

## Chapter 2

# The Revised Vision for Quezon City

## 2.1 The Reformulated Vision Statement

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. The revised CDP carries over the validated and identified outward-looking vision from the previous plan:

- **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 also 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. The plan revision workshops identified and validated the revised inward-looking vision. It specifically reflected the 14-point agenda of the Belmonte Administration. The current Belmonte Administration likewise retained the sectoral descriptors in the previous plan but added one more descriptor for each sector which are shown underscored below:

Quezon City is a highly desirable place ever blessed with:

- **A healthy, educated, secure, and empowered citizenry**
- **A diverse, strong, vibrant, and inclusive economy**
- **A clean, green, resilient and sustainable environment**
- **A well-linked, balanced, livable, and attractive built environment of the city**
- **A good, dynamic and participative governance**

### 2.1.1 Quezon City' Desired Roles Outside 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 in-

frastructures 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.

### 2.1.2 Desired Qualities of Quezon City as Human Habitat

The 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.

2.1.2.1 In order to attain a developed and high quality community, the city must have a **HEALTHY, EDUCATED, SECURE and EMPOWERED** citizenry.

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

- **Physical Health**

- Decrease in the number of disease-specific morbidity cases by 5% per year
- Mortality rate lower than Metro Manila
- Incidence of malnutrition lower than Metro Manila

- **Mental Health**

- Incidence and prevalence of the most common mental health disorders lower than Metro Manila or national average, whichever is lower

- **Emotional Health**

- Positive Life Satisfaction Index

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

- **Literacy**

- All residents in Quezon City 10 years old and above can read, write, and understand simple messages

- **School Participation**

- 100% of school aged children/ population excluding persons with disability (PWD) are enrolled in the basic education system
- 5% annual increase of enrollment of school children with disabilities in the basic education system
- 100% Completion Rate of elementary and high school students
- Zero dropout rate

- **School Achievement**

- At least 75% Mean Percentage Score in the National Achievement Test

- **Educational Attainment**

- At least 2% annual increase in the city's adult population who are college undergraduates, bachelor's and post-graduate degree holders every year

- 90% of targeted senior high school students, tertiary education, technical vocational, post graduate students are granted/ subsidized by scholarship program per year

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

- **Security of Persons**

- Zero crime rate
- Crime solution efficiency rate higher than that in Metro Manila
- Drug abuse eliminated

- **Security of Property**

- 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)

- **Security of Abode**

- Families in all danger areas relocated to hazard free area
- Informal settlers assured of secure tenure in land and dwellings
- Decent and affordable housing for all provided

- **Social Protection**

- Zero Subsistence Incidence
- 100% of families covered by health insurance

4) An **EMPOWERED** citizenry is attained as shown in the following indicators

- **Socio-Cultural empowerment**

- Tolerant of ethnic, racial and regional differences

- Media and communication technology literate
- Abreast of regional, national and global developments

- **Economic empowerment**

- Full employment for all who are willing and able to work
- Annual household/family income is higher than MM or national level
- Poverty threshold comparable to MM or national
- Strong consumer protection
- Financial literacy (e.g. savings, investments) in every family

- **Political empowerment**

- Aware of individual rights and privileges
- Participates in elections
- Participates in groups/ organizations

### 2.1.2.2 Desired Character of the City's Economy

A local economy that is **DIVERSE, STRONG, VIBRANT, and INCLUSIVE** ensures prosperity and sustainable growth for all. To attain this goal, the following success indicators were set:

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

- Quezon City is functioning as "Wellness Capital of Asia-Pacific as shown by:

- All tertiary hospitals have 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
- Quezon City is truly the Knowledge Industry Capital of the Country as characterized by:
  - Number 1 in terms of number of firms per square kilometer of land area devoted to Information Technology (IT) activities
  - Host to nationally and internationally-recognized training institutions providing IT solutions and services
  - As a wi-fi-enabled area
  - Focused area for high-end IT businesses
  - 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
  - Culture and the arts preserved and promoted
  - Public libraries and art galleries established and maintained
  - Historical sites preserved
  - Balikbayan and/or visiting program for foreign-based Filipino artists and scientists implemented
  - Booming ICT and No. 1 in the country's ICT industry
  - Support for investors and innovators sustained
  - Regular arts and science conferences and competitions conducted
  - World-class facilities in animation, sports and performing arts established
  - Ideal site for business investments both for the Service and Industry sectors
  - Leading tourism destination in Metro Manila catering to various types of local and foreign tourists in fields of medical, educa-

tional, political, business/investors, etc.

- A culinary tourism destination

2) A **STRONG** local economy can be 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 collections in the country
- Institutionalized cooperation/partnership between the city and private sector/NGOs
- Productive and properly regulated informal sector

3) A **VIBRANT** 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 environment
- Sustained growth in new and old investments
- Near-zero incidence of business

closures

- Steady increase and fully-supported business start-ups and innovations

4) An **INCLUSIVE** economy is enjoyed by all if it can be shown that:

- Jobs are available for everyone willing and able to work
- Mix of economic activities from different economic sectors e.g. urban agriculture, selected manufacturing is allowed
- Incentives provided for underdeveloped sectors
- Informal economy allowed to flourish with the formal sector
- Cooperatives, micro lending facilities readily available
- Micro, small and medium enterprises assisted to grow
- Social enterprises vigorously encouraged
- Equal employment opportunity assured for all
- Affirmative action for marginalized sectors in place

#### 2.1.2.3 Desired Character of the Environment

A **CLEAN, GREEN, RESILIENT AND SUSTAINABLE** 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 litter free
- Its solid waste generated/disposed daily is reduced to 50%
- Residents are using ecologically-sound waste *management practices*

- Disposal of toxic, hazardous and healthcare wastes is properly registered and monitored

#### • Air Quality

- Ambient air is maintained at levels within EMB standard (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)
- Groundwater extraction is controlled and minimized

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
- Easements and open spaces recovered, restored, developed and protected for the public
- An inter-connected system of parks, green areas and open spaces developed
- Green pedestrian-friendly thoroughfares
- The largest number of green legislations enacted and implemented
- Parks that are well-patronized by local and metropolitan residents alike
- Accessible and resident-friendly parks in all its barangays
- People and all sectors who 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
- Calamity-affected residents are able to rise again and build back better

4) The city is aesthetically pleasing and environmentally **SUSTAINABLE** when:

- The ecosystem is protected, biodiversity preserved
- Its natural landscapes are maintained, regenerated and rebuilt
- Water demand balances with water resources
- Food loss and waste reduced to 50%
- The wildlife flora and fauna attains a level of diversity untypical of a city
- Popular/wide use of renewable energy is promoted
- There is access to and wide use of alternative fuels

#### 2.1.2.4 Desired Character of the Built Environment

A **WELL-LINKED, BALANCED, ATTRACTIVE AND LIVABLE**, cityscape makes city living pleasant and enjoyable. This goal is said to be attained when the following success indicators are observed to be existing:

1) 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 provide 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
- Utility lines are installed underground
- Underground mass transit system/monorail are in place
- Effective drainage and sewerage systems are installed

2) The city 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

3) 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, interlink park system, and streetscapes are enhanced
- Historical sites and landmarks are preserved and maintained
- There is abundance of public art deftly displayed along pedestrian routes

4) The city appears **LIVABLE** when:

- Communities are safe and secure at all times
- Neighbors keep an eye on one another
- Informal spaces for socialization are available at neighborhood levels
- Every resident exhibits pride of place and loyalty to the city

### 2.1.2.5 Desired Qualities of Local Governance

A **DYNAMIC, PARTICIPATIVE AND GOOD** governance contributes to the city's effort in building a high quality government and community.

#### 1) Governance is **DYNAMIC** when:

- Innovative systems including management, operations, communication are institutionalized.
- Organizational structure and functions are clearly delineated
- Employees are competent, ethical and well trained
- There is a comprehensive manual of operations for the whole city government bureaucracy
- Teamwork is promoted among officers and staff of different offices
- There is adequate data base to support plans and programs
- There is recognition by international and national award-giving bodies

#### 2) There is **PARTICIPATIVE** governance when:

- There is active stakeholder participation in legislation and policy formulation.
- Presence of NGOs/POs in mandated bodies
- There is active participation of civil society groups in public hearings and consultations.
- There is meaningful engagement of CDC members in planning and programming activities.
- Programs and projects are relevant to stakeholders and communities.
- There is strong linkage or partnership with NGOs/POs, academe, research and training institutions at the city and barangay levels

#### 3) **GOOD** governance is indicated by:

- **Financial management**
  - Government income sources effectively collected
  - Resource utilization compliant with legal and administrative limits
  - City finances are relatively self-reliant
- **Local legislation**
  - Enactment of appropriate local laws
  - Executive-Legislative coordination
  - Stakeholder participation in legislation/policy formulation
- **Transparency**
  - Access to information open to the public
  - Reports of accomplishments available online
- **Accountability**
  - Grievance mechanism in place
  - Feedback from the public actively solicited

### 2.1.3 Quezon City's Vision and the Goals of National Development

Aligning the City's Vision to the higher level development goals formed part of this cycle's updating and revision of Quezon City Comprehensive Development Plan. These higher level goals are articulated, at the national level, in the Philippine Development Plan 2017-2022 (PDP 2022), and at the regional level through the long-term goals embodied in Metro Manila Greenprint 2030: Building A Vision (MMG 2030) and the medium-term goals found in the Regional Development Plan (RDP) 2017-2022 (RDP 2022) of the National Capital Region (NCR).

The Local Government Code calls for local government promotion of the country's development goals.

Specifically, Section 2 (a), RA 7160 states that: "It is hereby declared the policy of the State that the territorial and political subdivisions of the State shall enjoy their fullest development as self-reliant communities and *make them more effective partners in the attainment of national goals...*" (*emphasis supplied*) Furthermore, this process was initiated to support the localization of the PDP that is geared towards the attainment of the *Ambisyon Natin* 2040 and Sustainable Development Goals (SDGs).

In a matrix, the descriptors and success indicators under the outward looking components of the City's vision were analyzed vis-à-vis the corresponding national goals from Philippine Development Plan (PDP) 2022 and regional long-term goals from Metro Manila Greenprint (MMG) 2030.

PDP 2022	MMG2030
• Ensure Peace and Security	• Offering Talent and Opportunity
• Accelerate Strategic Infrastructure Development	• Processing Knowledge
• Ensure Safety and Build Resilience	• Delivering Services at Home and Abroad
• Ensure Ecological Integrity, Clean and Healthy Environment	

Meanwhile, the sectoral descriptors and success indicators of the inward looking component of the City's vision were plotted with the medium-term goals from PDP 2022, some of which were echoed in the NCR RDP 2022.



PDP 2022	RDP 2022
<ul style="list-style-type: none"> <li>Enhancing Social Fabric (<i>Malasakit</i>)</li> <li>Inequality-Reducing Transformation (<i>Pagbabago</i>)</li> <li>Increasing Growth Potential (<i>Tuloy-Tuloy na Pag-unlad</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Fostering a Metropolis of Opportunity (Inclusive)</li> <li>Building a Green, Connected, and Resilient Metropolis</li> </ul>
<ul style="list-style-type: none"> <li>Enabling and Supportive Economic Environment</li> </ul>	

To determine the alignment of the city's goals to higher level goals, analysis of how each success indicator relates to the indicated national and regional goals proceeded by identifying with an S (supportive); N (neutral) or X (contradictory). The results of the rating were then summarized.

Given the summative ratings, the following were used to indicate alignment of local goals to higher level goals.

- Supportive indicators should be more than half of total number of indicators
- Neutral goals should be less than

half

- Contradictory indicators should not be more than 10%. If more than 10%, reformulate these to conform with higher level goals or drop the local goals altogether.

As presented in *Table 2.1*, Supportive indicators from the QC vision's outward looking component plotted with national and regional goals comprised of 57%. Forty-three percent (43%) were indicated as Neutral and there were no identified Contradictory indicators. This reflects that the City's vision is aligned with national and regional development goals.

**Table 2.1 Alignment of Outward-Looking Components of QC Vision with National (PDP) and Regional (MMG) Goals**

Outward Looking Component of Quezon City Vision Indicators (21)	National Goals (4)	%	Regional Goals (3)	%	Total (7)	%
Supportive Indicators (S)	51	60.71%	33	52.38%	84	57.14%
Neutral Indicators (N)	33	39.29%	30	47.62%	63	42.86%
Contradictory Indicators (X)	0	0.00%	0	0.00%	0	0.00%
<b>Total</b>	<b>84</b>	<b>100%</b>	<b>63</b>	<b>100%</b>	<b>147</b>	<b>100.00%</b>

**Table 2.2 Alignment of Inward-Looking Components of QC Vision with National (PDP) and Regional (MM) Goals (Summary and Per Sector)**

Inward Looking Component of Quezon City Vision Total Indicators (166)	Higher-Level Goals Total (7)	%
Supportive (S)	723	62.22%
Neutral (N)	439	37.78%
Contradictory (X)	0	0.00%
<b>TOTAL</b>	<b>1162</b>	<b>100.00%</b>
<b>Social Development Sector Indicators (45)</b>		
Supportive (S)	135	42.86%
Neutral (N)	180	57.14%
Contradictory (X)	0	0.00%
<b>Sub-Total</b>	<b>315</b>	<b>100%</b>
<b>Economic Development Sector Indicators (49)</b>		
Supportive (S)	204	59.48%
Neutral (N)	139	40.52%
Contradictory (X)	0	0.00%
<b>Sub-Total</b>	<b>343</b>	<b>100%</b>
<b>Environmental Management Sector Indicators (26)</b>		
Supportive (S)	134	73.63%
Neutral (N)	48	26.37%
Contradictory (X)	0	0.00%
<b>Sub-Total</b>	<b>182</b>	<b>100%</b>
<b>Infrastructure Development Sector Indicators (23)</b>		
Supportive (S)	121	75.16%
Neutral (N)	40	24.84%
Contradictory (X)	0	0.00%
<b>Sub-Total</b>	<b>161</b>	<b>100%</b>
<b>Institutional Development Sector Indicators (23)</b>		
Supportive (S)	129	80.12%
Neutral (N)	32	19.88%
Contradictory (X)	0	0.00%
<b>Sub-Total</b>	<b>161</b>	<b>100%</b>

In terms of the inward looking component, the summary ratings also showed general alignment of QC vision with national and regional medium-term goals. Sixty-two percent (62%) were analyzed as Supportive indicators while 38% were identified as Neutral and no indicators were assigned as Contradictory. See *Table 2.2*.