

Cisco Conference/Telepresence Rooms
(telepresence with Manila, Hong Kong, and Guangzhou)
21/F Citibank Tower
8741 Paseo de Roxas, Makati City
Metro Manila, Philippines

TDG Penthouse, Net Quad
Fourth Avenue cor 30th Street, Bonifacio Global City
Taguig City, Metro Manila, Philippines

Boardroom, Forbes Park Barangay Hall
Kawayan Road, Forbes Park, Makati City
Metro Manila, Philippines

## Multi-Stakeholder Workshop Agenda

**12:30 p.m.–12:32 p.m. Welcome**
Manuel A. Dizon
Vice President, Forbes Park Association

**12:32 p.m.–12:35 p.m. Introduction of Guests**
Carlos S. Rufino
Chairman, ULI Philippines

**12:35 p.m.–12:40 p.m. Message from ULI**
Simon Treacy
Chairman, ULI South Asia

**12:40 p.m.–1:00 p.m. Lunch**

**1:00 p.m.–1:20 p.m. Keynote Speaker**
Tom Murphy
Senior Resident Fellow, ULI

**1:20 p.m.–1:22 p.m. Acknowledgment of Sponsors**
Rosanna T. Fores
Barangay Chair, Barangay Forbes Park

**1:22 p.m.–1:40 p.m. Ten Principles Study Introduction**
Dr. Sujata Govada
Managing Director, Urban Design and Planning Consultants Limited

**1:40 p.m.–1:55 p.m. Floor Discussion of Key Issues**

**2:00 p.m.–2:15 p.m. Registration of Workshop Participants**

**2:15 p.m.–4:00 p.m. Break-out Sessions**
Public/Private Partnership
Facilitator: Frederick J. Manuel

Infrastructure and Transport
Facilitator: Rafael S. Barretto

Planning and Regulatory Framework
Facilitator: Karima V. Palafox

Community and Sustainability
Facilitator: Shirley Silva

**4:00 p.m.–4:20 p.m. Group Presentations**

**4:20 p.m.–4:40 p.m. Q&A**

**4:40 p.m.–5:00 p.m. Closing Remarks**

## Project Participants

**Jose Manolo E. Abad**
Business Development Director
Fort Bonifacio Development Corporation

**Col. Nestor I. Abando**
Philippine Army
Department of National Defense

**Reed Aeschliman**
Deputy Mission Director for the Philippines and Pacific Islands
U.S. Agency for International Development

**Rowena Aquino**
Group Head for Architectural Group
Parsons Brinckerhoff Philippines Inc.

**Valiente R. Aquino**
Project Manager
Bases Conversion and Development Authority

**Trixie S. Arriola**
Head of Capital Markets
Jones Lang LaSalle Leechiu

**Anna Arsa**
Senior Urban Planner/Traffic Engineer
Parsons Brinckerhoff Philippines Inc.

**Victor J. Asuncion**
Executive Director
CB Richard Ellis Philippines

**Farah Atienza**
Ayala Land Inc.

**Roman V. Azanza Jr.**
President
Manila Polo Club

**Cathy Bachoco**
Accounting Manager
Bonifacio Global City Estate Association Inc.

**Heath Bailey**
Economic Officer, Environment, Science, Technology, and Health
U.S. Embassy

**Rafael S. Barretto**
Managing Director
The Net Group

**Dante B. Bautista**
President
Parsons Brinckerhoff Philippines Inc.

**Edward Bernas**
Senior Manager of Business Development
Robinsons Land Corp.

**Joshua M. Bingcang**
Project Manager
Bases Conversion and Development Authority

**David Blas**
Senior Architect
Ayala Land Inc.

**Federico V. Borromeo**
Past President
Forbes Park Association Inc.

**Henry Cabrera**
Operations Director
Jones Lang Lasalle Leechiu

**Cesar V. Campos**
Governor
Makati Commercial Estate Association

**Ricardo P.C. Castro Jr.**
Senior Partner
Quisumbing Torres, a member firm of Baker & McKenzie International

**Roberto Cojuangco**
Head of Research, Consulting, and Valuation Advisory
Sycip, Gorres, Velayo and Co.

**Claro Cordero Jr.**
Head of Research, Consulting, and Valuation Advisory
Jones Lang LaSalle Leechiu

**Arturo G. Corpuz**
Senior Vice President
Urban and Regional Planning/ Central Land Acquisition
Ayala Land Inc.

**Joan Cosico**
Business Unit General Manager, Robinsons Homes
Robinsons Land Corp.

**Edgardo M. Cruz Jr.**
Director
Bonifacio Global City Estate Association Inc.

**Gerry S. Cruz**
Consultant/Realtor
Geo Ventures Consulting

**Ivan C. Daguio**
General Manager
Bonifacio Global City Estate Association

**Gerard de Guzman**
Senior Manager
Jones Lang LaSalle Leechiu

**Chris C. Dela Cruz**
Chairman
Philippine Green Building Council

**Col. Arnold Rafael Y. Depakakibo**
Philippine Army
Department of National Defense

**Manuel A. Dizon**
Vice President
Forbes Park Association Inc.

**Joel Ehrendreich**
Foreign Service Officer
U.S. Embassy

**Cristopher P. Espina**
Architect, Environmental Planner, College of Architecture
University of the Philippines

**Mary Ann A. Espina**
Dean, College of Architecture
University of the Philippines

**Angel Fagaragan**
Project Coordinator
Philippine Green Building Council

**Noli Flores**
Taguig City Government

**Eleuterio Galvante Jr.**
Project Manager
Department of Transportation and Communications

**Francisco Jun T. Galvez**
General Manager
Bonifacio Global City Estate Association Inc.

**Dr. Peter Paul Ruben G. Galvez**
Spokesperson
Department of National Defense

**Eric Ganaden**
Land Acquisition Manager
Ayala Land Inc.

**Michael Gison**
Planning Officer V
Metro Manila Development Authority

**Mybelle A. Gobio**
Senior Manager of Business Development
Robinsons Land Corp.

**Rene U. Golangco**
Adviser, Business Sector
Business Sector Climate Change Commission

**Anna Maria Gonzales**
Sustainability/Planning Manager
Ayala Land Inc.

**Gener Ignacio**
Taguig City Government

**Maureen O. Ignacio**
Department Manager II, Business Development Department
Bases Conversion and Development Authority

**Catherine A. Ilagan**
Executive Vice President
Filinvest Alabang Inc.

**Manny Illana**
Senior Division Manager
Ayala Land Inc.

**Javier B. Infante**
Treasurer
Forbes Park Association Inc.

**Dr. Karen Jago-on**
Professor, School of Urban Planning
University of Philippines

**Daisy Juquiana**
Urban Planning Department
City of Makati

**Edwin Kek**
Senior Executive, Business Development and Asset Management
The Ascott Group

**Noel Eli B. Kintanar**
Executive Vice President
AC Infrastructure Holdings Corp.

**Julian Laufer**
Principal Transportation Planner
PTV Group

**Maj. Gen. Eduardo J. Lena (Ret.)**
Project Head
Bases Conversion and Development Authority

**Evan Liew**
Urban Planner
Parsons Brinckerhoff Philippines Inc.

**Daniel Lim**
Principal Architect/Environmental Planner
Far East Associates

**Eduardo V. Litonjua Jr.**
President
Manila Golf Club Inc.

**Sheila Lobien**
Director, Head of Landlord Representation
Jones Lang LaSalle Leechiu

**Arnolfo Loveria**
Information and Community Relations
Makati City Government

**Dolores T. Madrid**
Architect, Urban and Regional Planner, College of Architecture
University of the Philippines

**Fernando I. Manalo**
Undersecretary
Department of National Defense

**Rene K. Limcaoco**
Undersecretary
Department of Transportation and Communications

**Jose Reynaldo Lunas**
Urban Planning Officer
Metropolitan Manila Development Authority

**Michael F. Magpusao**
Vice President, Location Manager, Global Real Estate, Philippines
JPMorgan Chase & Co.

**Jae Mamorbor**
Department of Interior and Local Government

**Nestor S. Mangio**
Principal Architect
N.S. Mangio & Associates

**Maj. Nelson Manila**
Philippine Army
Department of National Defense

**Jefre Manuel**
Landscape Architect
Studio Jefre

**Morgan McGilvray**
Associate Director
CB Richard Ellis Philippines

**Dennis Mendoza**
Estate Manager
Bonifacio Global City Estate Association

**Col. Nestor A. Merginio**
Philippine Army
Department of National Defense

**Pacita Montinola**
Office of the Barangay Chairman
Forbes Park, Makati City

**Julia Nebrija**
Consultant for MMDA Greenprint 2030
World Bank

**Jose Luis Oquiñena**
Director
Gawad Kalinga

**Felino A. Palafox Jr.**
Principal Architect, Founder, and Managing Partner
Palafox Associates

**Cristino L. Panlilio**
Undersecretary
Board of Investments

**Cdr. Noe A. Pendon**
Philippine Navy
Department of National Defense

**Bryan Que**
Vice President
Finbar Realty

**Liza Velle Ramos**
Environmental Planner
Makati City Government

**Leo A. Riingen**
Senior Division Manager
Federation of Residents Association

**Benjamin Rollan**
Business Development Manager
Cisco Communications

**Ramon D. Rufino**
Executive Vice President, The Net Group
Board Treasurer and Chairman–Membership Committee, Philippine Green Building Council

**Berna Santiago**
Head of Integrated Facilities, Property, and Asset Management
Jones Lang LaSalle Leechiu

**Dean J. Santiago**
Vice President
Bases Conversion and Development Authority

**Amanda G. Santos**
Consultant

**Angelo G. Santos**
Academe

**Frederick M. Santos**
Founder and Managing Partner
CB Richard Ellis Philippines

**Rogelio L. Singson**
Secretary
Department of Public Works and Highways

**Francis Sootoo**
Director
MVA Consultancy

**Lt. Col. Andres S. Sunio**
Philippine Air Force
Department of National Defense

**Jamie B. Susara**
Community Relations
Fort Bonifacio Development Foundation Inc.

**Hans T. Sy**
President
SM Prime Holdings Inc.

**Anna Sy-Lawrence**
Managing Director
C|S Architecture

**Emmanuel A. Talatayod**
Community Relations
Fort Bonifacio Development Foundation Inc.

**Edward Templonuevo**
Department of Interior and Local Government

**Merceditas V. Tuazon**
Chairman
SMDI Consultants Inc.

**Anna G. Tungol**
National Secretariat
Philippine Green Building Council

**Sherissa Marie Ursua**
Architect
Makati City Government

**Carolyn Varias**
President, Traffic Engineer/ Environmental Planner
SMDI Consultants Inc.

**Cristina Velasco**
Consultant, Office of the Chairman
Metropolitan Manila Development Authority

**Ardhie Villan**
Security Manager
Bonifacio Global City Estate Association

**Tony Villavicencio**
Development Control Manager
Bonifacio Global City Estate Association

**Anthony Xenon Walde**
Chief, Urban Planning Division
Makati City Government

**Delfin J. Wenceslao**
Managing Director
Aseana Holdings Inc.

**Richard Woodling**
Consulate General
Philippine Consulate General of Portland, Oregon

**Edison Yap**
Vice President of Operations/ General Manager
Dynamic Realty & Resources Corp.

**Eduardo H. Yap**
President and CEO
Dynamic Realty & Resources Corp.

**Josephine G. Yap**
Co-Vice Chairman
Filinvest Land Inc.

# Appendix 3

## Case Study References

### Principle 1

**"It's More Fun in the Philippines" Campaign**
Department of Tourism, the Philippines
itsmorefuninthephilippines.com

**"I amsterdam" Campaign**
Amsterdam Government
Amsterdam, the Netherlands
www.iamsterdam.com

**I♥NY Campaign**
New York State, United States
www.iloveny.com

**PlaNYC**
Office of the Mayor
New York, New York, United States
www.nyc.gov/planyc

**Singapore Concept Plan**
Urban Redevelopment Authority
Singapore
www.ura.gov.sg/about/ura-conceptplan.htm

### Principle 2

**Bus Rapid Transit, Cebu**
Department of Transportation and Communication (DOTC)
http://www.cebucitybrtproject.info/

**Bus Rapid Transit**
Curitiba, Brazil
www.curitiba.pr.gov.br

**Congestion Charge Zone**
Transport for London
London, United Kingdom
www.tfl.gov.uk

**Kuala Lumpur Structure Plan 2020**
Kuala Lumpur City Hall
Kuala Lumpur, Malaysia
www.dbkl.gov.my/pskl2020/english/index.htm

### Principle 3

**Bonifacio High Street, Bonifacio Global City**
Fort Bonifacio Development Corporation
http://www.fbdcorp.com/shops/bonifacio-high-street

**Ayala Triangle Gardens, Makati CBD**
Ayala Land
http://ayalatriangle.com/gardens

**Center City District, Philadelphia**
Central Philadelphia Development Corporation
Philadelphia, Pennsylvania, United States
www.centercityphila.org

**Cheonggyecheon Revitalization**
Seoul Metropolitan Facilities Management Corporation
Seoul, South Korea
english.sisul.or.kr/grobal/cheonggye/eng/WebContent/index.html

### Principle 4

**Bonifacio Global City**
Fort Bonifacio Development Corporation
Taguig, Manila
www.fbdcorp.com
www.bonifacioglobalcity.org

**Subic-Clark-Tarlac Expressway Project**
Department of Public Works and Highways, Philippines
Central Luzon, Philippines
www.dpwh.gov.ph/infrastructure/super_regions/lub/subic_clark.htm
www.bcda.gov.ph/sctex

**Delhi Metro**
Delhi Metro Rail Corporation
New Delhi, India
www.delhimetrorail.com/

### Principle 5

**Harbourfront Commission**
Hong Kong, China
www.hfc.org.hk

**Urban Redevelopment Authority**
Singapore
www.ura.gov.sg

**Seoul Institute**
Seoul Metropolitan Government
Seoul, Korea
http://www.sdi.re.kr

**Urban Design Panel**
Vancouver, British Columbia, Canada
www.vancouver.ca/your-government/urban-design-panel.aspx/

## Principle 6

**Metro Manila Greenprint 2030**
Metro Manila Development Authority
Metro Manila, the Philippines
www.metromanila2030.com

**Portland Community Planning**
City of Portland, Oregon
http://www.portlandonline.com/portlandplan/

**West Kowloon Cultural District Authority**
Hong Kong, China
www.wkcda.hk

**Vancouver City Council**
Vancouver, British Columbia, Canada
www.vancouver.ca

## Principle 7

**Atma**
Mumbai, India
www.atma.org.in

**Gawad Kalinga**
The Philippines
www.gk1world.com

**Janaagraha**
Bangalore, India
www.janaagraha.org

## Principle 8

**Natural Disaster Risk Reduction and Management Council**
The Philippines
www.ndrrmc.gov.ph/

**Flooding in Indonesia**
Various Sources

**Tsunami in Japan**
Various Sources

**Brihanmumbai Storm Water Disposal System**
Mumbai, India
www.mcgm.gov.in

## Principle 9

**TAO-Pilipinas**
Philippines
http://www.tao-pilipinas.org/

**National Housing Authority, Thailand**
Thailand
eng.nha.co.th

**Hong Kong Housing Authority**
Hong Kong SAR
www.housingauthority.gov.hk

## Principle 10

**NUVALI**
Calamba City, the Philippines
www.nuvali.ph

**Saigon South New City Center**
Ho Chi Minh City, Vietnam
www.saigonsouth.com

**Bangkok Declaration for 2020—Sustainable Transport Goals for 2010–2020**
Fifth Regional Environmentally Sustainable Transport Forum
www.uncrd.or.jp/env/5th-regional-est-forum/index.htm

**Smart Growth Guidelines for Sustainable Design and Development**
U.S. Environmental Protection Agency
www.epa.gov/smartgrowth/pdf/sg_guidelines.pdf

## Other Sources

**Philippine Green Building Council**
The Philippines
www.philgbc.org

**Public-Private Partnership Center**
The Philippines
www.ppp.gov.ph

# Appendix 4

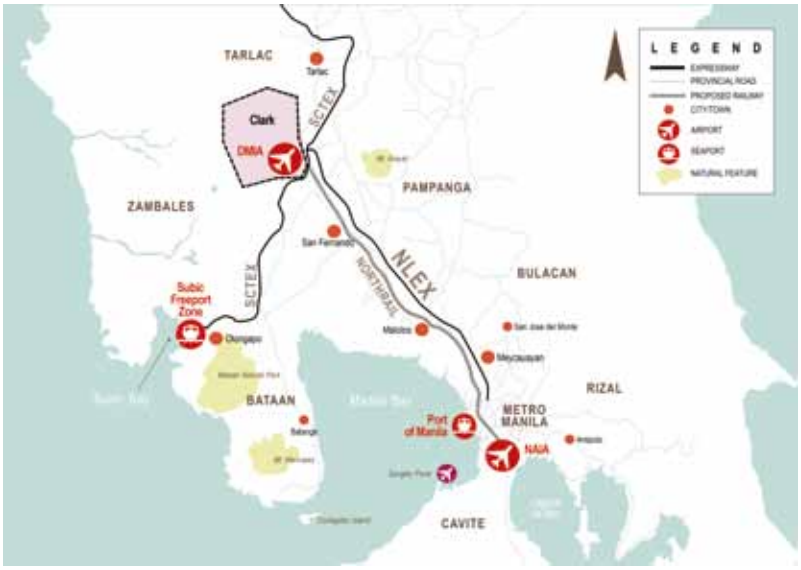
## Strategic Recommendations for a World-Class Airport

At the request of the Philippine Bases Conversion and Development Authority (BCDA), an Urban Land Institute Advisory Services panel was convened January 20 to 25, 2013, to address issues affecting the redevelopment of the Clark International Airport and Special Economic Zone.

After receiving in-depth presentations from the sponsor, reviewing background information, touring the site, and interviewing more than 50 major stakeholders, the international advisory panel made a series of recommendations, including:

- ☐ Identify Clark as the country's primary international airport and gateway.
- ☐ Construct a new world-class airport terminal and supporting facilities.
- ☐ Concurrently improve the ground transport system, both road and rail, to serve Metro Manila.
- ☐ Coordinate *all* development—residential, commercial, industrial, educational, recreational, and tourist—under a comprehensive plan. Begin to be more selective in approving uses that do not align with the desired goals of a world-class airport.
- ☐ Create a new port authority to manage *all* activity under a centralized organization.
- ☐ Use diverse financing techniques—fees, concessions, rents, sales, public/private partnerships, bonds, and off-site "exchange" development.

*Locator map.*



*The ULI Advisory Services panel conducting one of numerous stakeholder interviews discussing the redevelopment of the former Clark Air Base.*

# Project Steering Committee

**David L. Balangue**
President and Chairman
Makati Commercial Estate Association

**Reyne June Bawisan**
Urban Planner
Makati City Government

**Manuel A. Blas II**
Managing Director, Bonifacio Art Foundation Inc. and The Mind Museum
Director, Bonifacio Global City Estate Association

**Arnel Paciano D. Casanova**
President and CEO
Bases Conversion and Development Authority

**William V. Coscolluela**
Principal Architect, WV Coscolluela & Associates
Vice President and Vice Chairman, Makati Commercial Estate Association

**Rosanna T. Fores**
Barangay Chair
Barangay Forbes Park, Makati City

**Michael J. Keppler**
Resident and Consultant
Pacific Plaza Towers, Bonifacio Global City

**Frederick J. Manuel**
Founder, Principal Adviser
Brycg Group

**Pedrito L. Medina Jr.**
Village Manager
Forbes Park Association Inc.

**Lindsay J. Orr**
Chief Operating Officer
Jones Lang LaSalle Leechiu

**Karima V. Palafox**
Urban Planner and Associate
Palafox Associates

**Merlina G. Panganiban**
Head, Urban Development Department
Makati City Government

**Carlos S. Rufino**
Chairman, ULI Philippines
President, The Net Group

**Buddy C. Tan**
Senior Division Manager
Ayala Land Inc.

**Eusebio V. Tan**
Managing Partner
Angara Abello Concepcion Regala & Cruz Law Offices

**Nathaniel Von Einsiedel**
Chairman/Managing Director
CONCEP Inc.

**Henry L. Yap**
Vice President for Design and Planning Department
Robinsons Land Corp.

# Project Team

**Dr. Sujata S. Govada**
Project Director and Report Author

Dr. Sujata S. Govada is a member of the ULI North Asia Executive Committee, managing director of Urban Design & Planning Consultants Limited (UDP International), and an adjunct associate professor at the School of Architecture at the Chinese University of Hong Kong. She is an award-winning, qualified urban designer and certified planner with more than 28 years of international experience involved in practice, teaching, and research in Hong Kong, China, India, and the United States. She was educated in India and the United States, and has been based in Hong Kong since 1994. She is the principal contact for information related to *Ten Principles for Sustainable Development of Metro Manila's New Urban Core.*

## UDP International Staff

**Ravi Kiran Govada**
Marketing and Communication Director

**Vinnice Chen**
Assistant Planner and Designer

**Joanna Chu**
Planning and Design Intern

**Kent Lee**
Assistant Town Planner

**Nick Lau**
Assistant Planner and Designer

**Daniel Tang**
Assistant Town Planner

**Urban Design & Planning Consultants Limited (UDP International)**
Phone, Hong Kong: +852 2530 4559
Phone, India: +91 98 6640 2576
Fax, Hong Kong: +852 2530 4558
E-mail: inq@udpcltd.com
Website: www.udpcltd.com

## ULI Philippines Team

**Carlos S. Rufino**
Chairman
ULI Philippines

**Jocelyn B. Capal**
Administrator

**Cecille Lorenzana-Romero**
Projects Coordinator

**Nicole A. Abu**
Council Coordinator

## ULI Asia Pacific Team

**Simon Treacy**
Chairman

**John Fitzgerald**
Senior Vice President and Executive Director

**Brandon Sedloff**
Managing Director

**Stephanie Ng**
Senior Associate

**Janice Lam**

## ULI Staff

### ULI Senior Executives

**Patrick Phillips**
Chief Executive Officer

**Cheryl Cummins**
Executive Officer

**Michael Terseck**
Chief Financial Officer/Chief Administrative Officer

**Richard M. Rosan**
President, ULI Foundation

**Lela Agnew**
Executive Vice President, Communications

**Kathleen B. Carey**
Executive Vice President/Chief Content Officer

**David Howard**
Executive Vice President, Development and ULI Foundation

**Joe Montgomery**
Chief Executive, Europe

**Marilee Utter**
Executive Vice President, District Councils

### Production Staff

**James A. Mulligan**
Managing Editor/Manuscript Editor

**Betsy VanBuskirk**
Creative Director/Book Designer

# ULI Philippines

## ULI Philippines Founding Members

**Jorge L. Araneta**
Chairman, President and CEO
Araneta Group

**Michael G. Tan**
President
Eton Properties Philippines Inc.

**Jeffrey D.Y. Campos**
President and Chairman
Greenfield Development Corp.

**Frederick D. Go**
President and COO
Robinsons Land Corp.

**Antonino T. Aquino**
President and CEO
Ayala Land Inc.

**Alfred V. Ty**
President
Federal Land Inc.

**Kevin L. Tan**
First Vice President
Megaworld Corp.

**Hans T. Sy**
President
SM Prime Holdings Inc.

**Isidro A. Consunji**
Chairman of the Board
DMCI Project Developers Inc.

**Josephine G. Yap**
Co-Vice Chairman
Filinvest Land Inc.

**Raul S. Martinez**
President and CEO
NuvoLand Philippines Inc.

**Carlos S. Rufino**
President
The Net Group

## Executive Council

**Carlos S. Rufino**
President, The Net Group

**Eusebio V. Tan**
Managing Partner, Angara Abello Concepcion Regala & Cruz Law Offices

**Arnel Paciano D. Casanova**
President and CEO, Bases Conversion and Development Authority

**Frederick M. Santos**
Founder and Managing Partner, CB Richard Ellis Philippines

**David T. Leechiu**
Country Manager, Jones Lang LaSalle Leechiu

**William V. Coscolluela**
Principal Architect, WV Coscolluela & Associates
Vice President and Vice Chairman, Makati Commercial Estate Association

## Advisory Board

**Frederick J. Manuel**
Founder and Adviser, Brycg Group

**Nestor A. Mangio**
Founder and Chairman, Mangio Architects and Associates

**Karima V. Palafox**
Urban Planner and Associate, Palafox Associates

**Ricardo P.C. Castro Jr.**
Senior Partner, Quisumbing Torres,
a member firm of Baker & McKenzie International

# Photo Credits

Cover: *Row two, column one:* ULI Philippines

*Row three, column one:* Bernardo M. Arellano III

Page 10: Claire Marie Algarme, First-Time Traveler

Page 12: Benson Kua

Page 13: UDP International

Page 14: UDP International

Page 15: ULI Philippines

Page 16: ULI Philippines (top); Scandi (bottom)

Page 17: U.S. Navy, Mass Communication Specialist 2nd Class William Ramsey (top); Lui B. (bottom)

Page 18: Roberto Verzo (top); ULI Philippines (bottom)

Page 19: ULI Philippines

Page 20: ULI Philippines

Page 21: Fort Bonifacio Development Corp.

Page 22: Marivic P. Limcaoco

Page 23: Puck Goodfellow

Page 24: Katrina Lou Samsin

Page 25: Urban Redevelopment Authority, Singapore

Page 26: Jos van Zetten

Page 27: Bernardo M. Arellano III

Page 28: Makati Commercial Estate Association Inc. (left); UDP International (right)

Page 29: ITDP

Page 30: Mariordo

Page 31: Mariordo

Page 32: Achilli Family | Journeys

Page 33: Ayala Land Inc.

Page 34: Sherwin Reyes (top); Raymond Bucko, SJ (bottom)

Page 35: Fort Bonifacio Development Corp.

Page 36: riNux

Page 37: John K. Chua

Page 38: ULI Philippines

Page 39: Vera & Jean-Christophe (top); Fort Bonifacio Development Corp. (bottom)

Page 40: ULI Philippines (top); Evelyn Avila (bottom)

Page 41: Geoff Stearns

Page 42: ULI Philippines

Page 43: Alexander Savin (top); Metro Manila Development Authority (bottom)

Page 44: Michael Gwyther-Jones

Page 45: Zimit (top); Randy Helten (below)

Page 46: Philippine Daily Inquirer

Page 47: ULI Philippines

Page 48: Justin Lim

Page 49: Philippine Daily Inquirer (top); markyeg (bottom)

Page 50: U.S. Embassy, Manila, the Philippines

Page 51: Manny Blas, Fort Bonifacio Development Foundation Inc. (top); Atma (bottom)

Page 52: UDP International (top); Gawad Kalinga (bottom)

Page 53: Janaagraha

Page 54: Philippine Daily Inquirer

Page 55: EU Humanitarian Aid and Civil Protection (top); Philippine Institute of Volcanology and Seismology and the U.S. Geological Survey (middle); Reuters (bottom)

Page 56: U.S. Navy

Page 57: Rakesh

Page 58: Jun Acullador (top); Rica Palomo-Espiritu (bottom)

Page 59: UDP International (top); Gawad Kalinga (bottom)

Page 60: TAO-Pilipinas

Page 61: Hong Kong Housing Authority

Page 63: Vincent Gregory Salazar (top); NicelyRom (bottom)

Page 64: Skidmore, Owings & Merrill LLP (top); Oliver Mercader (bottom)

Page 65: The Net Group

Page 66: Skidmore, Owings & Merrill LLP

Page 82: ULI Advisory Services

1025 Thomas Jefferson Street, NW
Suite 500 West
Washington, DC 20007
www.uli.org

**ULI North Asia**
Unit 1, G/F, The Center, 99 Queen's Road Central
Hong Kong
coordinator@noasia.uli.org

**ULI South Asia**
1 Liang Seah Street, #02-12 Liang Seah Place
Singapore 189022
coordinator@soasia.uli.org

**ULI Japan**
COI Uchikanda Building 8F, 3-2-8 Uchikanda, Chiyoda-ku
Tokyo 101-0047
info@japan.uli.org

**ULI Philippines**
Unit 9-2, 9/F Net One Center, 3rd Ave. cor. 26th St., Bonifacio Global City,
Taguig City, Metro Manila, Philippines 1634
ULI_Philippines@uli.org
uliphilcouncil@gmail.com