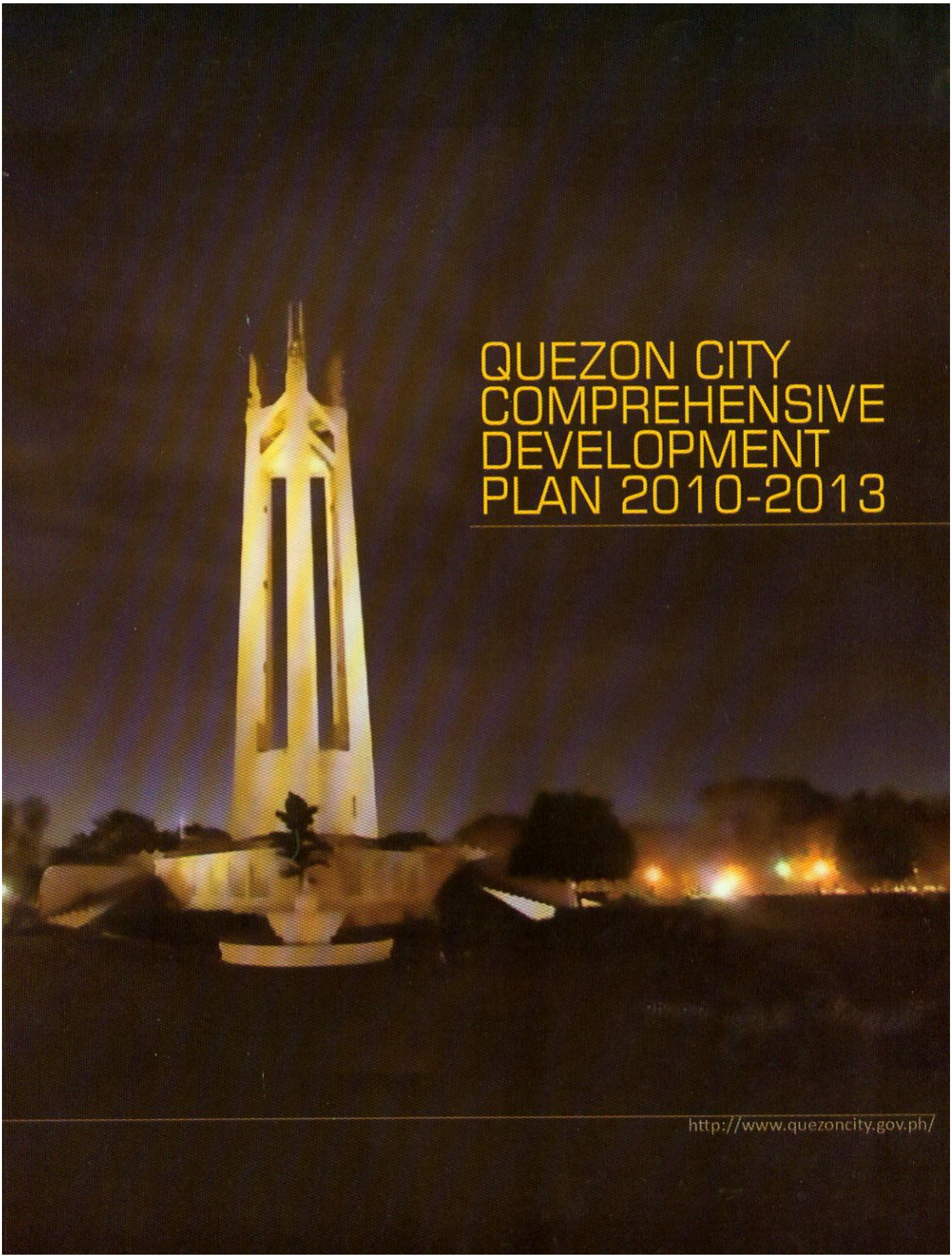
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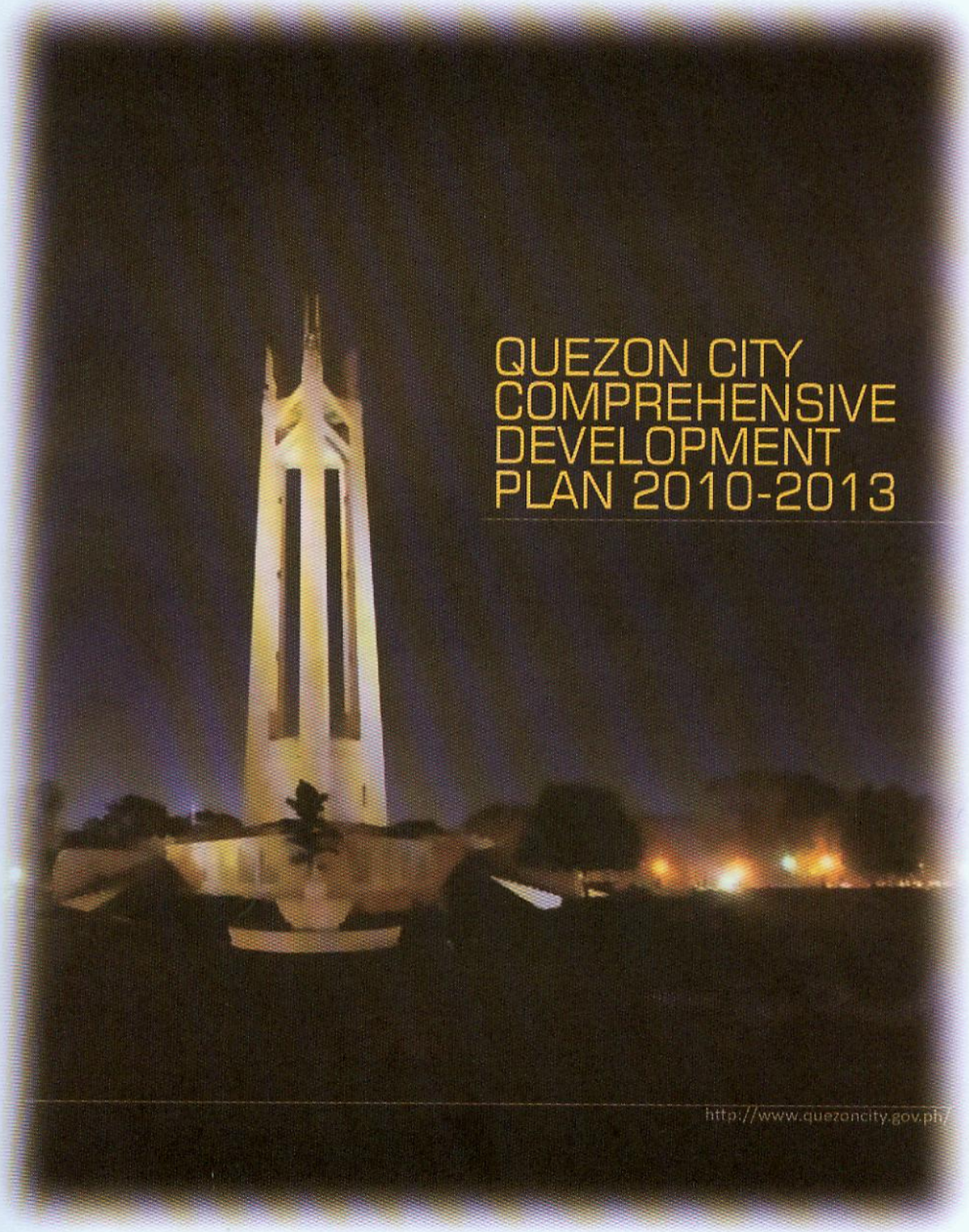
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Republic of the Philippines

OFFICE OF THE MAYOR
Quezon City

CITY DEVELOPMENT COUNCIL

RESOLUTION NO. 1, S-2010

RESOLUTION APPROVING THE COMPREHENSIVE DEVELOPMENT PLAN (CDP) OF QUEZON CITY

Sponsored by CDC Committee Chairs : Ma. Josefina Belmonte-Alimurung, Social Development, PB. Ramiro S. Osorio, Economic Development, PB Benedick Banega, Environmental Development, PB Elmer Maturan, Land Use/Infrastructure and PB Federico S. Jong, Institutional Development

****

WHEREAS, the City Development Council (CDC) pursuant to the Local Government Code of 1991 is mandated to formulate long term, medium term and annual socio-economic development plans and policies;

WHEREAS, the five (5) development sectors represented by the CDC committee representatives and concerned local agencies have undergone series of trainings and workshop-consultations for the preparation of the city's comprehensive development plan;

WHEREAS, the Comprehensive Development Plan (CDP) prepared by the core technical working group was presented to the concerned sectoral committees to which their members gave their approval and recommended that the CDP be endorsed to the CDC for adoption;

WHEREAS, after the presentation of the sectoral plans by the respective chair before the plenary, each committee chairperson/representative endorsed its approval;

NOW, THEREFORE, ON MOTION BY THE CHAIRS BE IT RESOLVED BY THE MEMBERS OF THE QUEZON CITY DEVELOPMENT COUNCIL, IN SESSION ASSEMBLED TO APPROVE THE CITY DEVELOPMENT PLAN.

Unanimously Approved. March 17, 2010.

Attested By :

TOMASITO L. CRUZ
CDC Secretary

CHAPTER 1
GENERAL INTRODUCTION

1.0 BACKGROUND AND RATIONALE

The Quezon City Government thru the City Development Council (CDC) has undertaken the preparation of the city's Comprehensive Development Plan and review of the existing Comprehensive Land Use Plan in view of the significant transformations in the social and ecological condition of the city since the Plan's updating in 2000. The timing for this undertaking could not be more auspicious. The Bureau of Local Government Development of DILG is currently disseminating the "Rationalized Local Planning System (RPS)", a new planning guideline that is fully compliant with the provisions of the Local Government Code. Quezon City has adopted the said "Rationalized Local Planning System" as the guiding framework in the preparation and/or revision of its comprehensive plans, its zoning ordinance and investment programs. The City has also engaged the services of the author of the RPS himself, Prof. Ernesto M. Serote of the UP School of Urban and Regional Planning (UP SURP) as in-house consultant to help facilitate the conduct of various activities required.

The Local Government Code mandates all LGUs to prepare their Comprehensive Land Use Plans (CLUP) and their multi-sectoral Comprehensive Development Plans (CDP). The CLUP is the long-term guide for realizing the desired spatial pattern of development by regulating the type and location of private and public investments. The instruments for regulating investments are the zoning ordinance, subdivision regulations, and the building code as well as positive incentives in the form of liberal taxation and other fiscal policies. The multi-sectoral development plan, on the other hand, is the medium term and annual guide to public investments implemented through the Local Development Investment Program (LDIP) and the annual budget. (Please refer to *Figure 1.1*).

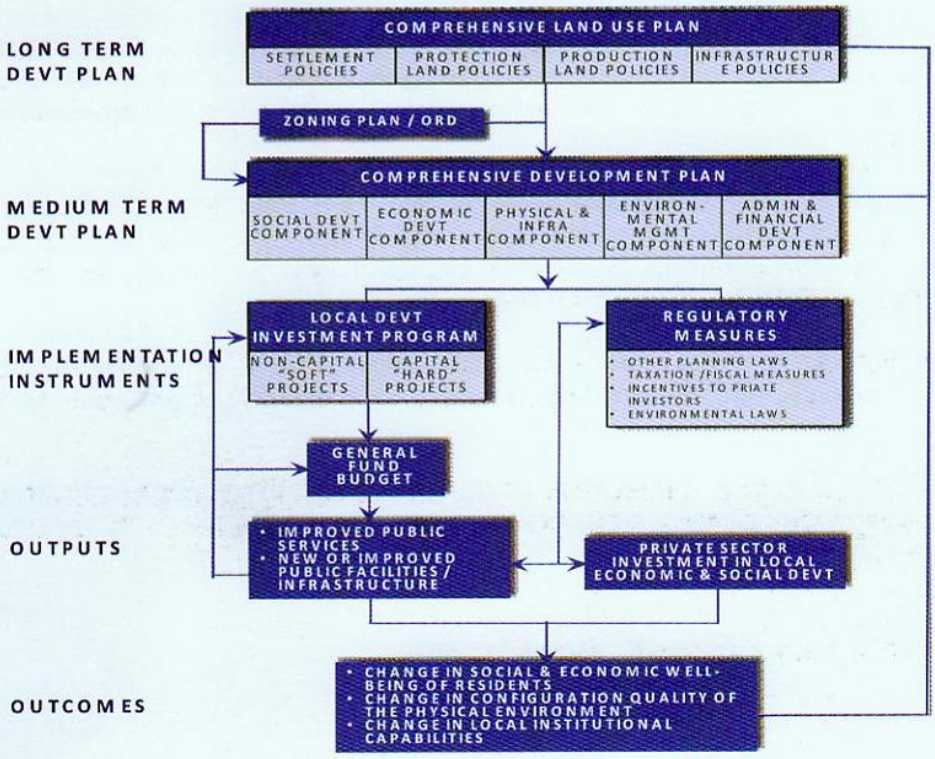


Figure 1.1 Local Planning and Development Model as Mandated by the Local Government Code
Chart by E.M. Serote

The concepts and terminologies used represent a faithful interpretation of, and compliance with the pertinent mandates of the Local Government Code (Sections 20, 106 and 458, among others). These are the plans that LGUs are required to produce.

1.1 Institutional Capacity Building

Traditionally, the preparation of the said plans has been initiated by outside agencies and so the city cannot entirely claim ownership of the plan outputs. This time around Quezon City has made sure that planning is entirely the initiative of the city government. It also made certain that the process of preparing the above-cited plans is highly participatory and consultative to allow the city's officialdom and citizenry to feel a strong sense of ownership. This entails approaching the activity in an institutional mode rather than in the usual project mode. This approach has the following practical implications:

a. That Consultants were not contracted to produce the required documents. Their role was limited to that of facilitators rather than contractors in the traditional sense. To be sure, the consultants have brought their skill, insight and perspective to bear on the organization, analysis and interpretation of relevant planning information. But they did not try to impose their value judgments nor claim superiority in the interpretation of their findings over those of the city constituents themselves. Every opportunity for the local residents to participate in various stages of the planning process was encouraged. *(Figure 1.2)*

b. That the planning process serves as a venue for public participation and consultation. Each public consultation is the culmination of a cluster of activities (module) which include seminar-workshops conducted by the facilitators to effect technology transfer among their local counterparts. *(Please refer to Figure 1.3.)*

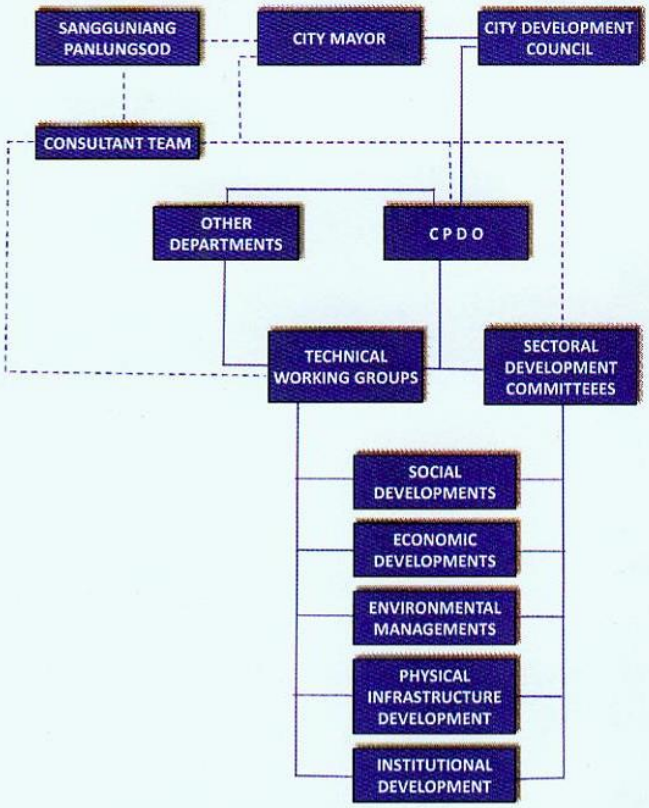


Figure 1.2 Structure for Institutional Capacity Building for Planning in Quezon City

1.2 The Local Planning Structure

An important implication of the institutional capacity building approach is that the organizational structure for participatory planning and governance as envisioned in the Local Government Code, was activated or revitalized. Accordingly, the planning structure consisting of a deliberative / decision making body and technical working groups as provided for in the Code was put to work in this undertaking. The deliberative body, viz, the City Development Council (CDC) and the ultimate policy making body, viz, the Sangguniang Panlungsod are the real "planners" of the city. But because these bodies are composed mainly of politicians, they are provided with technical support by the City Planning and Development Office (CPDO), sectoral and functional committees of the CDC, and local special bodies, among others. The CPDO serves as Secretariat to the CDC and coordinates the activities of the various sectoral and functional committees. *(See Table 1.1)*

Table 1.1 Composition of the Local Planning Structure

Political Component	Technical Component
• *Sangguniang Panlungsod* • City Development Council • Congressman's Representative • Civil Society Organizations	• City Planning and Development Office • City Government. Department Heads • Local Special Bodies • CDC Sectoral/ Functional Committees • National Government Agency – Chiefs of their Local Offices • Private Sector/ CSO Representatives

Source: *"Rationalized Local Planning System, Chapter 1"*

The local planning structure is the formal mechanism for participatory and consultative planning processes. Necessarily, it must be inclusive and multi-stakeholder in composition so that it exhibits the following features:

- Government and non-government sectors are represented;
- Within the government sector, national government agencies and the LGU are engaged in mutually meaningful ways;

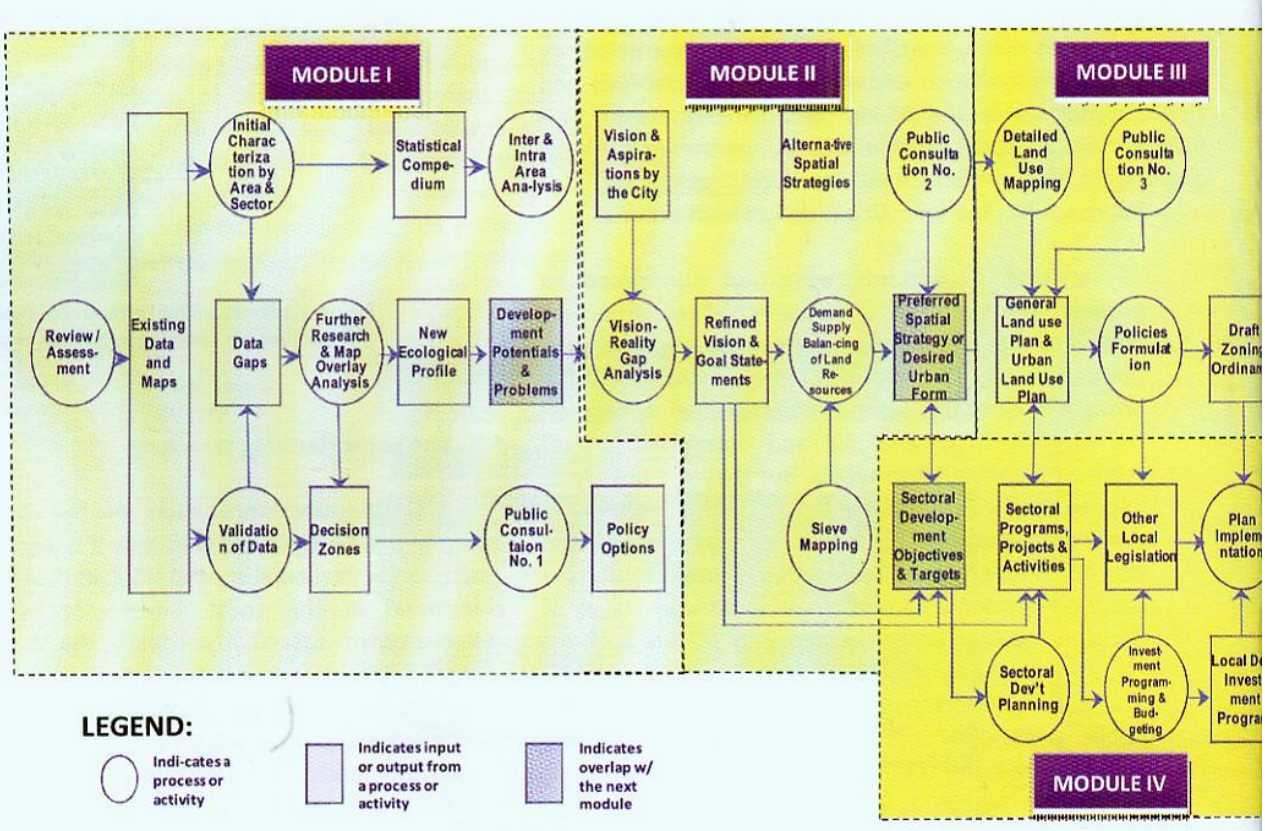


Figure 1.3 The CLUP-CDP-LDIP Process Flow Chart

The Sectoral/Functional Committees, constituted pursuant to Sec. 112 of the Local Government Code, have the most inclusive multi-sectoral composition. The membership of the sectoral committees, pursuant to DILG Memorandum Circular No. 114 s. 2007 is shown in *Table 1.2.*

- Within the LGU, both elective and appointive officials and staff as well as both the executive and legislative branches are involved; and,

- Within the executive branch of the city government, not only is the CPDO but all other departments and offices are represented.

1.2.1 Composition of Sectoral Committees

The sectoral committees, representing the five development sectors, have a flexible membership structure to enable the CDC to reduce or expand participation in specific activities when the occasion calls for it. Sectoral committees serve as standing committees of the CDC. Functional committees, on the other hand, are ad hoc issues-based multi-sectoral bodies.

These are organized as the need arises, with members drawn from the sectoral committees.

When their work is over, the functional committees are disbanded and the members thereof return to their mother sectoral committees. Of course, other groups or individuals who are recognized experts in particular fields may be invited to take part in functional committees.

1.2.2 Functions of the Sectoral and Functional Committees (as per Rule XXIII, Art. 182 (g) (3), IRR of RA7160)

a. The LDC may form sectoral or functional committees to assist the Council in the performance of its functions;

b. To ensure policy coordination and uniformity in operational directions, the functional and sectoral committees shall establish linkages with NGAs and such sectoral or functional committees organized by the government for the development, investment, and consultative purposes;

c. Consistent with national policies and standards, the sectoral or functional committees shall:

1) provide the LDC with data and information essential to the formulation of plans, programs and activities;

Table 1.2 Sectoral Committees

SECTOR
A – Social Development
B – Economic Development
C – Land Use/ Infrastructure Development
D – Environmental Management
E – Institutional Development

SECTOR	CORE TWG	EXPANDED TWG	FULL BLOWN SECTORAL COMMITTEE
A	CPDO SSDD QCHEALTH CDC REP (BGY.) CDC REP (CSO) DIV. OF CITY SCHOOLS UPAO DPOS SANGGUNIAN REP. GAD	CPDC NSO CDC SOCIAL SECTOR COMM. QCGH NDH CITY LIBRARY QCRO QCPU SYDP QC AMORANTO QC FIRE DEPT. HURA OSCA	CDC Other interested groups and individuals
B	CPDO CTAO SIKAPBUHAY CDC REP (BGY.) CDC REP (CSO) BPLO MDAD SANGGUNIAN REP.	QCCI PESO DTI TOURISM COUNCIL CDC ECONOMIC SECTOR COMM. TRU QCBAO LLRB	CDC Other interested groups and individuals
C	CPDO/ ZONING CEO/ CBO CDC REP (BGY.) CDC REP (CSO) SAU SANGGUNIAN REP	MERALCO MWSS BAYANTEL PLANADES ACADEME AYALA LAND TF COPRISS ARANETA CENTER, INC. CDC LAND USE/INFRA SECTOR COMM.	CDC Other interested groups and individuals
D	CPDO EPWMD CDC REP (BGY.) CDC REP (CSO) PDAD SANGGUNIAN REP	BFAR DENR PIEP LLDA JUNKSHOP ASSN. MIRIAM COLL. SCHOOL OF ENVIRONMENT SANITARY INSPECTOR POG INDUSTRY SECTOR REP. CDC ENV. SECTOR COMM.	CDC Other interested groups and individuals
E	CPDO CA C ASSESSOR CDC REP (BGY.) CDC REP (CSO) CBO CTO BOC CRO VICE MAYOR SANGGUNIAN REP	ATENEO SCH. OF GOVERNANCE CDC INSTL SECTOR COMM. LGOO-DILG AMO CPO RADIO COMM. ACCOUNTING DEP'T. CDSO CITY LEGAL DEP'T. PAISO CITY SEC. OFFICE CCRO	CDC Other interested groups and individuals

2) define sectoral and functional objectives, set targets, and identify programs, projects and activities for the particular sector or function;
3) collate and analyze information and statistics and conduct related studies;
4) conduct public hearings on vital issues affecting the sector or function;
5) coordinate planning, programming and implementation of programs, projects and activities within each sector;
6) monitor and evaluate programs and projects; and,
7) perform such other functions as may be assigned by the LDC.

When the above planning structure is functioning properly, one of the outcomes that can be reasonably expected is the emergence of a culture of planning among both city officialdom and the citizenry. Also, when planning is done in the institutional mode, it becomes truly an integral part of local governance.

1.3 Program of Technology Transfer

Another aspect of institutional capacity building is the on-the-job training of the members of the local planning structure. To do this the entire planning process was designed as a learning experience for everyone who was involved. But because of the anticipated large number of participants, the learning venues and activities were varied according to the stratification suggested in Table 1.2. Thus, the core membership of the sectoral committees underwent seminars conducted at the School of Urban and Regional Planning, UP Campus. The trained core groups plus the expanded groups conducted technical workshops to produce the intermediate outputs required in every module. Outputs of technical workshops were then presented in public consultations with the all-inclusive membership participating.

1.3.1 Conduct of Formal Training

The formal training was designed for the core technical working groups (TWG) of the Sectoral/ Functional Committees of the City Development Council (refer to Table 1.2). Each core TWG is anchored by the relevant technical staff or sectoral division of the City Planning and Development Office (CPDO). The main rationale for targeting the core TWGs as the recipients of intensive training stems from the need to institutionalize planning knowledge and know-how among the career members of the city government bureaucracy to enable them to spearhead future planning activities by themselves with minimum assistance from external agents.

The contents of the training course included contexts, concepts and analytical techniques of planning. The curriculum is divided into four modules. After completing one module, the participants were expected to lead in the conduct of the technical workshops involving core TWGs and the Expanded TWGs. The intermediate and final outputs were prepared in the technical workshops under the guidance of external consultants.

The method of delivery of the course basically consisted of classroom lectures, discussions and simulated practical exercises. The training venue was the School of Urban and Regional Planning (SURP) of UP Diliman. The SURP supplied the bulk of the lecturers. Other resource persons for specific topics were sourced elsewhere.

For greater learning effectiveness the participants were limited to 5-10 members per sector or a total of 45-50. In as much as majority of the core TWG members are officers and staff of city government offices, and due to the easy proximity of the UP SURP from City Hall, training sessions were conducted daily in the afternoon during weekdays.

1.3.2 Conduct of Workshops

The technical workshops followed and complemented the formal training. Participation included the Expanded TWG in addition to the Core TWG. In these workshops the Core TWG were given the opportunity to apply their learning in the actual analysis of the various sectors and areas of the City and to produce the required outputs.

In these technical workshops, participants who did not receive direct formal training indirectly received training from the Core TWG members by taking part in sectoral and inter-sectoral analysis, brainstorming and related activities. They could also bring their own knowledge and expertise into the analysis of specific issues and concerns.

1.3.3 Conduct of Public Consultations/ Hearings

Public consultations are an essential requisite of a consultative participatory process. It is in these occasions where the analysis and interpretation of the TWGs are validated, issues and concerns further clarified, and proposals refined and accepted. It is in these public consultations where the full-blown sectoral committees, the political component, and all other groups and individuals are given the opportunity to participate.

1.3.4 Coaching and Outputs Evaluation

The consultants guided the participants in the proper application of analytical tools and techniques to ensure that the outputs were of acceptable quality. On some occasions the consultants provided additional conceptual inputs in their respective sectoral workshops. Technical workshops were held mostly in the CPDO Conference Room.

1.3.5 Targeted Outputs

The outputs of this undertaking are the following:

- Updated Socio-Ecological Profile of Quezon City
- Revised Comprehensive Land Use Plan (long-term)
- Draft Revised Zoning Ordinance (long-term)
- Comprehensive Development Plan (3-year)
- Local Development Investment Program (3-year)

a) Socio-Ecological Profile

This is an enriched version of the traditional "Socio-economic Profile" with the addition of greater amounts of information about the natural and physical resources and the environment. The latter addition is an effort to localize the implementation of the Philippine Agenda for Sustainable Development in the 21st Century (PA21). The Profile is a comprehensive set of information about Quezon City organized under the five development sectors introduced in Table 1.3 below. It contains the latest data available presented with minimum of analysis so that the data can serve as a general reference and can be utilized by a wide range of readers for various purposes. To the extent possible, the data are presented in historical sequence and are aggregated or disaggregated in different spatial scales or geo-political units. This three-dimensional display of information will allow readers to form a more concrete picture of the city. The Profile served as the principal data base for preparing all the plans produced in this undertaking.

b) Comprehensive Land Use Plan

The Local Government Code mandates all LGUs to prepare their comprehensive land use plan as the primary basis for determining the future use of land and other natural resources (Sec. 20, c). The CLUP shall also serve as
the basis for prescribing reasonable limits and restraints on the use of property within the city jurisdiction, for regulating subdivision developments, and for reclassifying agricultural lands into non-agricultural uses (Sec. 458, 2, vi-x). Being comprehensive in geographical scope, the CLUP covers the entire territorial jurisdiction of the city including those areas that are the traditional domain of the national government. The authority to plan and manage these latter areas shall now be shared between the LGU and the national government (Sec. 3, i). To adequately cover every part of the territorial jurisdiction of the city, the CLUP embodies appropriate policies for each of the four land use policy areas: protected areas, settlements, production areas, and infrastructure support areas. Moreover, the CLUP is a long-term policy guide that spans several

terms of local officials so that continuity of development programs is assured.

c) Zoning Ordinance

The principal instrument for enforcing the locational policies and performance standards of the CLUP is the zoning ordinance. Unless the CLUP is enacted into a zoning ordinance it remains an indicative plan with only persuasive force and effect and people can afford to ignore it. Once the zoning ordinance is enacted, however, the right of property owners to develop their property is transferred from the individual to society and everyone who wants to develop his/her land must seek permission or clearance to do so from the local government.

d) Comprehensive Development Plan

This plan is referred to in the Code as the "long-term, medium-term and annual socio-economic development plan" that local development councils are directed to prepare (Sec. 106), or the "integrated economic, social and physical plan" [Sec. 476 (b) (1)]. It is comprehensive in that it covers the five development sectors and their respective subsectors. Each of these sectors has a complete development plan in itself and the time frame is preferably three (3) years to coincide with the term of local officials so that they can use it as their program of government or their executive-legislative agenda. The central concerns of each sectoral plan are described briefly in the succeeding sections.

1. Social Development Plan

This component of the CDP deals with the identified issues and concerns relative to improving the state of well-being of the local population and upgrading the quality of social services such as health, education, welfare, housing and the like. Questions of equity and social justice and gender equity are also addressed by this sectoral plan.

2. Economic Development Plan

Although it is not the business of government to go into business in general, it is government's responsibility to ensure that the local economy is in a sound state of health. This is because the level of family income and employment and hence, the level of well-being of residents depend on sound economic development. The economic development plan embodies what the local government intends to do to create a favorable climate for private investments through a combination of policies and public investments necessary to enable private investments to flourish. Ultimately, this assures the residents of a steady supply of goods and services and of jobs and household income. A very significant component of this sectoral plan is the LGU's support to food production activities to help achieve local and national food security. The status of the local economy also determines to a large extent the amount of locally derived revenues of the LGU.

3. Infrastructure and Land Use Development Plan

This component deals with the infrastructure building program and the land acquisition program required for use as right-of-way or easements of public facilities. The physical development plan may alsoinvolve urban renewal or redevelopment schemes for inner city areas, opening up new urban expansion areas in the urban fringe, or development of new growth centers in conformity with the chosen spatial strategy.

4. Environmental Management Plan

This plan consolidates the environmental implications of all development proposals within the municipality and provides mitigating and preventive measures for their anticipated impacts. It embodies programs for maintaining cleanliness of air, water and land resources and for rehabilitating or preserving the quality of natural resources to support the requirements of economic development and ecological balance across generations.

5. Institutional Development Plan

This plan focuses on strengthening the capability of the local government bureaucracy as well as that of elected officials to plan and manage their territory and serve their constituency. Capability building includes

manpower training, scholarships, seminars, workshops, study tours and similar activities. Membership in different functional and sectoral committees and professional leagues and participation in their planned activities is also encouraged and supported by this sectoral program. The involvement of voluntary groups or civil society organizations is likewise promoted in the preparation, implementation, monitoring and evaluation of the different sectoral programs, projects and activities as a vital component of this sectoral development plan.

The outputs of each sectoral plan may be grouped into three forms: project ideas or project briefs, non-projects or new services, and new policies or ideas for new legislations. The first form of outputs will serve as an input to the local development investment program and the annual budget. The second type of outputs will be used in the crafting of the institutional capacity building program, and the third type of outputs will be included in the legislative agenda of the Sangguniang Panlungsod.

e) Local Development Investment Program

The LDIP is a program to allocate the investible portion of the annual general fund budget for implementing the development programs, projects and activities identified in the CLUP and the CDP. The LDIP is coterminous with the term of the Local Chief Executive, i.e., it has a time frame of 3 years broken down into annual streams of fund allocation for projects determined to be of high priority by the incumbent officials. As a guide to public spending, the LDIP is intended to result in improved socio-cultural well-being of the residents as well as accelerated local economic development. Although the LDIP involves public sector investments principally, it has the effect of eliciting and orchestrating desired private sector investments as well.

This volume pertains to the Comprehensive Development Plan (CDP) and the process involved in its preparation only. The other outputs are presented in separate volumes. QC

Table 1.3 Sectors and Sub-sectors in the Comprehensive Development Plan

SOCIAL DEVELOPMENT	ECONOMIC DEVELOPMENT	INFRASTRUCTURE DEVELOPMENT	ENVIRONMENT & NATURAL RESOURCES	INSTITUTIONAL DEVELOPMENT
1. Population (size, growth, distribution)	1. Primary Sector a) Agricultural crops Fisheries (inland, brackish, marine) c) Livestock d) Forestry	1. Economic Support Roads, bridges, ports, terminals Transportation Power generation Irrigation systems Flood control & drainage Telecommunications	1. Lands Lands of public domain Private lands and alienable and disposable lands	1. Organization and management
2. Social services and status of well-being Education and culture, spiritual health Recreation and sports Welfare Housing Protective services	2. Secondary Sector Mining and quarrying Manufacturing Construction Electricity, water, gas utilities		2. Forest Lands Protection forests Production forests	2. Fiscal management 3. Local legislation 4. LGU-NGO-PO linkages 5. National-Local Government linkages 6. City-barangay linkages
3. Gender and development			3. Parks and other reservations	
4. Vulnerable groups	3. Tertiary Sector Wholesale and retail trade Transportation Telecommunications Finance, insurance and related services Real estate Personal and community services Tourism	2. Social Support Waterworks & sewerage Schools Hospitals Public socialized housing Facilities for vulnerable groups	4. Water resources Freshwater (ground, surface) Marine waters	
			5. Air quality	
			6. Waste management Solid waste Liquid waste Toxic and hazardous	
		3. Public Administrative Support Government buildings Halls of justice Parks and open spaces Public assembly areas		

CHAPTER 2
METHODOLOGIES

In the first part of this chapter, the over-all process flow as sketched out in Figure 1.3 is described. This four-module process is the conventional one which is lifted from the "Rationalized Local Planning System (RPS) ". In the second part, the actual application of the CDP process in Quezon City is documented. It includes the changes, deviations, enhancements and other adaptations that were introduced to take into account the peculiarities and unique characteristics of Quezon City. It may be noted that in many important ways Quezon City is without equal among the cities of the Philippines. The actual process used in the CLUP and ZO revision is described in the proper volumes in this series.

2.1 Over-all Process as per the RPS

2.1.1 Module I – Data Generation and Situational Analysis

1) Characterization of the city involves gathering, collating, processing or otherwise generating information necessary to make a clear picture of the city in its various aspects and dimensions. The information generated are sourced from various agencies and offices and are presented in the form of statistics as well as thematic maps and aerial photographs. The characterization is presented in the "Socio-Ecological Profile". *(See separate volume.)*

2) Analysis of the data generated is the bridge between characterization and planning proper. Analysis is an attempt to make sense out of the data generated. This activity is done by each of the five sectors through workshops among sectoral committee members applying the analytical techniques they learned from the intensive seminars and workshops. The principal output of these sectoral workshops is the translation of data into indicators of development consolidated in the format of a statistical compendium. The statistical compendium otherwise known as the Local Development Indicators Table is a 3-dimensional organizer of information to facilitate the process of making more meaningful observations. The analysis activity is capped by inter-sectoral workshops for the purpose of cross-validating the sectoral data, for making observations about what the data mean, finding explanations for the observed conditions, projecting the implications to the city if these conditions are not changed significantly, and suggesting policy options for the issues identified.

3) The outputs of Module I are presented in the first public consultation attended by the Sangguniang Panlungsod, the expanded City Development Council, and everybody else interested.

2.1.2 Module II – Goal Formulation

This activity is the start of the planning proper. The sub-activities include formulation of, or revisiting the existing vision statement.

1) Crafting the revised vision statement for Quezon City is done through an inter-sectoral workshop. The final vision statement is then broken down into its component elements. Each element is given a set of descriptors i.e. words and phrases that signify the desired quality of the future city population, the local economy, the natural and built environment, and the local leadership. Furthermore, each descriptor is given its own set of success indicators.

2) Vision-reality gap analysis. The success indicators are compared with the indicators of current state of development produced earlier in Module I. This comparison yields information on the difference or gap between the vision and current reality. The vision-reality gap serves as the basis for the formulation of sectoral objectives and targets in Module IV.

2.1.3 Module III – Formulating the Comprehensive Land Use Plan

This module ideally must precede Module IV. Under certain circumstances, however, it can be done simultaneously with, or even after the completion of Module IV. There are four sub-activities in this module, described briefly below.

1) Generation of alternative spatial strategies. The spatial strategy is the form or pattern of physical development of the city that will contribute to the

realization of the long-term vision. Each pattern or form that is generated is envisioned to establish a sustainable balance between the built and unbuilt environment. This is to ensure that areas that ought to be preserved in their open character are not built over, on one hand, and that the built environment is directed into those areas that are relatively free from hazards to the intended population, and that the type, size and intensity of development are consistent with the capability of environmental resources to sustain, on the other.

2) Evaluation of the alternative spatial strategies to determine the advantages and disadvantages of each strategy. This is done by the inter-sectoral technical working groups using the goal-achievement matrix (GAM) or some other suitable tools to select the most preferred spatial strategy or urban form.

3) Given the data generated in Module I and the preferred spatial strategy chosen in step 2 above, the draft comprehensive land use plan can now be prepared. The main activities in this module include, among others, delineating and mapping the four general land use policy areas: settlements protection, production and infrastructure and the specific land uses under each policy area.

4) Formulating land use policies. The other major activities will involve codifying existing relevant national laws, identifying new needed policies and drafting the revised zoning ordinance. (Refer to *Figures 2.1 and 2.2*).

The outputs of Module II are presented in the second public consultation. This public consultation will result in the adoption of the final vision statement and the selection of the most preferred spatial strategy.

Figure 2.1 THE GENERAL PLANNING PROCESS

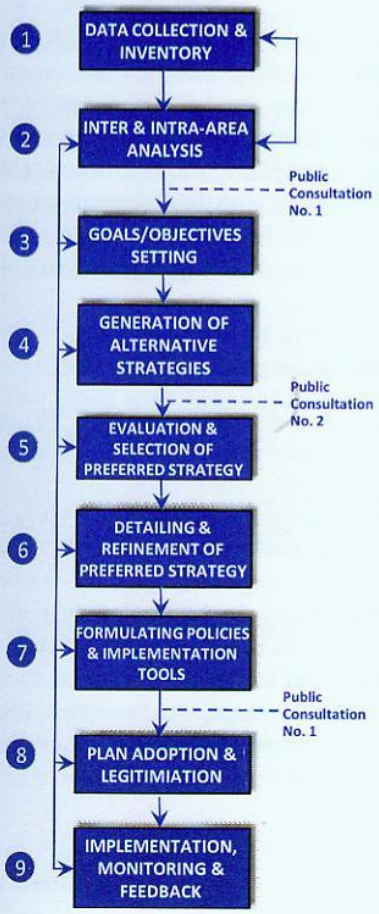
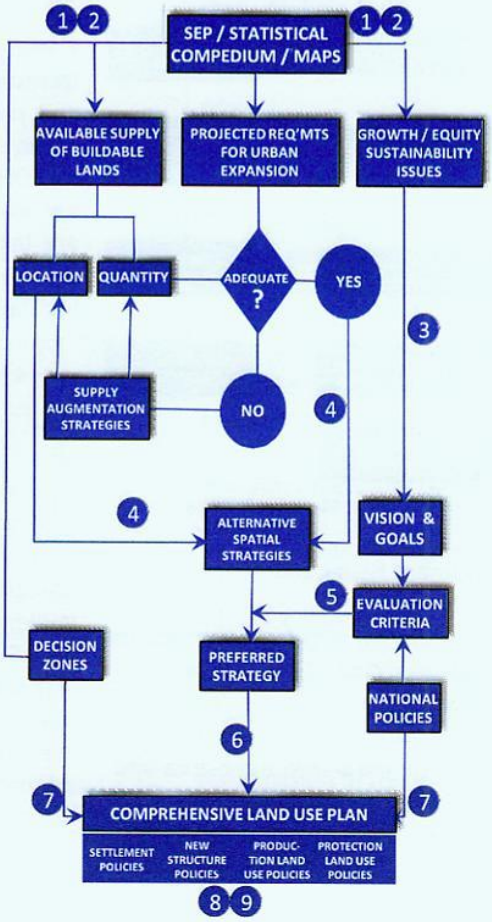


Figure 2.2 LOCAL COMPREHENSIVE LAND USE PLANNING PROCESS



2.1.4 Module IV – Formulating the Sectoral Development Plans and Investment Programs

1) The Comprehensive Development Plan

This module continues on from Module I and Module II. It may be undertaken simultaneously with Module III and the outputs are presented during the third public consultation. Ideally, however and for better results, Module IV should proceed after the completion of Module III because the outputs of the latter are vital input to the former.

Each of the sectoral committees prepare their respective sectoral plans following a few sequential steps described briefly below. (See *Figure 2.3*)

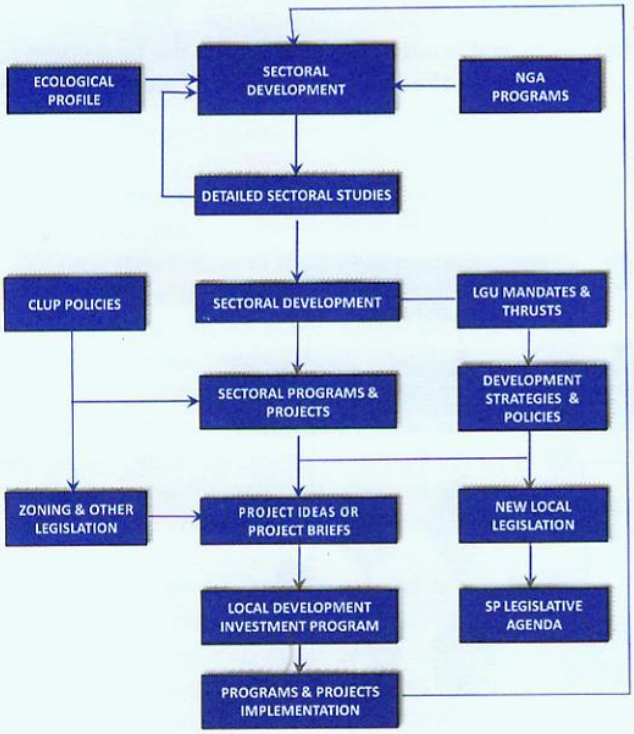


Fig. 2.3 Sectoral Development Planning Process

a) Sectoral Development Issues and Concerns

The CDP formulation process benefits from the wealth of data gathered and analyzed during Module I. Extensive use therefore is made of the Socio-Ecological Profile, the statistical compendium, maps, and other data outputs. The intra- and inter-area and inter-sectoral analyses done during Module I may have already surfaced the various sectoral issues and concerns, their implications and their possible solutions.

b) Detailed/Further Investigations

New or additional data gathering, if deemed necessary to formulate the sectoral plans will require further studies and investigations to be conducted.

c) Sectoral Development Objectives and Targets

These are derived from the vision statement. Because the vision statement is a long-term end-state scenario, the CDP goals and targets take a time frame of 3 years only, co-terminous with the term of elective local officials. A useful input to this activity is the result of the vision-reality gap analysis earlier undertaken in Module II. Other inputs such as relevant LGU mandates and the current thrusts of the national government and the new local leadership are considered.

d) Sectoral Strategies and Policies

These are principles and values that guide the formulation and implementation of sectoral programs and projects. They are usually derived from various sources, notably from existing development literature, from higher level plans, and from the LCE's executive agenda. Strategies with spatial content or implication are taken directly from relevant policies of the CLUP or from the zoning ordinance and other local legislation.

e) Sectoral Programs and Projects

Programs and projects necessary to realize the objectives and achieve the targets of the sectors and subsectors are identified. In generating the sectoral programs and projects, distinction is made as to what agency, level of political jurisdiction, private sector or non-government organizations are responsible in implementing them. This is important in that it allows the LGU to identify those projects for which it is solely responsible (Refer to Sec. 17, RA 7160). These types of projects are the inputs to the local development investment program (LDIP). For other projects that are not under the responsibility of the LGU but which

are deemed essential to local development, the LGU can apply various forms of persuasion and/or pressure so that the concerned agencies will implement them at the right time and in the desired locations.

f) Project Ideas or Project Briefs

The CDP being an action plan, it should yield considerable amount of project ideas. Project ideas are then translated into project briefs of not more than one page each, containing among others, details that briefly describe the project such as:

- the name and type of project (generally, "soft" or "hard") and the proponent or originator of the project idea
- activity components
- estimated cost or resource inputs
- the justification for the project (derived from the CLUP or CDP)
- the intended beneficiaries (population sectors or geographical areas)
- target outputs or success indicators
- anticipated risks
- expected private sector response to take advantage of the effects of the project

The project briefs are collected and processed as inputs in the preparation of the Local Development Investment Program (LDIP).

g) New local legislation

Some sectoral policies and programs cannot fully be implemented by means of development projects alone. They may require enactment by the SP of regulatory measures or by the provision of certain incentives to attract private investments. The CDP devotes a section on these needed new legislations, specifying the title and content of the ordinances or resolutions.

2) The Local Development Investment Program

This sub-activity in Module IV provides opportunities for inter-sectoral integration. There are three streams of activities: preparing the final project list, financial analysis and projection, and matching the results to decide on the proper approach to fiscal programming and management. (See *Figure 2.4*)

Participants in the LDIP workshop are some members of the City Development Council, all department heads, and the expanded Local Finance Committee (with the addition

of the City Assessor, the Sangguniang Panlungsod Appropriations Committee Chair, and the City Accountant).

The LDIP procedural flow is described briefly below.

a) Preparing the Final Project List (Stream I)

The final list of projects to be implemented is lifted from the CLUP and CDP. However, opportunities are still open for additional project ideas particularly from the sectors of society that were not properly represented in various aspects and stages of the planning process. Projects are screened and evaluated on the basis of their potential contribution to the realization of the long-term goals and, in the case of land-based, land contingent projects, their consistency with the preferred spatial strategy or urban form. Cost estimates are then made for each project.

b) Financial Analysis and Projection (Stream II)

The financial performance of the LGU for the past several years is analyzed. Then, on the basis of past trends, the funds that are likely to become available from regular and recurrent sources are projected for each year of the programming period. The funds available for public investments are those funds not earmarked for personal services, office maintenance and operations, debt servicing, mandatory reserves and other statutory obligations.

c) Fiscal Management (Stream III)

The projected total funds available for investment is matched with the total funds required to implement the projects in the final list. If the funding requirements exceed the available funds, the LDC or the Sanggunian may adopt any or a combination of the following options:

i. Trim down the final list further until the cumulative total cost matches with the available funds.

ii. Retain the project list and program the augmentation of the projected funds by:

- Intensifying collection of revenue sources where the current collection efficiency is low, and/or;
- Tightening the belt on non-essential expenditures;
-
- Enacting new revenue measures such as utilizing the special levies on private property, e.g. idle lands tax, special benefit assessment, and the like, or

  taxing new subjects and activities within the prescribed powers of the LGU.

iii. Contract for loans and other forms of indebtedness as authorized in the Local Government Code.

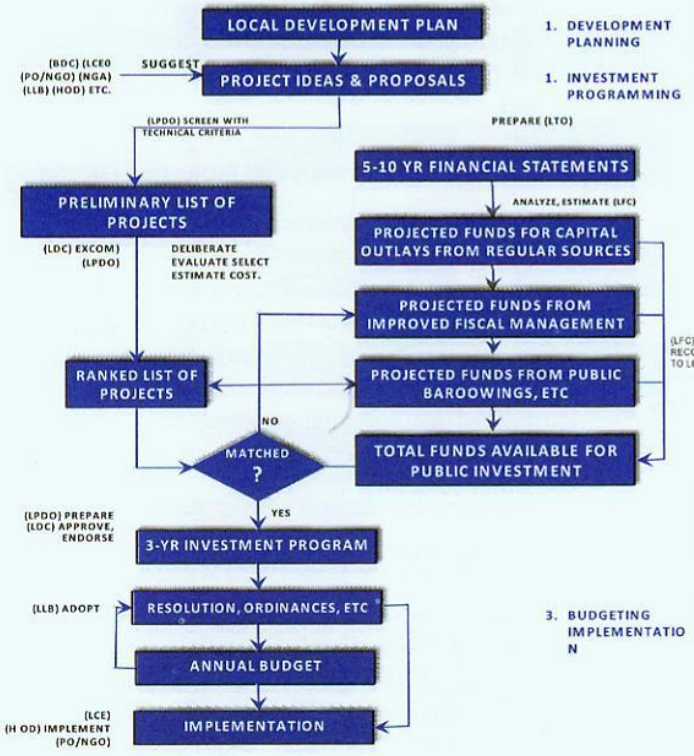


Fig. 2.4 LDIP Process and Development Planning-Investment Programming-Budgeting and Implementation Cycle

2.2 The CDP Process Adopted in Quezon City

This section focuses on the CDP process only. It describes the actual process followed in coming up with this volume. Although it represents a simplification in various sub-phases, the over-all methodological framework corresponds to Modules I, II and IV of the conventional process described in Section. 2.1 above.

2.2.1 Module I – Characterization and Analysis

This module was followed exactly as described in Section 2.1. It has resulted in the production of the "Socio-Ecological Profile of Quezon City", Volume I of the series of outputs. The five sectoral groups also generated development indicators which were compiled in the Local Development Indicators (LDI) Table. The LDI Table is a data organizer that facilitates situational analysis. The basic analytical tool is the Problem-Solution Matrix which consists of three steps: 1) creating new information by making sense of the data/indicators organized in the LDI Table, 2) extracting intelligence by finding explanations and implications of the observed condition, and 3) formulating policy interventions or options.

2.2.2 Module II – Goal Formulation

This module consisted of two activity groups: 1) revisiting or revising the existing vision statement; and,
2) determining the vision-reality gap.

1) Formulating the new vision statement

This involved two stages: a) getting a consensus on the desired role or roles of Quezon City in the wider regional context, and b) characterizing Quezon City as a desirable human habitat from the perspective of the five sectors – social, economic, environment, land use/infrastructure and institutional development.

a) Outward-looking component

In a plenary workshop which saw the top officials, no less than the Mayor and Vice Mayor, in attendance, several possible roles for the city were

identified. After a lengthy exchange the body agreed on three roles, based on perceptions of actual and potential advantages of the city, namely, (1) as the green lung of Metro Manila, (2) as the knowledge industry capital of the country, and (3) as health and wellness center in Asia. For each of these roles break up groups generated success indicators and brainstormed on their current levels of attainment.

b) Inward-looking components

The five sectoral groups were each assigned the task of generating not more than three descriptors with which to indicate the desired qualities of the city from the perspective of their respective sectors. These descriptors were then collected to form part of the revised vision statement. Further, each descriptor was translated into success indicators to make it easy to measure the current level of attainment and at any point in the future. (See Chapter 3.)

2) Determining the vision-reality gap

The success indicators were stated in the superlative degree so that when matched with the current development indicators as embodied in the LDI Table, the difference or gap can be easily determined. This perceived gap became the basis for formulating sectoral goals, objectives and targets.

2.2.3 Module IV – Preparation of the CDP and LDIP

This part describes the CDP preparation process only. The LDIP process is included in a separate volume.

This module continues on from Module I and Module II. Early on it was decided that Module IV would be undertaken ahead of Module III. The practical reason is that the next budget preparation period was drawing near and the participants wanted to have the next Annual Investment Plan (AIP) to be the product of a more rational process than is traditionally being followed.

The approach to producing the CDP is to have the five sectoral groups work on their own sectoral plans separately in parallel. This is necessary because each sector has a different set of data and applies analytical tools that differ from those of the others. Nonetheless, inter-sectoral consultations were held among the expanded sectoral committee members and more frequently at the level of the core TWGs.

The simplified CDP process consisted of two sets of activities, described briefly as follows:

1) Setting sectoral goals, objectives and targets

These were derived from either the results of the Problem-Solution Matrix performed in Module I or from the Vision-Reality Gap analysis performed as part of Module II. From the P-S Matrix, goals were formulated by simply transforming the identified policy options into the format of a goal statement, i.e., using the infinitive form of the verb ("To" + verb). From the V-R gap, goals were straightforward statements about what to do to close the gap. If the gap can be reasonably closed within the next programming and budgeting cycle then goal statements become objectives or targets. Otherwise, they remain general goals.

2) Transforming goals into actions or solutions

After elaborating on the goal, it is time to specify the means to achieve the goal. The actions or solutions are finally classified into any of the three implementable forms, namely:

a) *Programs and projects* which become inputs to the LDIP/AIP or forwarded for possible funding by the national government or by the private sector.

b) *Non-projects or services* which are taken into consideration in the allocation of the MOOE of specific departments or offices or else in crafting the institutional capacity building program.

c) *New legislations* which support the implementation of the plan through regulation of certain undesirable actions or encouragement of desirable ones. These are taken up by the SP to form part of their legislative agenda. QC

CHAPTER 3
DEVELOPMENT VISION AND SECTORAL GOALS OF QUEZON CITY

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 better-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 as:

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

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, 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 pleasant 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 infrastructures 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.

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 Metro 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 UP Diliman, Ateneo de Manila 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. They also provide refuge to various wildlife that maintains a normal level of biological diversity despite the constant threat of creeping urbanization.

Quezon City means to maintain this role in the metropolis in the long term. It shall see to it that it accounts for the largest share of greenery to total land area at any time, its well-tended parks are patronized by the metropolitan population, and that it keeps the lead in the number of green legislation enacted and implemented such as adopting a "green building" policy.

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.

When Quezon City is truly performing its role as the knowledge industry capital of the country, the following facilities, events and programs will become a regular fare in the city:

- Research institutes in various fields of knowledge established
- City-funded scholarship grants for post-graduate studies available for competition among qualified candidates nationwide
- Museums, art galleries, libraries and theaters for the performing arts put up by the city independently of the universities' own
- Regular arts and sciences events such as conferences and seminar-workshops held with personalities of international and national renown in attendance
- 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

3.1.3 Healthcare and Wellness Center in Asia

This is a new emerging role of Quezon City. Since the city adopted the healthcare and wellness industry as its signal product under the One-Town-One-Product (OTOP) program of DTI it has built up a critical mass of factor endowments to propel it towards becoming the premier hub of healthcare and wellness in Asia. 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, laboratories, 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. In the future, additional facilities and services will be seen in Quezon City such as:

- Hospitals that double as hotels or "hospitels"
- 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 city pound 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 anytime 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
- All households have access to affordable high quality medicines
- Fitness, sports and recreational facilities widely patronized

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
- Ideal teacher-student ratio met
- Training Centers, Research Institutes, established and well maintained
- 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 cell-inmate ratio met (1:20)
- Effective traffic management in place
- Effective disaster management in place
- 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
- All socially disadvantaged and vulnerable groups, individuals and families in crisis situations cared for and protected.
- 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

- Distressed families of overseas workers (OFW) given psycho-social help
- Standard social worker-client ratio achieved: (Center based 1:15, Community based 1:60)
- Social protection laws strictly enforced and implemented

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 when it exhibits the following characteristics:

- **QC is functioning as "Wellness Capital of Asia"** 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
- Holistic services for retirees, elderly and differently-abled
- Ready supply of affordable medicines

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

- 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.

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

- Locally produced products and services developed, promoted and distinctly branded as QC
- 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
- Adequate and readily available supply of basic commodities that are affordable to all

- Productive and properly regulated informal sector

3) **VIBRANT** : 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 globally competitive growth center

- Low cost of doing business
- Skilled and abundant human resources
- Well-linked growth areas
- Well-placed infrastructure support facilities
- Responsive government to business needs

- 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 pleasant 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 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)

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 wildlife
- Promoted popular/wide use of renewable energy
- Pedestrian-friendly thoroughfares
- The largest number of green legislations enacted and implemented

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

- 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

Of the three desired characteristics of the city's environment, that of being pleasant is the most generic. A clean and green environment is obviously a pleasant one.

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:

1) **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
- Walking and other non-motorized modes of mobility can be used safely
- Street furniture are properly installed
- Adequate parking areas, loading and unloading zones are provided
- Mass transit systems are in place
- ICT facilities are fully installed and functioning

2) **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

3) **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
- Competent and well-trained employees
- Adequate data base to support the plan
- Professional attitude and behavior of leaders
- Governance and leadership recognized here and abroad

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 branch 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 levels
- Information on plans, programs and activities are accessible (transparency)
- Venues for airing complaints or grievances are available. QC

CHAPTER 4
DEVELOPMENT CHALLENGES AND OPPORTUNITIES

This chapter summarizes the important issues and observed conditions that each sectoral group has identified from the analysis of various data sources, notably the socio-ecological profile, the LDI Table, and the annual reports prepared by the Belmonte Administration. These issues appear on their face value as problems and constraints to the development of Quezon City. However, such perceived problem situations can be turned around into opportunities for promoting the general welfare of the inhabitants. This poses the supreme challenge for the effective governance of the city.

In the first section selected cross-sectoral challenges are discussed. Development challenges specific to the sectors are presented in the second part of this chapter.

4.1 Selected Cross-Sectoral Development Challenges

4.1.1 High population growth rate

Quezon City is not only the most populous city in the metropolis but it has had a higher average growth rate than either Metro Manila or the country as a whole for the last 3 decades. This is attributed to the momentum of a large base population to start with, and to the continuous stream of movers and migrants. The presence of extensive open areas in the northern part of Quezon City has induced the suburban moves of former residents of the inner-core cities of the metropolis such as Manila, San Juan and Caloocan. Also, the presence of the top universities whose student population is recruited nationwide is another factor that contributes to the influx of migrants. Many of the students stay on after graduation to join the city's workforce and then become permanent residents.

A positive view is that a large and fast growing population can be regarded as an asset to the city in that it provides dynamism to the local economy by supplying the needed product and factor markets. A city's large university-based population also has the potential to create a critical mass of academics and professionals, artists and scientists who constitute the city's intellectual capital.

On the other hand, migration pours into the city a steady stream of the low-skilled unemployed who expect to find jobs but finding insufficient placements are largely dependent on social services and welfare programs.

4.1.2 High incidence of poverty

Although poverty alleviation programs have been given high priority by the current administration for the last 8 years, poverty incidence or the number of families below the poverty line remains high at 28%. Pro-poor social development programs such as those on basic health and nutrition, socialized housing, scholarships at all levels and livelihood assistance have had substantial share of the city's annual budget. But this is not nearly enough to bring down the poverty incidence to single-digit levels. This is due in part to the high in- migration rate discussed earlier. Also, local employment opportunities simply cannot cope with the growing demand for jobs.

4.1.3 Proliferation of slums and informal settlements

Given the vast area of vacant spaces and its easy proximity to the inner core of the metropolis, Quezon City has been the receiver of movers who had been displaced from Manila and other inner-core cities. The low-income families among these migrants built their shanties on any available lot, whether private or government owned. Others established their abode along rivers and creeks, road shoulders and traffic islands, under bridges, within utility easements and similar high-risk areas. This explains the proliferation of informal settlements resulting in unsatisfactory socio-spatial patterns of city growth. Another impact of proliferating informal settlements is the increasing informalization of the local economy. Continued occupation of hazardous areas increases vulnerability of some residents to disaster.

4.1.4 Leadership in green governance

True to its role as the green lung of the metropolis, Quezon City is taking the lead in green governance. Among other initiatives, Quezon City operates the first controlled dump with biogas harvesting. Quezon City has also consistently made a sustained effort to maintain the largest network of parks and open spaces resulting in a level of biodiversity and wildlife abundance that is not typical of an urban environment. Another plus factor is the increasing tertiarization of the economy resulting in the disappearance of old factories from the cityscape. Hence, the city can now experience cleaner air and surface waters. However, due to its very extensive networks of arterial roads which carry the biggest volumes of vehicular traffic, the pollution of the air from mobile sources continues to be a serious environmental challenge to the city.

4.1.5 Growing engagement of non-government sectors

The city boasts of a fully organized and functional planning structure which consists of the CDC proper, its special bodies, and its sectoral and functional committees. The Council conducts two regular meetings a year, as provided for in the Local Government Code and CDC's internal rules of procedure. It is in the area of non-government sector participation, however, that leaves more room for improvement. This is particularly so in a city that has the most number of organized civil society groups. There are over 800 NGOs and POs accredited and many more have yet to apply for accreditation. Some of these unaccredited ones are simply not interested while others are either unaware of the process or find the accreditation procedure too tedious.

Despite the growing clamor of many groups to participate however, only 50 sectoral representatives are formally elected to the regular membership of the CDC. This is to comply with the minimum NGO participation set by law. The challenge for the city government is how to create opportunities and expand the venues in which non-government sectors can be more directly and meaningfully involved in governance activities.

4.2 Sector-Specific Development Challenges

4.2.1 Social development challenges

1) Health

a) Increase in maternal mortality rate

Not all pregnant women undergo early pre-natal check-up. Some deliveries are still attended by "hilots".

Safe birth facilities for use by government midwives to attend to these deliveries including supply of blood during deliveries are at times inadequate. These factors result in high risk of not only maternal deaths but neo-natal and infant deaths as well.

b) Low Contraceptive Prevalence Rate (CPR)

The decrease in the number of family planning users may be attributed to lack of financial resources of couples. Other reasons are that preferred brands by some users are not available in the health centers. On the part of the city government resources to track or monitor users are not made available. This situation eventually leads to high birth rates.

c) Few mothers practice breastfeeding

A growing number of working mothers are unavailable to breastfeed their newborn babies. Some mothers are not motivated to breastfeed due to the absence of support groups at least within their reach. If the situation continues, infants are not assured of adequate nutrition, thus are prone to illnesses.

d) Tuberculosis among top 10 leading causes of mortality

The denial tendencies of family members with TB cases, inadequate medicines in health centers, risky lifestyle of the population and poor environment contribute to the spread of the disease. If unabated, this in effect will continue to be one of the top causes of death in the city.

e) High prevalence of malnutrition

The incidence of child malnutrition may be brought about by the following: inability of mothers to perform their feeding roles or bring their children to feeding centers. There is inadequate supply of food supplements or lack of a nutrition program in some barangays. Malnourished children are therefore prone to illnesses and in some cases are vulnerable to early deaths.

2) Education

a) *High drop-out rate in public high schools*

Some students leave school due to poverty, lack of interest, peer group pressure, teacher factor, lack of parental support and poor health. Others are prevented to continue schooling by incidences of teenage pregnancies. Drop-outs eventually increase the number of out-of-school youth who are likely to be involved in cases of child labor and petty crimes.

b) Classroom shortage

The shortage in the number of classrooms is more pronounced in District II than in District I. In District II, the classroom-student ratio of 1:60 in public elementary schools and 1:63 in high schools is below the standard of 1:50. Despite continuous provision of additional classrooms this effort of government could not cope with the increasing demand for more classrooms due to the rapid population growth rate. Needless to say, a crowded classroom is not exactly an atmosphere conducive to learning.

c) Poor achievement rate in public secondary schools

The poor academic performance of some students is due to lack of teaching aids/instruction materials, teacher quality and inadequate parental support. Doing paid work or doing household chores can also interfere with the studies and affect the academic performance of some students. Some high school students who are forced by circumstances to work and study at the same time will have low readiness for the next higher level of education.

d) Late entrance of children in Grade I

Many parents are not aware of the lowering of the age requirement for entering Grade I from 7 to 6 years old. Thus, there is low enrollment participation rate among the 6-year olds.

e) Limited number of Community Learning Centers (CLC's)

Inadequate budget for Alternative Learning Systems (ALS) prevents the establishment of more CLC's. Thus, not all out-of-school youths and adults are served. In areas or barangays where there are existing CLC's, the facilities and equipment are in poor physical condition.

3) Social Welfare

a) Low enrollment participation rate of pre-schoolers (3-5 years old)

Lack of awareness of some parents on the importance of Early Childhood Care and Development (ECCD), insufficiency in day care centers/pre-school facilities and shortage of teachers/day care workers are some of the causes of low pre-school enrollment rate. Also the Local SSDD is unable to monitor NGO-run day care centers to get a true picture of the status of schooling of those children who are being serviced by non-government sectors.

b) Low availment of social welfare program among solo parents

Solo parents are not well aware of their privileges under the Solo Parent Act and hence fail to avail of the services which they should enjoy.

c) Inadequate system of documenting incidences of abuse

There is no established data base for all incidences of abuse against children, youth, women, elderly, differently abled persons including those in the families of OFW's. Various welfare agencies therefore, have no firm basis for determining their target clientele.

d) Increasing clientele of Molave Youth Home (MYH)

There is marked increase in the number of cases of abandoned and/or neglected children as well as children in conflict with the law with no court cases who are being accepted and served at the MYH for care and protection.

e) No facility for abused Individuals

The city has only a drop-in center where clients are temporarily placed for purposes of processing cases for referral to established welfare institutions.

f) No program for early detection/intervention for gifted and differently-abled pre-schoolers

There is no budget allocation yet for these special children thus, this sector of the population is not being adequately cared for.

g) Increased number of clients in crises situation

Clients who lack adequate income to buy medicines, pay for transportation, funeral services and other needs are forced to seek assistance from the city government through the Social Services and Development Department (SSDD). To address all their needs would mean additional strain on city resources.

4) Housing

a) Lack of affordable housing

Due to high cost of land and construction materials, low affordability level of families and huge housing backlog, the city government is unable to provide adequate affordable housing units.

b) Rampant selling of rights

Beneficiaries of public housing projects are forced to sell their rights due to their inability to sustain monthly amortization for lack of resources, limited access to employment and basic services, and lack of proper orientation on the enforcement of policies. This encourages professional squatting thereby defeating the very purpose of the housing project. It also results in the speculative pricing of the housing unit sold.

c) Syndicates prey on Community Mortgage Program (CMP's) beneficiaries

Overlapping land titles and ignorance of the law on the part of potential beneficiaries make them easy prey to unscrupulous syndicates.

5) Protective Services

a) Increase in crime rate

This is brought about by large population, poverty incidence, and inadequacy in police force, facilities and equipment. High crime rates deter investors to come into the city.

b) Increased number of drug affected barangays

There is a weak inter-agency coordination and inadequate information and education campaign on the fight against drug abuse.

c) Congested City Jail

The existing City Jail has limited space to accommodate the growing number of inmates. The sub-human condition inside the jail affects the health of the prisoners and jeopardizes their chances of early rehabilitation and integration in the society.

d) Slow response capability of fire-fighting force

The inadequacy of fire sub-station facilities, fire trucks, fire fighting force, poor communication facilities and antiquated equipment are only some of the factors that affect response capability during fire incidences. If no interventions are put in place more damages to property and possible loss of life will be expected.

4.2.2 Economic Development Challenges

1) Labor and Employment

a) Lack of economic database

Much of the available economic data are outdated and unreliable. Worse, city level data are no longer available in the "Labor Force Survey" and "Family Income and Expenditure Survey" reports of the NSO (traditional sources of labor and employment and family income and expenditure data). Moreover the locally generated data are not processed into readily usable form. The business registration process in particular is unable to capture valuable information from businesses since applications for business permits are processed even if applicants supply incomplete information/documentation in application forms. The lack of database makes it difficult to get an accurate picture of the current business situation of the city and to identify target beneficiaries of interventions in local economic development planning.

b) Increasing unemployment rate

The increasing unemployment rate is brought about by the increasing labor force participation rate and continued in-migration. Most of the unemployed come from the unskilled, poorly-schooled and low income groups. Moreover, there is mismatch between available skills and the skills required for new and existing jobs. Skills are not relevant to the needs of present local and global market and the curriculum of most schools does not address the human resource requirements of the market. The high unemployment rate thereby contributes to the increase in poverty incidence.

c) Increasing number of displaced Overseas Filipino Workers (OFW's)

The returning displaced OFWs are those whose work contracts from abroad have not been renewed or have expired. They add to the country's army of job seekers.

2) Family Income and Expenditure

a) Great disparity in income distribution

The city has been tagged as the working man's residence whose major source of income is wages / salaries from government and private employment. Few are engaged in high-income entrepreneurial activities. These comprise mostly of Filipino-Chinese businessmen originally from the inner cities of Manila and Caloocan who have later moved to newer suburban residences in Quezon City. Consequently, the difference in the average income of the few high-income families and that of the many low income groups is much too big for comfort.

b) Unmaximized public enterprises

Public markets and slaughterhouses are fast losing customers due to the growing number of modern air-conditioned shopping malls. There is a need to evaluate the city's public markets and slaughterhouses to determine whether they continue to serve their purpose.

c) Big number of unregistered small-scale businesses (informal sector/underground economy)

The proliferation of illegal vendors and the operation of the underground economy provide unfair competition to registered business establishments. This lessens government income from business, not to mention its adverse effects on the environment. The city has not yet developed innovative/special approaches in monitoring, regulating and registering the informal sector of the economy.

3) Industry and Services

a) No significant increase in the number of business establishments

The growth of investments in businesses is generally sluggish. This may be due to the difficulty of getting permits or the lack of business incentives. This often results in failure of businesses to register or renew their permits.

b) Lack of major financial and business facilities

The city has no central business district that would attract big scale investments. At present, the city is dominated by small to medium scale establishments engaged mostly in the distribution of finished products and in the provision of basic personal services.

c) Opportunities for growth of the ICT and wellness industries not fully utilized

The city has been tagged as the ICT and Wellness Capital of the country due to availability of proper infrastructure and facilities (for ICT: for having the highest concentration of ICT Parks/buildings, for wellness: existence of modern tertiary and specialized hospitals, health clinics, fitness gyms, spas, etc.). However, these opportunities are not maximized due to the lack of skilled manpower and other programs/projects to boost development of these industries.

d) Limited assistance and incentives to prospective investors

There is no business service center that will respond to the needs of business investors and provide basic information on business-related undertakings.

e) Deteriorating areas with high economic potentials for growth

Various areas in the city with high potentials for growth such as the Balintawak area, Novaliches area,

including tourism/historical sites and landmarks are deteriorating and in need of urban regeneration schemes. .

f) Distance from entry points (airports & seaports)

The city's relative distance from the ports of entry such as the NAIA and the Manila South Harbor decreases the probability of tourists being able to visit the city, especially if they have very limited time to go around.

g) Limited programs on tourism

Programs and projects of the city on tourism promotion are limited and are mainly focused on cultural affairs. Greater attention and allocation of additional funds is necessary to improve the tourism industry in the city.

4.2.3 Environmental Management Challenges

1) Solid Waste

a) High solid waste generation

Quezon City is estimated to be producing solid waste equivalent to 0.66 kilo/person in a day. The high generation rate is attributed not only to the large population but also to the high concentration of commercial and industrial establishments, many of which are still unregistered and unregulated small-scale businesses. Vendors proliferating on sidewalks, marketplaces and street intersections contribute to the waste generation.

As more waste is produced, more is disposed at the Payatas Controlled Facility (PCF) thus threatening its premature closure. It strains collection efficiency resulting in dirty surroundings due to the uncollected volumes. Eventually, infestations from the uncollected heaps endanger the health of the community.

b) Big potential for waste reduction

A study showed that the waste generated in the city is 48% biodegradable, 39% recyclable and only 13% residual which is ideally the portion that should go to the disposal facility. The barangays have shown significant interest and will to undertake barangay-based reduction as mandated by the RA 9003 (Ecological Solid Waste Management Act of 2000). Waste reduction is a source of livelihood especially for the poor population. Once maximum reduction is achieved, less waste would go to the landfill thereby reducing the threat to the environment and the need to provide for more disposal facilities.

c) Impending closure of the Payatas Controlled Facility and absence of alternative disposal site

The PCF is nearing full capacity and has a pending closure order from DENR. The siting and development of another facility has been difficult due to high cost of land especially in QC and the refusal of communities to accept solid waste within their vicinity. Failure to reduce waste to a significant level and to develop a new disposal site will result in garbage crisis, deterioration of the environment and of public health. The premature closure of Payatas Controlled Facility will cause displacement of community members dependent on waste recycling and the PCF operation for livelihood.

d) Unmonitored disposal of toxic, hazardous and healthcare wastes

The disposal of toxic and hazardous waste from industries and healthcare wastes from hospitals, clinics, funeral parlors and the like is not properly monitored and documented. This is due to lack of will to strictly enforce environmental laws and confusion among certain government agencies regarding their appropriate roles. Continuous mixing of such type of dangerous wastes with ordinary wastes aggravates contamination of the land and water resources leading to spread of illnesses and diseases.

2) Air Quality

a) Pollution from vehicular emissions/ smoke belching

Seventy percent (70%) of air pollution is attributed to vehicular emissions. Running on the city streets are countless vehicles belching out smoke. Many of the vehicles are jeepneys, buses and cars using second-hand engines and fuels of low quality. They proliferate because of the relaxed government policy on the importation and registration of such

vehicles and the enforcement of anti-pollution laws is weak.

b) Unmonitored industrial emissions

Industrial emission is not properly monitored also because of weak implementation of laws and regulations. Some community members allege that there are instances when business permits are issued even without the required environmental compliance certificate. Like the transport vehicles, industries emit gases and particles that pollute the air and threaten public health.

3) Water Quality

a) Pollution of rivers and creeks

The rivers and creeks are biologically dead due to pollution mainly from untreated wastewater directly discharged to the said water bodies. The city lacks area-wide or centralized sewerage treatment facilities to process domestic wastewater. Some households, mostly informal settlers, do not have septic tanks for their night waste. In addition to the wastewater, garbage is still thrown to the waterways in some parts of the city. Heavy pollution not only exterminated aquatic life but also took away the aesthetic and recreational values of the rivers and creeks.

b) Loss of easements and narrowing of rivers and creeks

Rivers and creeks and the easements along them experience pressure from increasing population and development. Long stretches of easements and some segments of the rivers have been lost to encroachments by both informal and formal settlers alike. The effects are the drying up of certain portions of the creeks and flooding in compromised areas. It also deprives the community of the recreational use of the rivers and creeks.

c) Over-extraction of groundwater

Data obtained from the National Water Resources Board showed evidence of deterioration of the aquifer due to over-withdrawal. The excessive water withdrawal results in water supply depletion and pollution. The government has failed to control and closely monitor the extraction of groundwater in wide areas in Metro Manila including Quezon City.

4) Parks and Open Spaces

a) Lack/inadequacy of parks and open spaces

At present, 32 barangays do not have any park at all. The others may have their parks but these are inadequate for the needs of the community. The shortage of land for parks and open spaces is artificial in many instances. In some communities, areas allocated for parks and open spaces were encroached upon by informal and formal settlers while in others, the open spaces were fully utilized for schools, churches, housing, and other community facilities. As a result, residents do not have the space to satisfy certain recreational needs like play and leisure and hold socio-cultural interactions.

b) Conflicts between barangays and homeowners

In some barangays, conflict between the barangay officials and homeowners' associations over the control and management of the park prevents the appropriate development and optimum use of the park for public purposes. Either party has the possession and power to determine the park's use to the detriment of the other members of the community.

5) Biodiversity

a) Moderate biodiversity of parks and other open spaces

Large parks and open spaces like the La Mesa Watershed and the institutional grounds of UP and Ateneo de Manila are habitats to many species of trees, plants, birds, amphibians, reptiles, mammals and insects. Some of the tree and plant species in La Mesa Watershed are either exotic or endangered. The preservation of wildlife in these areas is made possible by the advocacy and involvement of some institutions.

Protecting and enriching the biodiversity of parks is important in enhancing the quality of the environment and providing for the recreational needs of the citizenry.

b) Lack of awareness on the biodiversity of the city and the importance of wildlife conservation

The lack of awareness of the citizenry stems from the lack of proper information and education campaign on the importance of maintaining biodiversity and of wildlife conservation. The danger in this situation is that an uninformed and unconcerned citizenry does not care whatever happens to the wildlife and their habitat.

c) Illegal logging and kaingin

The periphery of the La Mesa Reservoir is threatened by poachers.

4.2.4 Physical Development Challenges

1) Geography

The location of Quezon City relative to the inner core of Metro Manila has defined the pace and pattern of its physical development. The settlement of Quezon City has been largely associated with the suburbanization of Manila's population. In temporal-spatial terms development of Quezon City started in the southwest and south (District I and District IV) areas directly abutting on the City of Manila. Then development crept and spread towards the other parts (District II and District III) of the city following more or less the construction of metropolitan arterials consisting of major radial and circumferential roads. The radials tend to spread growth outwards while the circumferentials define the outer limits of suburban growth. The first is the function of Ortigas, Aurora, Quezon boulevards and Quirino Highway. The second function is performed by Araneta Ave. (C-3), EDSA (C-4) and C.P. Garcia highway (C-5). All of these major thoroughfares are national roads. From its inception up to quite recently the development of Quezon City has depended on the initiatives of the national government. The challenge for the future of Quezon City, as clearly seen and verbalized by Mayor Belmonte, is to engineer the shift of the metropolitan core to this city and extend the momentum of growth to metro fringe areas like San Jose del Monte in Bulacan, and Rodriguez, San Mateo and Antipolo City in Rizal. It is the prospect of Quezon City becoming a new metro core and taking within its sphere of influence the metro fringe areas to the north and east that gives profound justification for the proposed new CBD on the eastern half of the Great Quadrangle straddling the North Ave. and the East Ave. triangles.

2) Topography

a) Steep slopes

Parts of the city along the escarpment where steep slopes can be found traverse Barangays Payatas, Bagong Silangan near the Novaliches Reservoir, Old Balara, Pansol, Loyola Heights, Escopa, Blue Ridge and St. Ignatius. With slope ranging from 16% to 35% these areas are considered non-buildable because they form the uplifted part of geological faults. They can best serve as greenbelt zones. Unfortunately, certain sections of the escarpment are now heavily built up.

b) Soil load-bearing capacity

Construction of tall structures is generally possible in most parts of the city considering its soil type is that of the Novaliches Clay or adobe. This however presents an important constraint in construction due to increased excavation cost to be incurred in building foundations, tunnels and basements.

c) Drainage and flooding

Sitting on a plateau where the lowest elevation is at 4m above sea level, the city does not experience problems of tidal flooding. At worst, slow outflow or even backflow of drainage occurs in low lying outfall areas (parts of Talayan, Santol, La Loma) due to swollen water levels at waterways.

Flooding in some areas can be attributed to the absence of city-wide drainage master plan that would guide local land development projects such as estate and subdivision developments. A drainage master plan could aid in the lay-out, flow direction and size of culvert to use with due consideration for the present and projected in-flows to lower areas. The preparation of a city-wide drainage master plan should therefore be given priority attention by the City Government.

In many parts of the city where flooding is experienced there are no outfall rights-of-way

traversing properties in lower areas. Such absence may be due to undeveloped property located in the out-fall area or the failure to provide right-of-way when the property was subdivided.

Another cause of flooding is the small-sized culverts installed in old subdivisions which, through time, have become silted and clogged, thus are inadequate if not completely non-functional. Rehabilitation and improvement of these out-dated drainage systems should be addressed.

Debris-clogged and silted waterways and drainage systems still threaten to cause flooding in many areas of the city.

Being in an upstream location, the city should be concerned with protecting its waterways from improper dumping of garbage and liquid effluents which eventually flow downstream to neighboring cities like Manila, San Juan, Valenzuela and Caloocan and ultimately into Manila Bay. Measures are therefore called for to keep the city's waterways regularly cleared of debris and liquid effluents properly treated at source.

3) Climate

The climate of Quezon City, like that of Metro Manila, is characterized by two distinct seasons. The dry season covers the period from December to April during which there are only 4 rainy days a month. Temperature is higher and humidity lowest during this season. The wet season lasts from March to November with peak rainfall values in July and August during which there are 23 rainy days a month and humidity is highest. This climate pattern affects schools most as classes are often suspended during days of intense rainfall and typhoons.

4) Land Use Pattern

a) Proliferation of informal settlements

To accommodate the growing population residential developments both through the creation of new communities (subdivision projects) and densification of existing ones through construction of multi-dwelling structures like townhouses, apartments, condominiums are being pursued continuously. But with the cost of land being unaffordable to many, many are turning to establishing informal settlements which have led to the formation of urban sprawl, blighted environments and deterioration of basic services.

b) Conversion of residential areas to commercial function

Starting from a small act of putting up a store meant to augment family income, this practice has proliferated and created unplanned commercial zones. Consequently, existing facilities and utilities originally designed for a residential area have become insufficient. With narrow streets, for example, being used by large commercial vehicles traffic problems have worsened, on-street customer parking obstructs traffic flow and complaints from other residents are mounting.

c) Emergence of commercial nodes

Commercial land use started as linear ribbons along major thoroughfares serving residential areas. There was only one commercial node, then, Araneta Center in Cubao. Now several commercial nodes have developed : SM malls in North Triangle, Sta. Mesa, and Fairview, Trinoma on North Avenue, and mixed use nodes like Eastwood in Libis, and UP-Ayala Technohub on Commonwealth Avenue. This may be attributed to the increasing competitiveness of the city as an investment area and the presence of top-rated universities that can make available skilled human resources. The visible impact of this trend is the enhanced cityscape and improved circulation systems. On the other hand, the old commercial areas like the public markets are now getting blighted due to loss of customers.

d) Steady loss of industrial land use

The ban on industrial development and expansion in Metro Manila since 1983 and the establishment of several industrial parks to the north and south of the metropolis have led to the steady abandonment of the traditional industrial zones such as those in Novaliches and Ugong Norte in favor of the better planned and provisioned industrial estates. This has led to loss of industrial jobs and the former industrial workers find themselves unable to fill new jobs in the market for service sector skills like call center agents. What replaced the large

manufacturing plants are sporadic small scale, informal types of processing industries interspersed with residential land use. In terms of physical impact, the conversion of former industrial land to residential and commercial use has changed the landscape and over-all environmental quality of these areas.

e) Growing demand for institutional land

The rapid growth of population has led to increased demand for land for institutional use such as schools at all levels, health facilities of all types, churches, recreation and government services. In the face of this growing demand for institutional land, the large areas of national government institutional reserves, particularly the National Government Center (NGC) compound is being reduced due to conversion of 150 hectares into socialized housing site. Similarly, other institutional lands like the UP campus are encroached upon by large squatter communities. These intruded areas eventually become permanent settlements like Krus na Ligas and the BLISS sites in San Vicente and Sikatuna thus effectively diminishing the areas for institutional land use.

5) Service Utilities

a) Water supply

Domestic water supply is generally adequate. However, there are informal settlements that cannot avail of direct connections and residents resort to buying from enterprising suppliers or withdrawing from the groundwater.

b) Power Supply

Electric power supply comes from only one source – Meralco. Of total consumption, over 90% is accounted for by residential connections. Coverage of households is almost total but some connections are illegal and pose fire hazards to some communities.

6) Communication

a) Telephone services liberalized

Under a liberalized environment, five (5) private companies provide telephone services to the city. Two (2) companies offer cellular mobile phone services and three (3) firms provide paging systems. Telegraph and telex services are provided by one private and one government firm.

b) Mail and parcel delivery, money order, domestic and international express mails and PO box leasing services are provided by the QC Central Post Office, 10 post offices and nine (9) private postal stations.

c) Internet

Broadband services are available in many public institutions and private establishments. Internet service providers can be found in practically every nook and cranny of the city.

d) Radio and television

Quezon City is the home base of 11 local TV networks and six (6) cable television, seven (7) AM radio and four (4) FM radio stations.

e) Print media

All major newspapers and magazines of national circulation are available in even the remotest parts of the city.

7) Transportation

a) Road network

As of 2007 Quezon City had already exceeded the national standard for primary roads of 1.0 km./100 ha. and secondary roads of 2.0 km/100 ha. of land area. However, the newer parts of the city, District II and District III, are still below standard in the provision of primary roads. Nevertheless, these newer areas have already exceeded the national norm for secondary roads. This implies that the northern part of the city was developed sporadically, that areas were developed even without the benefit of primary access. As a result, the over-all road pattern exhibits a distinct contrast between the southern and northern parts of the city. The older southern part is conspicuous for its regular grid pattern of streets; the newer northern part exhibits irregular street layouts where incomplete loops, dead ends and disjointed subdivision roads predominate.

b) Transport modes

Quezon City is serviced by all types of land-based motor vehicles. In terms of vehicle volume, private vehicles predominate with 82%. Public utility (buses, jeepneys, taxis) comprise 14% and commercial vehicles contribute 4%. In addition, two (2) light rail

lines traverse the city; line 2 following the ROW of Aurora Blvd. and line 3 along EDSA.

In terms of passenger volume, public utility modes move as much as 70% while private vehicles carry only 30% of the passenger traffic. This clearly shows a big discrepancy in vehicle road occupancy. The two LRT lines also differ hugely in ridership with Line 3 carrying 800,000 passengers while Line 2 only 30,000 passengers daily.

Another challenge is the proper positioning of inter-modal split nodes. The provincial bus terminals located at the Araneta Center and along EDSA in the Cubao area are well chosen because they allow passengers to make easy transfer to other modes. It is the location of LRT stations that leaves much to be desired.

With very few exceptions, LRT stations seem to have been designed and located without regard for inter-modal transfer. Alighting passengers invariably walk great distances to get bus or jeepney connections. Jeepney and bus routes and even some street networks need to be redesigned to effect easier interlinkages with existing and future LRT stations.

Finally, the most common mode of local transport that services subdivisions and remote areas is the tricycle. The regulation of tricycles has been devolved to local governments. In Quezon City, there are over 24,000 tricycle units plying 149 service areas. Although tricycles are banned from using major roads some are seen plying certain major road sections. This is due to the fact that local road networks which they are allowed to use are often poorly articulated and cannot serve as alternative routes for tricycles.

c) Traffic gridlock

Traffic congestion is experienced in many intersections of major thoroughfares in Quezon City. This is due mainly to the sheer volume of vehicular traffic, especially private vehicles. Another cause of congestion is the big number of buses that are made redundant with increasing LRT patronage but which continue to ply the same routes as the LRT lines. Other minor causes include lack of discipline among public utility vehicle drivers and the riding public alike who violate every known traffic regulation. While infrastructure solutions are being put in place like road widening, elevated footbridges, traffic barriers and restraints, and signalized crossings, many of the causes of traffic gridlock can be addressed by simple observance of rules and regulations by all road users concerned.

4.2.5 Institutional Development Challenges

1) Organizational Management

a) More than 30% unfilled positions

Only key positions are filled up while more than 30% of the regular positions are still vacant due to the delayed action on personnel recruitment and promotion. This action is, however, in line with the city's program on rationalization of resources. This resulted in an optimized use of the city's funds for personnel services which is way below the 45% allowed by law. However, a feeling of demoralization is felt among some employees and this has made them seek greener pastures outside the city or in other countries.

Meanwhile, even with a lean bureaucracy the city still attains increased productivity courtesy of the competent and dedicated personnel.

b) High number of female personnel

The observed higher number of female personnel especially in the middle and lower management compares favorably with the national average. It shows that there are more women applicants who meet the hiring criteria. It also indicates women empowerment, particularly since the city has been a pioneer in the enactment of a Gender and Development (GAD) Code.

c) Absence of CODI

The non-creation of the Committee on Decorum and Investigation (CODI) which is part of the Civil Service Commission's Administrative Disciplinary Rules on Sexual Harassment Cases denies a prospective complainant a proper venue to air or ventilate cases related to sexual harassment.

e) No complete profile of personnel

Personnel development thru capability building trainings is among the many programs implemented by the current administration. However, some departments/offices fail to submit post-training reports to the Personnel Office. This can be traced back to the inefficient monitoring and tracking mechanism, weak implementation of, and also the lack of awareness on the Memorandum Circular on Submission of Report 30 days upon training completion. The lack of post-training reports results in inadequate basis for tracking and determining training needs. In addition, the city government is in need of a complete profile and skills assessment of personnel which can serve as basis for personnel merit/promotion/rewards. This complete personnel profile can be a component of a comprehensive human resource development program of the city.

e) Good leadership

Strong leadership is evident with the presence of various awards and recognition of the city and the chief executive. The improved governance innovations have been recognized by both local and foreign organizations giving the city a better image here and abroad.

f) Separate operating process flow

While the city takes pride in the able leadership of its Chief Executive there are still areas for improvement in the operating system in the city government.

It is observed that each office has its own separate operating process flow due to the absence of an LGU Manual of Operations which should contain an integrated systems and procedures and service standards of all operating units in the LGU. The fragmented procedures are open to graft and corruption and the clients have no clear guide where and how to transact their business more easily and efficiently.

2) Fiscal Management

a) Effective and efficient fiscal management

The city has been recognized for its effective and efficient fiscal management. This recognition was successfully earned by the city government thru the dynamic partnership of the city, the barangay and the city council. This was further boosted by the streamlining of the bureaucracy, the presence of a competent economic and financial team, the capacity building provided to LGU officials from city to barangay particularly on fiscal management, and by the enactment of the city's revenue code. Strong leadership is also one major factor that inspired the Team QC to sustain the gains and achieve collection targets. Improved collection can easily provide the means to improve delivery of public services, increases in employee benefits and to finance more development projects. The established viability of the city's finances has also reduced the need for funding from outside sources which gave the city a measure of competitive advantage.

b) Emphasis on revenue raising

In its early years in office, the current administration's emphasis on revenue raising and infrastructure development was triggered in part by the backlogs in services provision and revenue generation from the previous administrations. As a result, development plans and other international commitments such as the Millennium Development Goals (MDGs), the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and the International Covenant on Economic, Social, and Cultural Rights (ICESCR) were not immediately implemented. Too, the needs and concerns of such sectors as children and urban poor were not sufficiently addressed. This was manifested by the limited improvement in the quality of life of the constituents.

3) Local Legislation

This sub-sector would have to address challenges in terms of enacting and strengthening legislative measures that would contribute to the over-all development of the city.

a) Absence of investment code

With the city's Investment Code still pending adoption by the City Council, there is practically no guide to investment in the city or to allocation/prioritization of earnings from investments. With an investment code in place, the city can better identify areas of investments and attract investors.

b) Lack of public consultation on some proposed ordinance

There is seemingly a lack of public consultation on some proposed ordinances that involve or affect certain barangays. This is related to the problem of lack of transparency and failure to properly inform and consult with concerned barangay officials and representatives. In turn, the concerns of affected barangays may not be sufficiently addressed. The challenge now is to institute additional mechanisms to ensure participation of barangay representatives in the consultations; otherwise, it will be difficult for the city government to get the full support of the barangays for future legislative measures.

c) Slow passage of some ordinances

Some ordinances move through the legislative much faster than others. This can be traced to lack of lobby groups, the nature of proposed ordinances as well as political, social, economic and personnel-related factors. This leads to compromised public service delivery, prolonged conflicts, and delayed implementation of development programs.

d) Information Access to Local legislation

Access to information on local legislation is difficult because the legislative tracking system is not yet fully computerized. The on-going installation of computer-based systems was temporarily hampered by the recent fire incident. With the increasing trend in the use of Information Communication Technology (ICT) in government processes, the sector is challenged to facilitate data retrieval and to institute fully computerized systems for immediate public access to and adequate dissemination of local legislations.

4) People's Participation

a) Increased number of accredited NGO/PO

The city has substantial accomplishments in the area of people participation and indeed considers "participative governance" as one of its key principles. This principle is reflected in the increased number of accredited NGOs and POs and their active participation thru information drives, increased awareness of their role as partners in governance, and institutional intervention which resulted in effective coordination and in more partners in development. The challenge then would be to sustain and enhance information dissemination, institutional intervention and coordination between the government and civil society organizations in the city.

b) Active NGOs/POs in the CDC

There is now an active NGOs/POs participation in the City Development Council brought about by the increased awareness of their role as partners in governance. This active fusion makes for effective coordination and consultation relative to sectoral planning and programming.

c) Imbalance in sectoral representation to CDC

However, there is an observed imbalance in the pattern of sectoral representation to the CDC. For example, the urban poor have 10 representatives while other sectors are not represented. The failure of some organizations to collaborate with the city's initiatives deprives their clients like the out-of-school youth (OSY), the adults, and the children of the local government services they need.

d) Not all BDCs conduct barangay development planning

Another challenge is that not all barangay development councils (BDCs) conduct barangay development planning (BDP) with active NGO/PO participation due mainly to the inability or lack of technical know-how of some barangays to undertake BDP, conflict between barangays and NGOs/POs and also animosity among NGOs/POs themselves. The inadequacy of the barangay development councils vis-a-vis active NGO/PO participation spells unclear priorities for program implementation. QC

CHAPTER 5
VISION-REALITY GAPS

This chapter summarizes the differences between the desired end-state scenario as described in Chapter 3 and the current status of development of Quezon City as presented in Chapter 4. It also attempts to extract the causes and consequences of the identified gaps as a take off point for the exploration of appropriate policy options and intervention measures. *(See also Appendix 1).*

Consistent with the two components of the vision statement, namely, the outward-looking and the inward-looking, this chapter contains two parts: 1) Gaps between the desired roles of Quezon City and the current level of attainment of those desired roles, and 2) Gaps between the desired characteristics of the five development sectors and their current state as pictured in the Socio Ecological Profile (In separate volume) and the development challenges (Chapter 4).

The sectoral development plans that follow beginning with chapter 6 spell out the strategies and intervention measures intended to close these gaps.

5.1 The Desired Roles of Quezon City

As discussed in Chapter 3, there are three identified roles for Quezon City in its wider context, namely:

a) As the green lung of Metro Manila

b)As the knowledge industry capital of the Philippines

c) As health and wellness center in Asia

5.1.1 Gaps in the first role

That Quezon City is indeed the green lung of Metro Manila is already fully attained. No other LGU in the metropolis has as much open space as Quezon City does, both in absolute and relative terms. Can the city maintain its advantage over the long term? No doubt the city is poised to take up the challenge.

What seems to be the gap to be closed is the need to recover for the public benefit more linear open spaces which are illegally encroached upon. These include legal easements along rivers and creeks, road rights of way, and easements of utility lines like Meralco transmission lines and MWSS aqueducts.

Moreover, the continuing reduction of institutional open spaces such as those in military camps, university campuses and government hospitals which are included in the computation of the gross open space of Quezon City leads to the effective reduction in the over-all share of open space to total land area.

To be able to maintain the actual amount of open space and thus sustain its role as green lung of Metro Manila, more creative approaches to urban design and more responsive revisions of the existing zoning ordinance are clearly needed.

5.1.2 Gaps in the second role

With the presence within its territorial jurisdiction of top universities, university-based science research and technology incubation facilities, all national television and major radio networks, movie production, recording companies and related entertainment facilities, and the most number of IT parks and ecozones, Quezon City can already lay claim to the title of being the knowledge industry capital of the country.

But the title should not be based solely on the accident of geography. More than being a mere site for the above-cited institutions and facilities the city needs to establish strong linkages with them. On one hand, these institutions must show a sense of corporate citizenship by taking active part in various programs and activities and where necessary provide guidance in their host city's effective governance. On the other hand, the host city must learn to utilize these institutions as part of its intellectual capital. As host city, the local government, business, and society must be among the first to benefit from the use of innovative processes, new products and ideas

generated by these knowledge institutions. And as the knowledge industry capital Quezon City must be in the forefront of efforts to explore new ideas, adopt and disseminate modern tools and techniques, and promote the full flowering of the arts and sciences nationwide. These latter implications of the second desired role for Quezon City as enumerated in Chapter 3 are the gaps that are yet to be filled.

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5.1.3 Gaps in the third role

Quezon City is well on its way to becoming the health and wellness center in the country and even in Asia. This can be gleaned from the growing number of internationally renowned specialty hospitals, both government and privately owned. In addition, health and wellness services - diagnostic, dental and beauty clinics, rehabilitation centers, convalescent/nursing homes, health spas and fitness gyms - abound.

In as much as the target clientele include foreign tourists, additional support infrastructure such as hotels, hostels, hospitels and similar forms of accommodation of competitive quality and pricing are needed. At the moment these are still in short supply in Quezon City.

Also, an aggressive program of medical tourism needs to be crafted and vigorously promoted.

5.2 Vision-Reality Gaps in Desired Sectoral Characteristics

5.2.1 Gaps in the desired quality of the population

It is envisioned that Quezon City residents of the future are healthy, educated and secure.

1) On the state of health of the city residents – a number of input and outcome indicators are used to determine gaps or backlogs in the city's health care delivery system. Outcome indicators include overall mortality and morbidity rates, infant, child and maternal health and pre-school children's nutrition. Input indicators include ratio of health facilities, health care programs and health personnel to total population and available facilities for sports and recreation.

Mortality rate for all ages shows an increasing trend. The top two killers, Acute Myocardial Infarction and Bronchopneumonia reflect the polarity in the socio-economic status of the population. The first is the common affliction of the affluent and the second is the Grim Reaper of the poor.

Incidence of illness for all ages is likewise on the rise. The top five causes of morbidity are typically those that affect poor vulnerable groups: Upper Respiratory Tract Infection, Acute Gastroenteritis, Intestinal Parasitism, Bronchopneumonia, and Pulmonary Tuberculosis.

The state of health of pregnant women depends on the kind of pre- and post natal care they receive. In Quezon City, only nine out of 10 pregnant women receive early pre-natal check-up. As many as 14% of deliveries are attended by homegrown paramedics or "hilots". Over-all, maternal deaths in Quezon City outnumber those in Metro Manila for every 1,000 live births. This is deemed unsatisfactory for a city that prides itself in being a health and wellness center.

Infant mortality rate is higher in Quezon City than in Metro Manila. That of children under 5 years old, however, is lower in Quezon City than in the metropolis.

The nutritional status of pre-school children shows a gap of more than 5 out of 100 children who are moderately to severely malnourished. The rate for the city is higher than that for Metro Manila. The immediate cause of infant malnutrition is that only 23 out of 100 infants are breastfed up to 6 months compared to 72 in the entire metropolis. What makes the Quezon City mother so coy about breastfeeding?

In terms of input indicators like ratio of health centers to total population, the picture is not so bleak, except in very populous District II where the ratio 1:57,764 exceeds the national standard of 1:50,000. In the same district, there is an acute shortage of hospital beds. Whereas there should be one bed for every 2,000 inhabitants in District II, there is one for every 23,730 inhabitants. This imbalance implies that

sheer size and growth of the population in this area of the city can overwhelm government efforts and resources.

Another input indicator is the ratio of health personnel to total population. Government physician-population ratio is way above the national standard but there is a shortage of government dentists. Similarly the number of government nurses is adequate. There is however, an acute shortage of government midwives.

The desire to have universal health insurance coverage remains a dream for many Quezon City residents.

Finally, there appears to be no lack for sports and recreation facilities in Quezon City, both public and privately owned.

2) How educated is the Quezon City resident? A number of outcome, output and input indicators can be used to assess the current shortfalls to full attainment of this vision descriptor. Due to the fact that elementary and secondary education is not devolved to local governments only indicators relevant to LGUs are selected for analysis here.

Literacy rate. This is a catch-all indicator of the general educational attainment of the population. As of the 2000 national population census the literacy rate of Quezon City is 98.32%, slightly lower than that of Metro Manila which is 99.00%. The rate for males is slightly higher than that for females. That there are about two persons in every hundred, which translates to about 54,000 individuals citywide who are not able to read and write can be simply taken as an indication that Quezon City residents are not yet completely educated.

Classroom-student ratio. This is a very important indicator to the LGU because local governments participate in the provision of classrooms. In Quezon City the city government continues to construct elementary and secondary school classrooms. By 2007, only District II had shortage of classrooms. To satisfy the standard classroom-student ratio on a 2-shift basis of 1:50, an additional 262 elementary and 173 secondary school classrooms will have to be constructed in District II.

Enrollment participation rate. This indicator is the outcome of the willingness and ability of families to send their school-age children to school. To a lesser degree this indicator also reflects the quality of the existing educational services and facilities. As of SY 2007-2008 the EPR for elementary and secondary schools in Quezon City were recorded at 80.65% and 73.61%, respectively. This means about one out of five, elementary-age children and one out of four high school-age youth who ought to be in school are not able to go to school. This also partly explains the existence of the non-literate population.

Probably a more disturbing indicator is the enrollment participation rate among pre-school age children. In SY 2007-2008 only less than one-third (31.87%) of all pre-schoolers were enrolled in the 251 day care centers, public and private. An overwhelming majority of young children are being deprived of organized instruction and upbringing in their formative years.

Cohort survival rate. This indicator shows how well students are able to stay in school from the first year to the last year of a particular school level. In SY 2007-2008 only 80.37% of elementary pupils who enrolled in Grade I six years earlier finished Grade VI. At the secondary level 79.27% of those who entered first year finished fourth year. In short, one in every five enrollees in elementary and high school levels is not able to complete that particular school level.

Academic performance indicator. Despite the gaps described above, Quezon City schools performed relatively well compared to other LGUs in Metro Manila. As shown by the mean score in five major academic subjects, Quezon city ranked No. 1 in the elementary level and No. 9 in the secondary level in SY 2007-2008.

Promotion of culture and the arts. This input indicator elevates the concept of the "educated" citizen from that of merely functionally literate to one who is "cultured". But the cultured individual is almost impossible to determine with any degree of certainty. Hence, only the availability of media and opportunities for cultural advancement of the citizens such as museums, art galleries, heritage sites and cultural programs of which Quezon City is richly

endowed will suffice as indicator of how "educated" Quezon City residents can be presumed to be.

Scholarships galore. The city, as well as individual councilors, supports thousands of scholars at the baccalaureate degree level. However, it has yet to offer graduate and post graduate scholarships.

3) How secure do QC residents feel in their persons and in their property?

The feeling of security by individuals and communities is the net effect of factors that tend to strengthen their capacities to cope with, and factors that reduce their vulnerability to natural and human-made disasters. At the individual level the most important factors that contribute to security are health, education, food and nutrition, adequate shelter, sufficient income and access to clean safe drinking water and sanitation facilities. At the level of communities, the critical factors include services to ensure peace and order, disaster risk reduction, and to provide care and protection for vulnerable groups.

Adequate shelter. An adequate shelter is one that provides protection to the occupants from the harsh climatic conditions such as: extremes in ambient temperatures, rain, typhoons, floods, and the like. Ideally, every person, family or household must be accommodated in one dwelling unit. The occupants of each dwelling unit must enjoy secure tenure to be free from the threat of eviction.

As of 2008, housing backlog was estimated at 66,000 units consisting of doubled up and displaced households. This represents about 15% of all households in the city. Add to this, about 12,000 new units needed every year due to formation of new households.

Sufficient income. In a society where practically everything that one needs has to be purchased in the market, having sufficient income is a critical factor to one's well-being and security. Sufficient income is technically defined as an income level above the poverty threshold computed for the particular region.

As of 2000, some 28.44% of all households had incomes lower than the poverty threshold for Metro Manila.

Access to safe drinking water and sanitary toilets. As of 2007, not all households (98%) in Quezon City had proper sanitation facilities. This is unsatisfactory for a city with claims to modernity and boasts of world class health care facilities.

Police-population ratio. This is a very common indicator of the potential status of peace and order in any community. As of 2007, there was one police personnel for every 973 inhabitants. This is a case of under-provision considering the national standard ratio of 1:500. The shortage has resulted in rampant commission of crimes against property. Worse, the jailguard-inmate ratio stood at 1:97 as against the standard ratio of 1:7. Crime solution efficiency is also decreasing.

Firemen-population ratio. Against the standard ratio of 1:2,000, that in Quezon City in 2007 was a low 1:6,131. This implies that each fireman has to treble his effort to effectively protect his share of the population.

Geohazards. Despite the relatively high elevation of Quezon City, a total of 78 areas are identified as prone to flash floods. These areas straddle 35 barangays located in District I and District II. Another geological hazard that threatens the city is that of ground shaking. This can be triggered by the valley fault system traversing several barangays and high-end residential subdivisions in District II and District III. Disaster risk reduction measures are needed in these areas.

Human-made hazards. A total of 95 areas in 40 barangays are considered fire hazard prone areas. Majority of these fire prone areas are located in District II, particularly in barangays Commonwealth and Batasan Hills where the highest concentrations of informal settlements are found. Community-level disaster management plans are needed in the short term. Proper land use planning and zoning will provide a long term solution.

Services for the vulnerable groups. The city thru its Social Services Development Department provides services to vulnerable groups to ensure their feeling of security. These groups include:

- Children in need of special protection – physically abused and neglected, those in child labor, unregistered, and youth offenders.
- Other vulnerable groups – victims of violence against women, victims of drug abuse, persons with disabilities, and older persons.

City services include 3 reformatory institutions supplemented by 46 registered non-government organizations providing welfare services in the city. The Office of the Senior Citizens Affairs provides programs for the welfare of residents above 60 years of age.

A final note on the desired quality of the city's population: The backlogs and shortfalls identified in this section are due in large part to the huge and rapidly growing population of Quezon City. The huge population of 2.7 million (2007) with an average growth rate that consistently topped those of Metro Manila and the Philippines for the last three decades, represents a heavy strain on the city's resources. And yet there is very little that the city can do to limit the size and growth of its population. For one, family planning services can be intensified but this addresses only the factor of natural fertility. The factor of migration is more problematical for as long as there are perceived opportunities for living and working in Quezon City, migrants from all over the country will continue to flock to the city.

One positive trend is the slowing down of the suburbanization component of in-migration due to two factors: 1) the vacant lands of Quezon City are close to being completely filled and 2) inner cities of the metropolis are now undertaking their own redevelopment schemes and are becoming attractive enough for potential out-migrants to opt to stay. If this trend of weakening suburban moves continues, then Quezon City will have to contend with a smaller stream of migrants from other parts of the country. This, coupled with a more vigorous promotion of family planning programs will be able to moderate population growth of Quezon City in the long term.

5.2.2 Gaps in the desired character of the local economy

Quezon City residents desire to have a diverse, strong and vibrant economy as the foundation for prosperity and sustainable growth for all.

Diverse economy. The conventional indicator of a diverse economy is one in which the three sectors (Agriculture, Industry and Services) are present and contribute to total output. In other words, a wide variety of goods and services are bought and sold, made, distributed and consumed by and in Quezon City. `The current reality however is that Agriculture is all but gone. Large scale manufacturing is also fading from the scene. What remains of the Industry sector are small-scale manufacturing, construction and water utilities. Services, on the other hand, especially retailing represented by the giant malls, is rapidly expanding. Diversity of Quezon City's economy therefore is determined by the mix of activities within the tertiary, and to a lesser extent, secondary sectors. The obvious implication of the existing structure of the local economy is that Quezon City is completely dependent on food imports due to loss of agriculture. If the primary sector cannot be revived, at the very least there is a need to increase the share of manufacturing to process, if not produce more food to ensure food security.

Strong economy. The strength of Quezon City's economy lies in consumption activities. Majority of the city's population are workers in the national government bureaucracy who represent a huge consumer market. Necessarily, the dominant economic activity is Community and Personal Services, exemplified by government services. Of late, the consumption driven economy is boosted by retail trading with the mushrooming of giant shopping malls and mixed use development schemes. Personal Services led by the entertainment industry and now the ICT has further added muscle to the local economy. What seems to be the gap is that apart from the entertainment industry, there are no significant exports of Quezon City.

Vibrant economy. With growing new in-bound investments, minimal business closures, presence of business-incubator institutions, and a thriving informal sector, Quezon city's economy is nothing but vibrant. The big gap, as far as this descriptor is concerned however, lies in the absence of a central business district that will organize and consolidate the city's growing economic strength.

5.2.3 Gaps in the desired quality of the natural environment

A clean, green and pleasant environment makes for healthy local residents and is attractive to visitors. The challenges or gaps between the desired quality and the current state of the city's environment are already extensively discussed in chapter 4. These gaps are summarized below:

1) Clean environment. This can be experienced through proper management of wastes, high quality of ambient air and surface and groundwater.

a) On solid waste, Quezon City generates a large volume daily. Although the volume can be reduced to as low as 13% more than 60% of total volume generated still ends up in the disposal site. This means that volume reduction is not yet a widespread practice among QC residents. This results in heavy pressure on the Payatas Controlled Facility which has a pending closure order. Where to locate a new disposal site remains a problem for the city. Also, there is no effective system to monitor the disposal of toxic and hazardous wastes. Hence, it is not known for certain whether these special wastes are not being dumped along with ordinary domestic wastes.

On ambient air quality, two monitoring stations on EDSA register values that exceed the national standard for total suspended particulates (TSP) of 90 micrograms per cubic meter. Only the station at Katipunan Avenue registers slightly lower values. Heavy motor vehicle traffic is the main cause of air pollution in the city.

Ground and surface water quality: Due to over-withdrawal, groundwater in some parts of the city is getting depleted. Saltwater intrusion also renders groundwater unfit for human consumption. Rivers and creeks have water qualities found to be carrying two to four times the maximum standard of 7 micrograms per liter of biological oxygen demand (BOD). This is due to indiscriminate dumping of solid waste and direct discharge of domestic sewage and industrial effluents.

2) Green environment. Quezon City easily makes the grade in as far as the macro indicators like percent share of open space to total land area are concerned. However, at the micro scale a total of 32 out of 140 barangays do not have any park at all. Also, the proposed conversion of some institutional greens to built environment in connection with redevelopment schemes threatens to reduce the share of open space in the future.

3) Pleasant environment. The moderate level of biodiversity in both flora and fauna contributes to the over-all pleasantness of the city's environment. This is threatened, however, by reported cases of poaching of wildlife and their habitat in the La Mesa Watershed.

5.2.4 Gaps in the desired character of the built environment

The vision of a well-linked, balanced and attractive landscape for Quezon City is relatively easy to achieve. This is due in large measure to the initial investments in the city's physical development by the national government during the early years of its existence as the national capital city. Given its original physical framework, future development of the city merely takes the form of additions, modifications and improvement on the basic structure especially in smaller sections or micro space of the city.

Well-linked pertains to efficient movement of people and goods to and from outside as well as through all parts of the city.

External links are already in place in all directions except for the northwest end of C-5 which is under negotiation or construction.

Internal circulation is well articulated in the older parts of the city (District I and District IV). However,

the series of subdivision roads, all developed separately and independently in the newer parts (District III and District II) are not properly connected and linked into a rational municipal level circulation system.

Balanced urban form refers to a land use pattern that reflects the desirable combination of the built and unbuilt environment.

Open space. Quezon City enjoys the biggest share of open land to total land area. However, the big open land mainly consists of vacant lands, not functional open space. The latter accounts for less than 20% of total city land area. When the remaining vacant lands which stood at 25% in 2008 are finally built over, the balance will undoubtedly be upset if no drastic measures to retain or recover more open space are put in place.

Primacy of residential land use. Although residential use takes a huge slice of 36%, many residents still find themselves landless or unable to afford decent dwellings in safe areas. Informal settlements still proliferate in the face of continuous subdivision developments, multi-storey constructions and reconstructions in many parts of the city.

Steady loss of industrial land. On the downside, this trend has led to loss of industrial jobs. On the positive end, the old industrial sites are giving way to mixed use development projects that offer a greater mix of employment opportunities.

Emergence of commercial nodes is rapidly changing the cityscape and circulation systems. However, public markets and older commercial areas are also experiencing blight due to loss of customers.

Growing demand for institutional land on account of fast population growth. Institutional reserves are however diminishing due to conversion mostly to residential use to accommodate the hordes of informal settlers.

The ideal of an attractive cityscape is already achieved through the existing urban form defined by the series of arterial roads (radials and circumferentials). The design of micro areas however, needs to be looked into. Currently, planning and design of small areas are being pursued independently by private developers, resulting in hodgepodge patchwork without reference to an overall theme or concept.

5.2.5 Gaps in desired qualities of local governance

From the vision of dynamic, sound and participative governance, a few gaps can be identified as follows.

Under the leadership of Mayor Belmonte who is now on his last 3-year term, governance in the city has undergone various improvements and innovations. These earned for the city numerous awards and recognitions nationally and internationally. Nevertheless, assessed against the three desired qualities, a number of shortfalls in the current reality were observed in the areas of organization and management, fiscal management, legislation and people participation.

1) Organizational Management

a) Under the program to rationalize the size of the city's bureaucracy and thus achieve operational efficiency the city has maintained a level of expenditures on personal services that is way below the legal limit of 45%. This resulted in a 30% vacancy in regular positions. To cope with the exigencies of the services, over loading and assigning multiple tasks among those who are there are often resorted to. Consequently, not a few employees are getting demoralized because they feel they are being over-loaded.

b) The city has yet to draft a comprehensive human resource development program, based on a complete assessment of personnel training needs. This effort is hampered by weak monitoring of individual performance and the failure by some offices or departments to make post training reports.

c) There is no formal venue to ventilate cases related to sexual harassment in the absence of a Committee on Decorum and Investigation (CODI) as directed by the Civil Service Commission.

d) In the absence of a Manual of Operations for the entire city bureaucracy individual offices have had to device their own process flow. This often leads to confusion among the transacting public.

2) Fiscal Management

a) This is the brightest feather in the cap of the Belmonte Administration. Its improved revenue from intensified collection has been unequaled by any other city in the country. But due to enormous backlogs inherited from previous administrations, the bulk of expenditures has been that of filling the gaps especially in basic infrastructures. Consequently, programs on social development including those covered by international commitments did not receive as much priority as they would have deserved.

3) Local Legislation

a) There are at least two major undertakings that the legislative council needs to give immediate attention to. One is the city's investment code which has been pending adoption. With an investment code in place the city would be better able to attract potential investors in identified preferred areas especially in the face of growing competition from other cities. The other is speeding up the completion of the computerized legislative tracking system. Given the enormous volume of legislative output for the last 60 years it is extremely difficult to retrieve needed information without the aid of computers. With a fully computerized tracking system citizens can have easy access to the workings of their elected representatives. It also facilitates dissemination of information on completed legislation as well as soliciting people's contributions to on-going debates and discussions on pending issues.

4) People's Participation

Quezon City prides itself in being home to the most number of civil society organizations. These could form the base of participation by the various constituencies in different aspects of local governance. In the area of development planning, the formal venues of participation namely, membership in the City Development Council and in its sectoral committees are already in place and functional. The gaps identified pertain to representation of NGOs/POs in the CDC and the non-participation of NGOs/POs in barangay development planning.

a) Unbalanced representation of NGOs/POs is observed in the CDC. In terms of members, out of the more than 800 accredited NGOs/POs only 50 can be accommodated as members of the CDC in plenary. The non-members who are in the majority are looking for opportunities to participate as well. In terms of sectoral representation, there is over-representation of the urban poor and under-or no representation of other vulnerable sectors.

b) Non-participation of NGOs/POs in some barangay development planning can be traced to lack of knowhow on the part of some barangay officials to conduct participatory barangay development planning. Other reasons include the antagonistic attitude between NGOs/POs and barangay officials, and the animosities between and among some NGOs/POs themselves. QC

CHAPTER 6
SOCIAL DEVELOPMENT PLAN

This sectoral development plan revolves around the overall objective of realizing the three-fold desired characteristic of Quezon City residents: healthy, educated and secure. These desired outcomes are consistent with, or pursuant to the relevant portions of the General Welfare Goals as embodied in Section 16 of the Local Government Code, namely, 1) preservation and enrichment of culture, 2) promotion of health and safety, 3) maintenance of peace and order, and 4) promotion of social justice.

The following policies and intervention measures are a menu of solutions to sectoral issues identified in Chapter 4 and/or to fill the vision-reality gaps that surfaced in Chapter 5 above.

6.0 GOALS, STRATEGIES AND POLICY INTERVENTIONS

6.1. Goal 1 : To ensure a healthy citizenry in Quezon City

Strategy 1 : Sustain high quality health services; promote public health and sports consciousness to reduce morbidity and mortality

Policy Interventions:

Projects

- Upgrading of six (6) Super Health Center Services into Basic Emergency Obstetrics and Newborn Care (BEmONC) and one Super Health Center (Batasan) into a Comprehensive Emergency Obstetrics and Newborn Care (CEmONC)
- Establishment of mobile clinics in unreached areas
- Establishment of maternal and infant health home visiting program in every barangay health center within the territorial jurisdiction of Quezon City pursuant to SP-1145, S-2002.
- Establishment of breastfeeding center
- Private sector sponsorship of talented athletes
- Incentive package for sports trainers
- Integrated Sports Development Program

Services

- Essential Health Care Package for Mothers and their Unborn (Maternal Health Care Program)
  - Antenatal registration
  - Tetanus toxoid immunization
  - Micronutrient supplementation
  - Treatment of diseases and other conditions
  - Early detection and management of complications of pregnancy
  - Clean and safe delivery
  - Support to breastfeeding
  - Family planning counseling
  - STD/HIV/AIDS prevention and management
  - Oral Care
  - Laboratory services (blood typing, urinalysis)
  - Hgb, Hct, ultrasound
- Essential Health Care Package for the Newborns, Infants, and Children (Child Health Care Program)
  - Newborn resuscitation
  - Newborn routine eye prophylaxis
  - Prevention and management of hypothermia of the newborn
  - Newborn screening
  - Immediate and exclusive breastfeeding
  - Complementary feeding at six months
  - Birth registration facilitating
  - Birth weight and growth monitoring
  - Full immunization
  - Micronutrient supplementation and use of fortified foods (Nutrition program)
  - Supplemental Feeding, Rehabilitation, health and nutrition package and deworming
  - Oral care
  - Developmental milestone screening
  - Psychosocial stimulation
  - Nutritional screening and counseling
  - Disability detection
  - Integrated management of common childhood illness
  - Counseling on injury prevention and use of safe toys
  - Implementation of laws and policies for the protection of newborns, infants and children

- Full implementation of:
  - Rooming-In and Breastfeeding Act
  - Executive Order 286 for the Bright Child Program
  - Newborn Screening Act of 2004

- Essential Health Care Package for Adolescents and Youth
- Management of illness
- Injury and violence prevention
- Counseling on substance abuse
- Nutrition and diet counseling
- Mental health
- Adolescents reproductive health (fertility awareness, family planning, responsible sexual behavior and management of reproductive tract infections)
- Oral care
- Healthy lifestyle advocacy
- Strict enforcement of laws banning cigarette smoking

- Essential Health Care Package for Adult Males and Females
- Healthy lifestyle advocacy
- Management of illness
- Counseling on substance abuse
- Nutrition and diet counseling
- Mental health
- Reproductive health (family planning, responsible sexual behavior and management of reproductive tract infections)
- Oral care
- Screening and management of lifestyle related and other degenerative diseases
- Intensify the implementation of policies and laws that promote and protect health and improve the quality of life of adult Filipinos

- Essential Health Care Package for Older persons
- Management of illness
- Counseling on substance abuse
- Nutrition and diet counseling
- Mental Health
- Oral care
- Healthy lifestyle advocacy
- Screening and management of chronic debilitating infectious diseases

- Disease Prevention and Control
- Dengue Prevention and Control
- Tuberculosis Prevention and Control
- Rabies Prevention (Human and Animal)
- STD-HIV-AIDS Prevention and Control
- Cancer Prevention

- Environmental sanitation program
- Healthy lifestyle program
- Health education and awareness program
- Meat inspection and animal disease control
- Issuance of sanitary permits to food establishments
- Inspection of processing of packed foods
- Blood letting activities
- Laboratory services (urinalysis, CBC, stool exam, purified protein derivative)
- Dental health program
- Full implementation and monitoring of Executive Order No. 15 also known as the Milk Code
- Household inspection of sanitary toilet facilities
- Household inspections of safe water supply closure/chlorination of public wells
- Patubig Project to facilitate assistance to individual households for water connection
- Issuance of sanitary permits to water refilling stations; monthly bacteriological testing of water
- Sanitation (personal hygiene/handwashing)
- Monitoring of food and drug inspectors
- Implementation of SP-1626, S-2005, An Ordinance granting free hospitalization, medical attendance and laboratory services at the QC General Hospital or Novaliches District Hospital to all accredited members of the QC Government Retired Employees Association Incorporated
- Quezon City Sports Development Program
- Quezon City Batang Olympics
- Camp Pag-ibig (sports activities for special children)

Legislations

- Proposed Ordinance to appropriate funds to support a policy of free hospitalization and medicines and consultation plus rehabilitation and surgery (cleft palate) at QC General Hospital and Novaliches District Hospital
- Proposed ordinance requiring all hospitals, medical clinics and the like, operating in QC to post a copy of Republic Act No. 8344, otherwise known as "An act penalizing the refusal of hospitals and medical clinics to administer appropriate initial medical treatment and support in emergency or serious cases amending for the purpose Batas Pambansa Bilang 702, otherwise known as an "Act prohibiting the demand of deposits or advance payments for the confinement or treatment of patients in hospitals and medical clinics in certain cases"
- Proposed amendment to SP-1198, S-2002, An Ordinance granting hospitalization privileges to all Quezon City Government officials and employees and appropriating the amount of ten million pesos (Php 10,000,000.00) to be taken from the Executive Budget of the non-office fund of the Mayor's office
- Proposed ordinance establishing a "seal of approval" system for public and private health facilities to indicate that a certain level of standard for competency has been achieved which would ultimately influence consumer behavior in patronizing the facility
- Proposed ordinance to observe full breastfeeding and no selling of infant milk formula in groceries except drugstores; prescriptions only
- Creation of a Barangay Nutrition Action Committee in every barangay to implement Nutrition Program of the city
- Enactment of an Ordinance for Compliance to Pharmacy Law RA 6675 or Generics Act of 1988
- Proposed ordinance on establishment of Milk Banks in every barangay
- Proposed ordinance banning infant formula in lying-ins and other health facilities
- Proposed ordinance requiring registration or licensing of street food vendors in designated vending sites
- Proposed ordinance Creating Breastfeeding Station for QC Hall Employees
- Enactment of ordinance on strict monitoring of excavation and siphoning works for septic tanks
- Enactment of ordinance to extend water services in unserved areas and offer tax incentives to private sector to finance water and sanitation projects
- Government subsidy targeting the poor to have water and sanitation projects
- Proposed ordinance banning the selling of junk foods in school canteens
- Review ordinance on "Asin Law"
- Proposed ordinance establishing breastfeeding support groups in each barangay

Strategy 2 : Provide and improve health and sports infrastructure

Policy Interventions :

Projects

- Expansion of existing 53 health centers to include lying-in facilities
- Establishment of teen health quarters in Districts I, II, III
- Creation of a wellness clinic at the legislative wing at 2nd floor QC Hall
- Construction of 4 additional health centers in District II
- Establishment of new public cemetery and/or Crematorium/Columbarium at Bagbag Cemetery
- Installation of permanent sanitary toilet facilities in areas with security of land tenure and temporary facilities in communities without secure tenure
- Establishment of Water Analysis Facility
- Establishment of *botika ng barangay* in all QC barangays
- Development of community sports facilities
- Development of Amoranto Sports Complex

Services

- Health infrastructure development program
- Hospital improvement
- Health center development

- Public cemetery development and improvement

Legislations

- Proposed ordinance allowing the use of existing barangay multi-purpose hall as Mortuary Chapel and establishment thereof in the absence of such facility.
- Proposed ordinance creating a Nephrology Department and establishment of a Dialysis Center at the Quezon City General Hospital

Strategy 3 : Enhance health personnel and software capability

Policy Interventions :

Projects

- Capability Building (Training of midwives on active management 3rd stage of labor; Intravenous insertion, episiotomy and repair)
- Capacity Building (Staff development; Education and training; Improvement of systems and procedures)

Services

- Monitoring of four (4) *botika ng barangays* once a month by one government pharmacist
- Implementation of SP-1215, S-2002, or an ordinance providing for the creation of a Quezon City Blood Donation Council for the promotion of a voluntary blood donation program within the city

Legislations

- Proposed ordinance appropriating funds for the full operation of the Local Health Board
- Proposed ordinance requiring "Hilots" or untrained birth attendants to be registered and establishing a tracking system
- Hiring of additional 35 dentists and 333 midwives and 140 nurses as Barangay Service Providers (BSPs)

Strategy 4 : Manage population growth

Policy Interventions :

Projects

- Data Banking (CBMS)
- Capability building (Training manpower on Internal Bilateral Tubal Ligation through PRISM)

Services

- Implement Ordinance SP-1829, S-2008: An Ordinance Establishing a Quezon City Population and Reproductive Health Management Policy
- Family planning program (Provision of natural, artificial and permanent methods of contraception, pre-marital counseling and responsible parenthood)
- Local Market Model (Coordination of data and services from workplaces to public sector providers and private midwives)
- Activate the Quezon City Population Welfare and Development Council per City Ordinance No. SP.1340, S-2003

Legislations

- Formulation of IRR on City Ordinance SP-1803 S-2007, an ordinance adopting the logistics policy guidelines formulated by the Technical Working Group organized by the Quezon City Health Department pursuant to DOH Administrative Order No. 158, focusing on Contraceptive Self Reliance (CSR)
- Formulation of IRR on SP-1830 S-2008, an ordinance establishing a Population Information and Monitoring Center (PIMC) in all barangays in Quezon City

6.2. Goal 2 : To attain an educated citizenry

Strategy 1 : Achieve 100% literacy

Policy Interventions :

Projects

- Family Mapping
- Expansion of pre-school education in public elementary schools
- Distance Learning/Open University at Quezon City Polytechnic University
- Special education for adult with special needs
- Quarterly publication of QC newsletter (as reading materials for barangay residents for information/ awareness purposes)

Services

- Literacy Information Dissemination Campaign
  - Barangay Literacy Forum
  - Literacy Advocacy and Social Mobilization
- Zero dropout rate in elementary and secondary schools
  - Student Tracking System
  - Revitalized Guidance Program
  - Health, feeding, and nutrition program
  - Teacher Induction Program/Parental Effectiveness Seminar
  - Adopt-an-Academic Child Program
  - Dropout Reduction Program
  - *Balik Aral* for Out-of-School-Youth
  - Education for all (EFA)

- Assistance to indigent families
  - Feeding Program
  - One textbook for every student
  - Scholarships
  - Livelihood Assistance
  - Training Program for out of school youth
  - Summer job for students
  - Small income generating activity/ capital assistance
  - SB Nego Tech

- Alternative Learning System (ALS)
  - Basic literacy program
  - Accreditation and Equivalency Test
  - *Balik Paaralan* for Out-of-School Adults
  - Orientation and training
  - Functional literacy training testing
  - Awarding of certificate equivalent to a HS diploma
  - Home Study Program

- Early enrollment/registration
  - House to house campaign
  - Announcements through public service, tv and radio programs/posters, flyers on enrolment
  - Coordination with the barangay
  - No collection policy, No uniform-Revised Guidelines Governing PTSA PTCAs
  - Educational Contracting System/Educational Voucher System
  - *Oplan Balik Eskwela*
  - Basic Madrasah Education/SPED
  - Functionality of BCPCs Distance learning

- Library and information services

Legislation

- Proposed Resolution of the QC Literacy Coordinating Council for the organization of literacy learning groups at the barangay level

Strategy 2 : Produce the best quality educational outcomes in basic education

Policy Interventions :

Projects

- Adopt a school program for private sector
- *Libreng Gamit Pang-eskwela*
- *Serbisyong Bus sa Mag-aaral*
- GOs, NGOs and volunteer groups collaboration
- Implementation of Refined Basic Education Curriculum
- Development of instructional materials in the mother language and use it in the teaching/ learning process ESEP
- Hiring of additional teachers in District II for both elementary and high schools

- Provision of monetary compensation/incentives/ awards to teachers
- National Competency-Based Teacher Standards-Teacher Strengths and Needs Assessment
- Certificate and Diploma Program for Non-Major Teachers
- Local and international trainings Program/Scholarship for Teachers
- Provision of adequate textbooks and other instructional materials

Services

- Implementation of DepEd order No. 25, S-2007, SReA for all Grade 1 entrants
- Sponsorships (in kind)/Scholarship grants for students
- *Brigada Eskwela*/School Maintenance Week
- Holding of daily classroom instructions with adherence to school class programs
- Guidance and career-pathing
- Orientation-Seminars for students and parents
- Conduct regular monitoring of Early Childhood Education (ECE) elementary, secondary and ALS classes
- Analysis of results and remediation's based on needs
- Class-teacher monitoring and supervision program
- Evaluation of the effectiveness of the teaching methods used
- Conduct of School Readiness Assessment for Grade 1, National Diagnostic Test, National Achievement Test, National Career Assessment Examination, Regional Assessment Test, Division Diagnostic Test, Division Achievement Test
- Competency-based student assessment
- Adherence to the required teacher-student contact time
- Adoption of standardized testing
- Implement ICT-enabled classroom instruction use of enriched curriculum materials/methods
- Use of mother tongue as language of instruction in prep school to Grade III
- Implementation of RA 7880, Fair and Equitable Allocation of Budgets for Schools
- Implementation of the following:
  - DepEd Order No. 62, S-2004 (Adoption of double shift policy in public schools)
  - Roxas Law/National Building Code for Schools
  - DepEd Order No. 19, S-1994 (Classroom Standards)
- Allocation of teachers in the elementary schools at the ratio of 1 teacher to 40 enrolled pupils
- Allocation of teachers in the HS at the ratio of 5 teachers to 3 classes composed of 40 enrollees per class
- Pre-service and In-Service Training of Teachers
  - On the job training/practice teaching
  - Summer institute/NSET in-service training
- Requests/recommendations from the university for on-the-job-training
  - Observed demo teaching
  - Training for kinder teachers on the prescribed curriculum
- Purchase of textbooks

Legislations (To be lobbied before the national Legislature)

- Institutionalization of preschool in the Basic Education
- Governance of Public and Private Pre-school Bills
- Open High School Bill
- Additional MOOE for special and pilot schools LGU partnership to improve the utilization of SEF
- Rationalization of MOOE Allocation to schools (National)
- Revision of RA 4670 Magna Carta for Teachers, to include non-teaching staff of the Department of Education (DepEd)
- Bill providing additional allowance to public school teachers

Strategy 3 : Raise the level of cultural awareness, arts and sciences promotion and encourage the pursuit of higher education

Policy Interventions :

Projects

- Community Awareness and Promotion Program
- QC Culture and History Project (book series, coffee table book, barangay history and community museum)
- Visitors Guide
- Annual inter-barangay/school cultural competition
- Search for Mutya ng QC
- Unique Cultural and Historical Festival
- Kite-making and competition project
- Adopt-a-Historical Site program
- Tour of Artists Homes
- Balikbayan Program for foreign-based Filipino Artists
- 5-year Information and Communication Technology Education (ICTE) program
- Scholarship grant for post-graduate studies
- Integration of research and development at QCPU
- Establishment of an Education Loan Fund per Ordinance No. SP 885, S-2000

Services

- Cultural & Historical Events Celebration
- QC Santacruzan
- Band Engagement Appearances
- Heroes' Death and Birth Celebration
- *Timpalak Bigkasan* and *Balagtasan* in Schools
- Dance and singing competitions in schools and barangay
- On-the-spot painting and essay writing in schools
- Seminar workshop on photography
- Art exhibits
- Cultural concerts in shopping malls
- Inter-barangay parol-making competition
- Acting Workshop
- Sister-city tie-up (local and international levels)
- Quezon City Performing Arts
- Scholarship and Youth Development Program
- Baccalaureate and vocational/technical courses at QCPU

Legislations

- Proposed legislation on the creation of Arts & Culture Council
- Review, amendment and approval of the proposed Heritage Ordinance to include the provision of incentive schemes to acquire collections from the private sector and identify, preserve, protect and develop heritage structures
- Proposed legislation for the barangays to identify, restore, preserve and maintain historical sites within their area of jurisdiction
- Proposed legislation for the institutionalization of the QC Performing Arts
- Proposed legislation for the establishment of venues for performing arts at the city level for big events and encouraging all barangays and other institutions to likewise create venues for small cultural events
- Proposed ordinance for renaming streets/public spaces after QC National Artists and luminaries
- Proposed legislation to utilize portion of Special Education Fund (SEF) to establish the Education Loan Fund to grant scholarships for tertiary and graduate studies

Strategy 4 : Improve educational and cultural infrastructure

Policy Interventions :

Projects

- Establishment of literacy/resource centers in all barangays
- Construction of 194 new classrooms in 31 elementary schools and 221 classrooms in 18 high schools
- Land acquisition for 5 elementary schools and 5 high schools in District II
- Installation of markers in historically significant sites
- Improvement of QC Performing Arts Studio at Amoranto Stadium
- Development of Museum and Services at Quezon Memorial Circle

- Development of Shrines/Historical Sites and Interpretation Centers

Services

- Conduct assessment/inventory of physical condition of schools
- Provision of additional classrooms and other support school facilities
- Improvement of existing school facilities including school grounds
- Acquisition of land for school building expansion, permanent school sites and establishment of new schools

6.3. Goal 3 : To accord citizens a feeling of security

Strategy 1 : Effectively curb crime incidences

Policy Interventions :

Projects

- Installation of CCTVs in critical/crime prone areas
- Street Lighting
- Communication and mobility program
- Computerization program
- Upgrade facilities and equipment of police stations
- Hiring of additional 2,485 qualified police personnel
- Hiring of 295 additional jail officers

Services

- Police Visibility
- Beat Patrol System
- Deployment of police personnel on 24/7 in thickly populated and critical areas including commercial/financial districts
- *Oplan Bakal* and *Oplan Sita*
- Operation Night Watch
- Rigodon Patrol "Serena" Bulabog
- Police-Community dialogues /Ugnayan sa Barangay
- Enhancement and improvement of skills and techniques of investigating and policing
- Human Resource Development for Quezon City Police Department
- Capability Building (education & training, study grants and seminars) for police personnel
- Drug Abuse Prevention and Rehabilitation (Preventive education, information dissemination and training, anti-drug campaign, illegal drug awareness and prevention seminars, intake and referrals, after-care and follow-up)
- Treatment and rehabilitation services at "TAHANAN"
- Community outreach and volunteer services
- Law enforcement, intelligence and surveillance, monitoring of cases
- Force multipliers/Collaboration of police or BPSOs and security agencies

Legislations

- Proposed ordinance for the provision of financial assistance to all barangays to cover miscellaneous expenses in handling criminal cases such as medical check-ups, drug test, filing fees, board and lodging for victims of violence, transportation to home destination, mental and drug rehabilitation expenses

Strategy 2 : Provide protection from fire and other disasters

Policy Interventions :

Projects

- Provision of fire trucks by cluster of barangays
- Quick response in fire incidences by the Quezon City Fire Department
- Hiring of 903 additional firemen
- Provision of a one radio frequency for all barangays

Services

- Fire prevention and control
- Fire safety seminars and drills
- Information education campaign on fire prevention and hazards of disaster
- Fire Prevention Month observance
- Organization of barangay fire brigade including volunteer fire brigades
- Regular fire safety inspection in residential, commercial and industrial zone

- Human Resource Development Program/Capability Building of the Quezon City Fire Department
- Strengthen QCDCC and BDCC operation group services (transportation, rescue operation, health and sanitation, police/fire group, relief, evacuation and rehabilitation groups)

Legislations

- Appropriation of funds by barangays to purchase their own fire truck
- Organization of disaster action team at work places, institutions, business establishments and the like.

Strategy 3 : Provide social justice and protection and safety nets to the vulnerable members of the population regardless of age and gender

Policy Interventions

Projects

- City wide "Operation Birth Right"
- Hiring of 68 additional day care workers
- Replication of MICRO GEO-NET(processing center for rescued street children)
- Drop-In Center for rescued youth clients
- Sports development for PWDs
- Provision of assistive device for PWDs
- Forum and symposium on the rights of PWD's
- Replication of 4 Ps (Programang Pantawid Pampamilyang Pilipino) or Cash Conditional Transfer Program
- Hiring of 30 additional social workers

Services

Child Welfare Program

- Capability building for barangay secretaries in birth registration
- Birth registration in selected barangays
- Day Care Services (cognitive skills development, values formation, physical development, daycare parents participation, supplemental feeding, parents effectiveness service, child minding center for toddlers)
- Training of day care workers on early childhood care and development (ECCD)
- Early detection and intervention for children with disabilities
- Adoption of GMA-prescribed curriculum for day care centers
- Collaboration/coordination with barangay nutrition and social services committees
- Supervised neighborhood play sessions for children and training of volunteers
- Protective services for children in need of special protection (rescue, counseling, referrals, after care and follow-up)
- Educational assistance
- Livelihood assistance
- Life skills training
- Empowerment and Re-affirmation of Paternal Abilities (ERPAT)
- Diversion/ Intervention Program
- Orientation on CRC, RA 7610 (Child Abuse law) and RA 9344 or Juvenile Justice Welfare Act

Youth Welfare Program

- Organization of youth groups
- Capability building (leadership training; self awareness, volunteerism, team building, life skills training)
- Preventive education on drug abuse
- Summer Camp
- Educational assistance
- Integrated skills and job placement for out-of-school youths
- Livelihood assistance
- Residential Care Center Services at Molave Youth Home (homelife, medical/dental/psychological, educational training, character building program, aftercare and follow-up)
- Diversion/Intervention for Youth offenders
- Organizing and strengthening of Barangay Council for the Protection of Children (BCPC)

Disabled Welfare Program

- Information dissemination and sessions on disability
- Preventive measures through referral to health centers for availment of anti-polio and other anti-viral vaccines
- Organization of PWDs
- Mainstreaming of disabled children to school and community

- Issuance of PWDs ID cards, purchase and commodity booklets
- Assistance for physical restoration
- Full implementation of SP No. 41, S-2003, Establishment of Disabled Persons Affairs Office (DPAO)
- Capability building (livelihood opportunities; leadership training)
- Educational assistance to children with disabilities
- Referral services and collaboration
- Enforcement of Batas Pambansa Blg. 344 or Accessibility Law

Women Welfare Program

- Capability building (Modular sessions on self and social enhancement, maternal and child care, ERPAT, skills development)
- Protective services to Women in Especially Difficult Circumstances (WEDC) (Rescue, temporary shelter, referral, after care and follow up, organization of women group, advocacy)
- Orientation on city ordinances and national laws on women
- Organization of support groups for victims of violence against women and children (VAWC)
- Skills training and livelihood assistance (capital assistance)
- Link organized women groups to NGOs and GOs providing women welfare services

Elderly Welfare Program

- Elderly volunteer services (caregiving services to sick and frail elders, tutorial services in public schools and streetchildren, assist in organizing elderly groups, etc)
- Capability building
- Protective custody (self and social enhancement and community based gerontology/caregiving, wellness program, urban gardening, therapy sessions, information exchange through print and electronic media)
- Protective services (Temporary shelter, referral, counseling, after care and follow-up, facilitate medical services)
- Essential health package for older persons (QCHD)
- Issuance of senior citizens ID cards, purchase/commodity and free movie booklets
- Coordination with establishments on the implementation of the 20% discounts
- Attend to various complaints and violations of establishments

Welfare and Relief/Residential Rehabilitation Program

- Financial assistance (medical, transportation and burial assistance)
- Emergency disaster and relief (food assistance, temporary shelter/evacuation center, counseling, stress debriefing and referrals)
- Food for Work
- Organization and development of volunteers (*Samahang Bantay Kalamidad*) integrating ERPAT
- Conduct of training on disaster mitigation and preparedness
- Reactivation of the Disaster Coordinating Council
- Reception and Action Center Services (temporary shelter, homelife, skills training, educational services and referrals)

Family Welfare

- Orientation on RA 8972 (Solo Parent Act)
- Issuance of solo parent ID cards
- Assistance to and services for Solo Parents (livelihood, self-employment, employment-related benefits, psycho-social services, educational assistance, health and housing services)
- Session for families of OFWs (Roles in family preservation and financial management)
- Psychosocial services for families of OFWs
- Parent Effectiveness Services (PES)
- Conduct of orientation on social protection laws
- ERPAT
- Family casework and referral services
- Marriage counseling services
- Provision of health insurance to poor families (Philhealth Para Masa)
- Manpower skills training
- Productivity Skills Capability Building
- Small income generating assistance (capital assistance)

- Job placement
- Micro-financing schemes
- Cooperative development
- Entrepreneurship training

Legislations

- Review and amendment of the QC Child and Youth Welfare Law (Ordinance No. SP-572, S-97) to integrate new laws on children
- Review of the ECCD Act particularly the implementation of the revised assessment tool and users' manual for ECCD centers and service providers
- Full implementation of RA 7610 (Child Abuse Law) particularly in filing of charges against parents allowing their children to be in the streets
- Review and amendment of City Ordinance No. SP-1685, S-2006 prohibiting sale of the substance known as "rugby" on retail in all sari-sari or convenient stores within the city to prevent substance abuse
- Review and amendment of RA 9344 (Juvenile Justice Welfare Act) to determine effectiveness of its implementation
- Legislation on the establishment of Healing/ Women Crisis Center
- Passage of an ordinance institutionalizing the Senior Citizen Volunteer Work Program
- Proposed ordinance for the provision of Geriatric Ward at QCGH and NDH
- Proposed ordinance creating the Livelihood Development Council to oversee livelihood projects of various agencies
- Proposed ordinance for Philhealth coverage for all

Strategy 4: Ensure effective implementation of traffic rules and other laws

Policy Interventions :

Projects

- Establishment of an impounding area for apprehended vehicles
- Production of video presentation and pamphlets on Road Safety Education
- Installation of traffic signage (directional, informative & warning signs) in places where needed
- Painting of lane markings and pedestrian cross walks

Services

- Deployment of traffic enforcers in strategic roads/streets, schools and establishments
- Deputization of police and barangay officials and BPSOs as traffic enforcers
- Task Force Safe Boulevard
- Issuance of permits and clearances on truck ban exemption, transport terminals, diggings and excavations
- Traffic direction and control `
- Apprehension of traffic violators and collection of fines and penalties
- Investigation of traffic vehicular accidents
- Capability building (trainings and seminars for traffic enforcers, transport groups, NGO's and students)

Strategy 5 : Provide decent and affordable housing in hazard free location

Policy Interventions :

Projects

- Construction of Medium Rise Buildings (MRBs) for mass housing
- Private Sector Housing Program
- New near-city Community Housing Development
- Resettlement Sites Development (in-city and off-city relocation)
- Tie-up projects with Gawad Kalinga and Habitat For Humanity and other NGO's and private-initiated housing projects

Services

- Informal Settlers Prevention and Resettlement
- *Balik Probinsya* Program
- Food assistance to families affected by relocation
- Financial and trucking assistance
- Community Mortgage Program (Land negotiation and acquisition, beneficiary selection)
- Direct Sale Program (Identification of government lots for on-site upgrading, awarding and titling)

- Urban poor data profiling (census survey, structural mapping and preparation of socio-economic profile)

- Access to basic services for CMP and Direct Sale Program beneficiaries (water, electricity, roads)
- Upscaling of urban poor communities (site development) to include sewerage facilities, efficient and adequate solid waste disposal system
- Inventory of potential socialized housing sites
- Enforcement of Ordinance No. SP-1774, S-2007 adopting a uniform 3-meter easement along riverbanks, creeks, streams and *esteros.*
- Monitor compliance of R.A. 7279, Sec. 18 on Balanced Socialized Housing

Legislations

- Allocation of social housing budget to finance land acquisition for housing (on-site and off-site), road right-of-way, rip-rapping and development of same
- Operationalization of the Local Housing Board (IRR)
- Ensuring implementation of the provision of Sec. 28, Item 8 of RA 7279 providing financial assistance, in the absence of relocation to families affected by ejectment
- Creation of a barangay task force for the protection of open spaces in compliance with Ordinance No. SP-914, S-2000 and providing mechanism for full mobilization of barangays from encroachment of illegal settlers
- Creation of a special body to ensure control and prevention of the proliferation of nefarious activities of professional informal settlers and syndicates
- Institution of expropriation proceedings (whenever appropriate) for the acquisition of lands subject of ejectment against illegitimate urban poor families thereon
- Passage of an ordinance to declare properties acquired thru auctions as socialized housing sites and dispose of the same to bonafide and actual occupants

Strategy 6 : Improve protective and social welfare infrastructures

Policy Interventions :

Projects

- Expansion of Drug Abuse Rehabilitation Center (TAHANAN)
- Establishment of new City Jail
- Repair and improvement of police and fire stations
- Drainage improvement
- Riverbank/creekside improvement
- *Sagip Batis*
- Land acquisition/construction of 23 fire stations
- Construction of 68 additional day care centers
- Halfway home for children in need of special protection
- Drop-in center for rescued youth clients
- Community-based therapeutic rehabilitation center for PWDs
- Healing/crisis center for women
- Home for elderly & hospice
- Establishment of night minding center

CHAPTER 7
ECONOMIC DEVELOPMENT PLAN

The mandates of local governments regarding economic development as embodied in the General Welfare Goals of the Local Government Code are : to enhance economic prosperity and to promote full employment (Sec. 16, RA 7160). These goals are inter-related and mutually reinforcing. Pursuing economic growth guarantees employment for everyone who is willing and able to work. Conversely, with everybody gainfully employed and able to consume the things he/she needs, over-all prosperity is the inevitable result.

The kind of local economy that is able to realize this twin mandate is one that is diverse, strong, and vibrant. Each of these descriptors is translated into success indicators as presented in chapter 3 above.

In this chapter the three desired characteristics of the local economy are used as complex goals around which strategies, programs, projects and other intervention measures revolve.

7.0 GOALS, STRATEGIES, AND POLICY INTERVENTIONS

7.1 Goal 1: To bring about a diverse economy that provides wide employment and income opportunities, increases investments and uplifts the standard of living of the city residents.

Strategy 1: Develop further the health and wellness industry

Policy Interventions :
Programs/Projects

- Development of an Integrated Medical Tourism
- Conduct of regular health & science conferences/seminars, summits, business forums
- Assessment/study of existing medical facilities and human resources
- Identification, development and marketing of QC medical tourism products
- Human capital development: Training on the various medical services
- Provision of one health card system
- Provision of ready supply of affordable medicines
- Putting up of Hospitels, Inns, Spas, Clinics and other facilities for the health and wellness industry

Services

- Medical Tourism Promotion as QC's OTOP
- Improvement and upgrading of city's health facilities to attain ISO standards

Legislations

- Law on promotion of health and wellness products
- Law to lengthen QC scholars' years of local service prior to getting work abroad to minimize brain drain

Strategy 2: Establish the city as ICT capital, i.e., as user and producer of software

Policy Interventions:
Programs/Projects

- Establishment of e-commerce (e.g. in business registration)
- Exploration of QC as wi-fi enabled area
- Networking of information services among barangays with the city government
- Institutionalization of IT Training Center

Services

- Study on existing ICT facilities , services and human resources
- Encouragement of use of English language in elementary and high school
- Strengthened linkages with ICT businesses, government and training schools
- Provision of secure environment for BPO workers (installation of streetlights and footbridges, police visibility)

Legislation

- Legislation on the privacy of cyberspace users

Strategy 3: Develop city's entertainment industry

Policy Interventions :
Programs/Projects

- Putting up of convention center and 5-star hotel
- Putting up of sports complex

- Upgrading of Amoranto Sports Complex
- Banawe Development Project (welcome arches, bilingual signages, lamp posts, building façade)

Services

- Promotion of sports, Chinese events, celebrations, etc.

Legislation

- Ordinance to preserve areas with distinct character

Strategy 4: Promote education for growth of business and tourism

Interventions :

Programs/Projects

- Student Exchange Program
- Encouragement of the development of boarding houses & lodging facilities for students

Services

- Strengthened linkage with private schools, academe

Strategy 5: Promote QC as tourist destination and increase tourist arrivals

Policy Interventions:

Programs/Projects

- Encouragement of formation of associations in the travel industry
- Training of local tourism personnel on foreign languages and tourism services
- Museum Development
- Development of hotels, convention centers
- Provision of infrastructure support facilities (footbridges, sidewalk)
- Development of a modern grand central station/ bus terminals

Services

- Development/maintenance of historical sites/landmarks of hotel, convention center
- Promotion and instilling of historical heritage (e.g. celebration of fiestas, sagalas, etc.)
- Improvement of sister-city tie ups both in the local and international levels
- IEC to service providers and QC residents on instilling awareness and appreciation on value of tourism
- Conduct of cultural exhibits, competitions
- Coordination with different agencies (DOT, DTI, etc.)
- Accreditation on operation of tourism-oriented facilities for database

Legislation:

- Ordinance for the institutionalization of the QC Tourism Council

Strategy 6: Encourage development of smart (*customized, assembly type*) and clean (*using innovative/improved technology*) industries and support growth of local products and services

Policy Interventions:

Programs/Projects

- Product development and technology enhancement
- Identification and development of products and services with distinct identity as QC
- Provision of incentives
- Industry/product/services seminars/workshops
- Trade fairs/exhibits

Services

- Cooperative development

Legislation

- Ordinance on product branding consistent with the law on intellectual property rights
- Ordinance declaring Quezon City as Cooperative Capital of the Philippines

Strategy 7: Regulate operation of the informal sector

Policy Interventions:

Programs/Projects

- Provision of livelihood options for displaced vendors
- Linkage with private sector in the maintenance of sidewalks

Services

- Registration of informal sector in the barangay thru WIS Desk
- Issuance of temporary permit (with minimal requirements) for small IS businesses to encourage legalization

- Strict enforcement of Market Code
- Seminars to IS for proper vending operations

Legislation

- Ordinance on clearing of roads, sidewalks and designation of vending sites including imposition of fines / penalties on buyers/patrons

7.2 Goal 2 : To develop a strong economic environment that will ensure sustained growth

Strategy 1: Upgrade level of employability of the labor force and raise standard of living of QC families

Policy Interventions:

Programs/Projects

- Identification of skills requirements of industries / services
- Linkage/Tie ups with private sector, schools, business for provision of employment opportunities
- Development of IT/Science and Technology Centers
- Provision of mobile training centers

Services

- Skills inventory updates
- Training on skills enhancement, livelihood, vocational (*SB Negotech*), OJT, apprenticeship
- Labor market information
- Career guidance and counselling
- Job fairs
- Micro finance
- Retooling assistance for returning OFWs and displaced workers
- Small Income Generating Activities (SIGA)
- Scholarship to deserving students
- Employment referral/assistance
- Food assistance to elementary school children
- Mainstreaming of entrepreneurship (e.g. practical / vocational arts) in educational system
- Government internship
- Special Program for Employment of Students (SPES)
- Cooperative education and development

Legislation

- Hiring of local residents (priority be given to city's constituents)

Strategy 2: Broaden tax base (to increase income from business activities)

Policy Interventions :

Programs/Projects

- Simplification of business processing (One-Stop-Shop)
- Improvement of business database
- GIS-based Information Management System (on business, real property, etc.)

Legislation

- Revision of CLUP and Zoning Ordinance

Strategy 3: Create quality environment thru business registration process improvement and manpower development

Policy Interventions:

Programs/Projects

- Establishment of E-commerce Business Center/Promotion Office
- Big Brother, Small Brother (encourage strong social recollective responsibility)
- Utilization of the Philippine Standard Industry Classification (PSIC) of businesses by BPLO/IT for business investment information
- Trade fairs, business summits/forums/missions

Services

- Simplification of business processing (One Stop Shop)
- Intensification of *Suyod Buwis*

Legislations

- Passage of QC Investment Incentive Code to include new incentive packages
- Ordinance requiring business operators to provide complete information on their operations during business registration

Strategy 4: Strengthen partnership/linkage between the city and the private sector/NGOs

Policy Interventions :

Programs/Projects

- Revival of the QC SMED Council
- Strengthening of the QC Tourism Council

Services:

- Joint collaboration effort of local government and private sector, e.g. business summit/convention, trade fairs/missions, etc.
- Accreditation of private sector groups/NGOS for better collaboration

Strategy 5: Ensure adequate, safe food supply to all residents

Policy Interventions:

Programs/Projects

- Development/Improvement of city's public markets
- Establishment of trading centers/bagsakan
- Construction of a modern, centralized slaughterhouse
- Redevelopment of Cloverleaf area and on declared vending sites

Services

- Maintenance, monitoring and regulation of private markets and slaughterhouses
- Study on market stall rates to reasonable levels to sustain public market operations
- Identification of other possible options for less patronized public markets (Project 2 and San Jose Markets)
- Encouragement of backyard farming
- Encouragement of temporary cultivation of vacant urban lots for vegetables and fruits
- Strengthening of consumer protection/monitoring of prices, safety of goods/commodities
- Strict implementation of law on consumer rights

7.3 Goal 3 : To develop a vibrant economic climate conducive to doing business both for local and foreign investments

Strategy 1: Develop the city into a globally competitive business center

Policy Interventions:

Programs/Projects

- Development of Business Centers, e.g. Central Business District, SM Fairview-Neopolitan, South Triangle and other growth centers)
- Expansion of urban renewal projects, e.g. Balintawak, Cubao and Novaliches districts
- Pursue development of QC Memorial Circle and other landmarks
- Infra support projects – streets, sidewalks, lights, signages, etc.

Services

- Promotion of the Central Business District (CBD)
- Improvement and systematic business and building permit processes
- Encouragement of private sector participation in the development of business sector

Legislation

- Passage of the QC Investment Incentive Code to include new incentive packages

Strategy 2: Increase new investments and retain old existing businesses and encourage them to expand operations on site

Policy Interventions:

Programs/Projects

- Improvement/Simplification of business/building permit procedures
- Development of e-commerce (e.g. registration of business licenses, development of website, networking with other agencies)

Services

- Institutionalization of cooperation/partnership between government and private sector/NGOs
- Establishment of Business Promotion Center
- Review tax rates on business
- Financial assistance to SMEs
- Provision of incentives QC

CHAPTER 8
ENVIRONMENTAL MANAGEMENT PLAN

The environnent sector seeks to create a clean, green and pleasant environnent that is conducive to healthy city living and attracts not only the local residents but also visitors from outside the city. This envisoned outcome, when realized, ensures compliance with its General Welfare mandate of the Local Government Code (Sec. 16) which directs local governments to enhance the people's rights to a balanced ecology.

8.0 GOALS, STRATEGIES, AND POLICY INTERVENTIONS

8.1 Goal 1 : To create a clean environment that is conducive to healthy urban living

Strategy 1 : Reduce the volume of solid waste reaching the final disposal site to 50% of the amount generated

Policy Interventions :

Programs and Projects

- City-wide implementation of waste segregation by all stakeholders (e.g., barangays, schools, hospitals, establishments, etc.)
- Capacity development for barangays to implement proper SWM
- Implementation of the Incentive Package on SWM for the barangays
- Provision of Barangay Incentive Package and awards under the Zero Basura Olympics to other stakeholders
- Integration of the Informal Waste Dealers into the Formal SWM System thru the Junkshop Standardization Project
- Establishment of Waste Market in malls
- Expansion of the Kitchen Waste Collection Project
- Retrieval and disposal of car and cellphone batteries and high-tech gadget wastes
- Creation of pockets of "Pook Kalinisan" areas together with the private sector to serve as models of cleanliness
- Establishment of community and cluster materials recovery facilities (MRFs)
- Intensified Zero Litter Campaign
- Promotion of and support to the conduct of research and studies on new solid waste management (SWM) technologies and establishment of partnerships in the implementation of such new technologies
- Partnership with the private sector and other agencies for the processing of wastes at the disposal facility
  - DOST for the use of densifier in the production of bricks from residual plastics
  - Holcim for the used tire retrieval project and the recovery of residual plastics as alternative source of fuel in the production of cement
  - PM for the establishment of the City MRF

Services

- District monitoring of the SWM practices of all stakeholders for waste diversion documentation
- Strict enforcement by the City Environment Police and the barangay-deputized enforcers of ordinances on anti-littering and the use of waterways as dumping area
- Inventory and monitoring of establishments utilizing toxic and hazardous wastes
- Monitoring of hospitals and other establishments generating healthcare wastes
- Sustained information, education, and communication campaigns to educate and increase the level of awareness and participation of the public in keeping the environment free of garbage and pollution

Legislations

- Mandatory compliance with the provisions of RA 9003 and EO 774 (e.g., waste segregation, establishment of MRFs, 50% reduction, etc.)
- Integration of SWM in the public education system, adopting the provisions of RA 9512
- Use of ecological waste management practices in all business establishments located in the City

- Enactment of Plastic Bag Regulation to reduce the use of plastic bags
- Integration of population, health and environment programs
- Sharing/clustering of SWM facilities for contiguous barangays
- Requiring generators of toxic/hazardous and healthcare wastes to:
  - Implement mandatory waste segregation to ensure proper handling of these types of wastes
  - Secure the services of accredited private contractors in the collection and disposal of their wastes

Strategy 2 : Develop ecological solid waste disposal systems

Policy Interventions :

Programs and Projects

- Establishment of an environmentally-compliant landfill for the exclusive use of the city
- Special wastes collection and disposal system for busted fluorescent bulbs and spent domestic batteries

Strategy 3 : Ensure efficiency in solid waste collection

Policy Interventions :

Services

- Contracting out collection services under terms and approaches ensuring efficiency
- Strict monitoring of the SW Contractors' compliance with the SW Cleaning, Collection, and Disposal Services contract terms

Strategy 4 : Enhance the quality of the city's air to the levels meeting EMB standards

Policy Interventions :

Programs and Projects

- Establishment of air quality monitoring stations
- Anti-Smoke Belching Project
- Tree Planting/Greening Project
- Pollution Summit for business owners and Transport Summit for transport groups
- Provision of incentives to investments on clean air technologies and clean fuel businesses
- Payatas methane gas extraction project (Partnership with Pangea of Italy)
- City Fleet Fuel Efficiency project
- Partnership with the private sector in establishing clean fuel refilling stations

Services

- Strict implementation of the requirement for the submission of Permit to Operate Air Pollution Source and Control Installation upon renewal of business permit
- Strict implementation of the Anti-Smoke Belching Ordinance, Green Building Ordinance and other related ordinances
- Strict monitoring and inspection of business establishments that are possible sources of air pollutants
- Strong implementation of the provisions of the Clean Air Act, Renewable Energy Act, and Climate Change Act
- Sustained information, education, and communication campaigns to educate and increase the level of awareness and participation of the public in energy conservation and attaining energy efficiency

Legislation

- Promotion of the use of clean fuels
- Provision of incentives for clean fuel investors and users

Strategy 5 : Rehabilitate and restore rivers and creeks to the level/condition that can support aquatic life and non-contact sports and recreation and keep the community safe from danger and disasters

Policy Interventions :

Programs and Projects

- Riverways Management Program
  - Sagip Batis sa QC Project
  - Clean River Zones
  - Biological Remediation of Rivers, etc.
- River easement recovery and beautification

Service

- Sustained information, education, and communication campaigns to educate and increase the level of awareness and participation of the public in river rehabilitation and preservation

Legislation

- Mandatory requirement for big establishments to have their own sewage treatment plant and recycle their wastewater

Strategy 6 : Control/manage the utilization of groundwater resource

Policy Interventions :

Programs and Projects

- Kids Conserve Project in schools
- Development of aquifer recharge schemes

Services

- Establishment of tie-up with NWRB in monitoring of groundwater extraction
- Implementation of Ordinance No. SP-1682, S-2006 regulating the use of groundwater and close monitoring thereof
- Sustained information, education, and communication campaigns to educate and increase the level of awareness and participation of the public in water conservation

Legislation

- Prohibition of commercial scale groundwater extraction in the city
- Requiring big establishments to have their own sewage treatment plant and recycle their wastewater
- Creation of Water Quality Monitoring Board

8.2 Goal 2 : To nurture and sustain a green environment where there is an ample and convivial space for living

Strategy 1 : Develop an integrated system and hierarchy of parks and open spaces to make Quezon City the greenest city and most disaster-resilient community in Metro Manila

Policy Interventions :

Programs and Projects

- Formulation of the Integrated Parks and Open Spaces Plan
- Clearing, recovery and/or development of open spaces, easements and utility corridors into parks and urban forests to increase the green areas to 25% of the city's total land area
- Survey of easements, open spaces and other potential green areas
- Plant Nursery Development
- Green development of center islands, directional islands and sidewalks
- Rationalized tree planting projects to increase the city's carbon sinks
- QMC Tree Tagging Project
- Establishment of bike lanes
- Urban farming project

Services

- Maintenance and improvement of parks
- Promotion of the use of parks
- Public education on environment protection

Legislation

- Strong policy/ordinance on open space and parks preservation and prohibiting the conversion of easements, parks and park strips for other uses
- Ordinance requiring developers/builders to replace every single tree affected/removed during development with 10 trees and replace every planted tree that dies

Strategy 2 : Promote and support green development in the city

Policy Interventions :

Programs and Projects

- Payatas methane gas extraction project
- Formulation of Green City Indicators

Service

- Implementation of the Green Building Ordinance

Legislations

- Provision of incentives to users of renewable energy and alternative fuels
- City Fleet Fuel Efficiency (use of clean/alternative fuels in all government-owned vehicles)
- Mainstreaming green development in the Land Use Plan

Strategy 3 : Protect and preserve the city's wildlife, educating the public on its richness and engaging the participation of the community, civil society and habitat landowners and harnessing the expertise/services of the academe and scientists in conservation programs and efforts.

Policy Interventions :

Programs and Projects

- Inventory of flora and fauna
- Support academic/scientific studies on the city's wildlife
- Development/Conservation partnerships with habitat landowners and the private sector
- Sustained information, education, and communication on the city's biodiversity and to increase the level of awareness and participation of the public in promoting and enriching biodiversity

8.3 Goal 3 : To make Quezon City a pleasant place where people can visit, interact, exchange ideas, renew and recreate, and realize partnerships and cooperation for environmental protection

Strategy 1 : Transform and promote the city's parks as attractive public spaces for recreation, social interaction, education, cultural and historical promotion, and environment protection

Policy Interventions :

Programs and Projects

- Completion of the QMC Masterplan (with Business Plan)
- Formulation of a Green Lung Promotion Plan

Services

- Promotion of parks-oriented recreation and activities
- Park-based events, celebrations, and activities

Strategy 2 : Provide citizens, regardless of age, gender, and status in life, access to people-friendly parks

Policy Interventions :

Programs and Projects

- Parks Development Program
- Acquisition of lands for parks
- Development of safe pedestrian access to parks like underpasses, overpasses and walkways

Strategy 3 : Actively engage participation of the community and all sectors of the society in the care, protection and promotion of the environment based on the concept of stewardship with respect to sharing knowledge, capabilities and resources

Policy Interventions :

Programs and Projects

- Agreements between HOA's and barangays for the maintenance and management of parks in the community
- Adopt-a-Park Project engaged with the community and private sector
- Support to academic/scientific studies on the city's flora and fauna and other environment-related issues/concerns

Services

- Environment conservation services and programs
- Services sustaining multi-partite agreements on major parks
- Intensive public information and education in environment protection, preservation, and conservation QC

CHAPTER 9
LAND USE/ INFRASTRUCTURE DEVELOPMENT PLAN

The outputs and outcomes of the Land Use/Infrastructure Development Plan are the most visible results of public intervention toward achieving the desired pattern of physical development of the city. Apart from the attractive cityscape that a well-conceived and well-executed physical development plan seeks to achieve, this sectoral plan is also important in that it provides the basis for the realization and enjoyment of the goals of the other sectors. Because it undergirds the development of all other sectors, it can be said that this sector complies with all the provisions of the General Welfare Goals in the Local Government Code (Sec. 16).

Accordingly, the realization of the desired outcome of a well-linked, balanced, and attractive city fully complies with the mandates of a premier city like Quezon City.

9.0 GOALS, STRATEGIES, AND POLICY INTERVENTIONS

9.1 Goal 1: To attain a well-linked city

Strategy 1 : Formulate a Road Framework Master Plan to serve as reference for all parties on alignment of proposed main roads to be developed

Policy Interventions :
Programs/Projects
- Acquisition of road rights-of-way
- Construction of road extension / inter-connection
- Improvement and maintenance of existing roads

Strategy 2 : Design innovative schemes in acquiring road right-of-way and auxiliary land spaces for various transport infrastructure projects

Policy Interventions :
Programs/Projects
- Land readjustment schemes
- Land-swapping negotiations

Strategy 3 : Rationalize public utility vehicle routing to minimize trip transfers and to shorten walking distances between transfers

Policy Interventions :
Program/Project
- Route planning for public utility vehicles

Strategy 4 : Introduce more efficient modes of transport in certain routes based on the proposed land use

Policy Interventions :
Programs/Projects
- Study available mass transit system potential for adoption
- Identify routes requiring introduction of mass transit system

Strategy 5 : Improve public transport system giving due attention to physical and institutional requirements for safety, convenience and comfort of pedestrians and commuters

Policy Interventions :
Programs/Projects
- Provision of infrastructure support facilities in commercial areas, e.g. roads, footbridges, sidewalks, signages, etc.
- Provision of a Modern Grand Central Station (Bus and Rail Terminals interlink)
- Installation of additional communication, CCTV, and other public safety facilities
- Provision of additional parking areas and loading and unloading zones

Services
- Safeguarding of street furniture and lightings by barangay and residents

Strategy 6: Minimize short distance vehicle trips by promoting pedestrianization through improved sidewalks, bicycle lanes and walkways.

Strategy 7: Ensure well-placed telecommunication facilities

9.2 Goal 2 : To achieve a balanced land use distribution

Strategy 1 : Develop a hierarchy of business centers

Policy Interventions :
Programs/Projects

- Development of a CBD and other growth centers
- Improvement of public spaces along existing and emerging commercial spaces
- Establishment of Trading Centers/ *bagsakan*
- Redevelopment of the Cloverleaf area

Strategy 2: Promote dispersed concentration of urban development in self-contained communities

Policy Interventions :
Programs/Projects

- Develop community accessible commercial centers, tertiary and vocations schools, health and medical facilities, sports and recreation centers

Strategy 3: Ensure adequate space for urban expansion

Policy Interventions :
Programs/Projects

- Adoption of multi-storey designs for housing to generate more open spaces
- Update inventory of open spaces for planning and other purposes

Strategy 4 : Enhance executive-legislative cooperation, coordination to facilitate enactment and enforcement of legislative measures affecting land use and zoning.

Policy Interventions :
Legislations

- Enforcement of PD 957 (Rule I Minimum Design Standards) and BP 220 (Rule II Minimum Design Standards for Economic and Socialized Housing Projects)
- Strict compliance of R.A. 7279, Sec. 18 on Balanced Socialized Housing
- Enforcement of laws concerning vendors and sidewalk
- Designation of strategic sites for signages and billboards
- Strict enforcement of Building Code particularly on height and setback limits/ventilation
- Strict implementation of BP 344 (Minimum requirements for accessibility)
- Improve traffic management plan
- Strict implementation of Sanitary Code and Clean Water Act on waste disposal

- Coordination between the city and utilities concessionaires
- Amended Zoning Ordinance
- Comprehensive Land Use Plan

9.3 Goal 3 : To provide city inhabitants efficient services and facilities and make the city an attractive place to visit, live, play, work, and do business in

Strategy 1: Develop efficient drainage and sewerage systems to make the city safe and disaster-resilient

Policy Interventions :
Programs/Projects

- Formulation of the city's drainage and sewerage Master Plan
- Formulation of the city's Flood Control Program
- Drainage improvement program

Strategy 2: Recover and improve the city's natural waterways and utility easements and develop these into linear/forest parks

Policy Interventions :
Programs/Projects

- Riverbank/creek side improvement program
- *Sagip Batis*

Strategy 3: Strengthen coordination with water and power companies toward improving their facilities and service delivery systems

Policy Interventions :
Programs/Projects

- Synchronize planning and programming of government and utility companies
- Strict enforcement of Electricity Anti-Pilferage Act
- Strict implementation of NWRB resolution for prohibiting renewal of permits to operate deep wells
- Strict enforcement of the Water Code prohibiting garbage dumping in easement or rivers and creeks
- Promote rain water harvesting schemes

Strategy 4: Adopt schemes that will provide depressed communities adequate access to water, electricity, and other facilities.

Strategy 5: Provide infrastructure support to different development sectors

Policy Interventions :
Programs/Projects

1) Land Use / Infrastructure Sector

- Construction of by-pass roads
  - Eastern side of QC (Katipunan Ave) to connect Litex Road, IBP Batasan, Capitol Hills Drive to C-5 in Pansol
  - 11th Avenue (Damayang Lagi) to Dona Imelda
  - Mapayapa Village (Sampaguita Ave) to Visayas Avenue
- Construction of road continuity
  - Mindanao Avenue in Fairview to Forest Hills to Quirino Highway
  - Mindanao Avenue in Fairview to Ascension Road to Quirino Highway
  - Katipunan Avenue (Gen. Luis to Susano Road)
  - Visayas Avenue (Tandang Sora to Republic Avenue)
  - Republic Avenue (Luzon to Mindanao Avenue)
- Improvement of developed existing road networks
- Acquisition of road right-of-way
- Improvement of existing sidewalks
- Installation of additional street furniture and lightings and replacement of defective lights
- Installation of additional communication, CCTV and other public safety facilities
- Provision of additional parking areas, loading and unloading zones
- Establishment of sewage treatment plant
- Improvement of existing drainage/sewer system
- Identification and development of more parks and open spaces including linear parks along all creeks within the city
- Construction of civic action center for disaster response /maintenance of peace & order
- Construction of convention center / multi-purpose center

2) Social Sector Support

a) Health Infrastructure Projects

- Expansion of existing 53 health centers to include lying-in facilities
- Establishment of "teen" health quarters in Districts I, II and III
- Creation of a wellness clinic at the Legislative wing at 2nd floor QC Hall
- Construction of 4 additional health centers in District II
- Establishment of new public cemetery and/or Crematorium/Columbarium at Bagbag Cemetery
- Establishment and maintenance of communal public toilets in areas without sanitary toilet facilities

- Installation of permanent sanitary toilet facilities in areas with security of land tenure and temporary facilities in communities without secure tenure
- Establishment of Water Analysis Facility
- Establishment of *botika ng barangay* in all QC barangays

b) Educational, Cultural and Sports Infrastructure Projects

- Establishment of literacy/resource centers in all barangays
- Construction of 194 new classrooms in 31 elementary schools and 221 classrooms in 18 high schools
- Land acquisition for 5 elementary schools and 5 high schools in District II
- Installation of markers in historically significant sites
- Improvement of QC Performing Arts Studio at Amoranto Stadium
- Development of Museum and Services at Quezon Memorial Circle
- Development of Shrines/Historical Sites and Interpretation Centers
- Development of community sports facilities
- Redevelopment of Amoranto Sports Complex Development of Sports Center in District II
- Establishment of Physical Fitness Gym & Recreational Area
- Establishment of an Athletic Dormitory at the proposed Belarmino Sports Complex

c) Housing Projects

- Construction of Medium Rise Buildings (MRB's) for mass housing
- Private Sector Housing Program
- New near-city Community Housing Development
- Resettlement Sites Development (in-city and off-city relocation)
- Tie-up projects with Gawad Kalinga and Habitat For Humanity and other NGOs and private-initiated housing projects

d) Protective and Social Welfare Infrastructure Projects:

- Expansion of Drug Abuse Rehabilitation Center (TAHANAN)
- Establishment of new City Jail
- Repair and improvement of police and fire stations
- Drainage Improvement
- Riverbank/creekside improvement
- Sagip Batis
- Land acquisition/construction of 23 fire stations
- Construction of 68 additional day care centers
- Halfway Home for children in need of special protection
- -Drop-in Center for rescued youth clients
- Community based therapeutic rehabilitation center for PWDs
- Healing/Crisis Center for women
- Home for Elderly & Hospice

3) Economic Sector Support Infrastructure

- Putting up of hospitels, inns, pension houses and other lodging facilities for the health and wellness visitors including health spas, specialty clinics, etc.
- Museum development
- Modern tourism accommodation facilities e.g., international standard 5– star hotel
- Banawe Project --- Development of welcome arches, bilingual signages, and installation of Chinese signages, lampposts, building façades
- Intensify linkages with private sector in the maintenance of sidewalks
- Development of board and lodging facilities for students
- Provision of infrastructure support facilities in commercial areas , e.g. roads, footbridges, sidewalks, signages, etc.
- Provision of a Modern Grand Central Station (Bus Terminal and Rail interlink)
- Putting up of a sports complex / upgrading of Amoranto Sports Complex
- Putting up of a Convention Center
- Development of IT /Science & Technology Center
- Construction of a modern, centralized slaughterhouse
- Establishment of Trading Center / Bagsakan
- Redevelopment of the Cloverleaf area and declared vending sites

4) Environmental Sector Support Infrastructure

- Establishment of new sanitary landfill in Payatas
- Establishment of STPs thru the private concessionaires
- Installation of air monitoring stations in strategic locations
- Construction of a QMC multipurpose hall to serve as library, exhibit area, and learning activity center for children to learn and increase awareness on the environment

Legislations

- Enforcement of PD 957 (Rule 1 Minimum Design Standards) and BP 220 (Rule II Minimum Design Standards for Economic and Socialized Housing Projects)
- Monitor compliance of R.A. 7279, Sec. 18 on Balanced Socialized Housing
- Enforcement of law concerning vendors on sidewalks
- Provision/designation/control of vending sites
- Limit business and personalities name signages
- Strict enforcement of the Building Code particularly on height and setback limits/ventilation
- Strict implementation of BP 344 (Minimum requirements for accessibility)
- Adopt universal design concepts for Persons With Disability facilities
- Strengthen rules to regulate tricycle operation
- Update Zoning Ordinance
- Implement traffic management plan
- Strict implementation of the Sanitary Code and Clean Water Act on waste disposal
- Proper coordination between the city and utilities concessionaires
- Synchronize planning and programming of government and utility companies
- Strict enforcement of Electricity Anti-Pilferage Act
- Implement ordinance on sustainable groundwater utilization (SP 1682, S-06)
- Strict implementation of NWRB resolution for prohibiting renewal of permits to operate deep wells
- Strict enforcement of the Water Code regarding garbage dumping in easements or rivers and creeks
- Promote rain water harvesting
- Barangay residents to be tapped in safeguarding street furniture and lightings
- Strict implementation of anti-littering and enforcement of penalties upon violators
- Update inventory of open spaces for planning & other purposes
- Strict enforcement of policy on preservation of open spaces
- Proposed ordinance to require utility companies to secure barangay clearance prior to the conduct of diggings and installation activities. QC

CHAPTER 10
INSTITUTIONAL DEVELOPMENT PLAN

To pursue dynamic, sound and participative governance would contribute to the city's effort in building a Quality Community. This development outcome will lead to the realization of relevant General Welfare provisions in Sec. 16 of the Local Government Code, namely; 1) improvement of public morals and 2) preservation of the comfort and convenience of the city's inhabitants.

10.0 GOALS, STRATEGIES, AND POLICY INTERVENTIONS

10.1 Goal 1 : To maintain dynamic city governance

On policy and decision-makers
Strategy 1 : Formulate/Implement ELA

Policy Interventions:
Service
- Monitoring of the implementation of ELA

Strategy 2 : Operationalize consultation/dialogue with constituents

Policy Interventions:
Program/Project
- Multi-sectoral congress

Service
- Conduct of regular dialogues/consultations and meetings with stakeholders

Strategy 3 : Settle boundary disputes between barangays

Policy Interventions :
Service
- Pursuance of a more active resolution of barangay boundary disputes by the Joint Legislative-Executive Committee on Barangay Boundary Disputes

Legislation
- Enactment of ordinance fixing settled barangay boundaries

Strategy 4 : Re-districting of Quezon City for equitable congressional representation

Policy Interventions :
Legislation
- Council resolution (local)
- Legislation on re-districting (national)

On workforce
Strategy 1: Increase productivity and efficiency

Policy Interventions :
Programs/Projects:
- Formulation of a comprehensive HRD Plan
- Implementation of performance productivity measure
- Pursue recognition/awards system
- Formulate/implement the Code of Ethics
- Establishment of Committee on Decorum and Investigation (CODI)
- Skills and knowledge development (Capability Building)

Services:
- Alignment of needs of organization and employees
- Giving of equal opportunity to both men and women employees
- Conduct of performance audit
- Use of merit and competency based on standard for hiring and promotion
- Conduct of trainings and seminars

On systems and procedures
Strategy 1: Continuously improve/simplify systems and procedures

Policy Interventions :
Programs/Projects
- Setting up of manual of operations
- Establishment of one stop shop
- Provide on-line computer based information

Services

- Conduct of systems audit
- Improvement of data bank
- GIS
- Mainstreaming of monitoring function inside the bureaucracy
- Tracking and follow up of constituents' inquiries
- Enforcement of the Citizens Charter

On tools

Strategy 1: Use of modern technology

Policy Interventions :

Programs/Projects

- Computerization, networking and web-page service
- Enhancement of the communication system
- Supply and equipment management plan

Services

- Accessibility of services thru the internet
- Upgrading and maintenance of offices and ICT equipment
- Information services thru tri-media

On infrastructure

Strategy 1: Improve accessibility of offices

Policy Intervention :

Program/Project

- Office deployment plan

Strategy 2: Promote a more conducive working environment

Policy Interventions :

Program/Project

- Improvement of government buildings/offices, facilities

Service

- Monitoring of physical status and condition of administrative buildings and facilities

10.2.1 Goal 2a : To sustain sound fiscal management

On revenue generation

Strategy 1 : Broaden tax base

Policy Interventions :

Programs/Projects

- Establishment of data bank
- Capability building

Services

- Improvement of database
- GIS
- Tax collection enforcement
- Tax mapping operations
- Strict enforcement of existing laws and regulations
- Address tax delinquents
- Identification of new source of additional revenues
- Auction sale of delinquent real property
- Conduct of tax literacy and information campaign
- Close monitoring of income against expenditures
- Engaging various stakeholders in various consultative process/public hearing

Legislations

- Enactment of QC Investment Incentive Code
- Passage of ordinance imposing the betterment levy

On resource allocation

Strategy 1: Give priority to areas of great economic potentials or which will spur growth, areas with pronounced needs or inadequate services and areas that benefit the greater majority

Policy Interventions :

Programs/Projects

- Planning and budgeting seminar
- Participatory budget and expenditure monitoring

On fiscal management

Strategy 1: Formulate/implement LDIP

Policy Intervention :

Service

- Monitoring of the LDIP implementation

10.2.2 Goal 2b : To ensure sound local legislation

Strategy 1: Enjoin City Council to exercise consultation and participation in their legislative function

Policy Interventions :

Programs/Projects

- Establishment of monitoring system on legislations enacted vis-à-vis implemented
- Codification/computerization of legislative measures

Services

- Engaging various stakeholders in consultative process/public hearing
- Ensuring availability of relevant ordinances or resolutions in support of social, economic development and environmental management

10.3 Goal 3 : To ensure a participative governance

Strategy 1: Expand collective participation in the city decision processes

Policy Interventions :

Programs/Projects

- Information Education Campaign
- Capability building program

Services

- Conduct of regular assembly/consultation among the accredited NGOs/POs
- Continuous updating of existing organizations including non accredited ones
- Encouragement of stakeholders to participate in city programs and activities
- Encouragement of the participation of sectoral committees in the CDC
- Campaign for accreditation

Legislation

- Proposed Ordinance 2008-211 re Strengthening the systems of participation in local governance between the city government and its constituents

Strategy 2: Exercise transparency and participation process to gain consensus

Policy Interventions :

Programs/Projects

- Publication of newsletters
- Capability Building Program
- Establishment of information centers

Services

- Ensuring transparent accreditation process
- Maintenance of public assistance desk
- Availability/accessibility of information materials
- Broadening of feedback and feedforward information channels and systems
- Implementation of ordinance on PAT

Strategy 3: Strengthen the linkages between the city government, the barangays and the local communities

Policy Interventions :

Programs/Projects

- Capability building program for Barangay Development Councils (BDCs) especially in participatory planning/team building
- Mapping of services vis-à-vis service providers
- Establishment of NGO/PO center
- Strengthening of the Community Relations Office

Strategy 4: Replicate best practices

Policy Interventions :

Programs/Projects

- Giving of reward/award to barangays/community with great achievement or contribution to city development

Service

- Documentation/popularization of best practices and provision of incentives/awards

QC

CHAPTER 11
NEXT STEPS

This Comprehensive Development Plan of Quezon City is in full compliance with the mandate of the City Development Council to initiate the preparation of a "multi-sectoral development plan". It is also a multi-year plan: long- term, medium-term and annual. (Sec106-108, RA 7160). As such, this CDP is a rich source of programs and projects, services and regulatory measures which future city administrations can use to steer the city towards the desired state as articulated in the vision statement.

In the preparation of this CDP enormous amounts of effort and time were expended by the different sectors and stakeholders. A considerable portion of inputs was spent on generating and analyzing the planning data base. This is necessary because the integrity and reliability of the data base depend on the validity and responsiveness of the proposed actions and policy interventions.

11.1 Deferred Adoption

Notwithstanding the enormous time and effort that have been put into the plan preparation, the plan in its present form is not yet readily implementable. This is due to the timing factor which has made it difficult to comply with the legitimization requirement. Having been completed only a few months before a new administration takes over, the plan can still be adopted by the incumbent officials. But it is difficult to ascertain whether the plan can be made binding on the incoming one.

Under the circumstances a more prudent step has been to pick some of the urgent projects in the current plan and included them in the Annual Investment Plan to be funded in the 2010 Budget. Then the formal adoption and implementation of the rest of the plan can wait for the new Sangguniang Panlungsod to be elected in the May 2010 elections.

11.2 Preparatory Activities

In the meantime, a number of preparatory activities can be done by the sectoral TWGs at the CPDO to lay the groundwork for the conduct of transition workshops after the May 2010 elections. These preparatory activities are grouped around the three types of policy interventions, namely, 1) programs/projects, 2) non-projects or services, and 3) proposed legislations.

11.2.1 Structuring Proposed Projects

Projects are the basic inputs to the 3-year Local Development Investment Program (LDIP) from which annual components to be included in the Annual Investment Program (AIP) will be culled out. The long list of projects by the five sectors in this CDP needs to be further sifted and structured so that only those projects that are "owned" by the city shall be included in the LDIP. As earlier indicated, the LDIP process shall be undertaken after the CDC will have been reconstituted following the swearing in of the new set of local officials. This is to ensure that the new administration will have a sense of ownership of the plan and thus feel compelled to implement it.

Prior to the LDIP process the following preparatory activities shall be done by each sectoral committee.

1) *Sifting projects according to ownership.*_ It must be noted that the lists of projects in this CDP represent what the sectoral committees have determined to be necessary to address the issues and fill the gaps that emerged in their respective data analysis. Some of the projects identified are the responsibility of the national government; others properly belong to the individual barangays. Still other projects could be assumed by non-government sectors. These should now be classified and distributed to the different agencies and sectors concerned. Only those for which the city is responsible shall be collected as inputs to the LDIP process.

2) *Prioritizing projects within each sector.* Not all projects listed by each sector, even if all of these are owned by the city, may be submitted to the CDC for inclusion in the LDIP. Because of the large number of projects from all the sectors combined, it may be necessary for the CDC Secretariat to limit the number of projects to be submitted by each sector. When this happens, each of the sectors should select projects which they deem to be urgent. For this purpose, tools for short-listing projects such as the Conflict-Compatibility-Complementarity (CCC) Matrix, the Project-Resource Impact Matrix, or the Urgency Test may be used. For easy reference, the criteria for determining the levels of urgency of projects are listed below:

Level of Urgency	Criteria
Urgent	• Cannot be reasonably postponed • Would remedy conditions dangerous to public health, safety and welfare • Needed to maintain critically needed programs • Needed to meet emergency situations
Essential	• Required to complete or make usable a major public improvement • Required to maintain minimum standards as part of on-going programs • Desirable self-liquidating projects • External funding is available
Necessary	• Should be carried out to meet clearly identified and anticipated needs • Needed to replace obsolete or unsatisfactory facilities • Repair or maintenance projects to prolong life of existing facilities
Desirable	• Needed for expansion of existing projects • Designed to initiate new programs considered appropriate for a progressive community
Acceptable	• Nice to have, but can be postponed without detriment to present operations if budget cuts are necessary
Deferrable	• Recommended for postponement or elimination from immediate consideration in the current LDIP • Questionable in terms of over-all needs, adequate planning or proper timing.

3) *Preparation of project briefs.* Before submitting their priority projects for consideration in the LDIP process, each of the sectors should prepare a project brief for every proposed project. The contents and format of a project brief are given in Chapter 2 of this CDP.

11.2.2 Structuring Non-Projects

The long list of non-projects or services which the different sectors deemed as necessary to carry out the identified policy interventions have to be further processed as well. The first thing to do is to check whether the identified service can be upgraded to a project.

1) *Upgrading non-projects to projects.* An activity that is listed as a non-project can be changed into a project if it satisfies the following criteria:

- There is a definite output to be produced.
- There is a sense of urgency to produce the output.
- The activity is not likely to be repeated within the next 3 years.

If upgrade is possible, the new project should be added to the list of projects to be considered for inclusion in the LDIP. On the other hand, if upgrade is not possible, the activity should be retained as non-project and further analyzed as follows:

- Break the service or non-project into its specific activity or task components.
- Identify the office or department responsible for carrying out the service as part of its functions.
- Match the needed tasks with the capacity of the responsible office or department.
- Suggest appropriate actions as needed.
- Summarize the results into the following format:

Farming Out of Non-Projects

Service/ Non-Project Identified	Activity/ Task Components	Office/ Department Responsible	Capacity Gap	Recommended Actions

The results of this process should provide inputs, first, to the Budget Office as an aid to determining the level of increases in the MOOE of individual offices. This should put to an end the practice of giving uniform fixed-rate escalation of the MOOE component of the local budget. Secondly, the results should

provide a basis for the HRMO to design intra-and-inter-office / department capability building programs.

11.2.3 Structuring Needed Legislations

Finally, the list of needed regulatory measures identified by the different sectors should find its way into the legislative agenda of the *Sangguniang Panlungsod*.

Pending completion of the computerized Legislative Tracking System it was not possible for the different sectors to determine whether the legislation ideas they identified are already existent or still non-existent. It is now incumbent upon the legislative staff through the office of the SP Secretary to collect and probe the suggested legislations listed in the CDP. The suggested logical framework for analyzing each proposed legislation is as follows:

1) *Jurisdiction.* Ascertain whether the proposed legislation is within the LGU's prescribed powers. Those found to be outside the LGU's powers to enact should be submitted to the Congressmen who are regular members of the CDC for them to file the necessary bill in Congress. In addition, the proposed legislation may be lobbied before identified advocates in the Senate.

2) *Existence.* Among the proposals that fall within the LGU's prescribed powers, determine whether there are any existing SP outputs that are of the same or similar subject as the proposed one. If none, simply propose enactment of a new legislation. If already existent, inquire into whether it is still sound in construction.

3) *Soundness of construction.* If construction is defective, propose amendment or repeal or total replacement. If still sound in construction, probe into its implementation.

4) *Implementation.* If the legislation is of sound construction and is implemented properly, what is obviously needed is to monitor the outcome and impact on the affected population. On the other hand, if the implementation is encountering problems, what seem to be the causes of such difficulties? Is it due to deficiencies of the implementing body? Can these shortcomings be corrected by another legislation or will an executive issuance suffice?

For easy reference, summarize the results in tabular form as shown in the succeeding table:

Proposed Local Legislations

Title of Proposed Legislation	Status		Subject Classification	SP Committee for Referral	Possible Sponsor
	New	Amendment			

11.3 LDIP Process

The results of the project structuring preparatory activities will set the stage for the preparation of the 3-year LDIP by the reconstituted CDC after July 1, 2010. The details of the process are discussed in Chapter 2 of this CDP.

11.4 ELA Process

The LDIP, added to the results of the preparatory structuring of legislative proposals, will become an input to the preparation of the next 3-year Executive-Legislative Agenda, also by the CDC and the SP after July 1, 2010.

11.5 Capability Building Program

The results of the structuring of non-projects will be a valuable input to the preparation of a capability building program for the city government bureaucracy. Of course, this should complement the results of other management audit tools such as the "System on Competency Assessment for Local Governments" (SCALOG) of DILG.

11.6 CDP Legitimization

The formal adoption of this CDP and other plans derived from it should be among the first acts of the new Sangguniang Panlungsod starting July 1, 2010. QC

Appendix 1- Problem-Solution Matrix

LAND USE/INFRASTRUCTURE SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub-sector : Land Use			
Increasing Congestion in Residential Areas	• maximum use of property • in-migration • increase in population	• urban blight formation • worsening of traffic condition • deterioration of utilities/basic services	• update zoning ordinance, bldg. code & subd. regulation • enforce density requirement based update zoning ordinance, bldg. code and subd. regulation • enforcement of BP 220
Conversion of Residential Areas to Commercial Areas	• desire to generate more income	• employment generation • additional tax/ income • traffic congestion • outdated utilities • conflict of interests bet. residents & comm'l firms • scarcity of parking space	• strict enforcement bldg. code • implement effective traffic management plan • update, review & strict implementation of zoning ordinance
Rapid Growth of Urban Centers	• more private sector investment • improved image of the city • existence of support facilities (medical, educational, infrastructure, etc.)	• employment • income for city and residents • more investors • traffic congestion	• enhance competitiveness of the city in terms of infrastructure support , business incentives, permit processing • develop promotion package to sell the city • update land use plan & improve zoning regulation • implement effective traffic management plan
Sub Sector : Social			
Proliferation of Informal Settlers in the Following Areas: • Danger Zones • Open Spaces • Easements • Utility Lines • Idle Gov't/Private Lots	• availability of vacant lands • poverty • unabated squatting on vacant lots	• exposed to environmental hazard • creation of blighted areas • inadequate basic services • uncontrolled number of informal settlers	• provide relocation site • allocate & acquire housing sites • modify anti-squatting law • implement local housing board • allocate budget for housing of low income earners • make syndicated/ professional squatting a crime • increase police/ bgy. tanod visibility
Lack of Adequate Facilities for People With Disabilities	• insensibility of building offices/ public official to PWD concern • weak implementation of BP 344	• PWD exposed to danger in public places • limited mobility/ functions of PWDs to mainstream with the society	• strict implementation of BP 344 • adopt the universal design concept
Inadequate and Uncoordinated Road Network	• existing informal settlers within right-of-way • landlocked communities • no legal R-O-W • high value of land for R-O-W acquisition	• security and peace & order problems in subdivisions use as passage • source of conflict among neighboring communities • low level of development in some areas • low income for the city • landlocked communities ❖ security and peace & order problems in subdivisions use as passage source of conflict among neighboring communities	• regulate opening of subdivision roads • provide R-O-W to landlocked communities • amend PD 957 • enforcement of UDHA • acquisition of right-of-way • construct road continuity • construct by-pass road • regulate opening of subdivision roads • strict implementation of PD 957

LAND USE/INFRASTRUCTURE SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Social			
Environmental Hazard Due to Groundwater Extraction	▪ customer/community refusal to connect or use existing water system	▪ possible land/soil subsidence	▪ implement city council ordinance on sustainable groundwater utilization (SP 1682, S-06) ▪ strict implementation of NWRB resolution for not renewing permit to operate deepwells, if water supply is adequately available ▪ ordinance on recharging ground water/use of permeable pavers ▪ strict enforcement of Water Code ▪ promote rain water harvesting
Inadequate Public Safety Facilities	▪ limited resources ▪ prioritization	▪ increase in crime incidence ▪ unsafe community ▪ decrease in investment	▪ install add'l lighting, communication, CCTV & other facilities ▪ provision of logistic support and hardware
Inadequate Street Lights	▪ defective lights ▪ vandalism ▪ theft of elect'l lines and lighting fixtures	▪ more vehicular accidents ▪ increased criminality	▪ install add'l street lights/replace defective lights ▪ barangay/residents to safeguard said facilities
Overcrowded City Jail	▪ lack of space ▪ slow process of judicial system	▪ health hazard ▪ poor rehabilitation of inmates ▪ social & moral degradation	▪ acquire site for new city jail ▪ construct City Jail in coordination with BJMP
Sub Sector : Economic			
Inadequate Capacity of Existing Road	▪ existence of vendors and illegal structures along the sidewalk ▪ problem in acquisition of right-of-way/widening ▪ road design was not forecasted to population increase ▪ increase of vehicles	▪ traffic congestion ▪ air and noise pollution ▪ incidence of accidents	▪ enforcement of law concerning vendors on sidewalk ▪ demolish illegal structure within the road R-O-W ▪ construct by-pass roads ▪ providing & controlling vending sites ▪ to limit business name signage
Traffic Congestion Along Major Roads	▪ inadequate separate space for loading & unloading ▪ uncoordinated implementation of road construction projects and digging of utility companies ▪ undisciplined pedestrians, motorists, ▪ proliferation of sidewalk vendors	▪ pollution ▪ chaos ▪ wasted resources ▪ slow movement means traffic congestion	▪ synchronize planning and programming of government and utility companies ▪ modified or additional activities of traffic management
Proliferation of Illegal Sidewalk Vendor & Other Businesses Along Major Thoroughfares	▪ source of income ▪ vendors go where consumers go ▪ weak enforcement of anti-vending ordinance	▪ traffic congestion ▪ threat to the safety of pedestrians and motorists ▪ eyesore and unsanitary sorrounding ▪ garbage mounds	▪ provide/designate strategic vending sites ▪ provide support facilities ▪ prioritize provision of livelihood programs ▪ ordinance providing guidelines on vendors

LAND USE/INFRASTRUCTURE SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Institutional			
Offices with Inadequate Working Space	▪ increased number of personnel and office equipment ▪ improper space allocation ▪ old and dilapidated office building	▪ decrease in work productivity ▪ work area per employee is below space requirement standard	▪ rationalize office space allocation ▪ opening of satellite offices per district
Lack Of Proper Venue for Big Events/Activities	▪ not a top priority vis-a-vis the city's resources	▪ additional cost for rental of venue/space ▪ lost opportunity for tourism	▪ construct a convention center/multi purpose center
Inadequate Community Facilities Such as: ▪ Barangay Hall ▪ Health Station ▪ Senior Citizen Center ▪ Center for Chilld, Youth, Women, Elderly, Mentally & Physically Disabled as well as persons in need of special protection	▪ no permanent site (renting space) ▪ community facility in R-O-W/park strip easement	▪ basic services not fully addressed ▪ location not in strategic place	▪ expropriate site ▪ construct needed community facilities ▪ inventory and classification of open spaces per barangay ▪ universal design for community facilities ▪ people's participation in infra design & planning ▪ construct civic action center on disaster response/ peace & order
Long Process in Securing Permits/Clearances/ Certificates	▪ too much red tape-too many interfaces ▪ unqualified personnel in key positions ▪ inadequate facilities	▪ loss of income to the city ▪ tedious & expensive process ▪ graft & corruption	▪ strict implementation of civil service law ▪ training of personnel ▪ upgrade office space to improve productivity ▪ streamline and computerize process and procedure ▪ promote transparency ▪ public information at the barangay level in securing permits/ licenses

SOCIAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub-sector : Demography			
Rapid Population Increase/ High Growth Rate	• available vast tract of land attracting migrants • high percentage of natural increase	• more resources needed to provide adequate basic services • increase demand for job opportunities • pressure on environmental quality	• implement reproductive health ordinance (ord. no. sp-1829 series of 2008 • implement ord. no. sp-1830 s-2007 establishment of population information and monitoring center (pimc)
Uneven distribution of population	• available vast tract of lands in district ii	• creates imbalance in the spatial distribution of services and facilities • unequal development growth pattern	• approval of the proposed re-districting of the city
Sub Sector : Health			
Increase in Maternal Mortality Rate	• no prenatal check-up • birth deliveries unattended by skilled health personnel • inadequate safe birth delivery facilities • inadequate government midwives • inadequate supply of blood during deliveries	• high risk of maternal deaths, neo- natal, infant deaths	• intensify IEC on pre-natal and safe birth delivery • massive blood donation campaign per barangay • expansion of existing health centers to include lying-in facilities • hire additional midwives
Low Contraceptive Prevalence Rate	• no money to buy contraceptive • preferred brand not available in health center • lack of resources to track/monitor users	• high birth rate • growing number of pregnancy out of wedlock	• implement/enforce reproductive health ordinance (ordinance no. sp-1829 series - 2008)
High Percentage of Newborns Initiated Breastfeeding	• effective implementation of milk code ;	• breastfeeding will lead to healthier babies	• continue promotion of breastfeeding (milk code)
Low exclusive Breastfeeding Practices up to 6 months	• working mothers • health workers not properly trained on breastfeeding counseling • lack of breastfeeding support groups	• infants adequate nutrition is not assured	• establish breastfeeding support groups • intensify promotion of breastfeeding
TB as one of the top ten leading causes of mortality	• in denial mode of families contributes to spread of the disease • inadequate medicines in hcs • risky lifestyle and poor environment	• family members specially children are exposed to tb • high incidence of death	• tutok gamutan • intensify iec and preventive measures • promote healthy lifestyle • provide additional medicines
Decrease in number of Dengue Cases	• effective implementation of dengue prevention program	• decrease of morbidity and mortality cases due to dengue	• sustain and enhance the program

SOCIAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Health			
High Prevalence of Malnutrition	• nutrition program not a priority of some bgys • inability of mothers/caregivers to bring children to feeding centers • inadequate food supplementation • not all mothers are involved in feeding roles	• malnourished children are prone to illnesses • increase in child mortality	• ensure that all bgys. have nutrition action plan and implemented. • reactivate malward at quezon city general hospital • compulsary creation of bgy nutrition council • implement "asin law" • intensify food fortification program
Sub Sector : Education			
High drop- out rate in Public High Schools	• financial problems • lack of interests • peer pressure • teacher factor • lack of parental support • poor health • incidences of teenage pregnancies	• increase number of OSY • wastage of govt. funds • increase in child labor/child trafficking • incidences of juvenile crimes	• amend Free Educational Act • revise Truancy Law
Classroom Shortage in District II	• old classrooms are substandard in size • classroom-student ratio of 1:60 in elem and 1:63 in high school below the standard of 1:50 • teacher and parental complacency • high population growth rate	• poor quality of education • lower achievement rate	• old & dilapidated school buildings to be demolished and replaced • acquisition of sites & construction of school bldg • review bldg., construction based on standard classroom size
Late entrance of age 6 population in Grade 1	• wrong perception of parents that age requirement for grade 1 is 7 yrs. old	• low participation rate	• strict national policy intervention RA 91 55 BESRA • tie up with SSDD
Poor achievement rate in Public secondary schools	• lack of teaching aids/instructional materials • curriculum gap • teacher quality • teacher assignment mismatch/work overload • inadequate parental guidance • working students/household chores	• low readiness for the next higher level of education	• improve in service trainings for teachers • intensify free remedial classes • mentoring ict-laden instrument
Limited no. of Community Learning Centers (CLCs) and with poor facilities and equipment	• inadequate budget for alternative learning system (ALS)	• low percentage of ALS passers (34.4%) • not all OSYs and adults are served	• increase LGU/NGO support for ALS program • increase the number of CLC per district • tax incentives for NGOs • tie-up with internet cafe for learning modules • training or re-training of instructional managers (IMS)

SOCIAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Social Welfare			
Low enrolment participation rate of pre-schoolers (3-5 yrs old)	• insufficient no. of day care centers/pre-school education facilities • inadequate no. of day care workers/pre-school teachers • lack of awareness on importance of early childhood care & development (ECCD) • lack of monitoring of ngo run day care center (DCC)	• congested DCC • depriving children of quality ECCD program and services	• encourage NGOs and bgys., to put up more DCCs • hire additional day care workers/pre-school teachers • provide continuing capability building of day care workers/ pre-school teachers • expand pre-school education in public elementary schools
Decreased incidences of unregistered births	• on-going program on "operation birthright" • high level of awareness on the importance of birth registration	• goal of 100% birth registration possibly be met by 2010	• full participation of the bgys. and constituents • massive implementation of "operation birthright"
Low availment of social welfare programs among solo-parents	• solo-parents are not aware of privilege under the solo parent act	• majority of solo-parents are deprived of available services	• strengthen information dissemination of the solo-parent act
Inadequate system of documenting incidences of abuse against child, youth, women, elderly, PWDs including families of OFWs	• inadequate capacity and resources of implementing agency for documentation and monitoring	• deprivation of access to programs and services available for them	• capacity building for concerned agencies • intensify coordination and networking with bgys. NGOs and GOs
No facility for abused, abandoned, neglected children, battered women, senior citizen and PWDs	• no permanent institution • only drop-in centers are available	• health hazard • increase in crime incidences and cases of abuse	• expand services at "tahanan" to include rugby boys • establish facility for cnsp, ynsp and other clientele groups
No Program for early detection/intervention for intellectually challenged and differently-abled pre-schoolers	• not a priority , no resource allocation	• neglected and un-empowered to mainstream with the society	• formulate programs to answer the needs • encourage NGO participation
Increased number of clients in crises situations as follows: • Medical needs • Transportation needs • Burial assistance • Victims of calamities • Victims of demolition	• lack of adequate income to support medicines, affordable funeral services • no identified evacuation centers that meets standards	• entail additional resources	• provide income generating programs • increase allocation of resources
High Poverty Incidence	• high unemployment rate • huge number of informal settlers	• high crime rate and other social problems	• provide job opportunities and other means of livelihood • improve provision of basic services

SOCIAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Housing			
Increased number of informal settlers	• rapid population growth • in migration • poverty • inadequate supply of affordable housing	• increase provision of basic services • inhumane living condition • causing blight	• identify magnitude of informal settlers at the bgy. level and with data profile ready • intensify family planning program • provide funds to access affordable public housing projects
Lack of access to basic services	• lack of appropriation • increase in number of informal settlers	• poor living condition • not all are able to avail of the basic services • health problem	• allocate additional funds to improve provision of basic services
Lack of affordable housing for low & middle income families	• high cost of land and construction materials • affordability problem • backlog in the housing project of the government	• only a few are able to avail of the housing projects • increase no. of informal settlers in danger areas	• provide affordable housing schemes • conduct inventory of land at the bgy level; • identify land for socialized housing at the bgy. level (CLUP) • acquire land including properties of delinquent taxpayers
Rampant Selling of Rights among beneficiaries of public housing projects	• unemployment • inability to sustain monthly amortization • proximity to employment and basic services • lack of proper orientation	• defeats the purpose of the housing project • professional squatting • gentrification of the housing projects	• impose strict sanction • waive privilege to future housing projects; • conduct proper orientation prior to turn over of properties • improve monitoring system of projects
Syndicates on CMP; Land Grabbing	• ignorance of the law on the part of potential beneficiaries • overlapping of titles	• increase in the number of informal settlers	• fast tract re-constitution of titles • iIntensify Land Administration and Management Project (LAMP) at bgy level • put up monitoring mechanisms at bgy., and city level • amend EO 129
Sub Sector : Protective Services (Police Protection)			
Increase in Crime Rate	• large population • poverty • inadequate police force/facilities and equipment	• deterioration of peace and order • decrease in investments	• intensify implementation of existing programs on crime prevention • improve facilities and equipment
Increase in no. of drug affected barangays (50 bgys moderately affected, 78 bgys slightly affected)	• weak inter- agency relationship • lack of information education campaign (IEC)	• increase criminality	• authority for PNP to operate against illegal drugs • increase police visibility • massive information and education campaign • deputize barangay personnel for security operations
Increase in Crime Rate	• large population • poverty • inadequate police force/facilities and equipment	• deterioration of peace and order • decrease in investments	• intensify implementation of existing programs on crime prevention • improve facilities and equipment

SOCIAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Protective Services (Fire Protection)			
Slow Response Capability of the Firefighting Force	• inadequate no. of Fire Sub-Stations • inadequate fire trucks • insufficient fire fighting force • inadequate communication facilities • antiquated equipment	• city residents not completely protected • more damage to property and possible loss of life	• construct more Fire Stations • incorporate quarters for female fire fighters • acquire land for fire stations • hire additional personnel/firefighters • tap volunteer fire brigades • lobby for approval of the new Fire Code of the Philippines

ECONOMIC SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : General			
Lack of economic database	• Outdated available data • No city level data in NSO-LFS and FIES reports • Locally generated data not processed into readily usable form • Ineffective registration process; business registrants do not accomplish the application form fully but still have their permits processed	• Real present situation cannot be fully characterized • Difficulty in identifying target beneficiaries resulting to selective interventions and waste of resources • Poor local economic development planning	• Develop own database (not to be dependent on outside sources) and allocate financial resources / funds with the help of barangays and NGOs • Undertake CBMS for household data • Have barangays prepare own Comprehensive Development Plan with training for standard format • Continue build up of barangay database, skills inventory (Skillista Project) • Effective information education and communication program (IEC) • Have stronger and wider linkage with private sector on data requirements (to start with CDC members) • Systematize business registration procedures • Pass Ordinance to compel businesses to provide complete business info and permitting offices to establish database on the same • Develop computer linkage amongst barangays • Align data requirements in the planning period as espoused by DILG • Adopt best practices on data collection, management and dissemination of other cities • Develop business database on various industry/sector

ECONOMIC SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : General			
Increasing unemployment rate	• Increasing labor force population • Continued in-migration • Mismatch of required skills for available jobs • Skills are not relevant to the needs of present local and global market • Curriculum not addressing the human resource requirements of the market	• Increase in poverty incidence • Increase in crime incidence and other social ills • Degradation of human rights • Big number of applicants in employment centers and job fairs • Double digit unemployment rate	• Provide micro-finance assistance, entrepreneurial / skills training, etc. • Mainstream of entrepreneurship (e.g. practical/vocational arts) in the educational system • Integrate entrepreneurship in educational system, marriage counseling, etc. • Projects in schools must have practical purposes so that students can see the value of what they do • Strengthen partnership with the NGOs and private sectors in addressing concerns of skills development and employment • Tracking of skills training graduates
Increasing number of displaced OFWs	• Non renewed work contracts for OFWs • Unavailable jobs for the OFW • Mismatch of skills for jobs abroad	• Addition to the unemployment population • Reduction in some OFW's self esteem	• Provide retooling assistance for employment and absorption for returning OFWs • Formulate projects that would cater to the needs of OFWs and their families
Great disparity in income distribution	• Major source of income -- wages/salaries; very few engaged in entrepreneurial activities • City as working man's residence • Largest share of low income residents in Metro Manila	• The poor becomes poorer, the rich becomes richer • Increase in crime incidence and other social ills • Increase in families falling below poverty line	• Continue to provide micro financing schemes (giving seed capital assistance to organizations to enable them to start an enterprise • Provide livelihood and entrepreneurial training • Mainstream entrepreneurship (e.g. practical / vocational arts) in the educational system • Provide retooling assistance to the workforce • Encourage more social responsibility among citizens and make them more social conscious
Big number of small scale unregistered businesses (informal sector / underground economy)	• Stringent registration requirements (e.g. TCT, Lease Contract) • Refusal to register as payment of fees becomes additional burden	• Less government revenues • Unregulated and unmonitored operations with difficulty in provision of government assistance	• Have barangays monitor operations of this underground economy • Provide for separate registration of this sector (if need be thru an Ordinance); process to be less stringent with minimal requirements • It must be regulated, to include safety and health standards; those who were not regulated will not get support / backing from the government

ECONOMIC SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : General			
Presence of sidewalk vendors in various streets and sidewalks	• Major source of income of the low income group • Lack of good market facilities to accommodate the vendors	• Obstruction to pedestrians and vehicles • Eyesores in their areas • Contributor to waste generation and environmental deterioration • Operation posing danger to their lives and pedestrians / motorists	• Allocate specific areas for vendors and improvement of market facilities • Regulate operations with assistance of barangay and community • Strict implementation of anti-vending ordinance • Development and maintenance of sidewalks • Intensify partnership / linkages with private sector in the maintenance of sidewalks • Prioritize / provide livelihood programs, e.g. microfinance assistance
No significant increase in the number of business establishments	• Many fail to renew their business permits or many have stopped their operations • Lack of business incentives • Mandatory declaration of gross receipts, a turn-off for businesses to register	• Increase in unemployment • Sluggish business growth • Reduction in city income	• Develop or expand commercial and industrial areas in the new CLUP and amendments to QC Zoning Ordinance and strict enforcement of said Ordinance • Establish a Business Promo Center • Regularize One-Stop-Shop operations (not to exist only during January registration period) • Introduce reforms / process improvement in business registration – reduction in processing time and requirements • Provide additional business incentives • Encourage strong social recollective responsibility (e.g. Big Brother, Small Brother) • Pass City Ordinance to compel strict accomplishment of application forms by businesses and establishment of updated database by permitting offices • Organize business economic summit • Infra support development, e.g. roads, footbridges, etc.

ECONOMIC SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Food Security			
Poor physical condition of public markets	• Old and only undergone minor repairs / renovation • Poor conditions aggravated by operations of many street vendors in its immediate vicinities	• Less patronized by market goers • Low income of markets • Poor environmental condition • Unjust competition to market stallholders	• Improve condition of markets still greatly patronized by residents • Increase stall rates to reasonable levels to sustain its operations • Study options for privatization and other development options, multi level, mixed use development • Clear areas of street vendors and designate specific areas for their operations
Poor and limited slaughterhouse facilities	• Slaughterhouses not properly maintained, old and cannot supply meat requirements of the entire city	• No assurance of safe meat supply for city residents • Less patronized by some markets due to poor conditions resulting to operation of illegal slaughterhouses	• Construct a modern and centralized facility • Require strict compliance with high safety and sanitary standards from existing operators • Seek new partners for such operations • Strict monitoring of slaughterhouses • Consider the Halal process of slaughtering with respect to social and cultural diversity
Sub Sector : Tourism			
Tourism potential not fully developed	• Lacks packaging and promotion of the city as a tourist destination • Limited tourist accommodations (e.g. internationally-managed hotels, convention centers, etc.) • Unmaintained and unprotected historical sites and landmarks	• Income to be derived on tourism industry is lost or not realized • Reduction of historical value of sites • Limitation in number of tourist visitors both local and foreign	• Prepare an aggressive promotion program • Consolidate efforts with concerned sectors for program implementation • Encourage in the development of internationally-managed hotel and convention center • Institutionalize the QC Tourism Council • Provide training and education to service providers • Provide for infra support facilities (e.g. roads, footbridges, etc. • Develop and preserve historical sites and landmarks • Intensify drive on clean, peace and order situation • Install tourism related signages • Develop, protect and maintain historical sites and landmarks

ECONOMIC SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Tourism			
• QC fast developing into a health and wellness center	• Existence of specialized and big modern hospitals including the growth in number of support businesses catering to such needs (e.g. health centers, spas, medical / vanity clinics, fitness gyms, retirement homes and hospitals for transient medical tourists)	• Establishment of QC as Wellness Capital of the Philippines • Generator of jobs • Contributes to growth of the tourism industry	• Develop an integrated medical tourism program • Conduct a medical tourism summit
• Significant growth of ICT industries (QC has now the biggest number of ICT Parks and many ICT Buildings continue to be registered with PEZA)	• Available skilled human resource / manpower • Available land for development • Strategic location • Presence of support facilities • Full support of the present administration to the industry	• Income and employment generator for the city • Establishment of the city as the ICT Capital of the Philippines	• Have strong linkage with ICT businesses and training schools • Institutionalize manpower training program • Provide a healthy, safe and secure environment for workers of BPOs • Encourage the use of the English language by students in elementary and high schools • Institutionalize an IT Training Center • Infra support development e.g. roads, footbridges, street lightings, etc. • Exploration of QC as wi-fi enabled area

ENVIRONMENT SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Solid Waste			
High solid waste generation	• High population generating 0.66 kg SW/ capita/day • High concentration of comm'l & ind'l establishments • Big number of unregistered and unregulated small-scale businesses • Proliferation of sidewalk vendors • Continuous in-migration • Weak implementation of RA 9003 • Inadequacy of knowledge on SWM-RA 9003 • Lack of political will to implement the law • A few bgys .implement segregation. • No MRF and SWM facilities in some bgys. (lack of space for the facilities, not acceptable to the community-NIMBY attitude, cost of putting up structure). • Where there is segregation, the wastes are eventually mixed during collection.	• Big volume of garbage disposed at Payatas • May prolong the phase-out period of the Payatas Controlled Facility • Dirty streets and surroundings due to indiscriminate disposal of wastes • Health risks posed by uncollected SW	• Intensify waste reduction program • Enact an Ordinance on the integration of population mgt, health, and env'l program, • Monitor the SWM of comm'l and ind'l establishments • Control proliferation of sidewalk vendors • Produce and distribute IEC materials for SWM. • Provide regular venue (forum, field trips) for sharing of experiences and best practices (models and options) of SWM among bgys . • Promote active network among bgys. for continuous sharing and cooperation • Devise system to oblige or encourage non-compliant barangays to implement their own SWM • Integrate waste management in public education system • Educate collectors about segregation • Provide facilities for segregation (MRF) • Promote sharing/ clustering of SWM facilities for contiguous bgys. • Implement an ordinance for the allocation of space for MRFs in subdivision plans and housing projects
Big potential for waste reduction	• based on waste composition, 48% is biodegradable, 39% is recyclable and only 13% is residual that will finally go to the disposal facility • active barangay-based reduction initiatives	• Less volume of waste will go to the landfill • "Pera sa basura"	• Encourage & support waste reduction • Intensify IEC training for all barangays • Bgys. should lead in implementing and sustaining projects on waste reduction • Formulate legislation on plastic use reduction

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ENVIRONMENT SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Solid Waste			
Impending closure of PCF/ absence of alternative disposal site	• Limited capacity of PCF • DENR order to close • High cost of land in QC • NIMBY mentality and social unacceptability	• Garbage crisis • Deterioration of the environment • Deterioration of health • Displacement of sectors/comty. members dependent on the PCF for their livelihood	• Implement a comprehensive ecological SWM Program including an alternative disposal system • Legislation for Payatas – to produce value-added by-products which may be helpful to other sectors • Identify sectors and community members affected by the closure of the PCF for appropriate program intervention
Unmonitored disposal of toxic, hazardous and healthcare wastes (industries, hospitals, clinics, funeral parlors, etc.)	• Weakness in enforcement of laws • Unclear roles of concerned agencies	• spread of diseases • ground and surface water contamination	• Strictly implement the Sanitation Code • Enact an Ordinance on waste treatment • Devise and implement proper monitoring system for treatment and disposal of hazardous wastes • Improve database especially in business permitting so as to facilitate categorization of businesses and industries and pinpoint sources of wastes and for monitoring purposes
Sub Sector : Air Quality			
Unmonitored industrial emissions	• Unclear delineation of roles of agencies concerned • Instances of Business Permits issued prior to the issuance of environmental clearance	• Poor air quality • Deterioration of health	• Strictly implement of laws • Clarify institutional roles and jurisdictions • Require industries upon renewal of their business permit to submit Permit to Operate Air Pollution Source & Control Installation from EMB-NCR

ENVIRONMENT SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Air Quality			
Pollution from vehicular emissions/ Smoke belching	• Lack of enforcement (local & nat'l gov'ts.) • Mobile checkpoint for smoke belching enforcers • Low quality of diesel gas supply in the country • Emissions from jeepneys, buses and second-hand cars • Non-functional Air Quality monitoring equip (LCD monitors) • No political will • Lack of discipline • Corruption	• Poor air quality • Lack of awareness on the air quality of the city	• Delineate smoke belching-free zones where there will be strict implementation/monitoring • Promote greening at the household and bgy. levels • Consult with EMB-DENR for air pollution-absorbing plants • Promote mass transport system • Call the attention of all depts. concerned • Bgy Councils to designate testing areas for smoke belchers • Involve actively the bgys. in apprehending smoke belchers. • Apprehend smoke belchers at terminals, not on roads and highways • Create one governing body in MM in apprehending violators • Impose prepaid violation fees for drivers (coupon) • Design Policies/Ordinance that will prevent corruption • Phase-out obsolete unserviceable vehicles • Enact ordinance to localize collection of penalties for smoke belching so that income may be used to improve the campaign and capacity of the LGU
Sub Sector : Water Quality			
Over extraction of groundwater	• Inefficient monitoring on the actual number and operation of wells • Weak implementation of regulation on groundwater extraction	• Depletion and pollution of groundwater supply	• Enact ordinance on rainwater harvesting to compliment water supply • Enact ordinance on recharging groundwater • Conduct IEC and capacity-building on simple technologies to implement groundwater conservation and protection • Implement programs to enrich groundwater resource • Implement barangay-based monitoring of different wells • Strictly enforce the law banning/prohibiting the installation of new deep wells • Strictly Implement the policy on open space preservation

ENVIRONMENT SECTOR			
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Pollution of rivers and creeks	• Direct discharge of untreated wastewater into rivers • Throwing of solid waste into rivers • No centralized sewerage system • No citywide sewerage treatment facilities • Informal settlers along waterway easements have no septic tanks	• Deterioration of the environment • Loss of the aesthetic and recreational values of water bodies • Residents unable to enjoy recreation from rivers • Health hazards	• Strictly implement national and local laws on wastewater treatment and easements • Strictly implement zoning regulations • Explore the use of simple wastewater treatment technologies at the household and community levels • Adopt the wastewater management system of the Manila Water Co. • IEC and trainings for bgys. on collection and collection of fatty and greasy substances (c/o EPWMD) • Implement an ordinance on the provision of grease traps for housing and small/med establishments and its monitoring • Require pollutive industries upon renewal of their business permit to get an Environmental Clearance from the EPWMD as pre-requisite

ENVIRONMENT SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Water Quality			
Loss of easements and narrowing of rivers and creeks	• Encroachment of river easements by informal settlers and privately-owned structures • Continuous in-migration which contributes to encroachment of easements	• Drying up of waterways • Flooding risks • Loss of recreation from rivers and easements	• Remove illegal structures/encroachments • Allocate sizeable budget for the relocation of informal settlers along waterways and other danger areas to include transport expenses, etc. • Fast track the formulation of the IRR on the Local Housing Board • Fast track the formulation of the IRR of the Ordinance on Population Monitoring Info. Center • Implement the Urban Development and Housing Act • Construct MRBs for informal settlers (tenement housing) • Establish data on off-city relocation and make policy on sharing of resources between the City and the receiving LGU on the provision of basic services in relocation sites • Adopt disaster risk management along danger areas
Inadequate/Lack of parks & open spaces in some barangays	• Encroachments /informal settlers on open spaces • No political will to strict the open space law • Open spaces are utilized for other purposes such as schools, place of worship, housing and community facilities	• Deprive public of common open space • Environmental impacts	• Plant/green vacant (private/public) lots • Strictly implement laws on open spaces • IEC/trainings for barangays on maximizing the use while preserving open spaces • Establish hierarchy of parks (district, community, city) • Acquire land for parks • Update inventory of public parks and open spaces for planning and other purposes • Enforce tax on privately-owned vacant and idle properties and let the bgy. introduce developments/ improvements on the lot • Identify and convert into parks and open spaces acquired tax-delinquent properties • Develop undeveloped lands/OS • Convert aqueduct and transmission line ROWs into parks

ENVIRONMENT SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Water Quality			
Conflict bet. bgys & HOAs on mgt parks	• Unclear delineation of management rights/sharing between barangays and Homeowners' Assn • OS used for other purposes like schs., place of worship, comty. facilities • Parks specially inside subdivisions are used exclusively by HOA	• Some members of the community are deprived of use/access to parks and open spaces – either the barangay or HOA has the possession and power to determine the use	• Review management roles of bgys & HOAs • Ensure project continuity in designing management arrangements • Partner with private sector to undertake tree planting or Adopt-a-Park projects thru their CSR programs • Strengthen policy on preservation of OS • Monitor subdivision developers & owners to prevent them from converting OS into saleable lots
Unsuccessful growth of trees in many areas	• Thin/shallow top soil	• Waste of resources for the project	• Proper choice of plant • species (bushes, plants with compatible root structure) • Intensify IEC to barangays on the process of coordination w/ PDAD and DENR for free plants (Nego-eskwela, along North Ave.) and the proper identification of sites suitable for planting certain species

INSTITUTIONAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Organizational Management & Development			
Personnel Higher number of female personnel especially in the middle and lower management; better than the national average	• More women applicants met qualification hiring criteria	• Women empowerment evident in personnel hiring	• Sustain GAD Code implementation
More than 30% of the regular positions are unfilled	• Only key/important positions are filled up in line with the city's Program on Rationalization of Resources • Delayed action on personnel recruitment and promotion	• Optimized use of government fund • Competent employees; increased productivity • Lean and mean bureaucracy • Demoralized; look for greener pasture	• Review of human power positions/policies • Review mandate of offices & vis-à-vis number of personnel • Strengthen personnel thru trainings/HRD intervention for promotion
No CODI (Committee on Decorum and Investigation)	• Not yet formed/organized	• No venue to ventilate cases related to sexual harassment	• Establish a CODI (pursuant to Rule VI Sec. 7 of the CSC Admin Disciplinary Rules on Sexual Harassment Cases
Trainings Not all departments submit reports on training attended to the Personnel Office	• Lack of awareness in the importance of compliance with Memorandum Circular re: Submission of Report 30 days upon completion • Inefficient monitoring and tracing mechanism of trainings attended by city hall personnel • Non-compliance	• Inadequate basis for tracking and determining training needs	• Devise a monitoring and evaluation system on training services
No complete profile of personnel to include skills assessment	• Not a priority • Lack of comprehensive human resource development program	• Incomplete basis for merit/promotions / rewards	• Develop a comprehensive human resource development program
Systems Each office has its own separate Operating Process Flow	• Absence of LGU Manual of Operations and usage of standardized forms	• Transacting clients not satisfied • No clear guide to transacting publics • Open to graft and corruption	• Develop an Operations Manual

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INSTITUTIONAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Organizational Management & Development			
Good leadership	• Recipient of various recognition and awards • Chief Exec. is a professional manager	• Improved governance • Better image for city	• Sustain good practices • Support programs
Sub Sector : Fiscal Management			
Effective and efficient fiscal management	• Effective partnership of the city, barangay & city council • Capacity building of LGU officials from city to barangay particularly in fiscal management • Streamlining of bureaucracy • Competent economic and financial team • Presence of a Revenue Code • Strong leadership	• Maximized; increased; improved public service • Maximized collection targets • Greater chance of development plans to be implemented • Increase in employees' benefits • Good image for the city • Increased moral • Decreased need for funding from outside sources	• Institutionalize mechanism to ensure and sustain current fiscal management practices and policies • Continue capacity building on fiscal management
Emphasis on the first part of the admin was on revenue raising and infra development	• Revenue and services backlogs inherited from previous administrations	• Development plans and other international commitments will not be met (MDG, CEDAW, ICESCR, etc.) • Limited improvement on quality of living • There are some sectors i.e. urban poor, children, which concerns are not yet sufficiently addressed	• Rationalize budget allocation i.e. development and socially oriented programs • Strict implementation of existing policies and mechanism to address a social concerns (GAD, senior citizens, etc.) • Effective representation of affected sectors in budget process • Increase partnership with NGOs, private sectors in terms of social services delivery

INSTITUTIONAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : Local Legislation			
Absence of investment code	• Pending (City Council)	• No measure of growth investment in the city no guide to allocation/prioritization of earnings form investment and areas of investment • Untapped investors	• Passage of Local Investment Code
Lack of public consultation on some proposed ordinance (ex. SUP) that involves or affects particular barangays	• Lack of transparency • Failure to properly inform and invite all concerned	• Concerns of affected barangays will not be properly addressed • Barangays will not fully support the ordinance/measure	• LIGA NG MGA BARANGAY to propose to the City Council to furnish the barangay concerned with copy of the proposed measures • Invite concerned and affected persons during public hearings
Access to information on local legislations not yet fully computerized	• On-going installation of computer-based system for immediate public to access to local legislation	• Difficulty in data retrieval • Inadequate dissemination of legislations	• Complete computerization and web site development
Slow passage of some ordinances relative to others	• Absence of lobby groups • Nature of proposed ordinance • Staff-related factors • Political, social and economic factors	• Compromised public service delivery • Prolonged conflicts, problems • Delayed implementation of development programs	• Adopt a standard based on nature of ordinance • Establish a monitoring system • Executive/legislative coordination and linkages

INSTITUTIONAL SECTOR			
Observed Condition	**Explanation**	**Implication**	**Policy Intervention**
Sub Sector : People's Participation			
Increased number of accredited NGOs and Pos in the city	• Informative drive • Institutional intervention	• More partners in development planning	• Sustain IEC
There are still many NGOs and Pos operating in the city who are not yet accredited	• Too many requirements • Not aware of the accreditation process • Not interested	• Concerns and activities not linked with the city government PPAs • Not all OSYs and adults are served	• CSR to reach out to other unaccredited organizations • Ordinance to strengthen people's participation in governance; passage of Participation, Accountability and Transparency Ordinance of QC
Imbalance in number of sectoral representation to CDC (urban poor 10, less for others)	• Active urban poor associations • Other sectors not interested	• Concerns of other sectors not addressed • Depriving children of quality ECCD program and services	• Review allocation of seats to CDC/sector/system of selection and allocation
Active NGOs/POs participation in CDC	• Increased awareness of their role as partners in governance	• Effective coordination/consultation	• Enhance strong linkage with PO/NGO
Extent of engagement and representation of NGOs and Pos to other special bodies, committees and task forces not yet maximized	• Other special bodies not yet convened	• Non-compliance with LGC	• Require the presence of NGOs/POs in Special Bodies as mandated
Not all barangay development councils conduct comprehensive Bgy. Development Planning process with active NGO/PO participation	• Inadequate capability of the barangays to conduct BDP • Conflict between barangays and NGOs/Pos • Conflict among NGOs/POs	• Unclear priorities for program implementation	• Require all barangay development councils to conduct comprehensive barangay development planning program with NGOI/PO participation • NGOs/Pos to unify and show genuine intention to become development partners

Appendix 2- Quezon City Development Council

CHAIRMAN: Hon. Feliciano Belmonte, Jr. - City Mayor
MEMBERS: Hon. Vincent Crisologo - District I Representative
Hon. Mary Anne Susano - District II Representative
Hon. Matias Defensor - District III Representative
Hon. Nanette Daza - District IV Representative
Hon. Voltaire Godofredo Liban III - Chairman, Committee on Appropriations
Mr. Tomasito L. Cruz - CDC Secretary

BARANGAY CAPTAINS

District I
PB Roberto G. Fortuno - Bgy. Vasra
PB Fermin B. Bilaos – Bgy. Bagong Pagasa
PB Rizaldy C. Nepomuceno – Bgy. Sto. Cristo
PB Mario M. Nunez – Bgy. Project 6
PB Eduardo M. Firmalino – Bgy. Ramon Magsaysay
PB Leonardo C. Flores, III – Bgy. Alicia
PB Dennis A. Caboboy – Bgy. Bahay Toro
PB Ma. Teresa R. Pobre – Bgy. Katipunan
PB Nestor R. Berroya - Bgy. San Antonio
PB Gideon F. Gener – Bgy. Veterans Village
PB Ricardo B. Corpuz – Bgy. Bungad
PB Jose A. Diaz - Bgy. Phil Am
PB Beng San U. Sia – Bgy. West Triangle
PB Ernesto B. Baetiong – Bgy. Sta. Cruz
PB Eunice C. Bucsit – Bgy. Nayong Kanluran
PB Alfredo A. Anos, Jr. – Bgy. Paltok
PB Romeo A. Dela Cruz - Bgy. Paraiso
PB Thomas T. Dizon - Bgy. Mariblo
PB Gualberto B. Casaje, Jr. – Bgy. Damayan
PB Leopoldo L. Sta. Maria, Jr. – Bgy. Del Monte
PB Ramon G. Veloso – Bgy. Masambong
PB Virginia C. Ongtauco – Bgy. Talayn
PB Richard N. Yu – Bgy. Sto. Domingo
PB Benjamin P. Rivera – Bgy. Sienna
PB Renaldo R. Baena – Bgy. St. Peter
PB Mario D. Alcantara, Jr. – Bgy. San Jose
PB Cicero B. Ada – Bgy. Manresa
PB Ester M. Gutierrez – Bgy. Damar
PB Leonardo P. Salting – Bgy. Pag ibig sa Nayon
PB Erlinda M. Madrilejo – Bgy. Balingasa
PB Jaime E. Cabaluna, Jr. – Bgy. Sta. Teresita
PB Ramoncito S. Reyes – Bgy.San Isidro Labrador
PB William Manugar S. Chua – Bgy. Paang Bundok
PB Juanito J. Miranda – Bgy. Salvacion
PB Amelia M. Amoranto – Bgy. N.S. Amoranto
PB Junie R. Ricaforte – Bgy. Maharlika
PB Manuel S.D. Crisostomo – Bgy. Lourdes

District II
PB Estrella C. Valmocina – Bgy. Holy Spirit
PB Ranulfo Z. Ludovica – Bgy. Batasan Hills
PB Jose M. Gaviola, Sr. – Bgy. Commonwealth
PB Armando E. Endaya – Bgy. Bagong Silangan
Rosario L. Dadulo – Bgy. Payatas
PB Jose Arnel L. Quebal – Bgy. Fairview
PB Jesus I. Dungca – Bgy. Pasong Putik
PB Renato U. Galimba – Bgy. Greater Lagro
PB Nestor T. Reyes – Bgy. North Fairview
PB Reynaldo B. Miranda, Jr. – Bgy. Kaligayahan
PB William R. Bawag – Bgy. Sta. Lucia
PB Ramiro S. Osorio – Bgy. San Agustin
PB Jose A. Visaya – Bgy. Novaliches Proper
PB Dr. Domingo C. Pascual, Jr. – Bgy. N. Nayon
PB Arnaldo A. Cando – Bgy. Capri
PB Elenita I. Balajonda – Bgy. Sta. Monica
PB Rolando F. Dela Cruz – Bgy. San Bartolome
PB Carlito R. Bernardino – Bgy. Bagbag
PB Francisco G. Vitug, Sr. – Bgy. Sauyo
PB Ernesto A. Tanigue – Bgy. Gulod
PB Ursula R. Juan – Bgy. Talipapa
PB Eduardo R. Juan – Bgy. Baesa
PB Elenita C. De Jesus – Bgy. Apolonio Samson
PB Leonor L. Briones – Bgy. Balonbato
PB Orlando G. Mamonong – Bgy. Unang sigaw
PB Juan M. Untalan – Bgy. Sangandaan
PB Hector B. Geronimo – Bgy. Tandang Sora
PB Ma. Victoria C. Pilar - Bgy. Pasong Tamo
PB Jaime P. Garcia – Bgy. Culiat
PB Dr. Salvador B. Corpuz – bgy. New Era

District III
PB Romeo F. Alvarez – Bgy. Silangan
PB Jose O. De Guzman – Bgy. Socorro
PB Danilo E. Tan – Bgy. E. Rodriguez
PB Emily T. Algabre – Bgy. West Kamias
PB Leonardo G. Sabido – Bgy. East Kamias
PB Noel R. Agdeppa – Bgy. Quirino 2A
PB Celso G. De Veas – Bgy. Quirino 2B
PB Mariquit R. Cortes – Bgy. Quirino 2C
PB Mario V. Padolina – Bgy. Quirino 3A
PB Romeo B. Tagle, Sr.. – Bgy. Quirino 3B (Claro)
PB Manuel B. Llanes, Sr. – Bgy. Duyan Duyan
PB Mario C. De Guzman – Bgy. Amihan
PB Beda T. Torrecampo - Bgy. Matandang Balara
PB Dominic P. Flores – Bgy. Pansol
PB Caesar P. Marquez – Bgy. Loyola Heights
PB Edwin R. Dela Cruz – Bgy. San Roque
PB Cesar R. Dela Fuente, Jr. – Bgy. Mangga
PB Juliet L. Ginete – Bgy. Masagana
PB Reynaldo B. Rivera – Bgy. Villa Ma. Clara
PB Edgardo F. Pangilinan – Bgy. Bayanihan

PB Patricia S. Belardo – Bgy. Camp Aguinaldo
PB Glicerio G. Intengan – Bgy. White Plains
PB Raymundo R. Carlos – Bgy. Libis
PB Lehner V. Martires – Bgy. Ugong Norte
PB Elmer C. Maturan – Bgy. Bagumbayan
PB Gonzalo B. Misa – Bgy. Blue Ridge A
PB Arturo S. Dimayuga – Bgy. Blue Ridge B
PB Charminia B. Banal – Bgy. St. Ignatius
PB Rolando B. Jarabelo – Bgy. Milagrosa
PB Mario C. Morales – Bgy. Escopa I
PB Fernandito M. Ortiz – Bgy. Escopa II
PB Delia M. Bongbonga – Bgy. Escopa III
PB Ronald M. Taguba – Bgy. Escopa IV
PB Peter T. Abad – Bgy. Marilag
PB Raulito R. Datiles – Bgy. Bagumbuhay
PB Enrico C. Rizo, Sr. – Bgy. Tagumpay
PB Oscar Q. Concepcion – Bgy. Dioquino Zobel

District IV

PB Alberto C. Flores – Bgy. Sacred Heart
PB Ralph C. Diaz – Bgy. Laging handa
PB Marcelo T. San Pedro – Bgy. Obrero
PB Leopoldo A. Tiamson – bgy. Paligsahan
PB Marcos L. Estrada, Jr. – Bgy. Roxas
PB Jayson G. Encomienda – Bgy. Kamuning
PB Larry L. Handayan – bgy. South Triangle
PB Vincent T. Saab – Bgy. Pinagkaisahan
PB Peter L. Cabasag – Bgy. Immaculate Heart
PB Lilia R. Serrano – Bgy. San Martin de Porres
PB Ma. Teresa L. Atentar – Bgy. Kaunlaran
PB Teresa G. Jardio – Bgy. B.L. ng Crame
PB Josefina P. Ang – Bgy. Horseshoe
PB Luisito L. De Guzman – Bgy. Valencia
PB Benedick B. Bañega – Bgy. Tatalon
PB Robin C. Porlaje – Bgy. Kalusugan
PB Armando T. Lazo – Bgy. Kristong Hari
PB Josel D. Clet – Bgy. Damayang Lagi
PB Regina Celeste C. San Miguel – Bgy. Mariana
PB Concepcion S. Malañgen – Bgy. Dona Imelda
Daniel C. Sakay – Bgy. Santol
PB Wilfredo DG. Concepcion – Bgy. Sto. Nino
PB Efren B. Cudal – Bgy. San Isidro Galas
PB Antonio T. Cadampog, Jr. – Bgy. Dona Aurora
PB Jimmy A. Lim – Bgy. Don Manuel
PB Alfredo S. Garcia – Bgy. Dona Josefa
Virgilio S. Ferrer II – Bgy. UP Village
Mauricio C. Gutierrez, Sr. – Bgy. Old Capitol site
Isabelita P. Gravides – Bgy. UP Campus
Kristhine Del G. Adraneda – Bgy. San Vicente
Robert Edmund G. Bautista – Bgy. T. Village East
Federico S. Jong, Jr. – Bgy. T. Village West
PB Rosa D. Magpayo – Bgy. Central
PB Jesus N. Lipnica, Jr. – Bgy. Pinyahan
PB Feliciana B. Ong – Bgy. Malaya
PB Annabella I. Curracho – Bgy. Sikatuna
PB Benjamin A. Erediano – Bgy. Botocan
PB Julian B. Santos – Bgy. Krus na Ligas

POs/ NGOs SECTORAL REPRESENTATIVES

URBAN POOR

Philip G. Latonero - Sambayanang Magkadaup Palad, Inc.
Nicolas M. Superable III - 31 Guirayan FVR Neighborhood Association, Inc.
Jesus G. Frivaldo - Doña Lualhati Cojuangco Homeowners, Inc.
Jesus Jayson C. Miranda - Foundation for the Dev't. of Urban Poor
Luz P. Savilla - Alyansa ng Maralita sa Nova. (ALMANOVA)
Jesus B. Maglente - Metro Heights Cmpd. Residents Assn., Inc.
Ferdinand Felicio - Tala Estate Settlers Fed.,Inc.
Arceli C. Concepcion -Jasmin HOA
Ronnie A. Soliven - Samahang Maralita sa Araneta Ave. cor. Sgt. Rivera St. Inc.(SAMARI INC.)
Loreto B. Amora - BAYAYA Samahang Pinagbuklod

COOPERATIVE

Rosario D. Cañadido - Bagbag Multi-Purpose Coop., Inc.
Rolando P. Montiel - Kyusi Employees Multi-Purpose
Amelito L. Revuelta - NCR League of the Phil. Fed. Of Credit Cooperative

CHARITABLE/CIVIC ORGANIZATION

Joannes O. Ablog - Katipunan at Sandigan ng mga Pil. (KASAPI)
Arsenio C. Organo - Pugad Lawin Phils.
Michael P. Canlas - Kabalikat Charity Civic Communicator

WOMEN

Ma. Josefina Belmonte-Alimurung - QC Ladies Foundation, Inc.
Adela C. Gaton -samahang Kababaihan ng Bgy. Batasan Hills (SKBBH)
Jean C. Enriquez - Coalition Against Trafficking in Women-Asia Pacific, Inc.. (CATW-AP)

EDUCATION

Imelda A. Gigantoca = ORIOLE Learning School, Inc.
Engr. Sirad Alonto- Abantas - RAHMA-Q,L.C. Mosque Found.
Merlyn C. Valerio Sto. Cristo PTCA-Fed. Inc.

LIVELIHOOD/ VENDORS

Victoria Q. Abril - P.U.D. Site Talipapa Vendors Assn. (PUDSTVA)
Miranda M. Verdadero - Kapitbisig QC Vendors, Assn.
Rosario G. Mercader - .Sentro ng Maggagawang Pilipina, Inc.

LABOR/WORKERS

Arnold F. De Vera - Sentro Alternatibong Lingap Panligal (SALIGAN)
Adelaida S. Lazaro - Akbay Pinoy

SOCIAL JUSTICE/PEACE AND ORDER

Edwin C. Chavez - Center for Popular Empowerment
Edwin Molao, Jr. - Phil. Guardian Brotherhood Inc. (Maguindanao Chapter)

TRANSPORTATION

Armando E. Garcia - Batasan Hills Padjack D.O Assn.
Josephine A. Gerones - Villa Espana TODA

PROFESSIONAL

Rose Marinette B. Gozum - Alternative Planning Initiatives, Inc.
Alex D. Tamargo - Assn. of Paralegals in QC
Arch. Bibiano A. Luzande, Jr. - United Architect of the Phil. (UAP)

RELIGIOUS
Jefferson P. Agudes - Youth Crusade for Christ.

HOMEOWNERS
Atty. Gregorio D. David - Project 6 HOA & Residents Assn., Inc.
Teresita T. Margallo - Samahang Pinagpala (Main)
Evelyn S. Galang - ROTC Hunter Neighborhood Assn.,Inc.

YOUTH/CHILDREN/SPORTS
Aaron James D. Porlante - Bible Readers (BREAD) Society Intl. QC Chapter
Mario C. Gordovez - Samahan Kabataan ng Batino at Banaba (SKBB)

BUSINESS
George A. Pimentel - PAREB Q.C Realtors Board, Inc.
Nilo S. Gret - QC Automotive Surplus Dealers Assn. (QC - ASDA)

ENVIRONMENT
Ma. Felisa Teresa C. Papna - Los Angeles Creek Side Assn.,Inc. Kalikasan Guild UP Campus
Gregorio M. Gabuya - Kalikasan Guild UP Campus

ELDERLY
Jorge L. Banal, Sr. - FSCAP NCR, QC Chapter, Inc.
Carmel C. Almendrala - Senior Association of Bgy. Teachers Village West

HEALTH AND SANITATION
Anna Victoria F. Simon - Quezon City Council on Population, Inc

PERSONS WITH DISABILITY (PWDs)
Arnold L. De Guzman - Federation of Persons with Disability

CULTURAL DEVELOPMENT
Rheila M. Uy - QC Performing Arts Dev't. Foundation
Maritess M. Palma - IMPRUB, Inc.

CORE TECHNICAL WORKING GROUP OF THE CITY DEVELOPMENT COUNCIL - COMPREHENSIVE PLANNING FOR QUEZON CITY

SOCIAL DEVELOPMENT SECTOR
Judy Gilda S. Martinez - City Health Department
Fe P. Macale - Social Services Development Department (SSDD)
Ramon T. Asprer - Urban Poor Affairs Office (UPAO)
Araceli T. Liwanagan - City Schools
Mary Ruby M. Palma - Gender and Development (GAD)
Manuel L. Aman - Department of Public Order and Safety (DPOS)
Jaime E. Varela - Office of Counilor Castelo
Josefina B. Alimurung - Non-Government Organization (NGO)
PB Josefina Ang - Barangay

ECONOMIC DEVELOPMENT SECTOR
Annie I. Eugenio - Cultural and Tourism Affairs Office (CTAO)
Armando V. Limos - Market Development and Administration Department (MDAD)
Gloria G. Alcoran – Task Force SikapBuhay
PB Ramiro S. Osorio - Barangay
Rosario G. Mercader - Non-Government Organization (NGO)

LAND USE / INFRASTRUCTURE DEVELOPMENT SECTOR
Sabina D. Santos - City Engineering Office (CEO)
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Pedro P. Rodriguez - Subdivision Administration Unit (SAU)
PB Elmer C. Maturan - Barangay
Philip G. Latonero - Non-Government Organization (NGO)

ENVIRONMENTAL MANAGEMENT SECTOR
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Nancy C. Esguerra - Parks Development and Administration Department (PDAD)
PB Benedick B. Banega - Barangay
Evelyn Galang - Non-Government Organization (NGO)

INSTITUTIONAL DEVELOPMENT SECTOR
Herbert M. Bautista - Vice Mayor
Cora June V. Maribao - City Budget Office (CBO)
Arvin Philip M. Gotladera - City Treasurer's Office (CTO)
Gerry H. Dellosa - Community Relations Office (CRO)
Felipe A. Arevalo III - City Legal Department
Karlo Calingasan - City Legal Department
Ranilo S. Mercado - Barangay Operations Center (BOC)
Glorina V. Sanchez – Office of the Assessor
Angel L. Tesorero – Communications Coordination Center (CCC)
PB Federico S. Jong, Jr. – Barangay
Edwin C. Chavez – Non-Government Organization (NGO)

CITY PLANNING AND DEVELOPMENT OFFICE
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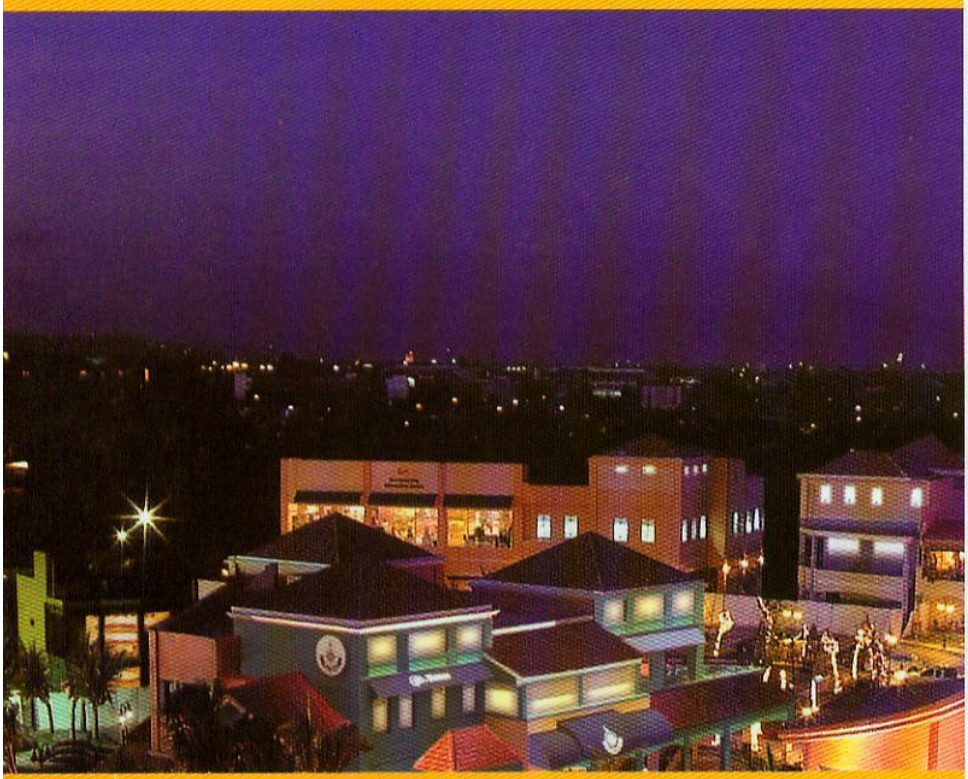
Sol O. Angkaw
Perlita H. Espino
Remedios G. Furiscal
Pedro Valentino P. Garcia
Henry G. Lagasca
Alicia C. Padua
Jose Mar P. Pilar
Ana Maria J. Pineda
Joselito A. Pineda
Patti P. Villanueva

QUEZON CITY COMPREHENSIVE DEVELOPMENT PLAN 2010-2013



QUEZON CITY

Green lung of the metropolis...
Philippines' knowledge industry capital...
Asia's health and wellness center

A high Quality Community with:

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

