

3 DEVELOPMENT VISION AND SECTORAL GOALS OF QUEZON CITY

COMPREHENSIVE DEVELOPMENT PLAN | 2017—2020

Quezon City is unique and incomparable in many ways. Gifted with the biggest land area among the cities in Metro Manila, it holds the greatest potential for more diverse and well-planned urban development. It has also the widest expanse of parks and open spaces that provides a natural setting in an urban environment.

The city is likewise home to major hospitals and medical centers, all the media and entertainment networks, top-ranked institutions of higher learning, and key national government agencies and offices.

Quezon City has now the fastest growing ICT industry being the location of choice of business process outsourcing firms. The City's population is generally young, educated and employable and is the biggest market base in the country. A World Bank study noted that "the center of gravity of all commercial activities in the coming years" is in Quezon City.

Given its many assets and comparative advantages, therefore, Quezon City is poised to play a major role in future developments beyond its borders. A series of workshops conducted in April 2017 among the members of the duly-constituted City Development Council reviewed, validated and identified the following outward-looking vision:

- **The Green Lung of Metro Manila**
- **The Knowledge Industry Capital of the Country**
- **The Health and Wellness Center in Asia-Pacific**

The inhabitants of Quezon City likewise perceive their city as a high **Quality Community** for living, working and playing. They dream of their city as affording them a high quality of living, a more prosperous economy, a safer and more livable cityscape that inspires a good sense of place and civic pride, and a well-governed constituency.

Quezon City is envisioned to be a high **Quality Community**, a highly desirable place ever blessed with –

- A healthy, educated and secure citizenry
- A strong, diverse and vibrant economy
- A well-linked, balanced and attractive cityscape
- A clean, green and resilient environment
- A dynamic, sound and participative governance

3.1 Quezon City Roles Beyond Its Borders

From its very inception Quezon City has been outward looking. Being the nation's one-time capital its very design and layout, its initial infrastruc-

tures and investments were oriented to serving a much wider constituency than its local inhabitants. Therefore, it cannot afford to exist entirely for itself even after the national capital has been expanded into the entire Metro Manila, hence, the National Capital Region (NCR). As a city oriented to the outside world therefore, Quezon City does, or intends to project an ever widening spiral of influence first to its immediate regional context – Metro Manila; then to the country as a whole; and finally, to the growth continent of the 21st century – Asia and the Pacific.

3.1.1 The Green Lung of the Metropolis

This is the unique role of Quezon City being endowed with the most extensive expanse of open space and greenery in Mega Manila. In relative terms, open space takes up about one-fifth of the total land area of the city. Considering that the city accounts for one-fourth of the metropolitan land area its share of open space even in absolute hectarage is unmatched by any other city. Contributing to this green lung of the metropolis are large parks which include the 2,570-hectare La Mesa Reservoir and its watershed and the Quezon Memorial Circle and the Ninoy Aquino Parks and Wildlife nature center with a combined area of over 42 hectares. In addition, Quezon City is host to huge university campuses such as those of the University of the Philippines Diliman, Ateneo de Manila

University and Miriam College and recreational greens of major institutions such as Camp Aguinaldo, Camp Crame, Veterans Memorial Medical Center and the privately-owned Capitol Hills Golf and Country Club and the QC Sports Club. Other linear parks of regional importance include easements of power transmission lines, center islands and tree-lined boulevards and sidewalks provided with planting strips all with an aggregate area of 57 hectares. Add to these the aqueduct right-of-way with a total area of 65 hectares. These patches of greenery in a vast metropolis provide a breathing space for the burgeoning population. These also provide refuge to various wildlife that maintain a normal level of biological diversity despite the constant threat of creeping urbanization.

Between 2009 and 2016, the following conditions and development were noted in relation to this component.

- Quezon City still has the largest share of greenery to total land area, hence this role of the city is partly attained. However, a decrease in the total area for open space from 3,265.87 hectares (has) in 2009 to 3,186.23 has in 2013 was observed.
- The La Mesa Watershed, as the last remaining forest in Metro Manila, is composed of variety of ecosystems and habitat to more than 170 species of Philippine flora and fauna. To date, 72 endemic tree species have been planted by a total of 20,000

volunteers in 1,344 has. of the watershed. The 30-hectare La Mesa Ecopark Resort’s amenities include an Orchidarium, Butterfly Garden, Hanging Bridge, picnic area and eco-trails.

- The Quezon Memorial Circle is one of the most visited parks in the city with a recorded number of 1,105,118 visitors from 2006 – 2008. The proliferation of an increasing number of commercial spaces, if continued and unregulated will undermine the function of the park and open space. There is no clear mechanism for encouraging and recording the number of visitors from different cities.
- The Ninoy Aquino Parks and Wildlife Nature Center is the only zoological and botanical garden located at the southwest of the QMC which houses 38 species of trees and shrubs in 2009 represented by 2,443 trees commonly found in Philippine forests and has kept various species of endemic and endangered birds, mammals, reptiles and amphibians in the open-air Mini-zoo and Wildlife Rescue Center. It further serves as venue for public education, and training and research facility for future veterinarians and biologists. It also includes other amenities like cottages available for conferences, meetings, seminars, children’s playground, visitor’s center, a man-made lagoon for fishing, a rock garden and a craft village.
- The city also faces some challenges in the continued maintenance, de-

velopment and access of these nature parks and center. Opportunities for other green areas are limited and the existing green spaces are invaded by concrete surfaces; natural drainage corridors are taken over by residential use, particularly by informal settler families (ISFs), lack of fresher concepts in parks and lack of ample accessibility mechanisms in the parks and open spaces especially for the elderly and people with disabilities.

- The city has partially fulfilled the role to take the lead in the number of green legislations enacted and implemented as the current administration has been a pioneer and progressive advocate of solutions for environmental issues, climate change and sustainable solutions. Moreover, it has enacted several laws on environment protection such as the Environmental Protection and Waste Management Code of Quezon City in 2014. It is the first city in the entire country to implement a Green Building Ordinance. The city has adopted various good green practices such as: the establishment of materials recovery facility (MRF) where collected garbage are sorted properly; an effective information campaign on the practice of 3Rs or Reduce, Reuse, and Recycle; and, a green public transport system has been initiated

For Quezon City to maintain this role in the metropolis in the long term, it shall see to it that:

- a)it accounts for the largest share of greenery to total land area and main-

tains the most extensive proportion of open space and greenery with the consideration that: the 25% open space and greenery will be retained with an increment of 1% - 5% annually; some 5% will be allocated to businesses and vendors; and, convert portions for amusement areas and wellness or fellowship programs for citizens of the city and the metropolis.

b) its well-tended parks are patronized by the metropolitan population through a clear public information campaign; development of these areas as eco-tourism areas; and budget allocation for the maintenance and development of these nature parks and centers.

c) it encourages relevant research and development activities and planning projects that will preserve the open spaces and greenery in the campuses and major public and private institutions.

d) it explores renewable energy sources in the university campuses and major institutions with big reserves of recreational greens that the City hosts. it develops linear parks/open spaces in all barangays, in areas cleared by the Pasig River Rehabilitation, and in the Payatas Dumpsite.

e) it continues to keep the lead in the number of green legislation enacted and implemented.

3.1.2 The Country's Knowledge Industry Capital

Quezon City's claim to this role is boosted by the presence of top ranked

universities and other institutions of higher learning. It has been cited also as among the top 50 emerging global outsourcing cities, a definite advantage the city has now attained in the information and communication technology (ICT) industry. Moreover, Quezon City is home to all national television and movie production outfits and university-based facilities for visual and performing arts. But more than the passive role of providing sites and venues for the production and application of knowledge, Quezon City intends to be actively engaged in the promotion, enhancement and preservation of the sciences and the arts.

From the time this vision was crafted, the following conditions and development were observed in relation to the second component, which reflect something to be desired in fulfillment of such vision:

- While the City hosts top ranked universities and other institutions of higher learning, it lacks program to recruit other top ranked universities and the city university, Quezon City Polytechnic University (QCPU) would benefit from more government support.
- The QC is the leading LGU in terms of land area occupied (260.3 has.) for ICTs. It is however next to Makati City in terms on the number of ICT companies (52 in QC, 64 in Makati City). If this is not aggressively sustained and expanded through

various programs to attract investors, other cities like Makati and Taguig might overtake the role of Quezon City as among the emerging global outsourcing cities.

- The City is still home to all national television and movie production outfits and university-based facilities for visual and performing arts. Aggressive feedbacking and consultation mechanism will be helpful to prevent relocation and to sustain these facilities' stay in Quezon City.
- There is lack of LGU attention as evidenced by lack of major program launched and budget for a zoned knowledge industry precinct to house the community of researchers and innovators and to showcase new products and processes.

As identified in 2009, indicators that Quezon City is truly performing its role as the knowledge industry capital of the country include that the following facilities, events and programs are a regular fare in the city. This section reviews what have been achieved in recent years and what more can be done to fulfill these indicators.

- Research institutes in various fields of knowledge established

With the City's booming ICT industry, 14 ICT schools and tertiary level education facilities of top-notch educational institutions such as 268 training centers and research institutes are in

place. There are some tie-ups in specific areas of research, such as on green building technology. The Bureau of Agricultural Research, Philippine Nuclear Research Institute and the Southeast Asian Ministers of Education Organization (SEAMEO) Regional Center for Educational Innovation and Technology (INNOTECH) are some of the existing research institutes. There is however much to be desired in the provision/program to relocate research institutes in QC and collaborative works with these already existing facilities.

- City-funded scholarship grants for post-graduate studies available for competition among qualified candidates nationwide

City-funded post-graduate studies grants are not yet offered city-wide, much more nationwide. These require high educational requirements and standards. Such is being overtaken by challenges of unemployment, lack of employment opportunities and lack of establishments for job creation.

- Museums, art galleries, libraries and theaters for the performing arts put up by the city independently of the universities' own

In November 2015, the Quezon City Experience (QCX) an interactive "social history museum" that allows visitors to learn more about the history and culture of the sprawling city opened at the Quezon Memorial Circle. Government and private sector participation can be enhanced in the establishment of more of these facilities.

- Regular arts and sciences events such as conferences and seminar-workshops held with personalities of international and national renown in attendance

While the Araneta Coliseum was identified as a regular venue, there is still a lack in big venues available for such events.

Much has to be done in the following indicators:

- City-sponsored awards and recognition for outstanding Filipino scientists and inventors and artists conducted at least during jubilee anniversaries
- Balikbayan programs for foreign-based Filipino name artists and scientists

In addition to these previous indicators, the CDC workshop identified additional success indicators such as:

- Improvement and promotion of tourist spots and
- Installation of solar power in IT facilities.

3.1.3 Healthcare and Wellness Center in Asia-Pacific

This is an emerging role of Quezon City. The city already boasts of the best medical facilities and services, the proliferation of wellness centers, physical fitness centers, health clinics, pharmaceutical, food, beauty and sanitary products, caregiving schools, laborato-

ries, medical transcription firms, and the presence of the most advanced and specialized hospitals. Fully endorsed by the private sector and supported by the local government, the healthcare and wellness industry is bound to flourish for the benefit of a wide ranging clientele locally and abroad.

The recent plenary workshop within the City Development Council expanded the geographical scope from Asia to Asia-Pacific because of the number of tourists who come from the Pacific for healthcare services.

From 2009, when this vision component was identified, the city had implemented the following:

- Essential Health Care Package in 64 Health Centers
- Ambulatory care by the two (2) government hospitals
- Promotion of healthy lifestyle
- Health programs and services of public and private health facilities
- Subsidy for medicines by the local government and DOH
- Medicine package provided to the city's senior citizens and indigents
- Health facilities such as seven (7) super health centers, 53 regular health centers and 13 sub-health stations, dialysis centers, lying in clinics, dental clinics and other private health and wellness facilities

However, despite the envisioned healthcare and wellness industry as the city's signal product under the One-Town-One-Product (OTOP) program

of the Department of Trade and Industry (DTI), this has not been realized yet. This has to be in the agenda of relevant city offices and industry as this can build up a critical mass of factor endowments to propel it towards becoming the premier hub of healthcare and wellness in Asia-Pacific.

Too, while the previous plan identified the establishment of ‘hospitals’ as a support to the city’s being a health and wellness hub has not been achieved. In fact, none of the existing 64 hospitals –18 government and 46 private have put up hospitals. The enhancement/upgrading of existing private and public facilities, equipment, and medical services are being prioritized by hospital owners rather than putting up hospitals.

Also, there are observed apprehensions on the part of investors due in part to the unclear benefits/incentives that can be derived in putting up hospitals. Other factors noted, despite some proposals are being processed, were: lack of coordination among stakeholders in both public and private sectors; not a priority and no resource allocation on the part of the city government; lack of promotion.

In the future, the following additional facilities and services are to be achieved in order for Quezon City to rightfully claim this vision:

- Hospitals that double as hotels or “hospitals”
- Health and scientific conferences regularly hosted by the city

- Medicines and health services within reach of the poor, retirees, elderly and differently abled persons
- Health/medical tourism flourishing
- World class pet care facilities for use by local pet lovers and visitors alike.

3.2 Quezon City as a Desirable Human Settlement

This inward-looking component of the city’s vision describes the desired characteristics of the city as a place in which to live, work and play. Such characteristics are expressed in terms of choice descriptors for the desired kind of citizens, the local economy, the built and unbuilt environment and the institutions for the city’s governance in the future. Each descriptor is further translated into success indicators to facilitate monitoring of progress at any time in the future.

3.2.1 Desired Qualities of the Citizenry

In order to attain a high **Quality Community** the city must have a **healthy, educated** and **secure** citizenry.

1) A **HEALTHY** citizenry is characterized by the following:

- Morbidity rates reduced to the minimum
- Mortality rates at normal levels
- Health insurance for all families provided
- All households have sanitary

- toilet facilities
- All households have access to safe and potable water
- Incidence of malnutrition eradicated

2) An **EDUCATED** citizenry can be observed or inferred when:

- 100% literacy rate is achieved
- All school-age population are in school including differently-abled persons who are provided appropriate education
- Enrollment participation rate including SPED enrollees at maximum level
- Cohort survival rate at optimum level
- Dropout rate reduced to zero
- Excellent academic performance in all basic levels of education achieved
- Ideal classroom-student ratio met (1:50)
- Ideal teacher-student ratio met (1:50)
- Training Centers & Research Institutes established and well-maintained
- Public school teacher competence at par with or better than those of leading schools
- Standard book-student ratio attained
- Scholarship grants for tertiary education to post graduate study sustained
- Culture and arts developed, preserved and patronized

3) A **SECURE** citizenry is shown by or assured of the following:

- Zero crime rate
- Crime solution efficiency rate higher than that in Metro Manila
- Drug abuse eliminated
- Standard police-population ratio attained (1:500)
- Fire-free city
- Standard firefighter-population ratio attained (1:2000)
- Standard fire station-land area ratio met (1:4 sq.km.)
- Standard jailguard-inmate ratio met (1:7)
- Standard inmate-cell space ratio met (1:4.70sqm)
- Decent and affordable housing for all provided
- Families in all danger areas relocated to hazard free areas
- Informal settlers assured of secure tenure in land and dwellings
- Standard Day Care Center-Pupil ratio met (1:25)
- Standard Day Care Worker – Pupil ratio met (1:25)
- Children in need of special protection (CNSP) are cared for
- Youth sector assisted and protected
- Persons with disabilities assisted
- Women served and assisted
- Elderly assisted and protected
- Solo-parent care provided

- Standard social worker-client ratio achieved: (Center based 1:15, Community based 1:60)

Of the three descriptors of the desired attributes of Quezon City's citizens, that of being secure, both in their persons and their communities seems to be the ultimate goal. Even the other qualities of being healthy and educated contribute to the citizens' ultimate security.

3.2.2 Desired Character of the City's Economy

A local economy that is diverse, strong and vibrant ensures prosperity and sustainable growth for all. To attain this goal the following success indicators were set :

1) **DIVERSE** : The local economy is said to be **diverse**/diversified when it exhibits the following characteristics:

◆ **QC is functioning as "Wellness Capital of Asia-Pacific"** as shown by

- Tertiary hospitals with ISO accreditation
- Hospitals, health spas, specialty clinics (with high service quality standard) in abundance
- Well implemented Health/ Medical Tourism program
- World class training for health workers

◆ **QC is truly the Knowledge Industry Capital of the Country**

- Number 1 in terms of number

- of firms and area coverage devoted to IT activities
- Nationally and internationally-recognized training institutions providing IT solutions / services
- As wi-fi enabled area
- Focused area for high-end information technology businesses
- Access to high quality education for all
- Nurture systems for the gifted are in place
- Skilled manpower and human resources are utilized
- Tertiary level education facilities (top notch educational institutions), training centers and research institutes in place
- scholarship grants for advanced studies sustained
- Preservation of culture and arts
- Museums and galleries and public libraries established and maintained
- Historical sites preserved
- Balikbayan program for foreign based Filipino artists implemented
- Booming ICT (No. 1 in the country's ICT industry)
- Support for investors and innovators
- Balikbayan program for foreign-based Filipino scientists
- Regular arts and science conferences and competitions
- World class facilities in entertainment, sports and performing arts established

- Ideal site for business investments both for the Service Sector (wholesale and retail, transport, storage and communication, real estate, hotel and restaurants, financial institutions, health, education, etc.) and Industry Sector (manufacturing, construction, electric, gas and water)
- Leading tourist destination in Metro Manila catering to various types of tourists (local and foreign) in fields of medical, educational, political, business/ investors, etc.
- A culinary tourism destination

2) **STRONG** : A strong (*malakas at matibay*) local economy can be seen or inferred from the following indicators:

- Site for the leading businesses in the country
- Locally produced products and services developed, promoted and distinctly branded as QC
- Abundant supply of food and commodities that are affordable to all
- Fully employed human resources (with skills relevant to the needs of the industry)
- Reduced unemployment rate to a single digit
- Reduced poverty incidence to levels below the national level
- QC as no. 1 in business tax collection in the country
- Institutionalized cooperation / partnership between the city and private sector / NGOs

- Productive and properly regulated informal sector

3) **VIBRANT**: A vibrant (*masigla at matiwasay*) local economy is the generic descriptor of a diverse and strong economy. It is attained when the following indicators can be observed:

- QC as a globally competitive growth center
- Low cost of doing business
- Skilled and abundant human resources
- Well placed infrastructure support facilities
- Responsive government to business needs
- Healthy and peaceful business environment
- Sustained growth in new and old investments
- Near-zero incidence of business closures
- Steady increase in business start-ups

3.2.3 Desired Quality of the Environment

A clean, green and resilient environment is conducive to healthy city living and is attractive not only to the local residents but also to visitors.

In order to determine success in achieving this goal, certain indicators were set to measure performance in various areas of concern.

1) The city is successful in being **CLEAN** when, in terms of:

Solid Waste

- Its surroundings are garbage free
- Its solid waste generated/ disposed daily is reduced to 50%
- Residents are using ecologically-sound practices
- Disposal of toxic, hazardous and healthcare wastes properly registered and monitored

Air Quality

- Ambient air is maintained at levels within EMB standards (TSP level-90 mg/cu.m)

Water Quality

- Surface water quality is maintained at levels within EMB standards (BOD-7 mg/l below and DO – 5 mg/l up)
- Controlled and minimized groundwater extraction

2) The city shall be known as the Green Lung of the metropolis. Its environment is **GREEN** when it has -

- The largest percentage of greenery to total land area among component LGUs in Metro Manila
- Recovered, restored, developed and protected its easements and open spaces for the public
- An inter-connected system of parks, green areas and open spaces
- A well-protected and preserved wildlife

- Promoted popular/wide use of renewable energy
- Access to and wide use of alternative fuels
- Green pedestrian-friendly thoroughfares
- The largest number of green legislations enacted and implemented
- Its parks are well-patronized by local and metropolitan residents alike
- All its barangays have accessible and resident-friendly parks
- People and all sectors are proud of their environment and are actively engaged in its care, protection, preservation and promotion

3) The city has a **RESILIENT** environment when -

- Exposed communities are protected from natural and man-made hazards.
- Its residents are adequately prepared to handle disasters and mitigation measures are in place
- The city government can effectively address and efficiently manage all types of emergencies

3.2.4 Desired Character of the Built Environment

A well-linked, balanced and attractive cityscape makes city living pleasant and enjoyable.

This goal is said to be attained when the following success indicators are observed to be existing:

WELL-LINKED : The city is well-linked externally and internally when -

- An observed inter-connected hierarchy of roads and streets
- All-weather roads and bridges are properly constructed and managed
- Roads/travelling comfort for motorists and commuters
- Walking and other non-motorized modes of mobility can be used safely
- Adequate parking areas, loading and unloading zones are provided
- Mass transit systems are in place
- Utilities are installed underground
- Underground mass transit system/monorail are in place

BALANCED : The landscape is balanced when -

- Built-up areas are integrated with the city's open spaces
- Standards on open spaces requirement are complied with
- Urban development is distributed in self-contained communities
- Adequate urban expansion areas are available

ATTRACTIVE : The city appears attractive when -

- Effective drainage and sewerage systems are installed
- Blighted areas are redeveloped
- Open spaces within the built-up areas are greened and developed
- Urban landscape is enhanced (interlink park system, streetscape)
- Historical sites and landmarks are preserved and maintained

3.2.5 Desired Qualities of Local Governance

A dynamic, sound and participative governance contributes to the city's effort in building a high **Quality Community**.

1) **DYNAMIC** governance is indicated by :

- Innovative systems (management systems, operations and communication systems) institutionalized
- Clear Organizational Structure
- Comprehensive Human Resource Development Program
- Comprehensive Manual of Operations for the whole City Bureaucracy
- An approved plantilla for the bureaucracy
- Promotion of Teamwork in Executive

- Competent and well-trained employees
- Adequate data base to support the plan
- Professional attitude and behavior of leaders
- Governance and leadership recognized by international and national award-giving bodies as well by the City to its barangays

2) Fiscal management and local legislation are **SOUND** when -

Fiscal Management

- Revenue generation increases progressively (RPT, business tax)
- City finances are relatively self-reliant
- Resources are utilized based on the community’s need and requirement
- Graft and corruption is reduced to zero
- 100% compliant with mandatory/statutory obligations

Local Legislation

- Adequate and appropriate local ordinances are enacted and are properly implemented by the Executive
- There is active stakeholders and people participation in legislation and policy formulation
- Strong coordination between the Legislative and Executive branches of the LGU exists

3) There is **PARTICIPATIVE** governance when-

- Citizens’ participation in programs and projects is institutionalized
- There is strong linkage or partnership with the NGOs/POs, academe, research and training institution, etc., at the city and the barangay level
- Information on plans, programs and activities are accessible (transparency) to all stakeholders
- Venues for airing complaints or grievances are available 