

Annex



Sectoral Vision Reality Gaps and Problem Solution

Workshop 1: Vision-Reality Gap Analysis (Inward looking Component of the QC Vision)

SOCIAL SECTOR

Descriptors of QC Citizenry	Dimensions	Success Indicators Vision of Quezon City Inward-looking Component	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implication of Unfilled Gap	Policy Options
HEALTHY CITIZENRY							
	Physical Health	Decrease in the number of disease-specific morbidity cases by 5% per year from base year 2018	<p>Disease-specific morbidity cases reported (source: QCHD, QCGH and NDH 2018)</p> <ol style="list-style-type: none"> 1) Hypertension – 22,888 2) Tuberculosis all forms – 9,087 3) Diabetes Mellitus – 6223 4) Urinary Tract Infection – 4,225 5) Dengue fever – 624 <p>Source: QCHD, NDH & QCGH; 2018</p>	<p>5% decrease annually</p> <ol style="list-style-type: none"> 1) 1,144 2) 454 3) 311 4) 211 5) 31 	<p>Hypertension and Diabetes Mellitus</p> <ul style="list-style-type: none"> • Difficulty in sustaining maintenance medication (patient compliance, availability of medicines) • Unhealthy lifestyle (no opportunity for physical activity, availability of unhealthy food) <p>Tuberculosis</p> <ul style="list-style-type: none"> • Delayed treatment • Patient compliance to complete treatment <p>Urinary Tract Infection</p> <ul style="list-style-type: none"> • Lack of sanitary toilet in public places • Unhygienic practices <p>Dengue</p> <ul style="list-style-type: none"> • Presence of mosquito breeding sites in the surroundings 	<ul style="list-style-type: none"> • Increase in morbidity and mortality cases • Decrease productivity at home, school and work • Economic burden to the self and family • Infectious when untreated (stigma) 	<ul style="list-style-type: none"> • Hiring of Additional doctors per health facility • Provision of adequate supply of Medicines in each health facility • Upgrading of more super/regular health centers with 24-hour service/12-hour service • Intensification the Nutrition Program of Quezon City Health Department • Intensification of the Malnutrition Rehabilitation Program thru: Complementary Feeding for severely underweight and underweight for 0-71 months old children • Intensification of Maternal Health Care Program • Intensification of Child Health Care Program • Intensification of Comprehensive Health Care Package for Elderlies Program and PWD's • Intensification of Adolescent Health Care & Development Program • Provision of hospital health care services covering Maternal & Child Health Care, Rehabilitation Medicine, Medical, Surgical, Anesthesia, EENT,

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							Dental & Nursing Services. <ul style="list-style-type: none"> • Intensification of the Quezon City General Hospital Medical Program • Intensification of the Novaliches District Hospital Medical Program • Intensification of the Rosario Maclang Bautista General Hospital Medical Program • Establishment of Geriatric Ward • Intensification of the implementation of the Standardization of cost of medicines • Formulation of proposed ordinance on provision of free Insulin to indigent DM patients • Influenza Vaccination • Project 20/20 (Eye check-up and eye glass distribution) • Project SMILEY (Dental Mission and distribution of oral and hygiene kit)
		Mortality rate lower than Metro Manila	Metro Manila: 5.35 per 1,000 population Quezon City: 4.64 per 1,000 population (Source: QCHD; 2018)	0.71 better than Metro Manila	none	none	<ul style="list-style-type: none"> • Additional doctors per health facility • Provision of adequate Supply of Medicines in each health facility • Upgrading of more super/regular health centers with 24-hour/12-hour service • Intensification the Nutrition Program of Quezon City Health Department • Sustain Malnutrition Rehabilitation thru: Complementary Feeding

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							<p>for severely underweight and underweight for 0-71 months old children</p> <ul style="list-style-type: none"> • Intensification of Maternal Health Care • Intensification of Child Health Care Program of QCHD • Intensification of Comprehensive Health Care Package for Elderlies Program and PWD's • Intensification of Adolescent Health Care & Development Program • Intensification of the hospital health care services covering Maternal & Child Health Care, Rehabilitation Medicine, Medical, Surgical, Anesthesia, EENT, Dental & Nursing Services. • Intensification of the Quezon City General Hospital Medical Program • Intensification of the Novaliches District Hospital Medical Program • Intensification of the Rosario Maclang Bautista General Hospital Medical Program

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		Incidence of malnutrition lower than Metro Manila	Metro Manila: 1.26 % Quezon City: 0.59% (Source: QCHD; 2018)	0.67% better than Metro Manila	none	none	<ul style="list-style-type: none"> • Intensification of the nutrition program of Quezon City Health Department • Malnutrition Rehabilitation thru: Complementary Feeding for severely underweight and underweight for 0-71 months old children • Intensification of First 1000 Days Program • Intensification of Oral Health Program • Sustain the Health Education and Promotion Program • Integration of Healthy Lifestyle (Proper Nutrition/diet, reg. Exercise, alcohol and tobacco intake) in the regular Pre-Clinic Lectures • Intensification of nutrition program of all hospitals: • Diet Counseling • Nutrition Lecture • Mothers' class • Malnutrition/Rehabilitation program • Capacity Development on Nutrition Management • Provision of oatmeal, milk and vitamins to Senior Citizens • Promotion of Urban farming • Dissemination of IEC Materials and Posters for Drinking and Smoking

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EDUCATED CITIZENRY							
	Literacy	100% of all residents in Quezon City 10 years old and above can read, write, and understand simple messages	QC 2015: 99.71% (2, 409,418) Male: 99.71% (1,174,392) Female: 99.72% (1,235,026) Source: 2015 Census of Population, PSA	0.29% (6,949) Male: 3,446 (0.143%) Female: 3,503 (0.145%)	<ul style="list-style-type: none"> Poverty/financial capacity of parents Family problems Child labor Existence of congenital handicaps unable to perform intellectual capabilities 	<ul style="list-style-type: none"> Difficulty in seeking employment High poverty incidence High incidents of crime and injustices Poor health and nutrition 	<ul style="list-style-type: none"> Establishment of registry of illiterates through research by QCU and other institutions Establishment of ALS in every barangay and ensure that all targets access the program, facilities and services Strengthening coordination/ partnership with non-DepEd ALS providers Strict implementation of RA 7743/Resolution No. SP-6107, Res. No. 7950, s-2019. Intensification of reading awareness campaign to develop love for reading Implementation of the Brigada Pagbasa Program
	School Participation	100% of school aged children/ population excluding persons with disability (PWD) are enrolled in the basic education system	Participation Rate Public and Private SY2017-2018 Pre-School: 78.17% Kinder : 80.98% Elementary: 94.70% Secondary: JHS: 94.17% SHS: 88.15%	Participation Rate Public and Private Pre-School: 21.83% Kinder : 19.02% Elementary: 5.30% Secondary: JHS: 5.83% SHS: 11.85%	<ul style="list-style-type: none"> Insufficient number of day care centers to accommodate unserved children Economic reasons Level of education of parents (Low value placed on education by parents) Child Labor (due to domestic and economic activities) Illness and disability High poverty incidence rate 	<ul style="list-style-type: none"> Some 3-4 year old children unable to access Early Childhood Education Increase in out of school youth (OSY) population Increase in percentage of school-aged children at risk of being involved in juvenile delinquency, teen-age pregnancy and drug-abuse. Increased demand for Social Services Low-skilled workforce 	<ul style="list-style-type: none"> Intensification of community mapping of school-aged children and Advocacy campaign for early enrolment/registration in partnership with barangays through inter-agency collaboration Development and rolling out of an awareness campaign on the value of education targeted to parents Provision of training / professional development opportunities to parents (aligned with increasing functional literacy of adults) Provision of incentives to encourage school age children to enroll i.e.,

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							school supplies, medical and dental clinics in schools, free meals
		5% annual increase of enrollment of school children with disabilities in the basic education system	2017-2018: 3911 <div>13.72%</div> 2016-2017: 3439 <div>-13.29%</div> 2015-2016: 3966 <div>0.43</div> <div>(0.43÷2 =0.22)</div>	4.78%	<ul style="list-style-type: none"> No baseline data for the number of children with disabilities Economic factors Level of education of parents (Low value placed on education by parents) Lack of access to school facilities for children with disabilities Limited service/facilities for clinical assessment (Kabahagi Center in District 2 only) 	<ul style="list-style-type: none"> Increase in the number of out of school children/youth and adult Children with disabilities are not able to reach their full potential and become unproductive. 	<ul style="list-style-type: none"> Intensification of Community Based Mapping of School-Aged Children with disabilities in collaboration with various agencies Provision of training / professional development opportunities to parents (aligned with increasing functional literacy of adults) Development and rolling out of awareness campaign on the value of education including children with disabilities. Establishment of Kabahagi Centers in all districts provided with adequate equipment and facilities for children with disabilities. Strict implementation of SP 2463, s. 2015, “An ordinance appropriating funds to PDAO to cover the cost of Clinical Special Educational Needs Assessment of Indigent children”

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		100% Completion Rate of Elementary and High School Students	<p>Completion Rate Public and Private SY2017-2018</p> <p>Elementary: 100% Secondary: 93.67%</p>	<p>Completion Rate Public and Private</p> <p>Elementary: MET Secondary: 6.33%</p>	<p>Associated with drop outs, school leavers, and low performance in school (repetition):</p> <ul style="list-style-type: none"> • Demolition/ relocation of family (ISF) • Migration to other localities • Illnesses/Diseases • Child labor • Malnutrition • Bullying/harassment • Lack of interest • Distance from home • Teenage pregnancy • Early marriage • Economic reasons • Drug abuse • Peer pressure 	<ul style="list-style-type: none"> • Increase in out of school youth (OSY) population who become at risk of being involved in juvenile delinquency, teen-age pregnancy and drug-abuse. • Increased demand for Social Services • High poverty incidence rate • Low-skilled workforce 	<ul style="list-style-type: none"> • Launch an Education Completion Program thru: <ul style="list-style-type: none"> ◦ Strengthening guidance counseling through partnerships ◦ Improvement of educational facilities to make them more conducive to learning ◦ Monitoring of students at risk of dropping out from the Program and providing timely intervention measures ◦ Intensification of the implementation of the Child Friendly School Campaign ◦ Intensification of Child Protection Policy and Rules • Provision of transition programs for learners (from one grade level to another) • Sensitization program for parents on the importance of education • Comprehensive feeding and medical-dental services to children • Increase parental involvement to school activities • Strengthening of co-curricular activities • Strict implementation of ordinance prohibiting students access to mall, internet-gaming shops and other related establishments during class hours •

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							<ul style="list-style-type: none"> • Strengthening partnership with stakeholders for possible sponsorship for learners • Intensification of Home Visitation Program to monitor students
		Zero dropout rate	Dropout Rate Public and Private SY2017-2018 ES: 0.88% HS: 1.32%	Dropout Rate Public and Private ES: 0.88% HS: 1.32%	<ul style="list-style-type: none"> • Insufficient family income • Health and nutrition of students • Demolition and relocation • Domestic problems • Lack of parental support • Lack of personal interest • Teenage pregnancy • Drug addiction • Bullying/harassment 	<ul style="list-style-type: none"> • Increase in number of child laborers • Low basic education completion rate • Low literacy rate • Increase in number of juvenile delinquents, teen-age pregnancy and drug-abuse. • Increased demand for Social Services • Low-skilled workforce • High poverty incidence 	<ul style="list-style-type: none"> • Strengthen Guidance and Counseling program in partnership with NGOs and private organizations • Provision of ICT tools to sustain children's interest • Monitor students at risk of dropping-out • Conduct of home visitation in coordination with the barangay • Intensification of implementation of health and wellness programs • Conduct of advocacy campaigns on mental health, teen-age pregnancy and drug-abuse • Intensification of ALS and ADM Programs • Intensification of community barangay livelihood project • Education for ALL Program
	School Achievement	At least 75% Mean Percentage Score in the National Achievement Test	Grade 6 NAT SY 2017-2018 Public & Private: 40.64% (Mean Percentage Score) Public: 41.31% Private: 50.70% Grade 10 NAT SY2017-2018 Public & Private: 49.65% (Mean Percentage Score) Public: 54.39% Private: 49.72%	Grade 6 NAT SY2017-2018 Public & Private: 34.36% Public: 33.69% Private: 24.30% Grade 10 NAT SY2017-2018 Public & Private: 25.35% Public: 20.61% Private: 25.28%	<ul style="list-style-type: none"> • Poor student engagement (lack of interest in class) • Non conducive to learning school facilities (space, ventilations, etc.) • Lack of library books and supplemental materials • Lack of laboratory and 	<ul style="list-style-type: none"> • Declining quality of education • Graduates struggling to land a job 	<ul style="list-style-type: none"> • Strengthening of the technical and vocational programs for senior high school youth (14 Pt Agenda.) • Improvement and expansion of public school facilities (14-Pt Agenda) • Introduction of internet-based education in

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			<p>*Based on the National Achievement Test No other standardized test for evaluating achievement yet</p> <p>With 27 sampled schools for Grade 6 NAT. Given to Grade 7 students</p> <p>With 16 sampled schools for Grade 10 NAT. Given to Grade 11 students</p>		<p>other related equipment in teaching</p> <ul style="list-style-type: none"> Nutritional status of learners (malnutrition) Teacher factor (quality of teaching) Low level of parental involvement in the educative process Suspension of classes without mitigating measures on remedial and supplemental teaching Inadequate number of classrooms, teachers and textbooks 		<p>public schools (14-Pt Agenda)</p> <ul style="list-style-type: none"> Provision for additional school buildings and classrooms Demolition and replacement of old school buildings Land acquisition for school sites Strengthening of quality primary education through: <ul style="list-style-type: none"> Enhanced student engagement Conducive classroom facilities Provision of books and other supplemental materials for teaching and learning Supplemental feeding and medical-dental services to children Upgrading skills and retooling of teachers Increased parental support in the education of their children
	Educational Attainment	At least 2% annual increase in the city's adult population who are college undergraduates, bachelor's and post-graduate degree holders	<p>2015 Educational Attainment (5 yrs. old and above):</p> <p>Post Graduate: 10,517 Male: 4,776 Female: 5,741</p> <p>Academic Degree: 494,623 Male: 224,705 Female: 269,918</p> <p>College Undergrad: 413,215 Male: 204,527 Female: 208,688</p> <p>2010 Educational Attainment (Quezon City) Post Graduate: 11,817 Male: 5,351 Female: 6,466</p>	<p>Post Graduate: 4% (Should be higher. There is actual decrease.) Male: 4% Female: 4%</p> <p>Academic Degree: 1.51% Male: 1% Female: 1%</p> <p>College Undergrad: MET</p>	<ul style="list-style-type: none"> Poverty/financial capacity of parents Limited resources to continue tertiary level No interest in pursuing higher education 	<ul style="list-style-type: none"> Difficulty in seeking employment High poverty incidence 	<ul style="list-style-type: none"> Expansion and promotion of scholarship programs from SYDP Revision of scholarship guidelines to increase subsidy /grant in order to be at part with the increasing cost of education

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			Academic Degree: 482,685 Male: 221,748 Female: 260,937 College Undergrad: 352,433 Male: 174,882 Female: 177,551 Source: PSA																
		90% of targeted senior high school students, tertiary education, Tech-Voc. post graduate students are subsidized/ granted scholarship program per year	86.74% of targeted students were accommodated and subsidized.	3.26%	<ul style="list-style-type: none">Effect of the full implementation of K-12 program.Students opt to apply for other scholarship programs. Current scholarship grant/subsidy are not adapted to the increasing cost of education.Students/Residents are unaware of the scholarship grants offered by the City Government.	<ul style="list-style-type: none">Unutilized funds for scholarship and financial assistance servicesLoss of opportunity to pursue higher education	<ul style="list-style-type: none">Revision of scholarship guidelines to match the cost of educationRestructuring of subsidy/ grant for scholars. Expansion and more intensified promotion of scholarship programs from SYDP												
SECURE CITIZENRY																			
	Protection of Persons	Crime Rate decreased by 5% annually	<table><tr><th>Year</th><th>Crime Rate</th><th>Trend</th></tr><tr><td>2018</td><td>1,378.48</td><td>-3.73</td></tr><tr><td>2017</td><td>1,431.85</td><td>-2.21</td></tr><tr><td>2016</td><td>1,464.17</td><td></td></tr></table> Annual Average: 2.97%	Year	Crime Rate	Trend	2018	1,378.48	-3.73	2017	1,431.85	-2.21	2016	1,464.17		2.03%	<ul style="list-style-type: none">Because of poverty chances of people to commit criminal acts are highLow moral and spiritual valuesLack of police force visibilityInadequacy of police facilities and equipment	<ul style="list-style-type: none">High risks to security and safety in homes and in communityCongestion of jail facility due to criminal actsLow economic investments	<ul style="list-style-type: none">Continuous Intensification of police visibility especially in crime prone areasStrengthening of PNP and BPSO collaboration;Strict implementation of City Ordinances on Safety and Public OrderIntensification of information dissemination on the precautionary measures with regard to the modus operandi of perpetrators;Imposition of higher penalty for recidivism;Establishment of additional Police
Year	Crime Rate	Trend																	
2018	1,378.48	-3.73																	
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							<div>Assistance Desk in Public places</div> <ul style="list-style-type: none">• Provision of additional equipment for PNP personnel• Establishment of additional Police Infrastructures/ facilities (Police Stations and Police Community Precincts)• Hiring of additional qualified police personnel and other support staff;• Involvement of the community in preserving peace and order• Anti-Illegal Drugs Enhancement Program• Anti-Criminality and Support Program• Anti-Insurgency Program								
		Annual Crime Solution Efficiency (CSE) rate increased by 5% every year	<table><tr><th>YEAR</th><th>CSE</th></tr><tr><td>2018</td><td>0.29%</td></tr><tr><td>2017</td><td>0.27%</td></tr><tr><td>2016</td><td>0.22%</td></tr></table> <div>Annual Average: 0.26%</div>	YEAR	CSE	2018	0.29%	2017	0.27%	2016	0.22%	4.74%	<ul style="list-style-type: none">• Slow response due to uncooperative victims and witnesses• Limited access to report cases• Slow/delayed processing/resolution of cases filed in the barangays and police stations	<ul style="list-style-type: none">• Creates anxiety/ fear among the victims / witnesses and their families• Low trust and confidence of citizens to justice system	<ul style="list-style-type: none">• Strengthen the capabilities of QC’s emergency hotline number (122)• Strengthen witness/victim protection programs• Establishment of One radio frequency of barangays and stations with complete equipment• Strengthen Access to Justice Program
YEAR	CSE														
2018	0.29%														
2017	0.27%														
2016	0.22%														
	Protection of Property	Fire incidents decreased by 10% annually		1.31%	<ul style="list-style-type: none">• Rampant accidental fires• Illegal practices of ISFs (e.g., electric wire tapping/ jumpers and use of light, combustible housing materials• Disregard to fire safety measures	<ul style="list-style-type: none">• Loss of lives and properties• Displaced Families will increase• Prolonged response time	<ul style="list-style-type: none">• Intensification of Oplan Ligtas na Pamayanan, Barangay Ugnayan• Seminars and orientation on fire resiliency• Fire drills in the community by street-level								

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							<ul style="list-style-type: none">• Lack of fire-fighters• Lack of fire fighter career promotion and inadequate hiring programs for Fire-fighters• Insufficient number of fire stations• Lack of government lots to build more fire stations• Lack of fire trucks and fire fighting equipment		<ul style="list-style-type: none">• Intensification of coordination with Meralco• Additional Fire hydrants that is accessible to residents/ barangay authorities• Intensification of IEC to decrease fire incidents• Crisis Management Program• Public Safety Infrastructure Modernization Program• Hiring of additional fire fighters• Tap community volunteers and barangay fire brigades• Encourage private establishments to conduct fire-fighting training skills and capabilities• Construction of additional fire stations including procurement of fire trucks and modern firefighting and rescue/protective equipment• Identify and acquire strategically located sites for additional fire stations• Repair and maintenance of fire stations and fire fighting equipment• QRT should be monitored and standardized
			Year	Cases	Trend				
			2018	1,034	-1.43%				
			2017	1,049	-15.95%				
			2016	1,248					
Annual Average: 8.69%									
	Financial Security	Zero Subsistence Incidence	Quezon City Subsistence Incidence and Magnitude: Among families: 0.2% Among population: 0.3%			Among families:0.2% Among population: 0.3%	<ul style="list-style-type: none">• Insufficient source of income to sustain basic needs• high cost of commodities	<ul style="list-style-type: none">• Health and nutrition is at risk especially for the less fortunate families	<ul style="list-style-type: none">• Replication of Pantawid Pamilya Pilipino Program (4Ps) particularly the cash grant/ assistance to

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			Source: 2018 Full Year Official Poverty Statistics, PSA		<ul style="list-style-type: none"> Lack of education and skills to achieve a decent permanent jobs Low level of financial literacy 		<p>poor families</p> <ul style="list-style-type: none"> Creation of gainful and stable employment or entrepreneurial opportunities targeted to the poor Provision of skills development training, as well as financial literacy Investment in better quality education and health programs and services, including Early Childhood Care and Development interventions
	Well-being of persons	100% of families covered with health insurance	<p>Quezon City 708,986 families (99.09%) provided by Phil Health</p> <p>2018 HH-715,429 (PhilHealth data)</p>	6,443 (0.91%) families have no health insurance (Translate to absolute number of families)	<ul style="list-style-type: none"> Less awareness on the benefits/ privileges of PhilHealth card 	<ul style="list-style-type: none"> Families/relatives of uncovered patients will be obliged to pay hospital bills in full Cause of depression for members of the families 	<ul style="list-style-type: none"> Subsidize healthcare by the City Government Intensification of Universal Health Insurance Information dissemination on the benefits of PhilHealth
	Security of Domicile	<p>QC HH provided with decent and affordable housing</p> <p>2015 PSA survey : No. of HH:683,044</p> <p>No. of Occupied Dwelling Units (ODU): 660,249</p> <p>Doubled-up HH:22,795</p>	<p>DU HH (2018): 23,599</p> <p>Completed SH units: 3,415 in 14 projects</p>	20,184 HH (85.53%)	<ul style="list-style-type: none"> The construction of decent and affordable housing units is not enough to address current LGU-QC housing backlog due to: <ul style="list-style-type: none"> a) high cost of land and construction materials; b) scarcity of land for housing dev't in Quezon City; c) affordability problem of potential beneficiaries; d) no prevention and control of ISFs population / In-Migration 	<ul style="list-style-type: none"> Increase in the number of ISFs Informal settlement related problems such as health and sanitation, criminality, poor education, unemployment, fire and flood hazards, environmental degradation will continue. 	<ul style="list-style-type: none"> Establish an integrated land and ISFs information system by conducting city-wide census through outsourcing and institutional arrangement for information sharing Creation of comprehensive housing programs at the national level Legislate measures for the exemption of imposition of local taxes to attract participation of private sectors in the development of socialized housing. Build more Homes (Provide affordable rental and rent-to-own

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							<p>options)</p> <ul style="list-style-type: none"> • Review, update and implement the Local Shelter Plan • Undertake Land Banking and consolidation to preempt land speculation and have available space for housing • Identification of city-owned lots and prioritize for housing projects • Transparency in the inventory vacant land for housing • Allocation of budget to finance socialized housing development (at least P 1.0 B per year) • Approval of the IRR of City Ord. SP-2771, S-2018 (Quezon City Comprehensive Housing Code of 2018) • Ordinance for the availment of the socialized housing projects from the main subdivision project within the City in compliance with Sec. 18 of RA 7279 (Balanced Housing) • Develop more affordable housing units and financing schemes • Conduct of skills training/livelihood program to help augment payment of monthly amortization • Enforce provisions of RA 7279 with regard to one-time availment of Socialized Housing

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							<p>Program</p> <ul style="list-style-type: none"> • Ordinance mandating private developers to implement their Corporate Social Responsibilities (CSR) in building socialized housing within QC under Sec. 20 of R.A. 7279 • Support private mobilizers which respond to the City's housing problem • Fast track implementation of national projects within the City, particularly NGC housing project • Strictly enforce policies and laws on Decentralization of Urban Growth through establishment of fast transport system • Create in near city project townships as model socialized housing communities in collaboration with national shelter agencies, LGUs, private sector and NGO's • Develop new regulations making settlement planning and building guidelines and standards more flexible and appropriate, to encourage affordable, disaster-resilient housing solutions and technologies for settlements upgrading/on-site incremental housing <p>• Issue an Executive</p>

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							<p>Order providing for a private sector-led vertical socialized housing program as one of the priority options in urban centers</p> <ul style="list-style-type: none"> Update the Comprehensive and Integrated Shelter Financing Act (CISFA) to consider the ff; <ul style="list-style-type: none"> a) Low-cost public rental or ownership housing b) Mortgage Revenue Bonds (MRBs) c) Medium Rise Bldgs for rent or ownership d) LGUs/private sector partnership for public rental housing
		<p>ISFs along danger areas and government infra relocated to hazard-free areas</p>	<p>ISFs along danger areas 2016: 23,698 2018: 21,130</p> <p>ISFs relocated (2018) : 1,574</p> <p>Source: HCDRD</p>	<p>19,556 ISFs (92.55%) in danger areas need to be relocated</p>	<ul style="list-style-type: none"> The number of relocation allocation provided by NHA is not enough to accommodate the City's demand Clearing operation along danger areas are not properly implemented 	<ul style="list-style-type: none"> High demand for basic services, in particular, at the receiving LGUs Returning relocatees due to absence of basic necessities on relocation sites 	<ul style="list-style-type: none"> Declare officially areas cleared of ISFs as "zero-ISF zones (zISFzo)" through legislation by the City Council to prevent return of the relocatees and threat of new entrants, and make the barangay officials and the community members the stewards of these zones. Intensification of MOA between sending and receiving LGUs in relation to relocation activities Financial and trucking assistance Food assistance to families affected by relocation Strengthening of Balik-Probinsiya Program Enforcement of City Ord. SP-1774, S-2007 adopting a uniform 3-meter easement along

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							riverbanks, creeks, streams and esteros <ul style="list-style-type: none"> • Creation of a barangay task force for the protection of open spaces in compliance with City Ordinance No. SP-914, S-2000 and providing mechanism for full mobilization of barangays from encroachment of Illegal settlers • Capacitate HCDRD further, additional technical staff in order to meet demands for housing from social prep to estate management • Strong partnership with CSOs with capacity to address housing problems
		ISFs assured security of tenure (CMP, Direct Sale) No. of ISFs (2018) Gov't: 36,179 Private : 90778	No. of beneficiaries assured of security of tenure (2018): CMP-546 beneficiaries Direct Sale – 123beneficiaries were issued contract to sell Source: HCDRD / Social Housing Finance Corporation (SHFC)	35,633 (99.66%) Direct Sale beneficiaries and 90,655 (99.39%) CMP beneficiaries still in need to legitimize their security of tenure	<ul style="list-style-type: none"> • Some ISFs within government and private lots are not qualified for the project due to presence of recalcitrant and some private owners not keen in selling their property among others 	<ul style="list-style-type: none"> • Defeats the purpose of the housing project • Opportunities to proliferation of nefarious activities of professional squatters and squatting syndicates continue 	<ul style="list-style-type: none"> • Continuous access to basic services for CMP and Direct Sale Program beneficiaries (water, electricity, roads) • Upscale of urban poor communities (site development) to include sewerage facilities, efficient and adequate solid waste disposal system • Passage of an ordinance to declare properties acquired thru public auctions as socialized housing sites (if feasible) and dispose the same to actual occupants/qualified program beneficiaries. • Convening of the Local Housing Board • Strengthen the program

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							by facilitating process (express lane in BIR) in the release of tax exemption certificates. <ul style="list-style-type: none"> • Encourage and sustain community initiated or self-help projects on housing and community improvement • Support community mortgage projects and upgrading of informal settlements consistent with the goal of achieving a balanced, well-linked and attractive city
EMPOWERED CITIZENRY							
	Employment	100% Employment Rate <i>*at an average of 24.51% QC share of NCR population from 2016 to 2018</i> <i>Source: PSA</i> <i>*Population density for QC from 2015 to 2017 averages 218 while NCR average population density from 2016 to 2018 is at 214</i>	NCR Employment Rate 2016: 94.5 2017: 92.6 2018: 93.4 NCR Unemployment Rate 2016: 6.6 2017: 7.4 2018: 6.6 <i>Source: Philippine Statistics Authority</i>	6.6% to address unemployment rate as of 2018 level	<ul style="list-style-type: none"> • General inability to bid or qualify for employment with private companies or participate in other forms of income generating activities due to lack of minimum qualification requirements • Proliferation of women in urban poor communities without regular income • Lack of interest from the private sector to employ services of disadvantaged groups 	<ul style="list-style-type: none"> • Rising unemployment rate • Urban poor women become more vulnerable to abuse and exploitation due to lack of options for employment or other income-generating opportunities • Increasing dependence of disadvantaged groups for welfare augmentation from the city government • Unemployed members of the disadvantaged groups also continue to become liabilities / burden to their respective families / immediate community, thereby further exacerbating family income 	<ul style="list-style-type: none"> • Full implementation of city ordinance NC-48 S-1988 as amended by SP-115 S-1993 requiring private companies to observe the minimum no. of employees hired (preferential right) at the barangay where such business is located • Develop needs assessment tool designed to address skills development and build capacities of urban poor women for regular employment • Provide incentives for the private sector to employ members of disadvantaged groups • Conduct in-depth studies regarding hiring policies of existing and prospective investors.
		Minimum Household Income of P 504,000 annually <i>*As of 2018, a family of five needs an average family income of P 42,000 to survive above poverty threshold</i> <i>Source: NEDA</i>	NCR Average HH Income 2015: P425,000.00 2018: P460,000.00 NCR Average HH Expenditure 2015: P349,000.00 2018: P369,000.00 NCR Average HH Savings 2015: P76,000.00 2018: P92,000.00 <i>Source: PSA</i>	Additional P 44,000 annual income to achieve P 504,000 (at P 42,000/month) <i>(P 504,000 less P 460,000 annual income level as of 2018)</i>			
		QC Per Capita Income same as NCR	QC Per Capita Income 2015: P 190,868.68 2016: P 194,207.85 2017: P 221,947.84 Average: P 202,341.46	P 29,718.21 gap between QC and NCR in terms of per capita income <i>(Average NCR Per Capita</i>	<ul style="list-style-type: none"> • Unregulated business activities of the informal sector economy (e.g., illegal vending activities 	<ul style="list-style-type: none"> • Loss of income for the city government 	<ul style="list-style-type: none"> • Identify and institutionalize vending sites in every barangay and selected commercial

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			<i>Source: QC Accounting Office & Barangay Data on Income and Expenditures</i>	<i>Income from 2015 to 2017 at P 232,059.67 LESS Average QC Per Capita Income from 2015 to 2017 at P 202,341.46)</i>	in public markets, open spaces or alongside major thoroughfares) <ul style="list-style-type: none"> Lack of strategic site identified by the City Government that is conducive to selling or small-scale trading activities where business activities of the informal sector may be located and subsequently regulated 		areas that are strategically located for business purposes <ul style="list-style-type: none"> Impose commensurate taxes on vendors that will locate on City-identified and regulated sites that are provided with infrastructure support, thereby preventing obstruction and proliferation of unregulated products
			NCR Per Capita Income 2015: P 218,987.00 2016: P 232,739.00 2017: P 244,453 Average: P 232,059.67 <i>Source: Philippine Statistics Authority</i>				
		90% QC Voter Turnout	<u>2016 QC Local Election Turnout</u> Total: 79.69% Male: 79.06% Female: 80.20% PWDs: 74.22% Senior Citizens: 78.33% <u>2019 QC Local Election Turnout</u> Total: 67.23% Male: 67.30% Female: 67.17% PWDs: 57.99% Senior Citizens: 55.70% Average QC Local Election Turnout: 73.46% <i>Source: Election Records and Statistical Division – Commission on Elections</i>	16.54 % Voter Turnout from results of 2019 local election <i>(90% target voter turnout less 73.46% - Average of 2016 and 2019 QC local election turnout)</i>	<ul style="list-style-type: none"> General voting apathy among constituents due to a perceived notion that no candidates for a specific electoral exercise is worthy of the position Some voters are “demobilized” – tendency to waive suffrage rights due to a feeling of discontent with the public sector, in general 	<ul style="list-style-type: none"> Voter apathy at the local level can result in lack of support from its constituents on policies as well as program implementation, and may also result to some degree of social unrest 	<ul style="list-style-type: none"> Intensify efforts to promote civil society participation through proper consultation / fora Intensify efforts to uphold, maintain and elevate standards of integrity, accountability and transparency in local governance
		100% accreditation of approximately 4,000 Civil Society Organizations (as of 2019) in the City Council	43% accredited Civil Society Organizations (CSOs) in the City Council 2016: 1,321 2017: 175 2108: 196 2019: 1,693 <i>Source: QC Barangay and Community Relations Department</i>	57 % of approximately 4,000 Civil Society Organizations in QC <i>(4,000 CSOs less 1,693 registered CSOs in QC in 2019)</i>	<ul style="list-style-type: none"> Lack of intensive campaign for CSOs accreditation with the Quezon City Development Council 	<ul style="list-style-type: none"> Insufficient geographic and sectoral representation of civil society concerns in local public governance for purposes of decision-making, programs and project identification, as well as resource mobilization and allocation Non-accreditation of CSOs, People’s Organizations (POs), Non-Government Organizations (NGOs), 	<ul style="list-style-type: none"> Institutionalize partnerships with civil society through the immediate approval of the proposed Implementing Rules and Regulations (IRR) of QC Ordinance No. SP-1942, Series of 2009 “An Ordinance Strengthening and Institutionalizing the System of Partnership in Local Governance between the Quezon City Government and

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						<p>and Private/Business Organizations (P/BOs) in Quezon City deprives them of official and collective recognition as the People’s Council of Quezon City with following rights and privileges:</p> <ul style="list-style-type: none"> - Vote on matters affecting their internal operations and those properly referred or endorsed for action by the City Government and its members; - Elect and be elected as officer of the People’s Council of QC (PCQC) including the rights to represent the PCQC to local special bodies, task forces, committees, councils; - Observe, participate and/or act as resource persons in public hearings, and consultations. - Participate and vote, through their recognized representative/s, in local special bodies in Quezon City with legally mandated CSOs and private/business representations; city development and investment planning. - Observe, participate 	<p>the People of Quezon City” otherwise known as the “The Participation, Accountability and Transparency (PAT) Ordinance of Quezon City.”</p>

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						and submit recommendations, when necessary, in the implementation, monitoring and evaluation of city government's Programs and Projects.	

Workshop 1: Vision-Reality Gap Analysis (Inward looking Component of the QC Vision)

ECONOMIC SECTOR

DESCRIPTOR/Sub-Descriptors	Indicators	Current Reality or Actual Accomplishments	Vision Reality Gap or what remains to be Done	Explanation for the Gap	Implications of the Unfilled Gap	Policy Options
DIVERSE, STRONG AND VIBRANT ECONOMY						
Descriptor 1 – DIVERSE ECONOMY						
<ul style="list-style-type: none"> QC is a “Wellness Capital of the Country (Asia-Pacific) 	<ul style="list-style-type: none"> Tertiary hospital with ISO accreditation Hospitals, health spas, specialty clinics (with high service quality standard) in abundance 	<ul style="list-style-type: none"> QC has a total number of 37 tertiary hospitals (public and private) 7 are ISO accredited The City has abundance of various kinds of health wellness facilities located within the 6 Districts of QC with high quality service standards. <ul style="list-style-type: none"> Seven (7) of City’s Tertiary hospitals are internationally known and international standard hospital facility, well equipped specialty hospital in cardiovascular, premier hospital for renal and organ transplant and pioneer in the stem cell therapy and other specialization. Absence of organized health and wellness sectors (TD to research on the list medical and wellness organization ASAP), Number of certificates issued to registered Tourism establishment of summit, fgd, exhibits, lectures Counduct (TD) How many 	<ul style="list-style-type: none"> Encourage other Tertiary hospital to comply with the requirements for the ISO accreditation Lack of organization in the health and wellness sector Conduct summit/conferences and form organization/association for the health and wellness sector 	<ul style="list-style-type: none"> Only 7 out of the 37 tertiary hospital are ISO accredited Need compliance to the requirement for ISO accreditation. Absence of ordinance to compel them to organize 	<ul style="list-style-type: none"> Less opportunity for the City to attract Foreign market for medical tourism No program can be implemented 	<ul style="list-style-type: none"> Development of Medical Integrated Program Organize the Health and Wellness Sector

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<ul style="list-style-type: none"> QC recognized as the Information Technology Center of the Country 	<ul style="list-style-type: none"> QC to be the no. 1 in terms of number of firms and area coverage devoted to IT activities Nationally and internationally-recognized training institutions providing IT solutions /services 	<ul style="list-style-type: none"> 62 PEZA-registered IT parks and centers (see attach lists) (2nd to Makati in terms of number (72) and 1st in the country in terms of land area occupied). Centers located at Eastwood Cyber park, Araneta Cyber park, UP-Techno Hub, Eton Centris, Vertis North Ayala, SM Fairview, UP Town Corporate Center etc. Business Process Outsourcing (BPO) continues to be one of the major economic drivers of the city. 	<ul style="list-style-type: none"> Request for Exemption for the Moratorium (Administrative Order No 18) 	<ul style="list-style-type: none"> Existence of Administrative Order No 18 (Moratorium) from the Office of the President for PEZA accreditation 	<ul style="list-style-type: none"> Slow down growth of ICT Industry because of the effect of the Moratorium issued 	<ul style="list-style-type: none"> Enhancement of Infra support facilities Establish and maintain strong linkages with ICT businesses and government.
<ul style="list-style-type: none"> Focused area for high-end information technology businesses 	<ul style="list-style-type: none"> High-end Information Technology Businesses and Centers are in placed 	<ul style="list-style-type: none"> QC has its own KORPHIL that provides advanced IT Training 	<ul style="list-style-type: none"> Encourage Public-Private partnership to enhance Information Technology Trainings in the city 	<ul style="list-style-type: none"> Skills hardly focused on highly skills needed by the industry 	<ul style="list-style-type: none"> The national government no longer provide to IT property developers in the NCR but only to its locators Limited training available for high-end skills in IT 	<ul style="list-style-type: none"> Strong linkages in ICT businesses and government Provision of incentives by LEIPO Highly specialized/advanced IT training available (e.g. IT mechanics, software design and development, etc.) in various educational institutions
Descriptor 2 – STRONG ECONOMY						
<ul style="list-style-type: none"> QC the preferred destination for businesses (No. 7 - 14 point agenda) 	<ul style="list-style-type: none"> Registration of Established new businesses in QC was made easy Establishment of 	<ul style="list-style-type: none"> Existence of BOSS (Business one Stop Shop) thru EO # 17 Series of 2011 (An Order streamlining the process for doing business) Only four (4) markets were issued 	<ul style="list-style-type: none"> Allowed application for BOSS but subject for compliance Sustained and Improved systematic business registration and processing Poor compliance of privately owned operated markets to franchise 	<ul style="list-style-type: none"> Site of businesses is not permissible in accordance with the Zoning Ordinance Many businesses may have shut down operations High cost of investment to establish and operate a 	<ul style="list-style-type: none"> Non-compliance of other requirements e.g. LC, FSIC, Environmental Etc. Is subject for non-renewal High cost of retiring a business and back taxes are required to be paid 	<ul style="list-style-type: none"> Issuance of permit but with collatilla/remarks to comply within two (2) years if not permissible in the zone (Locational Clearance) Sustain/Maintain the Grant of amnesty for tax delinquency

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	<p>new business is made easy (MDAD data)</p> <ul style="list-style-type: none"> Automated processing of permits and payment of fees and taxes Assessment and Publication of rates are transparent 	<p>franchise by the City Council and four (4) others are with pending application for franchise</p> <ul style="list-style-type: none"> Most of the time internet of agencies involved in the registration is offline E-payment of fees and taxes can be made thru bank transaction Automation and Interlinkages of line agencies involved in the processing of permits and payment of fees and taxes Assessment and Tax Rates published are made for transparency 	<p>requirements, clearances and permit facilities</p> <ul style="list-style-type: none"> Upgrade internet connection 	<p>public market</p> <ul style="list-style-type: none"> Poor internet connection to sustain the BOSS and ease of doing business 	<ul style="list-style-type: none"> Proliferation of sidewalk vendors/ambulant vendors and talipapas/satellite markets Increase backlog of permit processing 	<ul style="list-style-type: none"> Enter into a public-private partnership (PPP) in the establishment and operation of public markets. Allot fund for a better service provider (100mbps)
<ul style="list-style-type: none"> Site for the leading businesses in the country (Leipo) and BPLD 	<ul style="list-style-type: none"> Leading Businesses Corporations located in the City 	<ul style="list-style-type: none"> 10% of the top 1000 corporations in the Phil. is QC-based Registration and establishment of new businesses will be easy Processing and payment of business permits and payments of taxes and fees of line agencies involved are fully automated Published updated QC Revenue Code 	<ul style="list-style-type: none"> Majority of the top businesses are located in Makati 		<ul style="list-style-type: none"> Minimal opportunity in maximizing revenue and net income 	<ul style="list-style-type: none"> Development of more CBD More incentives for businesses Encouragement of inflow of investments that attract revenues/income from outside QC Revival of industries.
<ul style="list-style-type: none"> Locally produced products and services developed, promoted and distinctly branded as QC Source: SBCDPO 	<ul style="list-style-type: none"> QC products and services developed and promoted 	<ul style="list-style-type: none"> There are only few identified local products of the city. Source: (SBCDPO) Identify the branded products 	<ul style="list-style-type: none"> There is a need for more product and service registration and profiling to create the database of the products and services of the city Establish database 	<ul style="list-style-type: none"> The Offices mandated to develop and promote local products and services need to conduct micro and small and medium enterprises (MSMEs) and product mapping. 	<ul style="list-style-type: none"> The City's product identity and branding won't be established 	<ul style="list-style-type: none"> Enhance the capacity of the offices to identify, develop and promote MSMEs
<ul style="list-style-type: none"> Abundant supply of food and commodities that 	<ul style="list-style-type: none"> Affordable Food Supply and commodities in 	<ul style="list-style-type: none"> In 2018, there 54 private markets and 8 city owned public markets and 1 under Built-Operate-Transfer (BOT) 	<ul style="list-style-type: none"> Private market status had been downgraded into talipapas 	<ul style="list-style-type: none"> Public markets are fast losing customers due to the growing number of 	<ul style="list-style-type: none"> Easy access of affordable food and commodities will 	<ul style="list-style-type: none"> Establishment of city owned markets in

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are affordable to all (MDAD data)	abundance	Only 31 of these private markets registered in 2019. Out of these only 4 markets have franchised from the QC Council and 4 with pending franchise application.		supermarkets/hypermarkets/shopping malls	affect the supply and demand of the masses, which constitutes majority of the QC residents.	Districts 2, 5 & 6.																																								
• Fully employed human resources (with skills relevant to the needs of the industry)	• Skilled workers employed by industry need	(No. of employed based on the needs of the industry) What kind/type of industry eg. Bpo-call center agent	Coordination with TESDA on skills training that will match the applicant with the skills requirement of the industry																																											
• Reduced unemployment rate to a single digit (PESO data)	• Unemployment rate decreased	• Based on the PSA Labor Force Survey Unemployment rate in 2018 is 6.6 or about 85,703 slightly decreased in the 2017 unemployment rate of 7.4	• Local Employment Facilitation • Awareness Campaign on Employment Opportunities • Coordination with TESDA on skills training that will match the applicant with the skills requirement of the industry • Engaging Micro-Enterprise & Industry-Based for 100 days Emergency employment	• Job mismatch • Unskilled Workers • Lack of employment opportunities for marginalized sectors particularly senior citizens and PWDs	• Increase of unemployment rate	• Propose an Ordinance on Local Employment Generation Program																																								
• QC as No. 1 in business tax collection in the country (MDAD data) and BPLD DATA	• Public/Private markets as one of the source of business tax collection in the city	84.54% Accomplishment on revenues (market fees, taxes & charges)	• 15.46% of the target revenue were not realized amounting to P12,080,444.00	• Hawkers holiday/no payment of hawker’s fees and no franchise tax were collected from markets without franchise	• Collection of needed revenue is jeopardized.	• Implementation of increase in market rental fees in the city-owned public markets as prescribed by the Revised Market																																								
•	•	<table><tr><td>Nature of Fees</td><td>2019</td><td>2019</td><td>% of</td></tr><tr><td></td><td>Target</td><td>Revenue</td><td>Target</td></tr><tr><td></td><td>5,400,000.00</td><td></td><td></td></tr><tr><td>Hawkers</td><td>51,240,000.00</td><td>2,698,537.75</td><td>49.97%</td></tr><tr><td>Bus. Taxes & Fees</td><td>21,500,000.00</td><td>43,866,506.31</td><td>85.61%</td></tr><tr><td>Income from Markets</td><td>19,125,000.00</td><td>19,490,694.93</td><td>90.65%</td></tr><tr><td>Public Markets</td><td>18,800,000.00</td><td>17,908,472.62</td><td>93.64%</td></tr><tr><td>Market Rentals Fees</td><td>260,000.00</td><td>17,015,456.29</td><td>90.51%</td></tr><tr><td>Transient & Disch. Fees</td><td>65,000.00</td><td>297,088.70</td><td>114.26%</td></tr><tr><td>Market Applicati</td><td>2,375,000.00</td><td>595,927.63</td><td>916.81%</td></tr></table>	Nature of Fees	2019	2019	% of		Target	Revenue	Target		5,400,000.00			Hawkers	51,240,000.00	2,698,537.75	49.97%	Bus. Taxes & Fees	21,500,000.00	43,866,506.31	85.61%	Income from Markets	19,125,000.00	19,490,694.93	90.65%	Public Markets	18,800,000.00	17,908,472.62	93.64%	Market Rentals Fees	260,000.00	17,015,456.29	90.51%	Transient & Disch. Fees	65,000.00	297,088.70	114.26%	Market Applicati	2,375,000.00	595,927.63	916.81%				
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		on / Cert.							
		Private Markets	875,000.00	1,582,222.31	66.62 %				
		BOT Agreement (ITHIEL)	1,500,000.00	1,582,222.31	180.83 %				
		Franchise Tax		0					
		GRAND TOTAL	78,140,000.00	66,055,738	84.54 %				
<ul style="list-style-type: none">Institutionalized cooperation/partnership between the city and private sector/NGOs (Leipo/IAO)									
<ul style="list-style-type: none">Productive and properly regulated informal sector (data on informal sector regulated by the city) MDAD	<ul style="list-style-type: none">Data on Informal Sector regulated	<ul style="list-style-type: none">Proliferation of talipapas/satellite markets along inner roads/barangay roads and sidewalk vendors along periphery of public schools. (73 Talipapas and 835 Stallholders in the 6 Districts of the City)6,964 vendors were affected by clearing of sidewalk and obstruction from July –December 2019.The City host eight (8) public markets with 2,602 occupied and 228 vacant stalls with 1,825 stallholders.The City has also 31 private markets.	<ul style="list-style-type: none">Sidewalk vendors managed to return in some areas after Clearing operation by MDAD with 100 effective personnel under 3 shifts.No city-owned public markets were constructed/ established in Districts 2,5 & 6	<ul style="list-style-type: none">Sidewalk vendors were allowed to occupy sidewalks along national and city roads and public parksAvailability of funds for the acquisition of land as possible site of public markets.	<ul style="list-style-type: none">6,964 sidewalk/illegal vendors in the city were displaced or denied of their livelihood.Prices of commodities are much higher in the private markets.	<ul style="list-style-type: none">Registration of sidewalk vendors for regulationProvision of temporary vending sitesBarangays to submit Barangay Resolutions identifying and endorsing proposed vending sites in their respective areas.Identify sites for establishment/co nstruction of city-owned public markets in Districts 2, 5 & 6			

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Descriptor 3 – VIBRANT ECONOMY						
New jobs created across businesses (No. 8 in the 14 Point agenda)	<ul style="list-style-type: none"> Introduce Incentives for under-developed business sectors such as tourism, eco-tourism and arts and culture strengthened 	<ul style="list-style-type: none"> Presence of Ordinance No SP-2219 Series of 2013, Article 1 Paragraph 2, 2.1 to 2.4 (Incentive Code) Existence of Eco-Tourism Parks (List of identified Eco-Tourism, Number of DOT accredited Tour guides(5)/office tour guides) 	<ul style="list-style-type: none"> Sustain and maintain growth of old investments thru provision of tax incentives. Develop more eco-tourism areas and encourage partnership with private sector in the Development and promotion Information Drive regarding DILG Memorandum Circular No. 2019-17 dated February 6, 2019. 	<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Promotion and Encouragement of the establishment of Eco-Tourism hubs and arts and culture On Arts, Encourage people to establish galleries Promotion and improvement of Eco-Tourism businesses such as Food Festivals
Develop Growth Hubs (No. 9 of the 14 Point Agenda)	<ul style="list-style-type: none"> Develop the Vertis North area into a new CBD 	<ul style="list-style-type: none"> North Triangle is the only CBD in QC and Vertis North was already included pursuant to QC Ordinance SP-2117 S-2011 and Proclamation No 347 (PEZA) as Information Technology Park) Vertis North is PEZA accredited QC IT Parks – 14 QC IT Centers - 48 Issuance of Administrative Order No. 18 from the Office of the President “Accelerating Rural Progress through Robust Development of Special Economic Zone in the Countryside” effective June 17, 2019. 	<ul style="list-style-type: none"> Accept the existence of Moratorium from the Office of the President and if possible request for exemption. 	<ul style="list-style-type: none"> Slow down the City’s economic growth 	<ul style="list-style-type: none"> May affect employment rate of the city 	<ul style="list-style-type: none"> Request Exemption relative to the issue of Administrative Order No. 18 dated 17 June 2019.
Skilled and abundant human resources are utilized (PESO data)	<ul style="list-style-type: none"> Skilled and human resources utilized 	<ul style="list-style-type: none"> Total Job vacancies in 2019 based on QC PESO data is 60,603 <ul style="list-style-type: none"> 11,288 or 19% Skilled workers registered 11,907 or 20% referred/endorsed 8,077 or 13% employed in Skill Registry System (SRS) 	<ul style="list-style-type: none"> Conduct of Mega Jobs Fair and Barangay Jobs Fair Local Employment Facilitation Implementation of Ordinance No. SP-2404, S-2015”Barangay Skilled Workers Database” Implementation of Ordinance No. SP-2719, S-2018 “Senior High School Graduates Skills Registry” 			<ul style="list-style-type: none"> Approval of the Implementing Rules and Regulations of : Ordinance No. SP-2404, S-2015”Barangay Skilled Workers Database” and Ordinance No. SP-2719, S-2018 “Senior High School Graduates Skills Registry”

DESCRIPTOR/Sub-Descriptors	Indicators	Current Reality or Actual Accomplishments	Vision Reality Gap or what remains to be Done	Explanation for the Gap	Implications of the Unfilled Gap	Policy Options
<ul style="list-style-type: none"> • Preservation of culture and arts and historical sites preserved (Tourism Dept.) 	<ul style="list-style-type: none"> • QC with significant heritage sites, landmarks, monuments and historical sites preserved 	<ul style="list-style-type: none"> • QC has 7 Heritage sites and 13 Historical sites, Landmarks and Monuments 				
<ul style="list-style-type: none"> • Balikbayan program for OFWs in QC (PESO data) 	<ul style="list-style-type: none"> - One-Stop shop services for QC migrants and families - One-Stop shop services for QC migrants and families 	<ul style="list-style-type: none"> - Based on the 2018 data of Overseas Workers Welfare Administration (OWWA), there are 193,101 registered OFWs in Quezon City which is 6.33% of City's total population. - Existence of Ordinance No. SP 2500, S-2016 "Establishment of Migrants Resource Center" - OFW Help Desk was established in QCPESO - Migrants Resource Center fully operationalize (service) - No permanent office for MRC 	<ul style="list-style-type: none"> - Programs and services of Migrants Resource Center (MRC) are implemented under QCPESO. - identify permanent site for the MRC office 	<ul style="list-style-type: none"> - Efficient delivery of MRC programs are limited 		<ul style="list-style-type: none"> - Identify site for MRC Office
<ul style="list-style-type: none"> • Well placed infrastructure support facilities 	<ul style="list-style-type: none"> • Infrastructure support facilities 	<ul style="list-style-type: none"> • Majority of the city's 8 public markets are in poor conditions as follows: <ul style="list-style-type: none"> - Dilapidated roofing system, steel membrane, roofing sheets, downspouts, gutters, canopy/awning and sun-breaker - Poor conditions of comfort rooms - Worn out stalls and improper sectioning - Worsen condition of drainage system - Unsafe and fire hazard electrical system - Unappealing façade aesthetic appeal • No STP (Sewerage Treatment Plant) in all public markets • Limited Parking spaces • No material recovery facility • No security fences and gates • Unsanitary condition and health hazard in some private markets like: Balintawak, Cloverleaf and nearby markets. Poor drainage system, no 	<ul style="list-style-type: none"> • Needs repair and development of all city-owned public market 			

DESCRIPTOR/Sub-Descriptors	Indicators	Current Reality or Actual Accomplishments	Vision Reality Gap or what remains to be Done	Explanation for the Gap	Implications of the Unfilled Gap	Policy Options
		existing STP, poor environmental condition, Traffic congestion, presence of sidewalk and ambulant vendors				
<ul style="list-style-type: none"> • Responsive government to business needs (SBCDPO)/LEIPO/IAO AND BPLD DATA 		<ul style="list-style-type: none"> • There are still hindrances such as regulatory requirements and business conditions even though the city has most competitive growth center ranking 	<ul style="list-style-type: none"> • There is a need for more enabling business environment to increase investments and achieve near-zero incidence of business closures 	<ul style="list-style-type: none"> • Different offices involved in business ecosystem must harmonize all policies developing a more enabling business environment 	<ul style="list-style-type: none"> • There will be challenges to compete in a global market 	<ul style="list-style-type: none"> • Enhance the support in the beginning stages of the business by providing fiscal and non-fiscal incentives starting from registration and regulatory requirements
<ul style="list-style-type: none"> • Sustained growth in new and old investments 						
<ul style="list-style-type: none"> • Steady increase in business start-ups (BPLD DATA) 		<ul style="list-style-type: none"> • There is a continuing growth of businesses in the City 	<ul style="list-style-type: none"> • There is a need for more enabling business environment especially for tech-start ups 	<ul style="list-style-type: none"> • There is no clear framework developing the City's start-up industry 	<ul style="list-style-type: none"> • There will be a challenge developing the City as the hotspot for start-ups. 	<ul style="list-style-type: none"> • Enhance the support in the beginning stages of the business by providing fiscal and non-fiscal incentives starting from the registration and regulatory requirements.

Workshop 1: Vision-Reality Gap Analysis (Inward looking Component of the QC Vision)

ENVIRONMENTAL SECTOR



Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																																	
CLEAN Its surroundings are garbage-free	<p>Solid waste generation cu.m./year (2018) X cu.m./year (2017) X cu.m./year (2016) 4,859,964.00 cu.m./year (2015) 3,726,273.00 cu.m./year (2014)</p> <table><tr><th>Type of Waste</th><th>2003</th><th>2013</th></tr><tr><td>Biodegradable</td><td>48 %</td><td>53.95 %</td></tr><tr><td><i>Food/Kitchen Waste</i></td><td>39 %</td><td>43.17 %</td></tr><tr><td><i>Yard/Garden Waste</i></td><td>7 %</td><td>9.43 %</td></tr><tr><td><i>Others</i></td><td>2 %</td><td>1.35 %</td></tr><tr><td>Recyclable</td><td>39 %</td><td>20.30 %</td></tr><tr><td><i>Plastic</i></td><td>16 %</td><td>9.64 %</td></tr><tr><td><i>Paper</i></td><td>17 %</td><td>8.65 %</td></tr><tr><td><i>Glass/Bottle</i></td><td>3 %</td><td>1.15 %</td></tr><tr><td><i>Metals</i></td><td>3 %</td><td>0.86 %</td></tr><tr><td>Residual</td><td>13 %</td><td>25.76 %</td></tr></table> <p>Solid Waste Composition Quezon City: 2003 & 2013 SW reduction (2014) – 39.74% (2015) – 56.37% (2016) – 53.31% (2017) – 59.81% (2018) – 62.55%</p> <ul style="list-style-type: none">SW reduction efforts show consistent improvement in waste diversion/reduction	Type of Waste	2003	2013	Biodegradable	48 %	53.95 %	<i>Food/Kitchen Waste</i>	39 %	43.17 %	<i>Yard/Garden Waste</i>	7 %	9.43 %	<i>Others</i>	2 %	1.35 %	Recyclable	39 %	20.30 %	<i>Plastic</i>	16 %	9.64 %	<i>Paper</i>	17 %	8.65 %	<i>Glass/Bottle</i>	3 %	1.15 %	<i>Metals</i>	3 %	0.86 %	Residual	13 %	25.76 %	<ul style="list-style-type: none">Partially attainedSW generation remains to be increasing throughout each year.WACS need to be updatedSW reduction targets need to be achieved vis-à-vis targets set to its 10-yr update of the SWM Plan	<ul style="list-style-type: none">Attributed not only to QC’s large population but also to the high concentration of commercial and industrial establishments, many of which still unregistered and unregulated small- scale businesses.Vendors proliferating on sidewalks, marketplaces & street intersections contribute to the waste generation.Eventually, infestations from the uncollected heaps pose as health &disaster risksNSWMC is still currently formulating the National Guidelines and Standards for WACSThe City’s Package Clean- Up Collection System, including a “Dedicated Collection” system, gives full responsibility to private contractors who are given full responsibility to administer and directly carry out in their specific assigned area the actual collection, cleaning and disposal of solid wastes from various sources.The commitment of the barangay to improve solid waste management and reduce waste in compliance with the law is growing;Waste reduction is a source of livelihood especially for the	<ul style="list-style-type: none">An outdated WACS will not be able to provide a clear picture of the waste make-up of the City, thereby, posing a challenge for PPA formulation aimed at waste reduction.Other types of wastes are posing public health and safety risks,Once maximum reduction is achieved, less waste would go to the land-fill thereby reducing the threat to the environment and the need to provide for more disposal facilities.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 Sanitary Landfill will cause displacement of com-munity members dependent on waste recycling and the SL operation for livelihood.	<ul style="list-style-type: none">More Information Education CampaignStrict implementation of all environment laws (penalty system/ designation of bgy envi police)Organize citizens’ volunteers group for project support in the barangay (participation of POs, HOA)Intensify waste reduction program down to the household level/ implement policy (no segregation impose penalty) – collected funds to be used exclusively for byg envi projects supported by bgy ordinanceEnact an Ordinance on the integration of population management, health, and environmental program,Monitor the SWM of commercial and industrial establishmentsControl proliferation of sidewalk vendors (by bgy w/ assistance of the local govt)Continuing distribution of IEC materials for SWM.Provide regular venue (forum, field trips) for sharing of experiences and best practices (models and options) of SWM among barangaysPromote active network among bgys. for continuous sharing and cooperationDevise system to oblige or encourage non-compliant barangays to implement their own SWM
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Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
			<p>poor population.</p> <ul style="list-style-type: none"> There are also relevant initiatives based in the community, institutions, & schools as well impact projects to complement and sustain the City's waste management program The Sanitary Landfill 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. SW generation remains to be increasing throughout each year. 		<ul style="list-style-type: none"> Integrate waste management in public education system Continue Educating 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 Citywide implementation of RA 9003 by all stakeholders Encourage availment of available incentive for properly implementing SWM Integration of the Informal waste dealers into the formal SWM system Use of alternative technology such as biodigester, RDF and waste to energy. Modernized waste collection fleet Data on where and how recyclables are managed should be established for more effective management initiatives The collection system should be regularly monitored for its efficiency and needed maintenance & improvements. WACS need to be updated SW reduction targets need to be

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Communities are using ecologically-sound practices	No. of Barangays with Programs/Projects in Compliance with RA-9003 (2019) BSWM Committee – 142 BSWM Plan – 142 With Materials Recovery Facility-66 With Materials Recovery System-76 PSLF closed in mid-2017, currently disposing at RPSLF	Fulfilled, barangays have established their respective BESWMC and BSWM Plans	<ul style="list-style-type: none"> Inadequate spaces for construction of MRF facility Community resistance to location of MRFs 		<ul style="list-style-type: none"> Promotion of ecologically sound waste management and sustainable consumption practices at the barangay level 																																																																						
Disposal of toxic, hazardous and healthcare wastes are registered and properly monitored	No 2015 data Hospital Waste Generators, Quezon City: 2008 <table border="1"> <thead> <tr> <th rowspan="2">Hospital</th><th rowspan="2">Hospital Category</th><th colspan="2">Waste Generation</th><th colspan="2">Present Treatment/Disposal Method</th></tr> <tr> <th>Total (kg/day)</th><th>Unit (kg/bed/day)</th><th>On-site Method</th><th>Collector for off-site disposal</th></tr> </thead> <tbody> <tr> <td>A</td><td>T</td><td>213</td><td>0.71</td><td>-</td><td>PAE Environmental Phil.</td></tr> <tr> <td>B</td><td>T</td><td>30.33</td><td>0.46</td><td>-</td><td>Chevalier Enviro Services, Inc. (CESI)</td></tr> <tr> <td>C</td><td>S</td><td>3.5</td><td>0.11</td><td>thermal decomposition</td><td>Integrated Waste Management, Inc.</td></tr> <tr> <td>D</td><td>T</td><td>125</td><td>0.498</td><td>storage building</td><td>CESI</td></tr> <tr> <td>E</td><td>S</td><td>20</td><td>0.44</td><td>improvised incineration</td><td>CESI</td></tr> <tr> <td>F</td><td></td><td>14</td><td></td><td>microwave disinfection system</td><td>CESI</td></tr> <tr> <td>G</td><td>S</td><td>.38</td><td>0.025</td><td>-</td><td>PAE Environmental Phil.</td></tr> <tr> <td>H</td><td>T</td><td>178</td><td>.04</td><td>microwave disinfection system (non-burn technology)</td><td>CESI</td></tr> <tr> <td>I</td><td>T</td><td>43</td><td>0.25</td><td>-</td><td>outsourced</td></tr> <tr> <td>J</td><td>T</td><td>140</td><td>0.4</td><td>-</td><td>CESI</td></tr> </tbody> </table> <i>Source: QCPDO Survey 2008</i> <i>Legend: P-Primary S-Secondary T-Tertiary</i>	Hospital	Hospital Category	Waste Generation		Present Treatment/Disposal Method		Total (kg/day)	Unit (kg/bed/day)	On-site Method	Collector for off-site disposal	A	T	213	0.71	-	PAE Environmental Phil.	B	T	30.33	0.46	-	Chevalier Enviro Services, Inc. (CESI)	C	S	3.5	0.11	thermal decomposition	Integrated Waste Management, Inc.	D	T	125	0.498	storage building	CESI	E	S	20	0.44	improvised incineration	CESI	F		14		microwave disinfection system	CESI	G	S	.38	0.025	-	PAE Environmental Phil.	H	T	178	.04	microwave disinfection system (non-burn technology)	CESI	I	T	43	0.25	-	outsourced	J	T	140	0.4	-	CESI		<ul style="list-style-type: none"> These are from industries and hospitals, clinics, funeral parlors which are not properly monitored and documented. Ordinance requires all residents and business establishments to segregate spent fluorescent light bulbs from the regular collection of solid waste. But the monitoring system is too weak to pinpoint sources. 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. 		<ul style="list-style-type: none"> 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 Implement management contracts for the proper collection, transport treatment and disposal of toxic, hazardous and healthcare wastes
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<p>Ambient air is maintained at levels within EMB standards</p> <p>TSP-90 mg/cu.m PM10-60 mcg/cm</p> <p>Informed Citizenry of the air quality indices in the City</p> <p>Active stakeholder participation in air quality management</p>	<p>2015 Total Suspended Particle (TSP) Ecological Center - East Ave. – 97 ug/Ncm ADMU – 48 ug/Ncm *Average TSP of 2 monitoring stations – 72 ug/Ncm</p> <p>Particulate Matter (PM10) NPO-EDSA- 69 ug/Ncm</p> <p>Apprehensions of smoke belchers (2015) No. of apprehensions – 7,955 No. of vehicles which failed emission testing – 7,726 No. of vehicles which passed air quality standards – 229</p>	<ul style="list-style-type: none"> Quezon City Government has limited visibility on ambient air quality data and monitoring capability Inadequate monitoring stations in the City Need to manage information on air quality monitoring to avoid adverse public reaction GHG emissions from the transportation sector is high 	<ul style="list-style-type: none"> 70% of air pollution attributed to vehicular emissions that have a detrimental effect on public health. Vehicles (jeepneys, buses,cars) using second-hand engines & fuels of low quality belch out smoke. Proliferation of such practice because of relaxed government policy on importation and registration of such vehicles QC's Pollution Control Programs include closing down unscrupulous emission testing centers & promotion of routes for electric vehicles and bike lanes and ban open-pit burning and smog creating activities Enforcement of anti-pollution laws is weak. GHG emissions from the transportation sector in its 2016 City-wide GHG inventory, in conjunction with C40 Technical Assistance shows a total of 1,721,176 tons of CO2 equivalent which represents 21% of the whole inventory Emissions are not properly monitored due to weak implementation of laws/regulations. Some community members allege that there are instances when business permits are issued even without the required environmental 	<ul style="list-style-type: none"> Incomplete picture of the overall air quality conditions and status of Quezon City Adverse public reaction to insufficiency in air quality management mandates 	<ul style="list-style-type: none"> Strict implementation of environmental laws & environmental clearance application process Require industries upon renewal of their business permit to submit Permit to Operate Air Pollution Source & Control Installation from EMB-NCR Clarify institutional roles and jurisdictions with relevant agencies Intensify anti-smoke belching-operations Promote greening at the household and bgy. levels Consult with EMB-DENR for air pollution-absorbing plants Promote inclusive mobility initiatives as part of climate change mitigation initiatives Involve actively the barangays in apprehending smoke belchers.

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
			<p>compliance certificate.</p> <ul style="list-style-type: none"> Industries emit gases and particles that pollute the air and threaten public health. 		
<p>Ambient air is maintained at levels within EMB standards</p> <p>TSP-90 mg/cu.m PM10-60 mcg/cm</p>		<ul style="list-style-type: none"> Information on violators are not completely cascaded to LTO, LTFRB Poor air quality indoors especially in offices 			<ul style="list-style-type: none"> Phase-out old (15 years and above) vehicles Strongly support sustainable conservation programs harnessing multi-sectoral partnerships and capitalizing on the tourism potentials of the park Establish and institutionalize the City’s monitoring capabilities on air quality monitoring. Partner with research organizations for Black Carbon research studies.. Formulate the City’s air quality management plan Improve and expand our parks and reservations Establish integrated monitoring system in coordination with LTO, LTFRB for issuance of licenses to violators Establish e-trike charging stations Establish indoor air quality monitoring systems; consider pilot in city hall

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																							
<p>Surface water quality is maintained at levels within EMB standards (BOD-7 mg/l below and DO - 5 mg/l up)</p> <p>Water classification reaches recreational category</p> <p>Restored water quality and return of aquatic life form</p>	<table><tr><th rowspan="2">Water Quality Parameters</th><th colspan="3">Mg/L</th></tr><tr><th>2013</th><th>2014</th><th>2015</th></tr><tr><td>Biochemical Oxygen Demand(BOD) 7 mg/L below</td><td>35.86</td><td>39.19</td><td>39.00</td></tr><tr><td>Dissolve Oxygen(DO) 5 mg/L Up)</td><td>00.06</td><td>00.00</td><td>00.00</td></tr><tr><td>Total Suspended Solids(TSS) 10 mg/L</td><td>33.89</td><td>39.61</td><td>13.00</td></tr><tr><td>Oil & Grease (2 mg/L)</td><td>4.64</td><td>4.17</td><td>4.10</td></tr></table> <p>Special cleaning operations along (4) riverways - 1,824 cu.m. garbage (2015)</p> <p>10% attained</p>	Water Quality Parameters	Mg/L			2013	2014	2015	Biochemical Oxygen Demand(BOD) 7 mg/L below	35.86	39.19	39.00	Dissolve Oxygen(DO) 5 mg/L Up)	00.06	00.00	00.00	Total Suspended Solids(TSS) 10 mg/L	33.89	39.61	13.00	Oil & Grease (2 mg/L)	4.64	4.17	4.10	90%	<ul style="list-style-type: none">• Areas in Metro Manila experience ground subsidence and sank 0.68 meter to 1.34 meters in 30 years (from 1979 to 2009)- NAMRIA.• Attributed to massive withdrawal of water from the aquifer. Aside from the groundwater abstraction of MWSS equivalent to 3% of the total water supply for Metro Manila, wells legally registered with the NWRB were extracting groundwater at the rate of 12,823.53 liters/second in 2010.• A big part of groundwater subsidence in Camanava (Caloocan, Malabon, Navotas and Valenzuela) is mainly due to excessive groundwater pumping by fishpond operators.•  Lack of STP in some establishments•  Lack of community sewerage treatment facilities• Easements and riverbanks are no longer existent because these are occupied by structures belonging to affluent and poor families alike.• According to the 2015 census of the Housing, Community Development and Resettlement Department (HCDRD), there are 15,577 families occupying creek and river easements.• Physical development in some areas has also resulted in the narrowing of creeks and rivers and even loss of some	<ul style="list-style-type: none">• This means great danger of saltwater intrusion and having groundwater unfit for human consumption in the city.• Continued sinking of the ground are dire, as dikes that serve to protect Camanava from sea water incursion may eventually be overtopped and bring forth sudden flooding	<ul style="list-style-type: none">• 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• Coordinated Inter-agency implementation of the supreme court mandamus
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			segments on these waterways. <ul style="list-style-type: none"> There are instances where the creek has been covered, diverted, and in some cases, reclaimed to generate building lots. 		
Controlled and minimized groundwater extraction	No. of Extraction Permits - 128 (as of Dec. 2013)				<ul style="list-style-type: none"> Prohibition of further 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 Immediate development of alternative sources of water such as those drawn from rivers or lakes & artificial recharging with water from Laguna de Bay and excess surface water flows from Angat Dam should be considered to prevent deterioration of the aquifer. Assessment of new applications for groundwater permits, enforcing design standards for new wells, requiring the submission of well data, identification of illegal wells and calculation and modeling of the groundwater budget are

Descriptor /Success Indicators	Current Reality or Actual Accomplishments							Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options	
											recommended for the effective management of Metro Manila’s groundwater resource.	
• Sub-Sector: PARKS AND OPEN SPACES												
<div>GREEN</div> <div>The largest percentage of greenery to total land area among component LGUs in Metro Manila</div> <div>Recovered, restored, developed and protected its easements and open spaces for the public</div>	Status	District						Partially attained	<div><div>• Some barangays do not have any park at all, while others may have their parks but these are inadequate for the needs of the community and the criteria for “developed” “undeveloped” status of parks and open spaces are unclear.</div><div>• 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.</div><div>• 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.</div><div>• The lack of awareness of the citizenry stems from the lack of proper information and education campaign on the importance of maintaining parks and open spaces.</div></div>	<div><div>• There is no available space for recreational activities of the community.</div><div>• There is lack of breathing space from the concrete jungle.</div><div>• As a result, residents do not have the space to satisfy certain recreational needs like play and leisure and hold socio-cultural interactions.</div></div>	<div><div>• Partner with private sector to undertake tree planting or Adopt-a-Park projects thru their CSR programs</div><div>• Strict implementation and strengthening of the Open Space Law by monitoring subdivision developers & owners to prevent them from converting OS into saleable lots, among others</div><div>• Acquisition of land for parks development</div><div>• Networking of parks</div><div>• Strict compliance with the provision of the deed of donation</div><div>• Create Mechanism for dialogue</div><div>• Intensify IEC for barangays on the process of coordination with PDAD and DENR for free plants and the proper identification of sites suitable for planting species</div><div>• Tap barangays to monitor the cutting of trees</div><div>• Strict implementation of GB ordinance</div><div>• Provide specific bike-friendly lanes</div><div>• </div></div>	
		1	2	3	4	5	6					Total
	Developed	40	23	43	27	70	59					262
	Partially developed	2	4	6	1	25	28					66
	Undeveloped	42	49	31	36	59	54					271
	Total	84	76	80	64	154	141					599
	Status	District										Total
		1	2	3	4	5	6					
	Recovered easement/ creekside/ waterways	2	0	1	1	6	3					13
	Total	2	2	4	5	11	9					13

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
A well-protected and preserved wildlife	<p>La Mesa Eco Park Normal forest biomass species diversity (2.21 Aggregate H Index) Relatively moderate avian diversity Index of 2.9758-2.7965 (Index < 1 is poor) Individual trees - 38,569 (220 species) (2000)</p> <p>UP Campus 47 bird species, 15 species of reptiles & amphibians and 326 mammals</p> <p>Ateneo De Manila University 27 bird species, 52 bats, 25 mammals, 9 amphibian & reptile species</p> <p>Quezon Memorial Circle 239 birds 2,542 trees belonging to 54 species</p> <p>Ninoy Aquino Parks and Wildlife Center 4,505 individual trees and 6,901 stems 1,016 rescued animals (20 mammals, 78 birds, 43 reptile species)</p>		<ul style="list-style-type: none"> 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. 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. 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. The periphery of the La Mesa Reservoir is threatened by poachers. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 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 Intensify and widen IEC on the importance of biodiversity Empower the Local Environmental and Natural Resources Officer in overseeing the implementation of environmental laws and policies Strengthen/implement law on illegal logging Intensify education/info drive to create awareness Support tree planting activities (adopt a tree project) Ensure that sustainable conservation efforts include marginal members of the community dependent on kaingin for livelihood Prohibit exploitation of OS for commercial and residential use Green summit for all stakeholders with action plan output

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																						
Promoted popular/wide use of renewable energy	<p>Payatas Methane Gas Extraction Project captured 406,043 tCO2e in 2008-2012</p> <p>Energy Efficiency</p> <table><tr><th rowspan="2">Location</th><th colspan="2">Annual Power Consumption (P)</th><th rowspan="2">Savings (P)</th></tr><tr><th>Before</th><th>After</th></tr><tr><td>South Triangle</td><td>6,897,194.00</td><td>3,699,559.88</td><td>3,197,634.12 (46.36%)</td></tr><tr><td>West Triangle</td><td>1,990,651.15</td><td>898,198.94</td><td>1,092,452.21 (54.88%)</td></tr><tr><td>QC Hall Grounds</td><td>476,427.41</td><td>225,054.12</td><td>251,373.29 (52.76%)</td></tr><tr><td>Total</td><td>9,364,272.56</td><td>4,822,812.94</td><td>4,541,459.62 (48.50%)</td></tr></table> <p>Smart Lighting Installed</p>	Location	Annual Power Consumption (P)		Savings (P)	Before	After	South Triangle	6,897,194.00	3,699,559.88	3,197,634.12 (46.36%)	West Triangle	1,990,651.15	898,198.94	1,092,452.21 (54.88%)	QC Hall Grounds	476,427.41	225,054.12	251,373.29 (52.76%)	Total	9,364,272.56	4,822,812.94	4,541,459.62 (48.50%)				<ul style="list-style-type: none">• 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• Development of solar energy panels to be partially subsidized by the QC government• NDC to be solarized• Study on all public bldgs. E.g., schools, bgy halls, public hospitals, offices for solarization•
Location	Annual Power Consumption (P)		Savings (P)																								
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Access to and wide use of alternative fuels	<p>Road Board Project implemented <i>(National)</i></p> <ul style="list-style-type: none">▪ QMC .Along Quezon Ave., Commonwealth Ave. (from Philcoa to Tandang Sora), Along Mo. Ignacia St., Timog Ave., T. Morato Ave., East Ave. <p>Compliance to Green Building Ordinance Building Permit (June 2011-present)</p> <p>Total applications – 182</p> <p>Preliminary certified – 75</p> <p>Final certified – 42</p> <p>2015</p> <p>LED Installed= 8948</p> <p>Total Existing Streetlights= 25,193</p>	<p>Pending – 65</p> <p>No. of Streetlights to be converted= 16,245</p>		<ul style="list-style-type: none">•	<ul style="list-style-type: none">•																						

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Green pedestrian-friendly thoroughfares			<ul style="list-style-type: none"> Time constraint on implementation due to the delayed transfer of funds from DBM to City There is on-going road construction / widening by the National government Obstructions on sidewalks like encroachments and parking provision 	<ul style="list-style-type: none"> The project will be funded by City government 	Implementation of the GORA LANE Project 2020 <ul style="list-style-type: none"> Mother Ignacia, Sct Tobias Street & Dona Hemady) 2021 <ul style="list-style-type: none"> Katipunan Avenue East Avenue 2022 <ul style="list-style-type: none"> Elliptical road segment (outer lane) 2023 <ul style="list-style-type: none"> Visayas Avenue segment Provide walkable spaces for pedestrians Introduce legislations on clearing of sidewalks Proper coordination with other concerned government agencies
Largest number of green legislations enacted and implemented in Metro Manila	<ul style="list-style-type: none"> City Ordinance SP-2638 S-2017 	80%	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	Remove from plan as quality and effective implementation are more important than numbers
Its parks are well-patronized by local and metropolitan residents alike	No. of Visitors PAWB 2014 – 515,281 2015 – 471,600 QMC 2015- 15,000(weekdays) 25,000 (weekends and holidays) La Mesa Eco Park 2015 - 300,000 estimated Income PAWB <ul style="list-style-type: none"> 2014 and 2015- 8,866,935.46 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Proper monitoring and registration of park visitors Development of eco park entrance gate Intensify promotion program

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All its barangays have accessible and residents-friendly parks	98 barangays have its own park	44 out of 142 barangays are still without any park	<ul style="list-style-type: none"> This is due to the hardship in finding and recovering land for park development. Some HOAs have been very vocal and active in pursuing the management of their own park. Hence, the increase in the number of HOAs exerting MOA with the city government. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Recovery of parks being occupied by ISFs
People and all sectors are proud of their environment and are actively engaged in its care, protection, preservation and promotion	Multi-partite agreements on La Mesa Eco Park and Balara Filters Park MOA with 22 HOA's Co-management with 24 bgys.	Partially Attained	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Include L GU and bgy and NGOs in the MOA on management of parks
Development/ Rehabilitation of Historical landmarks, Monuments & Shrines.	<ul style="list-style-type: none"> Survey & Identification of historical landmarks Verification of existing condition of proposed site 		<ul style="list-style-type: none"> For cultural and historical mapping 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Identification of possible site
Greening & Beautification of Center Islands	2021 <ul style="list-style-type: none"> Greening and Beautification of Center Island along Regalado Avenue Extension (from Commonwealth Ave. to Republic Avenue) Greening and Beautification of Center Island along Aurora Blvd. (from Katipunan Ave. to Araneta Ave.) 2022 Greening and Beautification of Center Island (from Batasan to San Mateo Road) 		<ul style="list-style-type: none"> For funding consideration 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Construction of play equipment on Day Care Centers	2021 <ul style="list-style-type: none"> San Jose Seminary Day Care Center, Seminary Road, Bgy. Bahay Toro Molave Day care Center, Molave Street Near Tahanan, Bgy. Bahay Toro Amihan Day Care Center, Bgy. Hall, Palosapis Street, Bgy. Amihan Scout Triangle Day Care Center, Bgy. Hall Scout Bayoran, Bgy. Sout Triangle Greater Lagro I Day Care Center, Lagro Plaza, Ascension Road. Lagro Subd., Bgy. Greater Lagro <ul style="list-style-type: none"> King Fisher Day Care Center, King Fisher Street Zabarte Subd., Bgy. Kaligayahn Ibayo Day Care Center, Ibayo 2 Pascual Road, Bgy. Bagbag 2022 <ul style="list-style-type: none"> Lazaro Day Care Center, Lazaro Subd. Damong Maliit Street, Bgy. Nagkaisang nayon Pasacola II Day Care Center, area C Pascola Street, Bgy. Nagkaisang Nayon Nomar 2 Day Care Center, Santan Street Nomar Subd., Bgy. San Bartolome Goodwill Homes 2 Day Care Center, Esther cor. Mathew Street Goodwill homes 2, Bgy. San Bartolome Gloria V Day Care Center, Candido Street cor. Sampaguita Gloria V Subd., Bgy. Talipapa Centerville Day Care Center, Philand back of Basketball Court, Bgy. Pasong Tamo 		<ul style="list-style-type: none"> For funding consideration 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Proper coordination with different government agencies
Green Public Buildings	<ul style="list-style-type: none"> 2021 <ul style="list-style-type: none"> Masambong Fire Station, Bgy. Masambong Project 8 Public Library, Bgy. Bahay Toro Quezon City Polytechnic University, Bgy. San Bartolome Quezon city General Hospital, Bgy. Bahay Toro Quirino High School, Bgy. Duyan-Duyan 2022 <ul style="list-style-type: none"> Kamuning Super Health Center, Bgy. Kamuning San Gabriel Elementary School, Bgy. Sta. Lucia 		<ul style="list-style-type: none"> For funding consideration 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Proper coordination with different government agencies

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	<ul style="list-style-type: none"> Fairview Police station, Bgy. Fairview Pasong Putik Barangay Hall, Bgy. Pasong Putik Kingfisher Day Care Center, Bgy. Kaligayahan 				
RESILIENT : Sub-Sector: CCA-DRR					
<p>Exposed communities are protected from natural and man-made hazards.</p> <p>[Disaster Prevention and Mitigation]</p>	<p>FLOODING</p> <p>Ondoy Event (2009)</p> <ul style="list-style-type: none"> 448 mm of rainfall in 12 hours 140 houses completely destroyed 113,240 people affected P60M damage in infrastructure 66 barangays affected <p>Top 10 Barangay Hotspots based on HVRA Report</p> <ol style="list-style-type: none"> Talayan Damayang Lagi Roxas St. Peter Dona Imelda Sto. Domingo Tatalon North Fairview Bagumbayan <ul style="list-style-type: none"> Dioquino Zobel 	Partially Attained	<ul style="list-style-type: none"> River / creek banks without protection from flood water overspill and erosion Portions of waterways, ROWs encroached by privately-owned structures and informal settlers High flood-risk areas are used for high density settlements Portions of waterways are heavily silted with debris/garbage No regular conduct of de-silting and dredging of waterways 	<p>The occurrence of worst case scenario would result to the following based on HVRA Report:</p> <ul style="list-style-type: none"> A total of 70,000 people are estimated to be affected. It is estimated that 111 casualties will be caused by a 100-year flood. Around 68,619 people are estimated to be displaced. The total economic loss comes out to be 319 Million USD of which about 245 Million USD is capital stock related. 	<ul style="list-style-type: none"> Implementation of programs and projects identified in the DRRMP Conduct IEC on the residents living in danger areas Full implementation of the QC Shelter Program Identify and acquire safe, open areas for permanent evacuation center Construction of dedicated permanent evacuation centers Acquisition of low frequency radios powered by solar Formulate and lobby for the passage of an ordinance on forced evacuation Regular de-silting of waterways

Descriptor /Success Indicators	Current Reality or Actual Accomplishments		Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	EARTHQUAKE Barangays Traversed by the West Valley Fault based on the HVRA Report 1. Bagong Silangan 2. Batasan Hills 3. Matandang Balara 4. Pansol 5. Blue Ridge B 6. St. Ignatius 7. Libis 8. White Plains 9. Bagumbayan 10. Ugong Norte			<ul style="list-style-type: none">• Inadequate / lack of spaces for provision of open areas for evacuation• High risk areas without permanent evacuations centers• Structures built on steep slopes or within landslide prone areas• Absence/lack of slope protection structures• Structures built within the fault zone• Informal settler colonies not issued with building permits• Structures prone	The occurrence of worst case scenario would result to the following based on HVRA Report: <ul style="list-style-type: none">• A total of 70,000 people are estimated to be affected.• It is estimated that 111 casualties will be caused by a 100-year flood.• Around 68,619 people are estimated to be displaced.• The total economic loss comes out to be 319 Million USD of which about 245 Million USD is capital stock related	<ul style="list-style-type: none">• Implementation of programs, projects and activities identified in the DRRMP 2014-2020▪ Reduce % of deaths through increasing the level of awareness on DRRM in the community• Greening the buffer zone of the fault line (5m on both sides)• Strict implementation of the National Building Code.• Relocation of the ISF located along the fault line• Empowerment of the people• Resettlement of ISFs• Construction of EQ proof bridges and all other roads and conduct of frequent inspections• Pre-deployment of relief goods to strategic areas• Retrofitting and repair of buildings
	Barangay	Liquefaction Potential				
	Bagumbayan, Damayang Lagi, Doña Imelda, Kalusugan, Libis, Lourdes, Mariana, Mariblo, matandang Balara, Roxas, Santol, Siena, St. Ignatius, St. peter, Sta. Cruz, Sto. Domingo (Matalahib), Talayan, Tatalon, White Plains	Relatively High				
	Bagumbayan and Ugong Norte	Relatively Low				
	Liquefaction-Prone Barangays					

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
<p>Exposed communities are protected from natural and man-made hazards.</p> <p>[Disaster Prevention and Mitigation]</p>	<p>DOST-PAGASA Findings for Quezon City</p> <ul style="list-style-type: none"> Annual Mean Temperature <p>Quezon City had an increase of 1.46°C from 1961 to 2013 (52 years).</p> <ul style="list-style-type: none"> Projected Change in Monthly Average Rainfall (in mm) <p>The City will have an increase in rainfall in 2020 (2006-2035) and 2050 (2036-2065) particularly during the wet season (June, July and August). Heavy daily rainfall events (rainfall exceeding 300mm) will continue to become frequent in 2020 and 2050.</p> <ul style="list-style-type: none"> Projected Change in Monthly Average Maximum Temperature <p>Quezon City has a projected change in monthly average mean temperature of 0.7 °C to 1.2 °C in 2020 and 1.7 °C to 2.4 °C in 2050.</p> <ul style="list-style-type: none"> Projected Change in Monthly Average Maximum Temperature <p>Quezon City for 2020 and 2050 is 0.7 °C to 1.4 °C and 1.6 °C to 2.7 °C, respectively. There would be an increase in the number of days greater than 35 °C particularly in 2050.</p> <ul style="list-style-type: none"> Projected Change in Monthly Average Minimum Temperature <p>Quezon City has a projected change in monthly average minimum temperature of 0.7 °C to 1.1 °C in 2020 and 1.8 °C to 2.2 °C in 2050.</p>		<ul style="list-style-type: none"> Impacts of Climate Change Diminishing green areas Rapid Urbanization Lack of discipline of communities in the protection of the environment Unmonitored commercial and industrial establishments 	<ul style="list-style-type: none"> Extreme weather events with increased frequency and severity (tropical cyclones, storm surges, riverine floods and rainfall) Change in precipitation pattern Rising Mean Temperature <p>In areas where rainfall is projected to decrease and with longer drier periods</p> <ul style="list-style-type: none"> Water stress/shortage It will affect the amount of water in watersheds and dams Possible reduction of water available for domestic consumption. <p>Intense rainfall/flooding</p> <ul style="list-style-type: none"> Increased wet season flooding It will impact severely in public infrastructures such as roads, bridges, schools, evacuation centers and hospitals. It will pose danger to human settlements and infrastructure during landslides and mudslides 	<ul style="list-style-type: none"> Implementation of PPAs identified in the QC LCCAP Strict implementation of the Green Building Code Planting trees and vegetation Develop better roof designs incorporating vegetation Regular monitoring of commercial and industrial establishments

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Exposed communities are protected from natural and man-made hazards. [Disaster Prevention and Mitigation]	• Waterways Infrastructure Projects					Total completion of the project (Target: 351 banks Status of Completed Projects: 12% (estimated)	• Huge land area of Quezon City • Delays in the completion of the project (Procurement Process)	•	•
	Year	Grouted Riprap Length	Retaining Wall Length	Total Length	Total No. of Projects				
	2019	695	2,977	3,672	18				
	2018	808	2,749	3,557	20				
	2017	814	2,614	3,428	27				
	2016	1,527	3,381	4,908	33				
	2015	2,641	4,028	6,669	54				
	2014	2,127	1,910	4,037	36				
	2013	1,399	2,169	3,568	22				
	2012	2,707	328	3,035	20				
	2011	7,674	1,262	8,936	29				
	Total Length	20,392	21,418	41,810	259				
	• Recovered the 3m easement of rivers, creeks, and esteros, and residents have been resettled								
	• Creation of Infrastructure Audit Team								
	• Training on Infra Audit through Philippine Institute of Civil Engineers								
• Disaster Resilience Scorecard: Making Cities Resilient									
• Risk Transfer Mechanism with partnership with Cebuana Lhuillier									
• Accident Insurance for Responders									
•									
Communities have improved access, understanding, and use of risk information and research. [Disaster Prevention and Mitigation]	Quezon City utilizes various tools to identify and address risks:					Partially Attained Despite IECs, barangays still have their limited understanding of risk. While risk information has been mainstreamed in local development plans and zoning ordinance, said information has not yet reached all 142 barangays.	• There are huge data gaps in the barangay and city that prevent stakeholders from identifying apt and inclusive interventions for communities • Lack of dedicated, qualified or capable personnel at the city and barangay level • Lack of appreciation for risk information across all levels •	• Communities are not equipped with the right information to develop strategies on addressing core factors of risk. • Communities fail to maximize existing institutional mechanisms and systems and fail in efficient development of programs that target the underlying causes of risk.	• Institutionalize conduct of risk, vulnerability assessments at the communities • Establish knowledge center or institute at the local level to centralize efforts towards strengthening community capacities • Establish standard guidelines in layman’s terms for communities to follow • Provide incentives to community-based initiatives
	1. Urban Disaster Risk Index								
	2. Making Cities Resilient Scorecard								
	3. Disaster Risk Resilience Index								
	4. Gawad Kalasag Checklist								
	5. SGLG Scorecard								
	6. HLURB’s CDRA								
	7. REDAS								
	The Quezon Risk Atlas, which contains risk information have been disseminated to all 142 barangays. Community-based DRRM trainings (which capacitate barangays to identify risk in their communities) have								

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	<p>been implemented in 99% of the barangays.</p> <p>Contingency planning has been taught to all hazard-prone and earthquake-prone barangays.</p> <ul style="list-style-type: none"> 	<p>Communities therefore do not see entry points in main development plans for disaster risk reduction and fail to address the underlying drivers of risk.</p> <p>Communities are not well aware of the hazards and risks they are exposed to</p>			<p>towards understanding their risk</p> <ul style="list-style-type: none"> • Harmonize tools at the local level
<p>Infrastructure systems in the communities are disaster resilient.</p> <p>[Disaster Prevention and Mitigation]</p>	<ul style="list-style-type: none"> • The enforcement of the building code is being implemented by the Department of the Building Official, City Engineering Department, and the City Planning Development Department • At the directive of DILG in 2017, an infrastructure audit had been conducted in 100% of structures in the barangay to determine their integrity against earthquakes. The city has partnered with PICE and ASEP to augment our manpower in implementing the said program. • A Local Infra Audit Team has been institutionalized through an Executive Order in early 2019 to address concerns for infrastructure resilience. • Quezon City prides itself as among the very first cities who have passed a Green Building Ordinance. 	<p>Partially Attained</p> <p>However, enforcement at the barangay level may still be lacking.</p> <p>However, the effort has not been sustained yearly to include private and commercial structures.</p> <p>The Local Infra Audit Team has not yet been convened.</p>	<ul style="list-style-type: none"> • A dedicated team / task force has yet convene to address goals for the long term for infrastructure systems • Data gaps to determine risks in infrastructure systems exist in terms of missing as-built plans, etc • Barangays are not capable of conducting infrastructure audits on their own • Enforcement of the building code is lacking 	<ul style="list-style-type: none"> • Communities may suffer infrastructure failure/collapse in the event of any disaster. 	<ul style="list-style-type: none"> • Reconstitute local infrastructure audit team and provide funding options • Institutionalize tools to gather data for infrastructure resilience • Establish capacity building programs for barangays, disaster volunteers or any force multiplier to implement infrastructure audits on the ground • Establish strategies to address infra risks in private-sector • Partner with professional organizations, CSOs, private sector to augment current manpower and implement programs

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
<p>Communities use timely, responsive, “ecosystem”-centered, indigenous early warning systems that reach the last mile, first.</p> <p>[Disaster Prevention and Mitigation]</p>	<ul style="list-style-type: none"> QC has established its own early warning systems (EWS) that enable decision-makers to make informed decisions and warnings to the barangays. The placement, type, and nature of EWS equipment are based on the risk assessment of the city which determines which system of early warning works best at specific locations within the city. For slow-onset disasters such as floods resulting from the overflow of waterways in the city and extreme rainfall, the city placed in strategic locations Automated Water Level Monitoring Stations (WLMS), Automated Rain Gauge Stations (ARGS), Automated Weather Stations, and Air Quality and Noise Pollution Devices. Information transmitted by these devices are immediately available at the QC OPCEN and are monitored on a daily basis by the OPCEN staff. Similarly, QC capacitates its at-risk barangays to develop and establish their own early warning systems. 	<p>Partially Attained</p> <ul style="list-style-type: none"> Not all barangays understand or have institutionalized EWS at their levels. 	<ul style="list-style-type: none"> Lack of appreciation or understanding of barangays in the need for early warning systems No standards for EWS Barangays typically do not have enough budget to establish the ideal EWS for their situation 	<ul style="list-style-type: none"> Difficult to assess effectivity of community EWS because of absence of standards Individuals, communities are fully reliant on to the city for warnings and forecasts when they could’ve established their own systems. Communities fail to prepare or act in sufficient time to reduce possibility of harm or loss 	<ul style="list-style-type: none"> Establish standards to communicate to barangays for establishing their own EWS Enhance barangay capacities for monitoring, forecasting, hazard identification, early warning, and risk evaluation and management.
<p>Communities have access to effective, responsive, and inclusive financing and insurance mechanisms</p> <p>[Disaster Prevention and Mitigation]</p>	<p>QC has been a pilot for several projects that target risk transfer mechanisms for both the city and communities:</p> <ol style="list-style-type: none"> Philippine City Disaster Insurance Pool – The design of the country’s first PCDIP found QC as among the pilot cities that were studied so that a design for a strategy can be developed by the Asian Development Bank and the Department of Finance. <ul style="list-style-type: none"> Resilient Livelihood Program – The Resilient Livelihood Program was first introduced to QC through the MOVE UP Project. The program provided opportunities for at-risk communities to build on their own sustainable insurance-protected livelihoods as part of building their resilience. 	<p>Partially Attained</p> <p>Not all barangays have been tested on the model used for the Resilient Livelihood. The PCDIP is also on the works by the DOF prior to become institutionalized.</p>	<ul style="list-style-type: none"> Lack of technical capability in the city to identify risk transfer mechanisms for communities No standard framework exists yet to develop risk transfer mechanisms Communities have difficulty understanding/appreciating insurance mechanisms 	<ul style="list-style-type: none"> Communities suffer the full brunt of disaster risks 	<ul style="list-style-type: none"> Partner with experts to identify new modalities of risk financing schemes in the barangay or individual level Develop advocacy and risk communications plans to convince communities to avail risk financing options Test resilient livelihood model with the rest of the barangays in Quezon City

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
<p>Risk governance is strengthened at the level of the city government.</p> <p>[Disaster Preparedness]</p>	<ul style="list-style-type: none"> • LDRRMC is reconstituted under the current administration. Roles and responsibilities are clear across the board among members of the QCDRRMC. • There is an LDRRMP that is integrated in the city's CLUP, CDP, and AIP. • Incentive programs (eg QC Search for Resilience) are implemented that ensure high levels of compliance with existing standards for DRRM in the communities. • LDRRMF is not fully utilized yearly. • Inclusive risk governance is still in progress for the city. 	<p>Partially attained</p> <ul style="list-style-type: none"> • There is an existing QCDRRMO but lacks manpower to fulfill its mandates. Expansion of DRRM services and information in the city requires professionalized and qualified personnel. Responders do not have adequate compensation despite the fact that they face daily risk in their line of work <p>LDRRMF is not maximized to address city's needs</p>	<p>Lack of manpower in the Action Office of the QCDRRMC / QCDRRMO impedes full implementation of program; not enough trainers, planners, qualified personnel</p> <ul style="list-style-type: none"> • Stringent procurement processes • There is also not enough study tours for the QCDRRMC to benchmark with other cities. 	<ul style="list-style-type: none"> • Accomplishments of the city in so far DRRM is concerned will not be sustained. At the worst-case scenario, no responders may turn up because there are not sufficient accountability mechanisms set up between our DRRM workers and the city. 	<ul style="list-style-type: none"> • Elevate the QCDRRMO into a department and improve the working conditions of responders, DRRM practitioners • Review LDRRMF utilization and procurement guidelines with relevant NGAs to streamline necessities for full implementation of programs. • Establish or review policies for benchmarking with other cities to look for innovations to address challenges unique to QC • Institutionalize risk governance through ensuring participation of vulnerable sectors in DRRM planning
<p>Local disaster risk reduction and management council has increased institutional capacities to effectively and efficiently manage all types of emergencies.</p> <p>[Disaster Preparedness]</p>	<ul style="list-style-type: none"> • DRRMO Emergency Operation Center (EOC) equipped with closed-circuit television (CCTVs) manned 24/7. - 1,095 recorded incidents in 2018 (84% road accidents, 5% stalled vehicles, 5% self-accidents, 3% fire incidents and 3% civil disturbances) 	<ul style="list-style-type: none"> • Repair and maintenance of CCTV cameras • Unavailability of stable internet 	<ul style="list-style-type: none"> • Lack of initiative from concerned office • Insufficient IT infrastructure 	<ul style="list-style-type: none"> • Programs for monitoring are proven ineffective, communities are not forewarned of hazards, public funds are wasted on unsustainable technology. • Outdated GIS database 	<ul style="list-style-type: none"> • Implementation of programs , projects and activities identified in the DRRMP 2014-2020 • Establish and strengthen infrastructure and networks required for an effective and interoperable EOC.

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	<p>Presence of the following plans:</p> <ul style="list-style-type: none"> - QC Local Disaster Risk Reduction and Management Plan - Barangay Contingency Plans of Flood and Earthquake - QC Contingency Plan for Earthquake (12 Response Clusters are created) - QC Contingency Plan for High Density Population – For Stampede Incident - QC Contingency Plan for Hydro meteorological Hazards – Extreme Rainfall - Emergency Medical Services Protocol - Operationalization of the Incident Command System - Family Preparedness and Unification Plan <ul style="list-style-type: none"> • Completion of the UGISP Dashboard 	<ul style="list-style-type: none"> • There is not enough effective programs to communicate the contents of the plan and how to localize the strategies for the barangay <p>Lack of GIS specialist to maintain and update database.</p>	<ul style="list-style-type: none"> • Lack of risk communication strategies • Lack of plantilla position with a reasonable compensation 		<ul style="list-style-type: none"> • Establish plantilla positions in the proposed elevation of the QCRRMD. • Integrate database management plan for DRRM with data management plans of other offices as well
<p>Local disaster risk reduction and management council has increased institutional capacities to effectively and efficiently manage all types of emergencies.</p> <p>[Disaster Preparedness]</p>	<ul style="list-style-type: none"> • All available plantilla positions and COS positions are filled-up: Breakdown of personnel: Total personnel: 164 Plantilla positions: 15 Contract of service personnel: 144 Detailed personnel: 5 • Distribution of 160 Ambulances to barangays and government agencies • Procurement of life saving, construction and heavy, and CBRNE equipment for use in disaster response operations and stockpiling of relief goods • Capacity building programs of QCRRMC Member Offices • Incident Command System • Urban Search and Rescue Training • Water Search and Rescue • Wilderness Search and Rescue • ELSAROC • RDANA • BLS 	<ul style="list-style-type: none"> •Lack of available plantilla positions •Issued ambulances are fully operational •Response period has not been shortened; barangays are still dependent on QCRRMO's response capabilities, rather than their own. •Trained personnel occupy co-terminous or COS positions. 	<ul style="list-style-type: none"> • Limitation of Republic Act 10121, satisfying the minimum requirement of plantilla positions for the LDRRMO. • Weak command and control for the operations of barangay ambulances have not been improve. • Continuity of programs is not established for disaster operations. • IRRs are missing for MOAs; drills are not designed for testing partnerships • No guidelines exist yet for disaster volunteers and insurance for responders 	<ul style="list-style-type: none"> • Low employment retention rate • Ambulances are wasted on the barangays • Public service delivery are dependent on terms of personnel; there is no assurance of immediate recovery of basic service delivery. • MOAs/MOUs fail in disaster operations and are proven ineffective • Volunteers are not fully optimized • Responders are not fully compensated on the dangers of their job; there is high turnover rate for employees. 	<ul style="list-style-type: none"> • Implementation of programs , projects and activities identified in the DRRMP 2014-2020 • Elevate QCRRMO into a department • Establish an effective command and control structure for all city-owned, city-issued, partnership resources in the city. • Consult experts and develop standard IRRs for existing MOAs, MOUs. • Develop guidelines for utilizing volunteers in disasters • Lobby/Devise a strategy for institutionalize magna carta for responders

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	<ul style="list-style-type: none"> • First Aid • Disaster Preparedness • REDAS • EOC Training • Psychosocial Training • QCRRMO – 1,828 (as of 2018) • QC Offices – 1610 (as of 2018) • Established MOA/MOUs with basic service provider • Establishment of Volunteer’s desk 	<ul style="list-style-type: none"> • MOAs have not yet been tested for effectivity. <p>Accountability mechanisms for volunteers are not yet established, no insurance exists yet for responders, volunteer or not</p>			
<p>Local disaster risk reduction and management council has increased institutional capacities to effectively</p> <p>and efficiently manage all types of emergencies.</p> <p>[Disaster Preparedness]</p>	<p>Available Sensors by Type:</p> <ul style="list-style-type: none"> - Water Quality - Air Quality - Air and Noise Pollution - UV Light <p>Location of Automated Water Level Stations (AWLS)</p> <ol style="list-style-type: none"> 1. G. Araneta Bridge, Araneta Avenue, Barangay Dona Imelda 2. Del Monte Bridge, Del Monte Avenue (BA Bridge) 3. Duyan-duyan Bridge, Xavierville Avenue 4. Panay Avenue, Barangay Pinyahan 5. Quezon Avenue Bridge, Quezon Avenue 6. Maria Clara Street, Barangay Sto. Domingo and Talayan Boundary 7. E. Rodriguez Avenue, Barangay Kaunlaran 8. Aurora Boulevard, Quezon City and San Juan City Boundary 9. Commonwealth Avenue, Barangay Fairview 10. P. Tuazon Boulevard, Barangay Tagumpay 11. Barangay Loyola Heights <ul style="list-style-type: none"> • Strong LDRRMC at the city level SDRRMOs are established in schools through the proactive initiatives of the Division of City Schools 	<ul style="list-style-type: none"> • EWS exist and are operated by the city but not enough are developed and operated by the barangays. • BDRRMC functionalities are low • There is difficulty assessing private formal educational institutions and informal education as to how they are effective in dispensing functions for DRRM.BDRRMCs score low in the yearly assessment of their performance (ie Seal of Barangay Good Housekeeping). 	<ul style="list-style-type: none"> • There is difficulty in mentoring barangays and rolling out to the barangays standard guidelines for typical disaster operations because of lack of personnel, delays in procurement, and magnitude of task ahead of the QCRRMO. • There is a lack of appreciation for the functionality of the BDRRMCs • There is lack of data from the private sector / educational institutions 	<ul style="list-style-type: none"> • Strong city-level capabilities but weak foundation at the barangays; In a worst-case scenario, city may be overwhelmed because barangays are not capacitated enough to help themselves. • While public school performance is monitored, there is no assurance that private schools are prepared enough for disasters 	<ul style="list-style-type: none"> • Develop strategies that address community risks • Augment QCRRMO and LDRRMC manpower requirements • Streamline procurement processes to ensure full utilization of the LDRRMF • Establish monitoring systems for private schools and informal education in the city

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
<p>Communities and the city government base their decisions and actions on risk information.</p> <p>[Disaster Preparedness]</p>	<ul style="list-style-type: none"> Conduct of regular training courses on disaster preparedness, First Aid/Basic Life Support, First Responders Training, Risk Reduction and Management Training and Earthquake Awareness for Children and Disaster Control Group Orientation per District spearheaded by DRRMO. <ul style="list-style-type: none"> D1 – 284 (as of 2018) D2 – 1093 (as of 2018) D3 – 988 (as of 2018) D4 – 890 (as of 2018) D5 – 841 (as of 2018) D6 - 2,148 (as of 2018) Private – 6758 (as of 2018) Distribution of 160 Ambulances to barangays and government agencies IEC Materials Quezon City Search for Resilience Localized protocols on the suspension of classes are cascaded to the barangays. 	<ul style="list-style-type: none"> Communities are not risk-informed in their decisions and do not understand their respective risks. Cascade failures are inevitable especially the city has yet to map out the support systems in the city that are linked to basic services. 	<ul style="list-style-type: none"> See previous slides for similar explanations for the given vision-reality gap Not enough technical capability and data to map our support systems. 	<ul style="list-style-type: none"> Failure of barangays in building their resilience and waste of LDRRM funds since these are not utilized well based on science and research. Businesses, public services will fail and challenge the city to immediately recover in disasters. 	<ul style="list-style-type: none"> Institutionalize area-based support system solutions and strategies to augment resources of the city Map out data and information, including strategies on communications for use by the barangays.
<p>The city government has well-established response operations with well-equipped workforce and volunteers who support communities that are evacuated safely, pre-emptively and immediately.</p> <p>[Disaster Response]</p>	<ul style="list-style-type: none"> The QCDRRMC has its Operations Manual which documents and ensures systematic and effective disaster response. The Emergency Operations Center (OPCEN) Manual serves as a handbook and checklist on the procedures required to activate, staff, and operate the QC OPCEN. Each Cluster also has their own Cluster Plans specific to each hazard integrated in the Contingency Plans of QC. Once ICS is also activated in the city, those occupying positions in the structure have their own respective checklists for use as guide. Since key players in QC have already been trained in ICS and are tested in their functions regularly, the city is capable of deploying experienced and qualified staff to provide on-scene incident management support in any given time. The QCDRRMO Rescue provides 24/7 emergency medical services and consequence management to incidents reported through the QC 122 hotline. In 2018 alone, a total of 3,637 incidents and events 	<ul style="list-style-type: none"> Response operations are well-established only in the city and only for a limited scope of affected population only. <p>In a worst case scenario, response capabilities of the city will be highly overwhelmed. Not all communities are aware of the pre-emptive evacuation protocols- only hazard-prone barangays are</p>	<ul style="list-style-type: none"> Weak BDRRMCs and unsupervised response operations on the ground. Command and control for barangay resources are insufficient. Incomplete dissemination of information on pre-emptive protocols. 	<ul style="list-style-type: none"> Failure of entire response operations at various points of the city in a worst case scenario. Casualties spike because affected population has not been evacuated properly. 	<ul style="list-style-type: none"> Establish standards for integrated community and city level response operations and equipment. Develop magna carta for responders Institutionalize policy for pre-emptive evacuation and camp management.

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	<p>(planned or emergency) were responded to or attended by the QCDRRMO Rescue. More than half (51%) are trauma incidents while 30% are medical cases. The rest consist of operations for consequence management in fire incidents, calls for standby medical teams, and other special requests such as support in camp management, tree-cutting, and ocular inspections of risk areas, etc.</p> <ul style="list-style-type: none"> The protocols for pre-emptive or forced evacuation are already provided in the Annexes of the city's Contingency Plan for Hydrometeorological Hazards. The protocols are likewise submitted to the Legislative Department to be adopted as an ordinance by the Sangguniang Panglungsod. 	familiar with these.			
<p>Residents affected by disasters are able to restore their normal level of functioning in a timely manner and increasing their coping capacity during reoccurrence of disaster in accordance with the "build back better" principle</p> <p>[Disaster Recovery and Rehabilitation]</p>	<ul style="list-style-type: none"> Resettlement of ISFs through the Bistekville Project No disaster has already befallen QC that required the city to conduct recovery and rehabilitation operations. 	<p>Selection of residents qualified for resettlements are not risk based</p>	<ul style="list-style-type: none"> Existing guidelines in the current Shelter Plan External Funding 	<ul style="list-style-type: none"> Residents along risk areas are still exposed Only selected barangays are trained 	<ul style="list-style-type: none"> Participative and inclusivity on formulating the Shelter Plan Inclusion in LDRRMP

Workshop 1: Vision-Reality Gap Analysis (Inward looking)

INFRASTRUCTURE SECTOR

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments						Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options	
Descriptor 1 – WELL-LINKEDCITY												
An established inter- connected hierarchy of roads and streets	All established hierarchy of roads and streets inter-connected <ul style="list-style-type: none">All missing segments of major roads constructedAll existing narrow major roads widened	MISSING MAJOR ROADS SEGMENT						Completion/construction of missing road segments with combined length of 16.53 km	<ul style="list-style-type: none">National Roads, not yet included in budget/priority list of National Gov’t AgencyDifficult ROW acquisition due to large number of ISFs occupying proposed alignmentsNarrow Roads /no widening programHigher cost of lot/ROW acquisition	<ul style="list-style-type: none">Congestion, no alternate routeSlow major urban and economic growth in service areaWorsen present traffic situation in existing roadsTraffic congestion in few existing primary roads	<ul style="list-style-type: none">Practice eminent domain, land re-adjustmentExpedite completion/ implementation of Major road segmentsLobby to national government for the completion of primary/ secondary roadsSkyway/ viaductAdopt/apply public- private partnership policyLand acquisition for new road network.Identify possible sites for in-city relocationRegulate all identified alternate gated subdivision routesLobby to national government to increase cap on LGU’s land acquisition (for relocation site) based on market value not on	
		Road	Distri ct	Baranga y	Mis sing Seg men t	On-g oing	Exi sti ng					Tot al Le ngt h
		Visayas Avenue Extensi on	6	Tandan gSora, Pasong Tamo	1.70	0.85	0.0 0					2.5 4
		Republi c Avenue (NLEX Segmen t 8.2)	5 & 6	Talipap a, Sauyo, Tandan gSora, Pasong Tamo, Bagbag, Fairvie w	5.15	0.00	0.0 0					5.1 5
		Luzon Avenue (NLEX Segmen t 8.2)	2, 3 & 6	Holy Spirit, Matand angBala ra, Pasong Tamo	2.41	0.00	0.0 0					2.4 1
		Luzon Avenue (Fairvie w)	2 & 5	Commo nwealth , Fairvie w	1.45	0.00	0.0 0					1.4 5
		Katipun an Extensi on (Pansol)	2 & 3	Batasan Hills, Pansol, Matand angBala ra	3.07	0.00	2.2 3					5.3 0
		Widening of Narrow primary roads										

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments							Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																														
		<table><tr><td>Katipun an Extensi on (Daang Tubo)</td><td>3 & 4</td><td>Loyola Heighths, UP Campus , Krusna Ligas, Botocan</td><td>1.88</td><td>0.00</td><td>0.0 0</td><td>1.8 8</td></tr><tr><td>Katipun an Avenue (Nagkai sangNa yon)</td><td>5</td><td>Nagkais angNay on</td><td>0.54</td><td>0.00</td><td>0.3 1</td><td>0.8 5</td></tr><tr><td>Mindan ao Avenue</td><td>5</td><td>Sta. Monica</td><td>0.34</td><td>0.00</td><td>0.0 0</td><td>0.3 4</td></tr><tr><td colspan="3">Total:</td><td>16.5 3</td><td>0.85</td><td>2.5 4</td><td>19. 92</td></tr><tr><td colspan="3">Percentage</td><td>82.9 9%</td><td>4.26 %</td><td>12. 75 %</td><td>100 .00 %</td></tr></table>	Katipun an Extensi on (Daang Tubo)	3 & 4	Loyola Heighths, UP Campus , Krusna Ligas, Botocan	1.88	0.00	0.0 0	1.8 8	Katipun an Avenue (Nagkai sangNa yon)	5	Nagkais angNay on	0.54	0.00	0.3 1	0.8 5	Mindan ao Avenue	5	Sta. Monica	0.34	0.00	0.0 0	0.3 4	Total:			16.5 3	0.85	2.5 4	19. 92	Percentage			82.9 9%	4.26 %	12. 75 %	100 .00 %					<ul style="list-style-type: none">zonal valueWidening of Major roads by imposition of setback, acquisition of ROW.Regulate opening of donated subdivision roads to serve as alternate routes
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All-weather roads and bridges are properly constructed and managed	All-weather roads and bridges properly constructed and managed <ul style="list-style-type: none">All roads in poor condition properly constructed, improved and								About 66kms of asphalt roads (primary, secondary, alternate and collector roads)	<ul style="list-style-type: none">Not yet turned-over/donated to gov't.Gated subdivisionNo legal road right-of-way	<ul style="list-style-type: none">Prolonged inconvenience to resident, motoristsDeteriorated road conditionTraffic congestion due to lack of alternate routes	<ul style="list-style-type: none">Enact ordinance to enforce and comply subdivision developed (upon completion)/ HOAs to donate road lots in favor of QC Govt. or HOAs to file for																														

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																																																																						
	<div>managed</div> <div><div></div><div>All identified flood prone roads improved and managed</div></div>	<div>Asphalt Pavement (in Km) per District, Quezon City: 2018</div> <table><tr><td rowspan="2">D i s t r i c t</td><td colspan="6">Category</td><td rowspan="2">Total per Distr ict</td></tr><tr><td>Prim ary</td><td>Secon dary</td><td>Alter nate</td><td>Colle ctor</td><td>Terti ary</td><td>Servi ce</td></tr><tr><td>1</td><td>2.55</td><td>3.66</td><td>4.92</td><td>10.53</td><td>45.28</td><td>6.30</td><td>73.25</td></tr><tr><td>2</td><td>0.00</td><td>0.00</td><td>0.00</td><td>6.14</td><td>51.62</td><td>3.05</td><td>60.81</td></tr><tr><td>3</td><td>0.26</td><td>1.72</td><td>0.15</td><td>4.28</td><td>43.99</td><td>33.43</td><td>83.85</td></tr><tr><td>4</td><td>6.16</td><td>3.43</td><td>0.39</td><td>4.73</td><td>25.16</td><td>40.70</td><td>80.56</td></tr><tr><td>5</td><td>0.00</td><td>0.00</td><td>0.44</td><td>8.96</td><td>62.08</td><td>15.34</td><td>86.83</td></tr><tr><td>6</td><td>0.12</td><td>0.16</td><td>0.00</td><td>7.53</td><td>39.61</td><td>5.20</td><td>52.62</td></tr><tr><td>T o t a l</td><td>9.09</td><td>8.97</td><td>5.90</td><td>42.18</td><td>267.75</td><td>104.03</td><td>437.91</td></tr></table> <div>40 out of 141 flood prone roads improved</div>	D i s t r i c t	Category						Total per Distr ict	Prim ary	Secon dary	Alter nate	Colle ctor	Terti ary	Servi ce	1	2.55	3.66	4.92	10.53	45.28	6.30	73.25	2	0.00	0.00	0.00	6.14	51.62	3.05	60.81	3	0.26	1.72	0.15	4.28	43.99	33.43	83.85	4	6.16	3.43	0.39	4.73	25.16	40.70	80.56	5	0.00	0.00	0.44	8.96	62.08	15.34	86.83	6	0.12	0.16	0.00	7.53	39.61	5.20	52.62	T o t a l	9.09	8.97	5.90	42.18	267.75	104.03	437.91	<div><div></div><div>101 flood prone areas</div><div>Low lying areas</div><div>Lack and insufficient drainage system</div></div>	<div><div></div><div>Poor design and construction of drainage projects</div><div>Lack of comprehensive drainage or Master drainage plan</div><div>Interconnectivity of drainage system of private subd to local roads</div><div>Drainage systems of contiguous subdivisions are not connected</div></div>	<div><div></div><div>Occurrence of flooding in these areas</div><div>Traffic congestion</div></div>	<div>the Declaration as “abandoned” subdivision thru City Ordinance SP-2298, S-2014 by the Quezon City Council.</div> <div><div></div><div>Land acquisition for roads without right-of-way</div><div>Establish coordination between city engineering dept.,project contractors and barangay for proper monitoring of infra projects</div><div>Proper coordination between city, DPWH, utility companies and end-users for infra projects</div><div>Choose suitable contractor with full equipment</div><div>Follow the construction time frame & construct phase by phase</div><div>Establish Quezon City Comprehensive Master Drainage Plan</div><div>Crafting of ordinance/law on</div></div>
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							<div>the use of rainwater harvesting and floodwater management</div> <div><ul style="list-style-type: none">Adopt strategies and innovative solutions (e.g. permeable surface, sustainable urban drainage systems to allow aquifer recharge)</div>
Travelling comfort for motorists and commuters	All motorists and commuters travelled in comfort <ul style="list-style-type: none">All traffic congested road reducedAll construction period shortened	Roads	Traffic Prone Areas (Intersection)	168Traffic prone areas	<div><ul style="list-style-type: none">Undisciplined drivers/pedestriansVendorsLack of traffic control/signagesLong contract durationUncoordinated w/utilitiesImproper loading and unloadingTruck Route along major roads (e.g. Mindanao, Congressional Avenues)</div>	<div><ul style="list-style-type: none">More travel time spentPollutionWaste of fuel</div>	<div><ul style="list-style-type: none">Strict enforcement of traffic rules/regulationsSignalizationImprovement of design of intersectionRoad signs and markingsProper Traffic Signal DurationDesignate loading and unloading areaImplement the 50 meters away from the intersectionBarangay designate Tanod to help and maintain the traffic</div>
		AURORA BLVD.	At cor. P. Tuazon, Boni Serrano, 15 th Avenues, 20 th Avenue, Anonas, Ermin Garcia, Harvard, Stanford, St. Mary, Imperial Potsdam, illinois, Albany, Gen. Araneta, Broadway,				
		COMMONW EALTH AVENUE	At. Mindanao Avenue Ext, Regalado, Belfast road, SM Fairview, Don Antonio, IBP Road, Dona Carmen Subd. , Camaro, Fairlane, Atherthon, TandangSora, Quezon Memorial Rotunda				
		EDSA	At cor. West Ave, North Ave, Quezon Avenue, Timog Avenue, East Avenue, Kamuning road, Kamias road, Aurora Blvd. , Boni Serrano Ave., Ortigas Avenue				
		QUIRINO HIGHWAY	At cor. Mindanao Avenue, Kingspoint, Sauyo road, Seminary road, P. De la Cruz, QCPU, Tandang Sora Avenue, Green heights, SM Nova, Zabarte Ave. Commonwealth Avenue, Mindanao Avenue Extension, Robinsons, SM, Fairview, Regalado, Fatima,				
		E. RODRIGUE Z AVENUE	At. cor. St. Lukes , Broadway, Sta. Cecilia, Judge Jimenez,				
		CONGRESSI ONAL AVENUE	At. cor. Mindanao Avenue, Luzon Avenue,				
		QUEZON AVENUE	Cor. Agham Road, Underpass, EDSA, Delta-Timog, Roosevelt, G. Araneta				

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments		Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
		KATIPUNA N AVENUE	At. cor. Aurora Blvd., De la Rosa, Pines Ville, Sarangaya Road				<ul style="list-style-type: none"> Lessen the U -turn slots at Mindanao Expedite project completion/24 hrs/ shifting prolong working hours in projects
		VISAYAS AVENUE	At. cor. Central Avenue, Congressional Avenue, Tandang Sora Avenue, Road 1 towards QMR.				
		DEL MONTE AVENUE	At. cor. West Ave., Roosevelt Ave., Araneta Ave., West Riverside, Banawe Road				
		TANDANG SORA AVENUE	At. cor. Mindanao Avenue, Philand Drive,				
		EAST AVENUE	At cor. Matalino, V. Luna, EDSA				
		ROOSEVELT AVENUE	At cor. Quezon Ave, Gen Lim, Dangay St.				
		ST. DOMINGO AVENUE	At cor. Sgt. Rivera,				
		15 th AVENUE	At. cor. P. Tuazon, Boni Serrano Avenue, Aurora Blvd. , Mirasol road.				
		20 th AVENUE	At. cor. Aurora Blvd. P. Tuazon Avenue				
		TIMOG AVENUE	At. cor. EDSA, Panay Avenue, Quezon Avenue,				
		ZABARTE AVENUE	At. cor. Quirino Highway, North Olympus				
		IBP ROAD	At. cor. San Mateo Batasan road, Filinvest, Commonwealth Ave.				
		REGALADO AVENUE	At cor. Mindanao Ave Ext., Bristol Avenue, Quirino Highway				
		MINDANAO AVENUE	At cor. Quirino Highway, TandangSora Avenue, Mindanao Avenue, North Avenue				
		ANONAS ROAD	At cor. Molave , Tindalo, V. Luna Road,				
		QUEZON MEMORIAL ROTUNDA	At. cor. Visayas Avenue , Commonwealth Avenue, North Avenue, Quezon Avenue				
		KALAYAAN AVENUE	At. cor. Kamias road, Mayaman, Quezon memorial rotunda				
		<ul style="list-style-type: none"> Total of 168 traffic prone areas (intersections) 					

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options		
Walking and other non-motorized modes of mobility can be used safely	All walking and other non-motorized modes of mobility have been safely used <ul style="list-style-type: none">All pedestrian crossing, zebra lanes, over /underpass safely usedAll identified bike lanes utilizedAll encroachments on National Roads, Mabuhay Lanes and BayanihansaLansan ganRoads cleared and maintained	<ul style="list-style-type: none">126 pedestrian overpass within the city12 out of 30identified bike lanes utilized	<ul style="list-style-type: none">Some unsafe pedestrian overpasses (unlit, w/ vendors, no security personnel)To provide immediate development on cleared portions of sidewalks/easement	<ul style="list-style-type: none">Few pedestrian underpass/overpassSidewalk/road easement encroachmentsIllegal vendorsNo Pwd ElevatorNo available funds for the development of cleared sidewalks	<ul style="list-style-type: none">High gas consumptionPollution from emissionsMore travel time spentRoad AccidentsObstructed sidewalks/st reetsVisually unappealingEncroachmen t may go back if no immediate development /improvements on cleared areas	<ul style="list-style-type: none">Strict implementation of no obstruction/encroac hments on sidewalks/easement sImprovement and greening of cleared sidewalksInstallation of lights, CCTVs and elevators on pedestrian footbridgesBarangay to monitor the status of cleared road and sidewalks		
		Phase 1						
							Quezon City Bicycle Lane Routes Both Direction	No. of Kilometers
		1					Tomas Morato	3.60
		2					Quezon Avenue	10.00
		3					West Avenue	4.20
		4					East Avenue	3.70
		5					Visayas Avenue	4.60
		6					Kalayaan Avenue	4.60
		7					QMR Outer Lane	2.10
		8					Timog Avenue	3.80
		9					Mindanao Avenue	7.60
		10					Congressional Avenue	6.00
		11					Katipunan Avenue (UP Town Center to Aurora Boulevard)	4.80
		12					Roces Rotunda	0.24
							TOTAL NO. OF KILOMETERS	55.24

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments		Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																																																												
		<div>Phase 2</div> <table><tr><td></td><td>Quezon City Bicycle Lane Routes Both Direction</td><td>No. of Kilometers</td></tr><tr><td>1</td><td>Agham Road / BIR Road</td><td>3.60</td></tr><tr><td>2</td><td>Matalino</td><td>1.04</td></tr><tr><td>3</td><td>Malingap</td><td>1.40</td></tr><tr><td>4</td><td>Maginhawa</td><td>4.80</td></tr><tr><td>5</td><td>V. Luna / V. Luna Extn.</td><td>3.40</td></tr><tr><td>6</td><td>Xavierville</td><td>3.20</td></tr><tr><td>7</td><td>Chico / Langka</td><td>2.36</td></tr><tr><td>8</td><td>Kamias</td><td>2.80</td></tr><tr><td>9</td><td>Kamuning</td><td>2.60</td></tr><tr><td>10</td><td>NIA Road</td><td>2.00</td></tr><tr><td>11</td><td>Examiner</td><td>1.50</td></tr><tr><td>12</td><td>CP Garcia</td><td>5.00</td></tr><tr><td>13</td><td>Sct. Chuatoco</td><td>3.20</td></tr><tr><td>14</td><td>E. Rodriguez Sr. Ave.</td><td>9.20</td></tr><tr><td>15</td><td>Roosevelt Ave.</td><td>6.00</td></tr><tr><td>16</td><td>Mo. Ignacia</td><td>4.20</td></tr><tr><td>17</td><td>Sgt. Esguerra</td><td>2.60</td></tr><tr><td>18</td><td>E. Lopez</td><td>0.90</td></tr><tr><td></td><td>TOTAL NO. OF KILOMETERS</td><td>59.80</td></tr></table> <div><ul style="list-style-type: none">100% encroachments on National Roads, Mabuhay Lanes and BayanihansaLansangan Roads cleared (as of December 2019)</div>			Quezon City Bicycle Lane Routes Both Direction	No. of Kilometers	1	Agham Road / BIR Road	3.60	2	Matalino	1.04	3	Malingap	1.40	4	Maginhawa	4.80	5	V. Luna / V. Luna Extn.	3.40	6	Xavierville	3.20	7	Chico / Langka	2.36	8	Kamias	2.80	9	Kamuning	2.60	10	NIA Road	2.00	11	Examiner	1.50	12	CP Garcia	5.00	13	Sct. Chuatoco	3.20	14	E. Rodriguez Sr. Ave.	9.20	15	Roosevelt Ave.	6.00	16	Mo. Ignacia	4.20	17	Sgt. Esguerra	2.60	18	E. Lopez	0.90		TOTAL NO. OF KILOMETERS	59.80				
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Safe and convenient commuter facilities are provided	<p>All safe and convenient commuter facilities have been provided</p> <ul style="list-style-type: none"> All existing Public Utility Bus Terminals (Provincial & City Buses) along main and secondary roads relocated All existing waiting shed, loading and unloading zones along main and secondary roads improved and managed 	<ul style="list-style-type: none"> Existing Public Utility Vehicle Terminals along EDSA and other main roads Existing waiting shed and/or loading and unloading zones along main roads and secondary roads within the city 	<ul style="list-style-type: none"> Lack of centralized PUB terminals (provincial bus) or Integrated Transport terminal system for north bound Inconvenient waiting shed and/or loading and unloading zones which are mostly observed during peak hours Loading and unloading regulations for commuters are not strictly implemented Improper use of waiting sheds 	<ul style="list-style-type: none"> Absence of final site selected within the city for proposed centralized PUB terminals (provincial bus) for north bound Commuters wait for PUVs in any areas including carriageway which are not designated as proper loading and unloading zones. Number of commuters (travel demand) is greater than the number of PUVs during peak hours 	<ul style="list-style-type: none"> Heavier traffic flow along main roads and secondary roads Safety of commuters may be at risk 	<ul style="list-style-type: none"> Locate site for proposed centralized PUB terminal of Integrated Transport system Coordinate with DOTr, MMDA and other concerned government agencies Coordinate with bus companies and commuters' organization (if any) regarding the proposed relocation of PUB terminals (provincial bus) for north bound Provide additional traffic enforcers on priority loading and unloading zones along main roads and secondary roads to strictly implement loading and unloading zone regulations Redevelop or improve sidewalks in order to prevent loading and unloading of commuters and stopping of PUVs at "no loading/unloading zones"

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
						<ul style="list-style-type: none">• Installation of stools for convenience of commuters on waiting sheds/ areas• Multi-modal terminal with sufficient parking

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Mass transit systems are in place	<p>All mass transit system been placed</p> <ul style="list-style-type: none"> All existing rail transit line within the city improved All on-going (MRT-7) and proposed mass transit system (MM Subway) constructed 	<ul style="list-style-type: none"> 3 existing rail transit line within the city 1 on-going (MRT-7) & 1 proposed mass transit system (MM Subway) 3 proposed BRT Lines Proposed City Bus Few e-jeepney, e-trikes 	<ul style="list-style-type: none"> Main roads without transportation; MRT, BRT Rehabilitation of existing lines (MRT, LRT) 	<ul style="list-style-type: none"> Lack of political will and prioritization Lack of coordination among concerned agencies 	<ul style="list-style-type: none"> Present mass transport is unreliable, crowded 	<ul style="list-style-type: none"> Adopt public-private partnership Provide additional mass transit Environmentally Sustainable Transport (EST) Shift to modern and more reliable means of transportation

Descriptor 2 – BALANCED ENVIRONMENT

Urban development is evenly distributed throughout in self-contained communities	<p>All urban development in self-contained communities have been distributed</p> <ul style="list-style-type: none"> All identified self-contained communities evenly distributed 	<p>identified self-contained communities</p> <ul style="list-style-type: none"> Philam Filinvest II BF Homes Don Carlos Heights Bgy. Fairview Bgy. Lagro 		<ul style="list-style-type: none"> No provision for commercial space within the subd./community 	<ul style="list-style-type: none"> Slow economic growth Spot zoning 	<ul style="list-style-type: none"> Review zoning ordinance to consider commercial zone (neighborhood scale) within the subdivision Identify other Barangays or areas which will become self-contained communities Promote self-contained communities and provide requirements Development of shopping districts (Novaliches Bayan)
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DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Built-up areas are integrated with the city's open spaces	<p>All built-up areas at city's open spaces have been integrated</p> <ul style="list-style-type: none"> All barangays with parks & playground 	<ul style="list-style-type: none"> 96 out of 142 barangays have parks & playground Some open spaces were occupied and/or converted by govt facilities (ex. San Vicente, Pinyahan). 	<p>46 Barangays without parks and playground*</p> <p>Redevelopment Amoranto Sports Complex to serve nearby Barangays</p> <p>No mini city hall in other district of the city</p>	<ul style="list-style-type: none"> Lack of site and high cost of land acquisition Occupied by informal settlers The Redevelopment agenda was not included in the current CDP of the city. However, it was only in the last year of the Bautista administration that the 1st phase of the redevelopment plan was started. No identified location for such facility 	<ul style="list-style-type: none"> Deprive public of common space Direct impact on the sports program of the city as the complex serves as the training grounds for our public schools' athletes Health programs are likewise affected because we cannot attract clients/residents to avail of our sports amenities and indulge in healthy lifestyles Influx of people who would like to seek services from the city hall 	<ul style="list-style-type: none"> Create/revitalize district parks Development and interconnection of linear parks along creek/river easement and utility lines (transmission, aqueduct lines) Allocate funds for ASC to ensure the second and third phases of redevelopment will continue. Construction of mini city halls in strategic locations in other district of the city (District 1, 2, 3 & 6)

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Standards on open spaces requirement are complied with	All standards on open spaces had been complied with <ul style="list-style-type: none"> Policy of planting strip construction enforced 	<ul style="list-style-type: none"> Enforcement of 3m width planting strip along the periphery of industrial zone is neglected. 	<ul style="list-style-type: none"> Enforcement of 3m width planting strip along the periphery of industrial zone is neglected. 	<ul style="list-style-type: none"> Granting of COE/variance on LC application not in compliance with setback requirements based on zoning ordinance/building code 	<ul style="list-style-type: none"> Decrease in open spaces 	<ul style="list-style-type: none"> Review of Zoning ordinance on the provision of granting COE in bldg. construction. Introduce strong measures to require industrial developments to allot a usable open space

Descriptor 3 – ATTRACTIVE CITY

Effective drainage and sewerage systems are installed	All areas have effective drainage and sewerage systems installed <ul style="list-style-type: none"> All areas without drainagesystems improved All areas without sewerage systems improved 	<p>Some areas with insufficient/ outdated drainage systems</p> <p>Sewerage Service Connection, 2018</p> <table> <tr> <th rowspan="2">Consumer Type</th><th colspan="4">No. of Water Connections Connected to Sewer</th><th colspan="2">Percentage</th></tr> <tr> <th>Manila Water Company, Inc. (MWCI) Water Connection</th><th>MWCI connected to Sewer</th><th>Maynilad Water Services, Inc. (MWSI) Water Connection</th><th>MWCI connected to Sewer</th><th>MWCI</th><th>MWSI</th></tr> <tr> <td>Domestic</td><td>156,502</td><td>27,418</td><td>292,261</td><td>74,069</td><td>17.52%</td><td>25.34%</td></tr> </table>	Consumer Type	No. of Water Connections Connected to Sewer				Percentage		Manila Water Company, Inc. (MWCI) Water Connection	MWCI connected to Sewer	Maynilad Water Services, Inc. (MWSI) Water Connection	MWCI connected to Sewer	MWCI	MWSI	Domestic	156,502	27,418	292,261	74,069	17.52%	25.34%	<p>Some existing STPs are not functional</p> <p>Buildings are old</p>	<ul style="list-style-type: none"> Flood prone areas Drainage system not completed Drainage not included in the development of subdivision Encroachment of structures on waterways (formal/informal) No ROW for drainage Subdivision development without community sewerage system Use of individual septic tank Majority of the Markets were built prior to the passage of the Green Building Ordinance 	<ul style="list-style-type: none"> Occurrence of flash floods in several parts of road network Traffic Flooding of communities along waterways Soil erosion Water Pollution Health Hazard Spread of water borne diseases Discharge of sewer to drainage system or directly to 	<ul style="list-style-type: none"> Improve/replace pipes Dredging/ recovery of waterways and removal of encroached structures Installation of garbage screen Provide adequate funding Acquire drainage ROW Additional Installation of sewerage collection and treatment facilities Strict imposition of the STP
Consumer Type	No. of Water Connections Connected to Sewer				Percentage																					
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		<table><tr><td>Semi-Business</td><td>6,928</td><td>1,271</td><td>14,008</td><td>3,331</td><td>18.35%</td><td>23.78%</td></tr><tr><td>Commercial</td><td>13,627</td><td>2,247</td><td>12,071</td><td>6,015</td><td>16.49%</td><td>49.83%</td></tr><tr><td>Industrial</td><td>937</td><td>187</td><td>2,393</td><td>1,447</td><td>19.96%</td><td>60.47%</td></tr><tr><td>Total</td><td>177,994</td><td>31,123</td><td>320,733</td><td>84,862</td><td>17.49%</td><td>26.46%</td></tr></table>	Semi-Business	6,928	1,271	14,008	3,331	18.35%	23.78%	Commercial	13,627	2,247	12,071	6,015	16.49%	49.83%	Industrial	937	187	2,393	1,447	19.96%	60.47%	Total	177,994	31,123	320,733	84,862	17.49%	26.46%								<ul style="list-style-type: none">Maintenance gap	<p>waterways</p> <ul style="list-style-type: none">Unsanitary market conditionWaste of fund and equipment efficiency	<p>requirement for all covered infra projects</p> <ul style="list-style-type: none">Third party who will maintain the STPPrevent illegal discharge of sewer along waterwaysBlocking the discharge pipe along waterways to identify origin of illegal discharge
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Blighted areas are redeveloped	<p>All blighted areas have been redeveloped</p> <ul style="list-style-type: none">All identified blighted areas redeveloped	<p>2018- 188,549 ISFs located in the following sites:</p> <p>Danger Areas</p> <ul style="list-style-type: none">WaterwaysTransmission linesDumpsiteUnder the bridgeLandslide zone <p>Govt. Infra</p> <ul style="list-style-type: none">RRROWMWSSSidewalk <p>Govt. project/lands, APD, Private properties, Open spaces</p>	<p>188,549ISFs</p> <p>Insufficient relocation/ resettlement areas</p> <p>Lack of maintenance initiatives from the end users, like HOA and concerned barangays</p>	<ul style="list-style-type: none">High cost of housing provision (land and devt.)Lack of political will at the barangay level to control influx of ISF.Presence of squatting syndicatesInsufficient govt owned lots for housing/residential projectsContinuousinflux of migrants from neighboring provincesEnd users and concerned brgys. Do not have an accountability on the maintenance of the housing project	<ul style="list-style-type: none">Peace and orderEyesoreProposed redevelopment are not implementedQuality of the housing projects and facilities diminish in a very short period of time	<ul style="list-style-type: none">Relocation of ISF located within the developed communityBgy. Officials to coordinate with owner of vacant lots to prevent ISF in the futureMid-rise to high rise housing projects to maximize the use of available landsEstablishment of Property Management for all mid-rise to high-rise government housing projectsAccountability of regulations of concerned HOA and Barangays																																		

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Open spaces within the built-up areas are greened and developed	All Open Spaces within the built-up areas have been greened and developed <ul style="list-style-type: none"> All existing city owned/donated parks and open spaces developed. 	<ul style="list-style-type: none"> 262 out of 599 existing parks and open spaces developed 66 out of 599 existing parks and open spaces partially developed 271 out of 599 existing parks and open spaces undeveloped 	<ul style="list-style-type: none"> Undeveloped Parks- 271 Improvement/Development of City owned/donated parks 	<ul style="list-style-type: none"> Lot is not yet donated to the city government Priority consideration Occupied by ISF For barangays without park reason is attributes to lack of site and high cost of acquisition 	<ul style="list-style-type: none"> Diminishing public spaces Deprive public of common space 	<ul style="list-style-type: none"> Formulation of the integrated parks and open space plan Strictly implement laws on open spaces Enact ordinance to limit structures on open spaces to provide green spaces/areas Consider vertical development and open space at ground level of Gov't Infra to provide open space
Urban landscape is enhanced (interlink park system, streetscape)	All urban landscapes enhanced <ul style="list-style-type: none"> All identified urban landscape sites are developed/improved 	<ul style="list-style-type: none"> Developed sites: <ul style="list-style-type: none"> South Triangle District (T. Morato, Timog Ave.) China town (Banawe Area) Visayas Avenue West Avenue Identified Urban Development Zones; <ul style="list-style-type: none"> Payatas, La Loma, Sgt. Esguerra, Maginhawa, Banawe, Tomas Morato, White Plains Katipunan 	<ul style="list-style-type: none"> Not regularly maintained Un-relocated utility posts after road/sidewalk projects (i.e. road widening, sidewalks improvements /redevelopments) 	<ul style="list-style-type: none"> Priority consideration 	<ul style="list-style-type: none"> Deterioration of sites Road/sidewalk obstruction Visually unappealing 	<ul style="list-style-type: none"> Implement Urban Design Code Provide adequate funding Improvement and greening of sidewalks Development of Linear park along waterways Greening and beautification of Center Islands. Coordination with the Utility Companies or Nat'l Agencies Establish single/common utility post Promote Arcaded Building on selected area and include it to Green Building Code

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Historical sites and landmarks are preserved and maintained	All historical sites and landmarks had been preserved and maintained <ul style="list-style-type: none"> All existing historical sites and landmarks in poor condition improved & maintained 	<ul style="list-style-type: none"> 55 existing historical, heritage sites, landmarks and monuments 	<ul style="list-style-type: none"> Some not regularly maintained 	<ul style="list-style-type: none"> Not enough budget allocation for regular maintenance 	<ul style="list-style-type: none"> Deterioration of sites 	<ul style="list-style-type: none"> Provide adequate funding (for city owned/ managed sites) Provide security guards
Utilities are installed underground	All utilities have been installed underground <ul style="list-style-type: none"> All utilities on new development areas have been installed underground 	<ul style="list-style-type: none"> Number / areas with utilities installed underground <i>Data will come from private utility companies (MERALCO, PLDT, Smart, Globe, etc.)</i> 	<ul style="list-style-type: none"> Cluttered and dangling utility and power lines Utility posts/lines obstructing sidewalks 	<ul style="list-style-type: none"> No regular maintenance of utility companies Unauthorized installation of utility post/lines 	<ul style="list-style-type: none"> Visually unappealing Obstruction on sidewalks 	<ul style="list-style-type: none"> Enact ordinance for new development to install utilities underground Implement strong measures to force utility companies to use common pole, fix cluttered/ dangling lines and removed unusable utility lines

Descriptor 4 – LIVABLE CITY

An Established Pedestrian Oriented Network	All identified pedestrian-oriented network safely and comfortably utilized by all sectors of society	<ul style="list-style-type: none"> Roads are unsafe and uncomfortable for pedestrians, commuters and cyclists Narrow and limited road right-of-ways especially alternate roads Most roads, pedestrian crossing and overpass are inaccessible and unsafe to the marginalized sectors (PWDs, senior citizens, pregnant women, children, etc.) Illegal structures, obstructions including parking and other constructions along roads and sidewalks Pavement width of many sidewalks are narrow and surfaces are uneven and dangerous to walk on Bike lanes are fragmented and are not protected from speeding motor vehicles 	<ul style="list-style-type: none"> Absence of safe and comfortable access to public transport and pedestrian walkways Lack of proper street furniture 	<ul style="list-style-type: none"> Most roads are designed for cars not for people Accessibility law not strictly implemented High investment and maintenance cost (for elevators) 	<ul style="list-style-type: none"> People are walking on the road instead on sidewalks makes it very dangerous for them. Inaccessible and inconvenient for marginalized sectors Pedestrians choose to ride PUVs or 	<ul style="list-style-type: none"> Prioritize people in designing roads Apply shared street principle in narrow roads and sidewalks (e.g. bollards to protect pedestrians, cyclists) Create a walking and other active transportation infrastructure plan in support to the Urban Design Code of QC
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DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
					private cars contributing to vehicular traffic	<ul style="list-style-type: none"> • Provide small/ pocket parks or small open spaces along roads • Provide elevated walkways with pocket park/plaza incorporated with pedestrian overpass (on overcrowded and busy streets) • Strict implementation of Accessibility Law (BP 344) • Installation of adequate and appropriate street furniture
Safe, clean and reliable water supply are provided	24/7 availability of clean and safe water supply for all	<ul style="list-style-type: none"> • Rotational water interruptions in the city • La Mesa including Angat and Ipo Dams reached critical level 	<ul style="list-style-type: none"> • To ensure water security for all 	<ul style="list-style-type: none"> • No alternative water supply source • As population increased, the demand for water also increases • High non-revenue water (losses due to leaks & illegal connections) • Wasteful water consumption 	<ul style="list-style-type: none"> • Water shortage • Economic loss 	<ul style="list-style-type: none"> • Crafting of ordinance/law on the use of rainwater harvesting and floodwater management • Adopt strategies and innovative solutions (e.g. permeable surface, sustainable urban drainage systems to allow aquifer recharge) • Strengthen La Mesa watershed management and protection program

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Fast and reliable internet connectivity equitably provided	Accessibility of high-speed and free internet access on all public places	<ul style="list-style-type: none"> Lack of free reliable internet access on public places 	<ul style="list-style-type: none"> To provide reliable internet access on all public places 	<ul style="list-style-type: none"> High costs of internet access Lack of internet facilities 	<ul style="list-style-type: none"> Productivity loss due to sluggish connection (for business) Effect on academic performance (can't do independent research or on-line homework) and missing out on information with school, teachers and classmates (for students who don't have internet access at home) 	<ul style="list-style-type: none"> Collaboration with different internet service providers (ISPs) to provide free internet access Provide/ install free internet on public places
CROSS SECTORAL						

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Opportuni- ties for cultural and educational develop- ment of residents	<ul style="list-style-type: none"> A rich variety of facilities and activities for cultural development of residents are available year round 	<ul style="list-style-type: none"> Lack of facilities for cultural and historical events such as (theatre, concert hall, auditorium, etc.) which promote community development and are freely accessible Lack of cultural opportunities, services and activities Museum complex at the Quezon Memorial Circle is under- patronized New convention center is still under construction. 	<ul style="list-style-type: none"> Perception that cultural events and activities are “expensive” and only for those who can afford. More interests on foreign culture No venue to learn historical information 	<ul style="list-style-type: none"> Expensive cost of rentals of cultural hubs No/Lack of Site Available Limited investment in cultural infrastructure Low public interest in cultural events and activities Lack of venue for talent display of QC Residents Lack of community appreciation regarding the value of preserving culture and history 	<ul style="list-style-type: none"> Decline in the appreciation of cultural and historical tradition Less socialization among community members Decline in appreciation of our heritage and pride as QC residents and as Filipinos Minimal opportunities for talents to be developed particularly in all forms of arts like visual media People with disabilities and youth are deprived on their rights for development and room for improvement of their skills and talents 	<ul style="list-style-type: none"> Construction of cultural facilities such as theater, museums, etc. Locate existing unused buildings to convert into cultural hubs. Playground and covered basketball courts for the children and adolescents and can be converted to social and cultural halls. Enforce Ordinance mandating Parks Development Administration Department and Barangay to construct or maintain cultural and historical facilities within the city Intensify information drive for cultural awareness and activities Strengthen partnership with NCAA, PETA and other cultural develop talents among youth in grassroots level. Intensify linkages, network of tourism establishments and other associations Re-evaluate/revisi t the cultural programsin

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
						<p>schools and cultural events and activities of all residents</p> <ul style="list-style-type: none"> Community involvement in organizing and staging cultural events. Investment can be started small scale so that it will be patronized, until there is a need or demand for bigger scale infrastructure investment for culture and arts Prepare a yearly calendar of cultural activities aimed at cultural appreciation
		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Lack of public libraries and reading centers in barangays 	<ul style="list-style-type: none"> Limited space available The Implementation of RA 7743 (Philippine Library Law) was not strictly implemented Not all barangay city officials are not prioritizing the establishment of libraries barangay reading centers due to following reasons: <ul style="list-style-type: none"> Lack of space Manpower Budget 	<ul style="list-style-type: none"> Poor study habits Poor exposure in cultural practices No Venues for students after school No available space to conduct non-formal education 	<ul style="list-style-type: none"> Procurement of lot available Strict implementation of RA 7743 (Philippine Library Law) supported by a City Ordinance Enforce existing ordinance to barangay official in establishing barangay reading centers since Libraries/ barangay reading centers is one of the requirements to Acquire a seal of good local governance (SGLG) Organize free

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						classes that are accessible to people who are in need of these classes
		<ul style="list-style-type: none"> Students forced to have classes outside enclosed buildings Non-conducive learning environment Poor hygiene Increase incidence of diseases 	<ul style="list-style-type: none"> Insufficient classroom buildings and its facilities 	<ul style="list-style-type: none"> No/Lack of lot/site available Building of new classrooms is not based on needs Non priority of wash facilities 	<ul style="list-style-type: none"> Learning targets of schools on its students are not met 	<ul style="list-style-type: none"> Allocate funds for acquisition of lots Locate possible available lot for construction of new schools and its facilities Strengthen the coordination between, DPWH, City Legislator on matters on building schools Strengthen partnership with stakeholders Incorporate ancillary rooms in the school development plan Prioritize construction of classrooms and its facilities.

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
						<ul style="list-style-type: none"> Allocate funds for maintenance of existing wash facilities in accordance with DOH standards.
		<ul style="list-style-type: none"> Some schools and day care centers are not child and PWD friendly. 	<ul style="list-style-type: none"> Non-inclusion of pedestrian lane or overpass of school development plan Toilets and Lavatory not properly designed for PWDs 		<ul style="list-style-type: none"> Can cause accident to children Unsafe school environment for learners Not child friendly Non-conduciv e schools for PWD learners Causes unsanitary conditions on school environments 	<ul style="list-style-type: none"> Consider pedestrian lane and overpass on school building development plan Strict implementation of putting up pedestrian lane near day care center. Consider no. of entrance and exit points in schools Strictly observe proper building design when constructing the center Consider PWD friendly design school buildings Ensure that children and their parents have proper orientation/awareness on road signages Consider appropriate and proper design for lavatory and toilet constructions at school and include it on school building development plan

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	Day care centers for all communities provided	<ul style="list-style-type: none"> Lack of Day care centers for ISF communities 	<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Parents are forced to enroll children in a private day care which are quite expensive Poor knowledge foundation among children in ISF 	<ul style="list-style-type: none"> Provide/ construct day care centers in ISF communities
		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Limited accessibility on some barangay health centers at Quezon City 	<ul style="list-style-type: none"> Inaccessible Health centers Lack of centers for PWD and senior citizens that will focus on the wellness of the sector (mind, body and soul) 	<ul style="list-style-type: none"> Misery, discrimination, unhealthy lifestyle is common with PWD and senior citizens 	<ul style="list-style-type: none"> Adopt the principles of United nations convention on the rights of persons with disability and older persons (SC) Construct PWD facilities to make barangay health centers more accessible Strict and honest implementation of policy that were drafted by the city Allocate budget for the constructions of barangay health centers Consultation with SC and PWD when implementing programs and projects for their respective sector Provide/construct a convergence point (local center) to effectively manage the activity for

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						improving the mind, body and soul of the SC and PWD
		<ul style="list-style-type: none"> Many existing sports facilities are not accessible to the general public. 	<ul style="list-style-type: none"> Indoor sports facilities are either exclusive member-only or belong to institutions such as colleges and universities 	<ul style="list-style-type: none"> Less public investment in sports complex infrastructure. 	<ul style="list-style-type: none"> Low income citizens are deprived of certain recreational experiences 	Local investment in sports complex
		<ul style="list-style-type: none"> Senior citizens who are neglected by their children have nowhere else to go 	<ul style="list-style-type: none"> Lack of shelters/centers for senior citizens and PWD 	<ul style="list-style-type: none"> Provision of shelter is not provided for in current legislations on senior citizen benefits 	<ul style="list-style-type: none"> Accident or any untoward incident may occur Unsecure future for stay and unsure further economic contributions 	<ul style="list-style-type: none"> Pass a local ordinance extending benefits of shelter/center for senior citizens who are abandoned. Penalize the childrenwho neglect their parent/s

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		<ul style="list-style-type: none"> QC Government employees have no permanent housing 	<ul style="list-style-type: none"> Lack of housing for QC government employees 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Security, well-being and efficiency of local government employees not assured. 	<ul style="list-style-type: none"> Provide housing for QC LGU employees Construct vertical housing through PPP
		<ul style="list-style-type: none"> Children loitering beyond curfew are not being properly attended and rescued 	<ul style="list-style-type: none"> Lack of facilities for the street families and children rescued by the Barangay 		<ul style="list-style-type: none"> Due to lack of facilities, children who were rescued are returning to the streets where they commit petty crimes. 	<ul style="list-style-type: none"> Invest on construction of facilities that aid in rescue of street children

Workshop 1: Vision-Reality Gap Analysis (Inward looking Component of the QC Vision)

INSTITUTIONAL SECTOR

Descriptor	Sub-Descriptors / Dimensions	Success Indicators/ Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
GOOD, DYNAMIC AND PARTICIPATIVE GOVERNANCE							
GOOD GOVERNANCE : _Financial_Management							
	Government income and expenditure	<p><i>Revenue generation increased progressively by 10% (RPT, Business Tax)</i></p> <p><i>Comparative Government Income</i></p>	<p>Government Income Growth In 2010 to 2018. Tax revenue grew at an – average of (13.90%) annually. Tax revenues (RPT, Business & Other Taxes) consistently remain the top revenue source <u>Tax Revenues</u> 2016 – P11.42B 2017 – P11.97B 2018 – P13.05B Non-tax revenues increased annually by (4.71%) Total revenues of P20.16B raised in 2018 registered an increase of (8.95%)</p> <p>Percentage Share Income by Source <u>Local Source</u> 2016 – P13.11B 2017 – P13.68B (4.35% increased from prev. year) 2018 – P14.98B (9.51% increased from prev. year) <u>External Source</u> 2016 – P3.99B 2017 – P4.82B (20.71% increased from prev. year) 2018 – P5.17B (7.37% increased from prev. year)</p> <p>Total revenue per capita (3 reference years) 2016 – P5, 758.19 2017 – P6, 156.40 2018 – P6, 629.57</p> <p>Total revenue collected as percent of annual collection</p>				<p>Increase collection efficiency</p> <p>Amnesty on regular fees for failure to properly retire a business in QC</p> <p>Improvement of network infrastructure to minimize downtime specially during heavy payment periods</p> <p>Monitoring of activities in payments to avoid fixers.</p>

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			<p>2016 – 93.62% 2017 – 92.12% 2018 – 96.14%</p> <p>Local Revenue Collected as percent of annual collection target 2016 – 71.77% 2017 – 68.13% 2018 – 71.47%</p> <p>Ratio of financial grants or donations to total LGU income (2 reference years) <u>2017</u> – 2.44% <u>2018</u> – 2.41%</p> <p>Proportion of Delinquencies to Total RPT (2 reference years) <u>2017</u> – 28.95% <u>2018</u> – 19.13%</p> <p>Real Property Tax Collections from real property tax grew at an average of (6.25%) during the period (2010-2018)</p> <p>Compliant in terms of updating the Scheduled of Fair Market Value (Ordinance No. SP-2556, s-2016) which was outdated for 22 years, however collection of income on lands and basic construction cost of buildings and other structures were suspended as per Ordinance No. SP-2778, s-2016</p> <p>Continuous increase in real property tax assessment particularly for new discoveries</p> <p>Business Tax Collections from business tax have consistently been the top revenue source of the city. In (2018) it reached P10.13B, an increase of (10.05%)</p>	Implementation of the approved SFMV		Approximately P938M appeared to be opportunity lost for the city	Conduct general revision of RPT every 3 years. Implementation of the revised Schedule of Fair Market Value (SFMV) Reconcile data on approved building plans/permits versus the number of buildings assessed

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		<i>Comparative Government Expenditures</i>	<p>Tax payment outlets in malls: SM North and SM Annex, Ayala Fairview Terraces and Robinson Galleria Fairview are currently operational.</p> <p>Government Expenditures as to allotment class / object (2 reference years) <u>Personal Services</u> 2017 - P2.60B 2018 - P3.09B</p> <p><u>Maintenance & Other Operating Expense</u> 2017 - P7.90B 2018 - P9.44B</p> <p><u>Property, Plant and Equipment</u> 2017 - P7.79B 2018 - P7.06B</p> <p>Percentage of Actual Expenditure to approved budget 2016 - 50.55% 2017 - 50.04% 2018 - 57.53%</p> <p>Total public expenditure per capita (3 reference years) 2016 - P3,108.78 2017 - P3,344.31 2018 - P3,967.16</p> <p>Total Public Expenditure on Capital Outlay per capita (2 reference years) 2017 - P2,348.95 2018 - P2,560.78</p> <p>Government Surplus 2016 - P7.87B 2017 - P8.45B 2018 - P8.10B</p> <p>Annual Budget per Capita <u>2016</u> - 6,150.48 <u>2017</u> - 6,682.94 <u>2018</u> - 6,895.46</p>	<p>Tax payment in other malls like Alimall, Magnolia & Fisher Mall will soon follow</p>			

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			<p>Percentage to total expenditures by Major Functions</p> <p><u>General Public Service</u> 2016 – 56.72% 2017 – 57.87% 2018 – 52.62%</p> <p><u>Education, Culture & Sports/Manpower Development</u> 2016 – 7.20% 2017 – 6.80% 2018 – 6.57%</p> <p><u>Health, Nutrition & Population Control</u> 2016 – 13.67% 2017 – 13.21% 2018 – 12.66%</p> <p><u>Labor & Employment</u> 2016 – 0.22% 2017 – 0.20% 2018 – 0.21%</p> <p><u>Housing & Community Development</u> 2016 – 11.82% 2017 – 11.03% 2018 – 17.07%</p> <p><u>Social Services & Social Welfare</u> 2016 – 3.58% 2017 – 3.81% 2018 – 3.57%</p> <p><u>Economic Services</u> 2016 – 6.80% 2017 – 7.09% 2018 – 7.30%</p>				
	Financial self-reliance	<p>Local income not lower than 75% of total revenue</p> <p>Lower percent of IRA to total income Zero external borrowing</p>	<p>Local Revenue Source (QC) 2016 – 13.11B (76.66%) 2017 – 13.68B (73.96%) 2018 – 14.98B (74.33%)</p> <p>Local Revenue Source (NCR) 2016 – 58.38B (52.60%) 2017 – 66.43B (52.95%) 2018 – 71.81B (77.29%)</p>			<p>Increase dependence on external sourced fund limits ability to undertake development PPAs and low sustainability of plans & programs</p>	<p>Institute performance monitoring and control tools to sustain self-sufficiency and enhance efficiency</p>

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	Resource utilization	Annual Income per capita of QC is at least equal to or higher than the NCR median	<table><tr><th colspan="2">Annual Income per Capita : NCR</th></tr><tr><th>2016</th><th>Income per Capita</th></tr><tr><td>1.Makati</td><td>38,488</td></tr><tr><td>2.San Juan</td><td>20,099</td></tr><tr><td>3.Pasig</td><td>17,171</td></tr><tr><td>4.Pasay</td><td>16,641</td></tr><tr><td>5.Mandaluyong</td><td>12,869</td></tr><tr><td>6.Taguig</td><td>10,935</td></tr><tr><td>7.Muntinlupa</td><td>10,751</td></tr><tr><td>8.Manila</td><td>10,289</td></tr><tr><td>9.Quezon City</td><td>9,226</td></tr><tr><td>10.Marikina</td><td>8,243</td></tr><tr><td>11.Parañaque</td><td>7,638</td></tr><tr><td>12.Navotas</td><td>7,193</td></tr><tr><td>13.Valenzuela</td><td>6,294</td></tr><tr><td>14.Las Piñas</td><td>6,132</td></tr><tr><td>15.Malabon</td><td>4,767</td></tr><tr><td>16.Caloocan</td><td>4,277</td></tr><tr><th>2017</th><th>Income per Capita</th></tr><tr><td>1.Makati</td><td>42,906</td></tr><tr><td>2.San Juan</td><td>20,061</td></tr><tr><td>3.Pasig</td><td>18,707</td></tr><tr><td>4.Pasay</td><td>17,452</td></tr><tr><td>5.Mandaluyong</td><td>14,808</td></tr><tr><td>6.Taguig</td><td>14,655</td></tr><tr><td>7. Quezon City</td><td>11,804</td></tr><tr><td>8. Muntinlupa</td><td>11,001</td></tr><tr><td>9. Manila</td><td>10,865</td></tr><tr><td>10. Parañaque</td><td>9,352</td></tr><tr><td>11. Marikina</td><td>8,294</td></tr><tr><td>12. Las Piñas</td><td>7,445</td></tr><tr><td>13.Valenzuela</td><td>7,070</td></tr><tr><td>14. Navotas</td><td>6,433</td></tr><tr><td>15.Malabon</td><td>5,543</td></tr><tr><td>16.Caloocan</td><td>4,474</td></tr></table>	Annual Income per Capita : NCR		2016	Income per Capita	1.Makati	38,488	2.San Juan	20,099	3.Pasig	17,171	4.Pasay	16,641	5.Mandaluyong	12,869	6.Taguig	10,935	7.Muntinlupa	10,751	8.Manila	10,289	9.Quezon City	9,226	10.Marikina	8,243	11.Parañaque	7,638	12.Navotas	7,193	13.Valenzuela	6,294	14.Las Piñas	6,132	15.Malabon	4,767	16.Caloocan	4,277	2017	Income per Capita	1.Makati	42,906	2.San Juan	20,061	3.Pasig	18,707	4.Pasay	17,452	5.Mandaluyong	14,808	6.Taguig	14,655	7. Quezon City	11,804	8. Muntinlupa	11,001	9. Manila	10,865	10. Parañaque	9,352	11. Marikina	8,294	12. Las Piñas	7,445	13.Valenzuela	7,070	14. Navotas	6,433	15.Malabon	5,543	16.Caloocan	4,474			Manifest low economic performance	<div>Increase business dynamism</div> <div>Help accelerate to improve existing CBDs/growth centers</div> <div>Establish new Central Business District (CBD)</div> <div>Assist Micro, Small Business Enterprises (MSMEs) to grow</div>
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			<table><tr><th>2018</th><th>Income per Capita</th></tr><tr><td>1.Makati</td><td>25,558</td></tr><tr><td>2.San Juan</td><td>15,538</td></tr><tr><td>3.Pasig</td><td>14,662</td></tr><tr><td>4.Pasay</td><td>13,699</td></tr><tr><td>5. Taguig</td><td>11,800</td></tr><tr><td>6.Mandaluyong</td><td>11,662</td></tr><tr><td>7.Muntinlupa</td><td>9,577</td></tr><tr><td>8.Manila</td><td>7,604</td></tr><tr><td>9.Quezon City</td><td>7,116</td></tr><tr><td>10. Valenzuela</td><td>7,110</td></tr><tr><td>11. Navotas</td><td>6,665</td></tr><tr><td>12. Marikina</td><td>5,860</td></tr><tr><td>13. Las Piñas</td><td>4,884</td></tr><tr><td>14. Malabon</td><td>4,578</td></tr><tr><td>16. Parañaque</td><td>3,879</td></tr><tr><td>16.Caloocan</td><td>3,715</td></tr></table> <p>Annual conduct of Planning and Budgeting seminar</p> <p>In project identification/selection systematic method for selecting and prioritizing was formulated to determine their distribution throughout the city and for sources of fund the principle is for balance development.</p>	2018	Income per Capita	1.Makati	25,558	2.San Juan	15,538	3.Pasig	14,662	4.Pasay	13,699	5. Taguig	11,800	6.Mandaluyong	11,662	7.Muntinlupa	9,577	8.Manila	7,604	9.Quezon City	7,116	10. Valenzuela	7,110	11. Navotas	6,665	12. Marikina	5,860	13. Las Piñas	4,884	14. Malabon	4,578	16. Parañaque	3,879	16.Caloocan	3,715	There are some sectors (solo parent, PWD, children, urban poor) which concern not yet sufficiently addressed		Lesser chance of development plan to be implemented Maximized, improved public service are delivered	Sustain annual conduct of Planning & Budgeting Seminar to include in the plan the vulnerable such (PWD, Children, Solo Parent, Urban Poor)
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		<i>All City-owned Light Vehicles regularly maintained</i>	<p>Repair & maintenance of 1,659 city owned light motor vehicles & buses under the custody of GSD.</p> <p>Each department/ office were provided budget for the repair and maintenance of service vehicles assigned to them</p>	<p>Repair and maintenance of city owned vehicles not centralized</p> <p>Procurement of equipment</p>	Space is not sufficient to accommodate service vehicles needing repair	Needs for preventive maintenance of city-owned motor vehicles shall not be addressed in case where the possibility of mechanical or engine bog down	<p>Issuance of memorandum re : schedule of preventive maintenance per office/department</p> <p>Larger space to undertake the preventive maintenance activity.</p> <p>Budget or funds should be centralized under CGSD</p>
		<i>Number of motor vehicles provided with preventive maintenance</i>	<p>Motor Vehicles Executive Departments/Office – 1311</p> <p>Legislative Departments/Office – 206</p> <p>Ambulances Barangays – 142</p> <p>Fleet card coverage for tune-up covers motor oil & service only</p>				
			Limited number of motor vehicles accommodated due to small working bay area	Space to accommodate city owned service vehicle		Due to limited space, not all requests for repairs were attended immediately but subject for schedule	Construction of the extension of Motorpool working bay area and renovation of its office premises
		Upgraded & modernized tools, equipment & materials	Out-dated and worn-out tools, equipment and materials	Lack of upgraded and modernized tools, equipment & materials			Upgrade & modernize tools, equipment & materials
		<i>Inventory of Service Vehicle</i> - Department/ Offices	<p>Provision of transport support services :</p> <p>-City offices/ departments in the delivery of their mandated functions</p> <p>During calamities both: man-made</p>			Some requests were disapproved & not accommodated	Re- fleetng of city-owned motor vehicles (whose lifespan is 15 years above which is beyond economical

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		<ul style="list-style-type: none"> - <i>Barangays</i> - <i>Other</i> 	(fire, transport) & natural (earthquake, storm, typhoon etc.)				repair) Shuttle Bus Program for all City employees
		<i>100% of building within the Quezon City Hall Compound are environmental friendly and cost-efficient</i>	<p>70% of building lightings within the Quezon City Hall compound had been replaced/using light emitting diode (LED lights)</p> <p>60% of the air conditioning system of buildings within the Q.C. Hall compound is Variable Refrigerant Flow (VRF-Inverter type) which is energy saving and cost efficient compared to the conventional type.</p> <p>60% of Buildings had been installed with solar panel as an alternative source of power minimizing the expense for electrical power supply</p>	<p>30% to be replaced from conventional into energy saving equipment</p> <p>40% to be installed with VRF</p> <p>40% to be installed with solar panel</p>		Expense on the Electrical consumption is much higher	<p>Strict implementation of the Green Building Ordinance and other environmental policy created by the city Council.</p> <p>Installation of Solar Panels to lessen the expense for energy consumption</p>
	Compliance with mandatory / statutory obligations		<p>Specified/Indicated in the budget</p> <p><u>2016</u></p> <p>5% MMDA Contributions (RA No. 7924) P544.82M</p> <ul style="list-style-type: none"> - 20% of IRA Dev. Fund – P792.43M - 5% LDRRM – P766.04M - FA to Barangays – P.142M <p><u>2017</u></p> <ul style="list-style-type: none"> - 5% MMDA Contributions (RA No. 7924) P608.14M - 20% of IRA Dev. Fund – P866.27M - 5% LDRRM – P830.87M - FA to Barangays – P.142M 				

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			<u>2018</u> - 5% MMDA Contributions (RA No. 7924) P669.43M - 20% of IRA Dev. Fund – P930.10M - 5% LDRRM – P964.97M - FA to Barangays – P.142M				
2.Local Legislation							
	Enactment of appropriate local laws Implementation of Local Laws	Appropriate local laws enacted and implemented	Ordinance/Resolution enacted: 12 Classification of Legislative Measures 1.) City Properties & General Services, Local Governance and Administration ORD – 41 RES – 220 2.) Taxation, Assessment, Budgeting & Property Valuation ORD – 12 RES – 10 3.) Education, Science, Technology, Culture, Tourism and Internal Relations ORD – 24 RES – 50 4.) Peace and Order, Public Safety, Transportation and Traffic Mgt. ORD – 37 RES – 45 5.) Public Works, Infrastructure, Building, Zoning, Subdivision & Housing ORD – 61 RES – 133 6.) Public Health and Social Welfare Services, Senior Citizens, Handicapped People, Women, Family, Domestic Relations and Civil Registration ORD – 30 RES – 73	There are standing committees in the Sanggunian focusing on the service areas	Ensuring availability of relevant ordinances and resolutions in support of social, economic development and environmental among others		

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			7.) Legal Affairs, Justice, Human Rights, Public Information and Assistance, and People's Participation ORD – 17 RES – 20 8.) Commerce, Industry, Markets, Slaughterhouses, Economic Enterprises, Livelihood and Employment ORD – 4 RES – 18 9.) Youth Welfare, Sports, Amusement/Entertainment, Games and Drugs ORD – 15 RES – 67Barangay Affairs, Urban Poor and Human Settlements ORD – 14 RES – 20 10.) Parks, Environment and Garbage ORD – 2 RES – 9 11.) Energy, Water Resources, Public Services, Utilities and Telecommunications ORD – 1 RES – 63				
			Computerized tracking system Continuous updating and monitoring/tracking system on legislations enacted vis-à-vis implemented			Access to updated information on local legislations is made easy	Sustain computerization and web page development
	Executive-Legislative coordination		Executive – Legislative meets to come up with ELA				Sustain the practice
	Stakeholder participation in legislation/policy formulation	<i>There is participative governance.</i>	Active NGOs/POs participation in CDC and special bodies, committees and task forces of the city government. Conduct public consultation/hearing		Awareness on their roles as partners in governance	Effective coordination and consultation	Enhance linkage with NGOs/POs

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3.Transparency																																												
	Access to information	Accessibility of records of government transactions, contracts and other public documents	Full Disclosure Program	Quarterly updating of documents for posting	Proactive disclosing information (e.g. financial reports, plan & budget, etc.) that may interest or affect the general public	Accessibility of public documents to intensify transparency and accountability	Strict implementation of Full Disclosure Program																																					
			<div>Modes of procurement adopted by account</div> <div>Infrastructure</div> <div>2016 – P4,547,659,926.42</div> <div>2017 – P6,404,217,507.28</div> <div>2018 – P2,893,790,062.63</div> <div>TOTAL = P13,845,667,496.33</div> <div>Goods and Services</div> <table><tr><td rowspan="7">2016</td><td>Direct Contracting</td><td>P5,294,802.00</td></tr><tr><td>Extension of Contract</td><td>P4,973,431.70</td></tr><tr><td>Negotiated</td><td>P2,204,280.20</td></tr><tr><td>Public Bidding</td><td>P390,816,414.38</td></tr><tr><td>Shopping</td><td>P265,942.35</td></tr><tr><td>TOTAL</td><td>P403,554,870.63</td></tr><tr><td rowspan="5">2017</td><td>Negotiated</td><td>P8,878,181.80</td></tr><tr><td>Public Bidding</td><td>P1,057,691,281.41</td></tr><tr><td>Repeat Order</td><td>P127,840.00</td></tr><tr><td>Shopping</td><td>P246,435</td></tr><tr><td>TOTAL</td><td>P1,066,943,738.21</td></tr><tr><td rowspan="6">2018</td><td>Direct Contracting</td><td>P385,339,835.64</td></tr><tr><td>Extension of Contract</td><td>P41,750,561.63</td></tr><tr><td>Negotiated</td><td>P79,309,722.26</td></tr><tr><td>Public Bidding</td><td>P7,141,706,093.64</td></tr><tr><td>Shopping</td><td>P3,838,351.97</td></tr><tr><td>TOTAL</td><td>P7,651,944,565.14</td></tr></table>	2016	Direct Contracting	P5,294,802.00	Extension of Contract	P4,973,431.70	Negotiated	P2,204,280.20	Public Bidding	P390,816,414.38	Shopping	P265,942.35	TOTAL	P403,554,870.63	2017	Negotiated	P8,878,181.80	Public Bidding	P1,057,691,281.41	Repeat Order	P127,840.00	Shopping	P246,435	TOTAL	P1,066,943,738.21	2018	Direct Contracting	P385,339,835.64	Extension of Contract	P41,750,561.63	Negotiated	P79,309,722.26	Public Bidding	P7,141,706,093.64	Shopping	P3,838,351.97	TOTAL	P7,651,944,565.14				
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			Freedom of Information Ordinance No. SP 2863, S.2019	Implementation of Freedom of Information Ordinance	The Department of the Internal and Local Government and the Presidential Communications Operations Office issued JMC No. 2018-01 on Oct. 9, 2018 to encourage cities to enact an ordinance of issued on Executive Order in support of Freedom of Information	Free and open exchange of information that enhance transparency and accountability in government official acts, transactions and decision	Formulation of Quezon City Freedom of Information (FOI) Manual consistent with the Data Privacy Act Creation of FOI Portal accessible to the public Enactment of FOI Ordinance
			Information boards (LED Boards) are visible in the city Media resources are utilized				
			Ordinance to strengthen people's participation in governance (PAT Ord.)	Need to revisit the PAT Ord. and its IRR to identify areas for possible improvement/ assessment			Enactment of Amended Participation Accountability and Transparency (PAT) Ordinance and its IRR
<u>4.Accountability</u>							
	Complaint/grievance mechanisms	<i>Complaints/grievance mechanisms installed</i>	Hotline 122 Emergency and Other Services, 8888 QC Permanent Action Team Social Media account page of PAISD and the City Mayor Radio Communication Services Office in charge of receives and review complaint/ recommendation and course to concerned department/ office to action. Some are submitted to the Local Chief	Some citizen are not aware of the "Sumbungan ng Bayan" -Some are afraid to make complaints -Absence of monitoring system	Campaign not properly disseminated Difficulty in tracking the status of complaints filed	Facilities not fully utilized Complaints/ grievances not properly addressed. Allow the City government to centrally coordinate, track, and efficiently assign resources to best address the	Hotline 122, 8888, helpdesk@quezoncity.gov.ph . Enhance the City's Hotline 122 that will implement a service management with Ticketing System Official Social Media account/page IEC/Communication strategies Development of QCitizen App. A software designed for

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			Executive for disposition			growing volume of issues which the various offices received	people to report issues ranging from traffic accidents and peace & order concerns to reports of graft and corruption Establishment of Complaints Desk per department Validation of complaints Using emojis (sad & happy face) to track progress
				Validation of complaints/ inadequate feedbacks.			-Providing of feedback and feed forward information channels and system -Make frontline services more customer friendly -Put up official radio station for QC
		<i>Accounting and auditing laws, rules and regulations are followed</i>	Presence of Audit Observation Memorandum (AOM) in cash advances, transactions and liquidation reports	Un-liquidated cash advances	Non-compliance with documentary requirements	Audit Observation Memorandum are minimized	Strict compliance with documentary requirement for all financial transaction Conduct training to barangay re: Proper Accounting of Fixed Assets
		<i>Mechanism for preventing or reducing incidents of corruption institutionalized</i>	Presence of programs to reduce graft and corruption - Citizen's Charter in consistent with the Anti-Red Tape Act Law	Outdated Citizen's Charter in consistent with the Anti-Red Tape Act Law Need more programs in	Charter no longer applicable	Improved delivery of service and processing of transaction that satisfy the	-Massive public awareness "No to Fixers" -Installation of IP cameras

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			-Presence of suggestion box ISO-9001-2015 will expire in 2020	Anti-Fixing		needs and expectation of the QC residents	-Front liners should wear proper identification (ID) -Roving marshals to monitor situation to get feedback from the public -Publish standard fees and timelines for transactions. -Premium lanes/fees for faster service provided for the transacting individual with complete documents -Provide customer service trainings or orientation to frontline staff. Provision for recertification of ISO
			-Presence of Internal Audit System Administrative Order No. 70 Mandating LGUs to Organize an Internal Audit Service Executive Order No. 1 Establishment of Internal Audit System	Internal Audit Office not yet established	No dedicated office space		Operationalization/ Establishment of Internal Audit Office Conduct performance and fraud audit
DYNAMIC GOVERNANCE : <i>1.Management Systems & Processes</i>							
	Management Systems, Operation and Communication System	<i>Innovative Processes and systems (Management Systems, Operations and communication systems) institutionalized</i>	Computerized the: RPT payment system Payroll System Real Estate Assessment and Payment Systems. Process for securing business permits On-going study of ITDD re: Departments/Offices computerization systems/program	System not yet accessible online	Processes and procedures that allow the public to transact online for either renewal or application of permits or as well as other services not yet installed.	Centralized transaction at the Main City Hall causing undue burden to QC residents living far from the city hall.	-On-line renewal/ application of permits as well as other services -Zoning Clearance On-line -Implementation of the Public On-Line Portal System (POPS) -Continuous

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							improvement of Batas Quezon City Mobile Application -Full automation of public services and free Wi-Fi connection in public places
			Problem in the collection of barangay data/profile	Put up reliable database of important information from QC residents Absence of system linking the government and barangay	Absence of readily/ accessible data base on barangay level.	Slow information exchange	-Networking and web page services. On-line Computer-Based Information system -Establishment of Integrated Barangay Information System (I-BIS) for the QC ID System. -Enactment of Ordinance for I-BIS
			Operational Improvement: Shortening the period for renewal of low-risk establishments. Business One Stop Shop (BOSS) established Official receipts for tax payment have security features that are hard to counterfeit Adoption of electronic receipts				
			UGIS & the ETAXMAPS Phase 3 completed	Computerization on assessment appraisal processes and tax mapping appraisal processes	Continuing Enhancement of current GIS applications	Potential discrepancies and/or loss in valuations	eTAXMAP Phase 4
			Real property viewer and thematic maps ready	Data sharing program not yet developed	Absence of site/webpage to publish such application & public connectivity		Rehabilitation of LAN connection and bandwidth Formulation of programs and policies on data sharing and publication

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	Ease of Doing Business Make it easy to register and establish new business in QC	<i>Registration and establishment of new business made easy</i>	BOSS established at BPLD				Conduct Inspection if compliant to locational/ zoning ordinance
			There are small business in some barangays with no legitimate permits/not registered	Legitimized operation		The city is deprived of additional income	Profiling of small business in barangays
			-Assessor's Webpage housed at QC's website with On- line Application System for frontline/daily and PTAP transactions being studied and developed.				Existing requirement for Cabling and Network upgrading
			-Communication & Document Tracking System in place and implemented. -Electronic issuance of Certified Copies of Tax Declarations in place.				
		<i>Budget Operation System (BOS)</i> <ul style="list-style-type: none"> - Work and Financial Plan and Request for Allotment (WFPRA) - Advice of Allotment (AA) - Obligation of Request (ObR) - Generated Reports - <i>Document Tracking</i> 	100% Completed 100% Completed 100% Completed 100% Completed 60% of document tracking process installed in the system Four out of six steps in the system are operational	40% of the document tracking system to be installed		Incomplete tracking report	Completion of document tracking process in the system
		- <i>e-Archiving of approved OBR and AA</i>	40% of e-Archiving of approved OBR and AA	60% of e-Archiving of approved OBR & AA		Difficulty on retrieval of approved OBR and AA	Completion of development of e-archiving in the system

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		<i>Upgraded Equipment and Anti-Virus</i>	30% of the server & security system upgraded	70% of the server & security system to be upgraded		Low capacity of data storage and slow data processing; unsecured for virus	Upgrading of Server and Security System
		<i>Procurement Monitoring System</i>	RA 9184 known as the Government Procurement Reform Act is an act providing for the modernization, standardization, and regulation of procurement activities of the Government	System is not yet accessible online	System is not yet installed	Prolongs the procurement process thru manual application	Automation of procurement process
		Digital Storage System	Scans and records all incoming and outgoing communications thru office computer and record book	Document management and digital storage system including Intranet and cloud storage			Installation of a document management and digital storage system for all matters handled by the Department including intranet and cloud storage and delivery systems for efficient and secure access to such documents
			Manually by computer and record book	System to determine areas of concern to Barangays and their constituents			Established a system to determine areas of concern to Barangays and their constituents
		<i>Warehouse operations and management systems are institutionalized</i>	Limited space allotted for storing commonly used supplies requirements procured by the city government Construction of Central Warehouse - 80% finished Delayed delivery of supply requirements procured from DBM through Agency Procurement Request	 Web based system for ordering commonly used supplies and equipment	 System not yet operational	 Inefficient monitoring reports	-Creation of Warehouse Management System (Phase 1) (a web based system for on-line ordering of common use supplies and equipment, updates inventory of stocks and issuances, gives cue for reordering fast moving supplies (re-order point), generates reports, processes requests from the requestor/s, i.e list of

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							available supplies on stock,) -Continuous trainings for CWMD personnel and annual updating of the system
		<i>Operationalization of QC Archival Centre by 2nd quarter of 2020</i>	Still on-going construction of QC Archival Centre (80% complete); Drafted Implementing Guidelines for the Establishment of the QC Archival System Slow pace of construction due to subsequent variations	20% Completion of QC Archival Center & System		Inadequate records storages; Decentralized records system may cause improper handling of city records leading to fire and health hazards	Establishment of QC Archival Center Periodic city-wide disposal of valueless records; Submit draft guidelines to the Office of the City Mayor for her review/approval
			Availability of data network plan/ drawing based on the requirements of the archive facility Proposals on data and voice network for cabling infrastructure was submitted to ITDD		Infrastructure cabling is not included on original plan Pending/awaiting approval of submitted proposals	Slow records management activities; Research facility and digital compactors cannot be utilized properly; Temperature-controlled rooms are not digitally monitored; Unsecured IT facility	-Computerized local archive facility -Installation of data and voice network infrastructure -Coordinate with ITDD to review of the submitted proposals and for recommendations -To follow-up for the approval of budget allocation to City Administrator Office
		<i>Fully automated the property inventory system within 1 year</i> <i>Fully and accurately accounted the properties of the city (fixed and movable assets)</i>	Regularly submits updated inventory report for fixed assets, based on annual physical inspection /inventory of properties. The inventory of properties is not reconciled with other departments/offices.	Some properties, especially buildings are not properly accounted (newly constructed and demolished).	The proposed project for the automation of the management and inventory system was not implemented. Policies and procedures on the proper utilization	Not reconciled records results to inaccurate, inconsistent and incomplete data/records	Automate the inventory of properties and the linkage with concerned departments/offices to ensure reconciled data/records.

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			Only 60% submitted the semi-annual inventory report for movable assets in compliance to COA Circular 92-386.		of properties are often disregarded by barangays, schools, departments/ offices, and other national agencies resulting to unaccounted properties		Periodically conduct physical count/inventory of properties (fixed and movable assets) to verify their existence, continued use/useful life. Formulate a system of reporting for barangay Acquire the software needed for the full automation of the management and inventory of assets. Strictly implement policies and procedures on the proper utilization of properties. Reconciliation with City Accounting Department 100% adherence to COA Circular 92-386 to submit semi-annual inventory report by every department.
		<i>100% of the buildings/ equipment/ machineries within the Quezon City Hall Compound are being monitored thru Building Management System</i>	All machineries/ equipment are monitored and operated manually Machineries/ equipment misuse is inevitable, thus, reducing its economic life No. of buildings – 15 buildings No. of buildings w/ cctv on every floor, common areas, perimeter – 15 buildings with 354 units of CCTV Security personnel deployment, numbers & schedule - 89 (Thur 6:00AM – 6:00PM) , 46 (Wed 6:00AM – 6:00PM)				Installation of Building Management System Software which will prevent machineries and equipment from being misused, thus, prolonging its economic life

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	Decentralization of services to bring government closer to the public	<i>Services Decentralized</i>	<p>Only District 2 has mini city hall – Novaliches District Center:</p> <ul style="list-style-type: none"> - City Treasurer’s Office - Business Permits and Licensing Department (BPLD) - Liquor Licensing Regulatory Board (LLRB) - City Health Department - Tricycle Regulatory Unit (TRU) - DRRMO - Market Development and Administration Department (MDAD) - Office of Senior Citizen Affairs (OSCA) - City Engineering Department - Social Services Development Department (SSDD) - Parks Development Administration Department (PDAD) - City Civil Registry Department (CCRD) - Public Employment Service Office (PESO) - QC Police Department - QC Fire Department <p>SM North and SM Annex, Ayala Fairview Terraces and Robinson Galleria Fairview are currently operational.</p>	All other 5 Districts have no mini city hall		Centralized transaction at the Main City Hall causing undue burden to QC residents living far from the city hall	<ul style="list-style-type: none"> -Build Mini City Hall -Site identification/ acquisition and master planning per district -Conduct survey according to needs
<u>2.Data Driven Decision Making</u>							
	Adequate data base to support planning and decision-making	<i>Installed and Operational Management Information System</i>	<ul style="list-style-type: none"> -GIS program/UGIS -Planning Data -GAD sex disaggregated data. <p>Computerization of financial reports is by Division of the Accounting Department</p> <ul style="list-style-type: none"> - Financial reports of the 142 barangays 	<p>Linked records of Accounting Department as well as other Departments involved in the process of generating financial reports</p> <p>No system that could</p>	Absence of computerized system capable of generating financial reports		<p>Development and adoption of Inter-connected e-financial system</p> <p>Resolution adopting the Unified Financial System of the city</p>

Descriptor	Sub-Descriptors / Dimensions	Success Indicators/ Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
				readily generate a real time status of cash balance/fund for the city			
				Lack of automated personnel information management system		Not easily track the status of city employees / official	Development of Human Resource Information System (employee database: 201 files and other personnel records) Upgrade to Web Based PMIS, PIS and ALEMS
			Real Property Assessment Records and Tax Maps 95% computerized (e.g. QC Real Property Assessment & Taxation System (QCRPATS), FAAS-TD Transaction processing and Search PIN modules) in place & in-house deployed. Real Property Viewer, Executive Dashboard, Electronic PIN Assignment(ePINAS), General Revision Module, Digital Image Archiving Modules have all been developed and is being used in our daily transactions.				
			100% Computerized database and maps on service (eg. Real Property Assessment Module, Query Program Locator, General Revision Module, Real Property Viewer, Executive Dashboard, Epinas-PIN Generator, Digital Image Archiving Modules are all being adopted				Proposed Modules for Document Scanning, Approved Building Plan, Recorded Sales, Document Management System, Tax Declaration Mailing Tracking, Approved Subdivision Plans

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			<p>Inadequate government data on the actual inventory of the city government assets</p> <p>Not organized and hard to determine city's properties</p> <p>Ordinance No. SP-2872, S-2019. An ordinance creating the City Real Estate Management and Control Office (CREMCO) under the Office of the City Mayor</p> <p>Executive Order No. 5, S-2020 "Creating the City Real Estate Management and Control Committee"</p> <p>Pending the approval of the said ordinance by the Department of Budget (DBM) hence the creation of the City Real Estate Management and Control Committee per Executive Order No. S-2020</p>	Available data in hard copy and unconsolidated			<p>-Automation of inventory system to cover movable and fixed assets of the city</p> <p>-Creation of a Real Estate Management Office for the City's Fixed Asset.</p> <p>-Ordinance to create Real Estate Management Office.</p> <p>-Formulation of system for reporting/ documentation of properties/assets</p>
			<p>Presence of 142 barangay profile</p> <p>Lack of readily available data to be used for evidence-based decision making</p>	<p>e-Barangay Profile</p> <p>-Uploading of barangay profile thru cloud server for easy access</p> <p>-Updating of data</p> <p>-Provision of other barangay data needed</p>			<p>Creation of site wherein barangay profile and other barangay data can be easily accessed by target users</p> <p>Resolution adopting the system and allowing the City Mayor to enter into contract of service provider</p> <p>Establishment of Community Based Monitoring System (CBMS) (city/barangay based)</p>

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							Implementation of an organization process of collection of data pursuant to RA 11315 or the Community Base Monitoring System Act
	Governance and leadership recognized by international and national award-giving bodies as well by the City to its barangays	<i>List of awards</i> <i>No. of awards</i>	Recognition of city government performance by legitimate bodies and entities		Recipient of various recognition/ awards	Improved governance Better image for the city	Sustain best practices Support Programs
		Barangay Seal of Good Housekeeping <u>Awards Categories (BSGH)</u> - Dangal ng Lungsod - Huwarang Pamamahala - Good Financial Housekeeping - Outstanding Legislative Services - Functionality of Bgy. Based-Institutions - Best Practices & Innovation	This award was implemented since 2016 as per City Ordinance SP 2273, S-2014 wherein the 142 QC Barangays were visited and validated according to the criteria given by the award body	Active participation of all the barangays	Some of the indicators/criteria are not applicable to all barangays	Inactive participation of some barangays Same set of winners every year	Categorization of the barangays according to their income/financial capacity Amendment of existing ordinance
<u>3.Human Resource Management</u>							
	<i>Competent and professional employees</i>						
		<i>Rationalized Organizational Structure</i>	QC Rationalization Program - DBM Approved: 20 - W/ Approved Ordinance: 6 - Ongoing Discussion by HRMD: 3 - Committee on Laws: 5 - Submitted to DBM: 3	For DBM Approval	For study and review of the council.	Services not utilized to the optimum level	Continue QC Government Rationalization Program
			New special bodies were created in response to National Laws, DRRMC	Existing organizational structure does not	No clear-cut guide on organizational set-up and	No clear-cut policies that might	-Re-structuring the city's organizational

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			/ DRRMO / PPP Persons with Disability Affairs Office Establishment of the QC Pride Council (Gender Fair Ordinance (SOGIE)) Merging of BOC and CRO via Ordinance No. SP-2563 S-2017	include the newly mandated offices.	functional flow.	affect delivery of services and rendering good decisions	set-up -Inclusion to the existing organizational set-up of the newly created offices
		<i>Proportion of vacancies of positions to total plantilla positions</i>	2,961 (33%) of the regular 8,923 plantilla positions are unfilled – 67% filled up positions Filled 1 st Level SG 2-14 (69.0%) Male : 2,193 Female: 1256 2 nd Level Professional/ Technical SG 8-24 (64.1%) Male: 969 Female: 1,481 2 nd Level Executive/ Managerial (SG-25 & Above) SG 25 and above (63.6%) Male: 35 Female: 28 Unfilled 1 st Level (SG 2-14) - 1,551 (31.0%) 2 nd Level Professional/ Technical (SG 8-24) - 1,374 (35.9%) 2 nd Level Executive/ Managerial (SG-25 & Above) 36 (36.4%)	33% unfilled positions			-Convening of the Personnel Selection Board and filling up of plantilla positions based on merit & fitness -Filling up of vacant positions by qualified employees Posting of vacant positions in the barangays
		<i>Percentage of casual/contract of services employees to total no. of employees</i>	Contractual / Consultant Executive: 7,617 (70%) Legislative: 3,293 (30%)		Inadequacy of personnel to perform the mandated functions of the office resorted to hiring of contractual employee -To cope with exigency of services, over loading and	No employees/ employer relationship hence public accountability by employees not well defined	Pursue continuous review re: Civil Service Exam - Conduct short courses for the employees to acquire the minimum requirement for

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			<div>No. of Jos by nature of job</div> <table><tr><th>COs/JO Job Class</th><th>Executive Branch</th><th>Legislative Branch</th></tr><tr><td>Administrative</td><td>2735</td><td>720</td></tr><tr><td>Field Work</td><td>2404</td><td>2272</td></tr><tr><td>Technical</td><td>1709</td><td>301</td></tr><tr><td>Professional</td><td>769</td><td></td></tr><tr><td>TOTAL</td><td>7617</td><td>3293</td></tr></table> <div>Personnel profile for contractuales not updated</div>	COs/JO Job Class	Executive Branch	Legislative Branch	Administrative	2735	720	Field Work	2404	2272	Technical	1709	301	Professional	769		TOTAL	7617	3293		assigning multiple task are resorted to		undergraduate
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		Gender parity in all types of positions	2765 of filled positions are female and 3197 are male.																						
			<div>Higher number of female personnel in the middle management</div> <div>No. of female & percent to total by SG & nature of work</div> <table><tr><th>Plantilla Position Classification</th><th>Female</th><th>Total</th><th>Female Ratio</th></tr><tr><td>1st Level (Non-professional/Sub-professional) SG 2-14</td><td>1256</td><td>3449</td><td>36.4%</td></tr><tr><td>2nd Level (Professio</td><td>1481</td><td>2450</td><td>60.4%</td></tr></table>	Plantilla Position Classification	Female	Total	Female Ratio	1st Level (Non-professional/Sub-professional) SG 2-14	1256	3449	36.4%	2nd Level (Professio	1481	2450	60.4%	need to upgrade leadership skills to accelerate qualifications in positions of leadership	Women empowerment evident in personnel hiring		Implementation of Magna Carta of Women and GAD code						
Plantilla Position Classification	Female	Total	Female Ratio																						
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			nal/Technical) SG 8-24							
			2 nd Level (Managerial/Executive) SG 25 and Above	28	63	44.4%				
			TOTAL	2765	5962					
							Less applicants for LGU position requiring specialized qualifications	Remuneration for specialized profession like Doctors, Lawyers, Engineers, Architects, etc. not competitive	Inadequate services of specialized professions to the city's constituents	-Upgrading the salary/hiring of a regular professional employee with salary and benefits in accordance with the standardization law. -Provide incentives in cash or in kind
		<i>Trainings & seminars provided for employees (CapDev)</i>	No. of personnel needing function-related/ relevant training/seminar by nature of work, by SG							

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			Positions requiring RA1080 need Trainings and Seminars specific to their field	TOTAL	SG Range				
			Medical Specialist, Medical Officer, Psychologist, Nurse. Midwife, Social Welfare Officer, Librarian, Engineer, Architect, Attorney, Radiologic Technologist, Speech Therapist, Pharmacist, Occupational Therapist, Accountant, Veterinarian, Nutritionist-Dietitian, Medical Technologist, Dentist, Guidance Counselor and Teacher	1242	8-25				
	- Effective Recruitment	<i>At least 10% of students graduating with honors from high learning institution are attracted</i>							-Convening of the Personnel Selection Board to fill up vacant plantilla positions based on meritocracy

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		<i>to work in the city</i> <i>At least 10% of QC resident scholars graduated with honors are attracted to work in the city</i>					-Merit Policy Selection Plan -Accreditation of QC in the Program to Institutionalize Meritocracy & Excellence (PRIME) Human Resource (HR) -Ordinance/ Resolution in support of PRIME HR initiative -Coordination and creating network by CSOs with professional to help identify potential applicants
	- On-the-job Training	<i>Personnel received training appropriate to their functions</i>	Presence of 3-year CAPDEV Most of the newly-hired employees are not aware of the existing laws, rules and regulations	Lack of concrete HR Development Plan No orientation/ reiteration of the said laws, rules and regulations for the employees	No complete profile of personnel to include skills assessment Seminar/orientation or program for the said laws, rules and regulations is not mandatory in city government	Inefficiency of employees technical know-how	-Formulation of City Comprehensive Human Resource Plan and Succession Plan -Resolution adopting Comprehensive HR Plan and Succession Plan -Implementation of the 3 year HR plan
	- Promotions	<i>SPMS used as principal basis for promotion</i>	Submission of SPMS not timely	Timely and updated submission of SPMS	Not aware of CSC rule re: Bi-annual submission of Personnel Performance evaluation	Incomplete basis for merit promotion/rewards	Strict Implementation of SPMS
	- Incentives and awards	<i>High-performing personnel awarded w/ incentives (monetary or privileges)</i>	Absence of localized incentive program for the city's employees	Incentive programs for city employees	No ordinance or law providing such incentives		Institutionalization of incentive program for good performing employees of the city

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							<p>-Enactment of ordinance on the grant of incentive for good performing employees of the city</p> <p>-Enactment of Ordinance re: Provision of healthcare insurance for regular employees.</p> <p>-Enactment of Ordinance re: Provision of Allowance/Insurance to legal battle to key functionaries of the city.</p> <p>-Direct city grant pension to senior to their personal ATM.</p>
		<p><i>Mechanism for resolving Quezon City personnel complaints and grievances in place</i></p> <p><i>Cases of sexual harassment promptly resolved</i></p>	<p>Cases of sexual harassment due to Absence of CODI (Committee on Decorum and Investigation)</p> <p>Proposal for the establishment is still with the Human Resource Development Department for review/study</p> <p>Complaints are directed to the Human Resource Department / City Legal Department</p>	Complaints/ grievances not properly addressed	Not yet organized	Victims suffered in silence or leave the service	Establishment of CODI

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PARTICIPATIVE GOVERNANCE : <u>Citizen Participation</u>							
	Citizens' participation in programs and projects is institutionalized	<p><i>Full membership and fully functional</i></p> <ul style="list-style-type: none"> - CDC (50) - Local Health Board (2) - Local School Board (2) - Peace & Order Council (3) - Council for the Protection of Children (2) - Gender and Development Council (5) - PLEB - Bids & Awards - Minutes of meetings as mandated <p><i>List of other special bodies with NGO participation</i></p> <ul style="list-style-type: none"> -LCPC -Executive Committee Council -Local Housing Council -QC Pride -QC Immigration 	<p>Process in the selection of Civil Society Organization representation to CDC and other special bodies in accordance with the Local Government Code (LGC 1991)</p> <p>-CSOs participation in Peace & Order Council is being chosen by the Chairperson of the Council</p> <p>CSOs</p> <p>Accredited – 1693</p> <p>Not yet Accredited – 389</p> <p>Total CSOs – 2,082</p> <p>Conducted different summits and other activities for the CSOs. For CY 2019 BCRD was able to conduct different activities for CSOs</p>	<p>There are still many NGOs/POs operating in the City who are not yet accredited</p> <p>Further involve all the 21 sectors either small or big sectors in the different activities being undertaken by the city for CSOs</p>	<p>Parties concerned have increased acceptability of the principle of participative governance</p> <p>-There are concerns and activities not linked with the City government PPAs</p>	<p>More partners in development planning</p>	<ul style="list-style-type: none"> -Conduct summit for different sectors -Mapping of services, vis-à-vis service providers -Publication of Newsletter/ Information material -Intensify public awareness in accreditation. -Development of database of NGOs/POs with services -Peace & Order Council CSO membership -Amendment of existing guidelines in selecting

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			<table><tr><td>Summit</td><td>2018</td><td>2017</td></tr><tr><td>Summit for the Environment</td><td>✓</td><td>✓</td></tr><tr><td>Pollution Summit / EPO Accreditation Service</td><td>✓</td><td>✓</td></tr><tr><td>Transport Summit 2018 (The Earth Friendly Vehicles)</td><td>✓</td><td>✓</td></tr><tr><td>QC Children & Youth Summit</td><td>✓</td><td>✓</td></tr><tr><td>QC GAD Summit</td><td>✓</td><td>✓</td></tr><tr><td>CSO Summit</td><td>✓</td><td>✓</td></tr><tr><td>Summit of Local Community Leaders</td><td>✓</td><td>✓</td></tr><tr><td>Smart Sustainable City Summit</td><td>✓</td><td></td></tr><tr><td>QC Youth Summit on Drug Abuse Prevention</td><td>✓</td><td>✓</td></tr><tr><td>QC Stakeholders Summit on Drug Abuse Prevention</td><td>✓</td><td>✓</td></tr><tr><td>Youth Assemblies Summit</td><td>✓</td><td>✓</td></tr><tr><td>Grand Welkaman & Recognition of Graduates Summit</td><td></td><td>✓</td></tr><tr><td>Entrepreneur Summit</td><td></td><td>✓</td></tr><tr><td>COOP Summit</td><td></td><td>✓</td></tr><tr><td>Sports Summit</td><td></td><td>✓</td></tr></table>			Summit	2018	2017	Summit for the Environment	✓	✓	Pollution Summit / EPO Accreditation Service	✓	✓	Transport Summit 2018 (The Earth Friendly Vehicles)	✓	✓	QC Children & Youth Summit	✓	✓	QC GAD Summit	✓	✓	CSO Summit	✓	✓	Summit of Local Community Leaders	✓	✓	Smart Sustainable City Summit	✓		QC Youth Summit on Drug Abuse Prevention	✓	✓	QC Stakeholders Summit on Drug Abuse Prevention	✓	✓	Youth Assemblies Summit	✓	✓	Grand Welkaman & Recognition of Graduates Summit		✓	Entrepreneur Summit		✓	COOP Summit		✓	Sports Summit		✓						
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			Active NGOs/POs in CDC functional CDC and BDCs in 142				Increased awareness of	Effective	-Barangay Development Plan																																																		

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			barangays Participation of CSO's in City Comprehensive & Barangay Development Planning process.		their role as partners in governance City development is a collaborative product of the citizens and the government	coordination/ consultation and planning	with CSO participation -Capacity Development Program for Barangay Officials and NGOs/POs
<u>2.LGU-CSO Linkage / Participation</u>							
	There is strong linkage or partnership with the NGOs/POs, academe, research and training institution, etc., at the city and the barangay level		Existence of MOA between or among academe research and training institutions				
<u>3.Access to Information</u>							
	-All info dissemination media utilized regularly for publication of relevant info on government activities	IECs	Operational QC Website	-Lack of official e-mail account of QCG functionaries -Posting of programs, projects and activities on QC website	-Communications sometimes miss sent -Communication/ documents not properly acted upon		-Information Dissemination/ Close coordination CDC members -Crafting of policy requiring the use and assignment of official e-mail account to all city department / office -Establishment of a system that could generate a dashboard of key results/ accomplishments of City Department/ Office

Workshop 2: Problem-Solution Matrix
SOCIAL SECTOR: HEALTHY, EDUCATED AND SECURED CITIZENRY

Observed Conditions	Explanations	Implications	Policy Options
Sub-sector: Health			
1. High incidence of animal bite cases <ul style="list-style-type: none"> – 9 rabies cases (0.3 per 100,000 population, QCHD 2018) – Animal bite cases- 19,203 (QCHD, QCGH, 2018) – 80% of biting animals were pet dogs and cats (QCHD, QCGH, 2018) 	<ul style="list-style-type: none"> • Poor compliance to local mandates regarding responsible pet ownership (RA 9482; SP 2386, S-2015; SP 2505, S-2016 veterinary code) • Increasing number of stray/pet dogs and cats 	<ul style="list-style-type: none"> • Increase number of rabies cases • Increase in mortality rate • Economic burden to self and family • Non-attainment of the DOH national rabies control program targets 	<ul style="list-style-type: none"> • Strict enforcement of city ordinance on responsible pet ownership on barangay level • Establishment of a new city pound and provision of impounding truck per district • Intensification of information education campaign on pet ownership • Strict enforcement of the law for special permit for pet owners exceeding 4 pets
2. Low rabies post-exposure completion rate <ul style="list-style-type: none"> – 38% completion rate (QCHD, QCGH 2018) – DOH:90% completion rate 	<ul style="list-style-type: none"> • Inadequate supply of anti-rabies vaccines • Late health-seeking behavior • Knowledge and awareness deficit 	<ul style="list-style-type: none"> • Increase in mortality rate • Economic burden to self and family 	<ul style="list-style-type: none"> • Intensification of information education campaign on Anti-rabies Program • Provision of adequate supply of medicines and human anti-rabies vaccines per health center/ Animal Bite Treatment Center • Enforcement of ordinance no. SP 2682, s-2018, Provision of free and complete doses of anti-rabies immunization to all QC Residents
3. High incidence of adolescent pregnancy (10 to 19 years old) <ul style="list-style-type: none"> – Adolescent pregnancy rate: 5.78% (5,478/94,764) (QCHD, QCGH, NDH 2018) – DOH benchmark: 3% or lower 	<ul style="list-style-type: none"> • Early exposure to social media • Lack of values formation • Early indulgence to sexual activities • Wrong familiarization to sexual practices • Inadequate advices and guidance from parents or guardians • Lack of privacy in inadequate dwelling units in slum areas and informal settlements. 	<ul style="list-style-type: none"> • Increase in population of teenage pregnancy • Increase of sexually transmitted disease cases • Increase in maternal mortality related to teenage pregnancy • Increase of children in need of special protection (CNSP) • High incidence of abortion • Psychosocial stigma and dysphoria related to stereotyping and discrimination • Loss of educational /economic opportunities 	<ul style="list-style-type: none"> • Strengthening of values formation at home and schools • Intensification of Promotion of formal sex education • Establishment of half way houses for pregnant adolescents • Strict implementation of city ordinance on curfew hours • Establishment of additional teen health quarters and adolescent-friendly health facilities in schools • Work from home for mothers/ provision of Livelihood programs • Educating parents regarding sex education considering the maturity level • Back to school programs for parents and guardians • Reinforcement of reproductive health law • Social reintegration and emotional support to teenage mothers • Formulation of personal enrichment programs (i.e. talent development, art workshop...) • Intensification of sports program for adolescents • Improvement of procurement process • Training of Healthy Young Ones • “Healthy Young Ones” Activity (Adolescent Sexuality and Reproductive Health) • Adolescent Health Education and Practical Training (ADEPT) for Health and Non health Workers • Training of Usapang Batang Ina at Ama • Usapang Batang Ina at Ama Session • Provide adequate housing for the poor.
4. Marked increase in sexually-transmitted diseases/HIV/AIDS <ul style="list-style-type: none"> – Quezon City has the highest number of (849) new cases in 2018 (HIV/ AIDS Registry) 	<ul style="list-style-type: none"> • Exposure to social media and uncensored contents • Multiple sexual partners/promiscuity • Peer pressure 	<ul style="list-style-type: none"> • Mother to child transmission of infection • High incidence of abortion • Increase of children in need of special protection (CNSP) 	<ul style="list-style-type: none"> • Reinforcement of values formation at home and schools • Formulation of policy on dealing with freelance sex workers • Strict issuance of permits on the establishments and sex workers • Inclusion of sex education programs in school curriculum

Observed Conditions	Explanations	Implications	Policy Options																																												
<ul style="list-style-type: none"> – 39% of cases diagnosed in NCR – Of cases in NCR, 66.41% are seen in Quezon City 	<ul style="list-style-type: none"> • Low economic status • Unprotected sex • Presence of sex workers within the city • Proliferation of conditions in the work place conducive for practice of casual sex • Poor work-life balance • Increasing number of MSMs 	<ul style="list-style-type: none"> • Economic burden to self and family • Increase in mortality and morbidity case • Psychosocial stigma and dysphoria related to stereotyping and discrimination 	<ul style="list-style-type: none"> • Re-educating parents regarding sex education and safe sex • Back to school programs for parents and guardians • Provision of livelihood programs • Reinforcement of reproductive health law • Formulation of personal enrichment programs (i.e. talent development, art workshop...) • Intensification of sports program • Community-based Peer Educator (Training and IEC Kits) 																																												
5. Re-emergence of vaccine-preventable diseases -Measles 118 confirmed cases in Quezon City (QC ESU; 2019) – 38.6/1M population Acceptable (DOH) – 1/1M population 2,225 cases reported (QC ESU 2019) -Polio 1 confirmed case (QC ESU 2020)	<ul style="list-style-type: none"> • Irregular supply of vaccine • Decrease in herd immunity (immunity within the community) • Poor sanitation and hygiene practices • Fear or concerns on the safety of vaccines in general, due in part to the Dengvaxia Issue/scare 	<ul style="list-style-type: none"> • Increase in morbidity and complications • Increase in mortality • Economic burden to self and family • Potential outbreak 	<ul style="list-style-type: none"> • Augmentation of supply of vaccines • Intensification of Health education and promotion • Improvement of procurement process 																																												
6. Increasing incidence and prevalence of the most common Mental Health Disorders <table border="1"> <thead> <tr> <th></th><th>Top 10 OPD Cases</th><th>2018</th><th>2019</th></tr> </thead> <tbody> <tr> <td>1</td><td>Schizophrenia</td><td>526</td><td>624</td></tr> <tr> <td>2</td><td>Major Depressive Disorder</td><td>226</td><td>358</td></tr> <tr> <td>3</td><td>Generalized Anxiety Disorder</td><td>79</td><td>197</td></tr> <tr> <td>4</td><td>Bipolar Mood Disorder</td><td>171</td><td>181</td></tr> <tr> <td>5</td><td>Panic Disorder</td><td>69</td><td>123</td></tr> <tr> <td>6</td><td>Substance Use Disorder</td><td></td><td>67</td></tr> <tr> <td>7</td><td>Behavioral Changes due to another Medical Condition</td><td></td><td>53</td></tr> <tr> <td>8</td><td>Intellectual Disability Disorder</td><td>32</td><td>41</td></tr> <tr> <td>9</td><td>Adjustment Disorder</td><td></td><td>28</td></tr> <tr> <td>10</td><td>Post-Traumatic Stress Disorder</td><td>26</td><td>12</td></tr> </tbody> </table> <p>(Source: QCGH; 2018 & 2019)</p>		Top 10 OPD Cases	2018	2019	1	Schizophrenia	526	624	2	Major Depressive Disorder	226	358	3	Generalized Anxiety Disorder	79	197	4	Bipolar Mood Disorder	171	181	5	Panic Disorder	69	123	6	Substance Use Disorder		67	7	Behavioral Changes due to another Medical Condition		53	8	Intellectual Disability Disorder	32	41	9	Adjustment Disorder		28	10	Post-Traumatic Stress Disorder	26	12	<ul style="list-style-type: none"> • Poor coping mechanism • Technological advancement causing isolation • Poor social skills • Effects of social media • Poor diagnosis and detection 	<ul style="list-style-type: none"> • Increase in mortality and morbidity cases • Economic burden 	<ul style="list-style-type: none"> • Intensification of Mental Health Program • Provision of corresponding medicine for mental health • Intensification of Sports program • Establishment, strengthening and monitoring of community mental health • Provision of IEC Materials regarding mental health promotion and prevention of mental disorders to the public • Training of SK and Youth Volunteers in Community Based Mental Health Handbook • Promotion of Kalusugang Pangkaisipan • Training on teachers and staff members in Handling mental and Psychosocial cases in every primary and secondary public school • Youth Camp • Establishment of Youth Haven
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Observed Conditions	Explanations	Implications	Policy Options
Sub-sector: Education			
7. Lack of reliable data on the following: <ul style="list-style-type: none"> – Total number of children ages 3 to 4 enrolled in ECCD centers/Pre-school including school age children with disabilities. – Non-reader school-age children with 2-3 grade levels below their expected reading proficiency – Out of school youth are incomplete – Enrolment data from non-government ALS providers 	<ul style="list-style-type: none"> • High cost of a comprehensive community mapping with assessment of disabilities. • Poor reading skills foundation • DepEd policy on transition to the next grade level and completion • Insufficient data on population who have not enrolled in the public school system. • Lack of coordination, monitoring and reporting mechanism 	<ul style="list-style-type: none"> • Inaccurate planning, decision making, and assessment of performance. • Low academic performance • Increase in drop out and school leaver rates • Unable to identify and reach out to out of school children and youth population • Unable to assess the actual number of Quezon City residents benefitting from the ALS Program through combined efforts 	<ul style="list-style-type: none"> • Conduct of a comprehensive community mapping program. • Intensify reading remedial programs. • Community mapping of out of school children and youth in every barangay • Create and maintain database on government and non-government ALS providers • ALS Partner Summit
8. Limited programs offered in Quezon City University	<ul style="list-style-type: none"> • Absence of comprehensive plan regarding additional programs to be offered by the QCU 	<ul style="list-style-type: none"> • Challenged on opening new courses • Residents of QC enroll in other colleges/ universities 	<ul style="list-style-type: none"> • Additional degree programs in the QCU (14-pt Agenda) • Conduct a market study and environmental scanning of available degree programs within the city • Education Expansion Program
Sub-sector: Social Welfare			
9. Congestion in poverty-stricken areas generally occupied by informal settler families Poverty Incidence and Magnitude (PSA, 2018 Data) <ul style="list-style-type: none"> – Among Families: 1.5% or 10,400 families – Among Population: 2.4% or 74,100 Average Population Density in QC from 2015 to 2018: 219	<ul style="list-style-type: none"> • Influx of undocumented domestic migrants from other nearby provinces as well as from other cities in NCR, constituting majority of informal settler families • Most migrants and ISFs cannot find employment due to lack of skills and education for employment opportunities in highly-urbanizing cities 	<ul style="list-style-type: none"> • Increasing reliance of poor families to government-subsidized assistance for housing, health and education and basic social welfare will further exacerbate the City's resources • Rising incidence of fire among pockets of ISFs residing in structurally unfit dwellings and cross contamination to infectious diseases • Increased number of out of school children and youth • Presence of homeless families and proliferation of street children and child labor cases in the community • Increase in crime rate due to poverty • Increased vulnerability to natural hazard as most ISFs settle along easements and flood-prone areas 	<ul style="list-style-type: none"> • Provide priority employment and sustainable skills and livelihood development trainings for bona fide QC residents • Replication of Pantawid Pamilya Pilipino Program • Support and intensify local programs similar to the national program on "Balik Probinsiya" to entice migrants to consider going back to their hometowns • Intensify existing programs at the barangay level on documentation of migrants for proper identification, mapping and profiling
10. Increasing number of Child Labor <ul style="list-style-type: none"> – 2015 data: 1,075 Child Labor cases – 2018 data: 1,412 Child Labor cases 	<ul style="list-style-type: none"> • Lack of stable employment opportunities as well as general qualifications for employment among parents resulting to insufficient income to provide for basic needs • Children of poverty-stricken families are forced to work at an early age to augment income • Poverty 	<ul style="list-style-type: none"> • Children are forced to skip school, thereby repeating a cycle of poverty and low absorptive capacity for economic and financial opportunities to empower succeeding generations • Hazardous labor conditions endanger safety and lives of children • Deprivation of basic child rights to education 	<ul style="list-style-type: none"> • Provide decent job to less fortunate and/or conduct sustainable skills and livelihood development trainings • Strict implementation of Education for all Program of DepEd

Observed Conditions	Explanations	Implications	Policy Options
		<ul style="list-style-type: none"> Increasing number of Out of school youth, Children in need of Special Protection, Children at Risk and Children in Conflict with the Law 	
11. Lack of social workers Data from SSDD: - Standard Social Worker-Client Ratio Center-based : 1:15 Community-based : 1:60 Intensive Case Management : 1:25 - Number of social workers: Center-based: 10 Community-based: 6 Intensive Case Management: 7 - Present Social worker-client ratio: 1:49 (Center based); 1:735 (Community based) 1:376(IntensiveCase Management) - Social worker-client ratio deficiency Center-based: 23 social workers Community-based:68social workers Intensive Case Management: 98 social workers	<ul style="list-style-type: none"> Increasing number of clients to be served due to new laws/policies Limited number of licensed social worker applicants due to low compensation offered 	<ul style="list-style-type: none"> Affects quality of social services provided specially to the city's vulnerable/ disadvantaged sectors 	<ul style="list-style-type: none"> Hiring of additional licensed Social Workers with provision of attractive compensation and benefits package in order to augment social worker-client ratio deficiency Offer more scholarships for social work and related courses with assurance that they will be hired by the city after graduation
12. Absence of a standard, integrated, and city-led barangay-level data generation and maintenance system that will capture accurate and updated information, especially on specific vulnerable groups (Persons with Disabilities, Solo Parents, Senior Citizens, Urban Poor Women, Juvenile Delinquents, etc.)	<ul style="list-style-type: none"> Lack of human resources at the barangay level to undertake profiling activities of vulnerable groups Insufficient technical capacity at the barangay level for data collection and processing methodologies High start-up cost, capital outlay and maintenance of hardware and software requirements 	<ul style="list-style-type: none"> Uneven distribution of welfare interventions for members of vulnerable groups Ineffective profiling of vulnerable individuals resulting to a general inability to provide comprehensive and strategic welfare interventions (i.e., Some urban power women may also be PWDs. Provision of financial grants for livelihood may not be effective if PWD-related limitations are not considered) Inefficient use of public and private resources/assistance 	<ul style="list-style-type: none"> Pass legislation or City Ordinance institutionalizing data generation and maintenance at the barangay level Rationalize on-going and proposed barangay-level data generation efforts for Quezon City Leverage Civil Society Organizations in augmenting human resource gaps on data collection and processing as well as in validation and monitoring of data accuracy
13. Limited social welfare service and interventions to support the needy families, disadvantage and/or vulnerable groups	<ul style="list-style-type: none"> Insufficient government resources No available sex disaggregated data and information on the specific groups of people or recipient 	<ul style="list-style-type: none"> Tendency to commit crimes Incidence of human trafficking, abuse, neglect and abandonment Number of out of school individuals will escalate Endure poverty situation 	<ul style="list-style-type: none"> Provide temporary assistance to needy individuals and families through the implementation of various programs and assistance such as: <ul style="list-style-type: none"> Healthcare Food assistance Unemployment compensation/financial assistance Childcare and youth assistance and; Housing assistance Conduct of Livelihood and Skills Development including the Entrepreneurship program Enhance Capability Building programs to empower every individual and provide them the educational information, awareness and prevent them from risk of abuse or neglect and stop it from occurring

Observed Conditions	Explanations	Implications	Policy Options												
Sub-sector: Housing															
14. Rampant selling of rights among beneficiaries of public housing projects	<ul style="list-style-type: none">Inadequate capacity of beneficiaries to pay due to unemployment and irregular employmentLess understanding of beneficiaries to the orientation conducted by the city on the housing programEmployment and basic services are not accessible on site	<ul style="list-style-type: none">The objective of the housing project is not achievedProliferation of professional squatting	<ul style="list-style-type: none">Impose strict sanctions on errant beneficiariesWaive privilege to future housing projects/One time availment of public housing projectsConduct proper orientation prior to turn over of propertiesImprove project monitoring system												
15. Existence of Land and squatting syndicates	<ul style="list-style-type: none">Ignorance of people on relevant laws on housingOverlapping of titlesFlawed/Faulty Land Registration and Titling System	<ul style="list-style-type: none">Will not resolve the problem on security of tenure to potential beneficiaries of the housing programIncrease in number of professional squatting. Unsuspecting victims are given false sense of security.	<ul style="list-style-type: none">Fast tract re-constitution of titlesIntensify Land Administration and Management Project (LAMP) at the barangay levelInstitutional mechanisms including monitoring at the barangay and community levels												
16. Non-compliance to minimum area requirement and design standard based on existing laws (BP 220)	<ul style="list-style-type: none">Available sites for social housing project has a limited size or lot area to achieve the required minimum size provided for by the law (BP 220) considering the huge number of potential beneficiaries	<ul style="list-style-type: none">Difficulty in securing clearances and building permits due to rigid interpretation of the Zoning Ordinance, hence, the structures being built are illegal, sub-standard and congestedPoor liveability of projectsSafety and welfare of the beneficiaries are compromisedBlightedness of projects persists and exudes an image of eyesore, risk and disorderliness for the city	<ul style="list-style-type: none">Impose an Ordinance on settlement planning & building guidelines and standards that are more flexible and appropriate to encourage affordable, disaster-resilient solutions and technologies for settlements on-site upgrading												
Sub-sector: Protective Services															
17. Decreasing number of Person Who Use (Illegal) Drugs (PWUDs) <table><tr><th>Year</th><th>Cases</th><th>Trend</th></tr><tr><td>2018</td><td>1,320</td><td>92.16%</td></tr><tr><td>2017</td><td>16,840</td><td>66.17%</td></tr><tr><td>2016</td><td>49,782</td><td></td></tr></table>	Year	Cases	Trend	2018	1,320	92.16%	2017	16,840	66.17%	2016	49,782		<ul style="list-style-type: none">Joint anti-drug abuse operations between PDEA and QCPD were strengthenedRehabilitation efforts diverted illegal drug users into more productive activities like sports, skills development and livelihood trainingsStrict implementation of Penal Provisions against illegal drug use and its consequences prevented drug abusers from continuing such practice	<ul style="list-style-type: none">Drug related crimes will lessenWill not add up to the increasing number of jail inmates	<ul style="list-style-type: none">Provision of livelihood and employment opportunitiesProvision of/access to sports and recreational facilitiesExpansion and improvement of existing drug rehabilitation centersIntensify campaign on the fight against illegal drugs and periodic monitoring of the barangaysStrengthen barangay drug clearingEnhance the PNP Counselling program for drug dependentsEnhance the PNP Orientation Program in the communityCrackdown on rank and file (police force) since some are alleged protectors of drug pushersClose monitoring of PWUDs who post bail in barangay-level
Year	Cases	Trend													
2018	1,320	92.16%													
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18. Increasing number of Persons Deprived of Liberty (PDL) <table><tr><th>Year</th><th>PDL</th><th>Trend</th></tr><tr><td>2018</td><td>5,695</td><td>33.94%</td></tr><tr><td>2017</td><td>4,252</td><td>7.37%</td></tr><tr><td>2016</td><td>3,960</td><td></td></tr></table> <p>Average increase: 20.65 %</p>	Year	PDL	Trend	2018	5,695	33.94%	2017	4,252	7.37%	2016	3,960		<ul style="list-style-type: none">High crime incidence that results to influx of PDLsSlow disposition of casesIntensified PDEA and QCPD operations	<ul style="list-style-type: none">City Jail CongestionHigh probability of being infected by communicable diseases	<ul style="list-style-type: none">Formulation of IRR for community service of PDL to assist in the decongestion program of the Jail BureauPursue/expedite construction of new Jail facilities
Year	PDL	Trend													
2018	5,695	33.94%													
2017	4,252	7.37%													
2016	3,960														

Observed Conditions	Explanations	Implications	Policy Options
Sub-sector: Empowerment			
<p>19. Lack of a uniform and sustainable community-based database system across all barangays in QC that will:</p> <ol style="list-style-type: none"> act as repository of comprehensive information about constituent profiles that will be used as basis to determine their qualification for specific programs and projects of the city government; and provide accurate and timely basis for barangay needs assessment across various concerns 	<ul style="list-style-type: none"> Lack of a concerted public-private effort and directive to generate various socio-economic data at the barangay level Data is currently generated at the city, regional and national levels, on a per-sectoral concern basis (i.e., labor statistics on employment, unemployment, etc. are not regularly generated at the barangay level) Insufficient technical capacity at the barangay level for data collection, and processing methodologies High start-up cost, capital outlay and maintenance cost of hardware and software requirements 	<ul style="list-style-type: none"> Dependency on labor data provided by the Philippine Statistics Authority (PSA) which is not updated as frequently as needed and does not provide segregation at the barangay level Ineffective monitoring of program outcomes Inability to target specific groups for particular interventions (i.e., skills development, employment and placement of employees for various job opportunities Poor needs assessment analysis resulting to inefficient use of public and private sector resources 	<ul style="list-style-type: none"> Institutionalize and mainstream data generation at the barangay level for purposes of planning, policy formulation, investment programming as well as programs and projects formulation Pass legislation /ordinance /directive mandating data collection and generation as part of the major activities at the barangay level Encourage participation of civil society organization in providing technical capability assistance on data collection and processing as well as in validation and monitoring of data accuracy
<p>20. Lack of a unique, community-based networks that will create substantial social capital on promoting healthy lifestyle alternatives specifically on the following:</p> <ol style="list-style-type: none"> “Cycling Culture” in QC as a means for sustainable, environment-friendly, and cost-effective private transportation Urban Farming at the barangay level as a sustainable source of healthy food alternatives and livelihood option 	<ul style="list-style-type: none"> Lack of a broad-based campaign and advocacy on the benefits of urban farming and cycling culture Unaffordability of securing bicycles of good quality Individuals feel unsafe using bicycles along major transportation networks Lack of a community network that will encourage individuals to use bicycles not only for transportation purposes, but as a way to connect and build camaraderie with others Lack of practical knowledge on urban farming and crop cycling as well as information on how to access raw materials Absence of mechanisms at the community level for families to divert surplus harvest 	<ul style="list-style-type: none"> Continued reliance and dependency with motorized-means of transportation resulting to higher demand and cost of transportation Higher volume of motorized vehicles on major roads, exacerbating traffic congestion and environmental degradation Rising incidence of lifestyle diseases and mortality due to a general lack of physical fitness (i.e., lack of exercise) and dependence on meat-based and processed foods as against organic, plant-based food alternatives 	<ul style="list-style-type: none"> Leverage public-private partnership on establishing sustainable urban farming at the barangay level to promote food security Institutionalize mechanisms at the barangay level for barter trading and / or selling of surplus harvest from urban farms at the household level Enjoin civil society organizations promoting cycling culture to participate in the advocacy campaign as well as in the formulation of policies and plans supporting this initiative Provide bike-friendly infrastructure and transportation policies that will ensure the safety of bike users along major transportation networks
<p>21. Low utilization and appreciation of Cooperative schemes as an all-inclusive, long term and sustainable strategy towards economic empowerment</p>	<ul style="list-style-type: none"> Lack of advocacy and information-education campaign about Cooperatives Lack of a support system that will qualify individuals or families for membership in specific cooperative types Existence of “fly-by-night” Cooperatives Absence of policies supporting Cooperatives at the barangay level 	<ul style="list-style-type: none"> Lesser options and opportunities for income generation opportunities Low capacity to take advantage of loans and similar channels of income/capital augmentation for livelihood opportunities 	<ul style="list-style-type: none"> Promote Cooperatives as an inclusive poverty-alleviation strategy in the formulation of livelihood programs and projects Intensify advocacy and information-education campaign on Cooperatives and cooperative-formation activities at the barangay level Explore partnerships and leverage resources with NGOs/private institutions on IEC and capacity-building initiatives as well as capital formation Formulate schemes that would allow Cooperative members to access capital loans with lower interest rates

Workshop 2: Problem-Solution Matrix
ECONOMIC SECTOR: DIVERSE, STRONG AND VIBRANT ECONOMY

(QCVD,PESO,CTO,TD,MDAD,City Assesors)

Observed Conditions	Explanations	Implications	Policy Options
CITY VETERINARY			
1. Establishment of Triple A Slaughterhouse <ul style="list-style-type: none"> The project was not implemented. Lot acquisition is still under negotiation Included in LDIP priority (No. 34) 2. Redevelopment of La Loma Lechoneros	<ul style="list-style-type: none"> Identification of site/ development and project implementation differed No Sewage Treatment Plant 	<ul style="list-style-type: none"> The Hog dealers are forced to slaughter in private slaughterhouses. Health Hazard for the La Loma residents. 	<ul style="list-style-type: none"> Establish modern AAA slaughterhouses The Various Lechon Store owners must comply with the STP Requirements and guidelines
CITY TREASURERS OFFICE			
<ul style="list-style-type: none"> QC relies too much on taxes, fees and charges for revenue 	<ul style="list-style-type: none"> We do not venture on economic enterprises with better or higher returns of investment 	<ul style="list-style-type: none"> Our potential to earn as a public corporation with proprietary functions is not fully utilized 	<ul style="list-style-type: none"> The City should endeavor in operating as a franchise holder of fast food chain where the return of investment is guaranteed
<ul style="list-style-type: none"> The city for how many years has been too focused on infrastructure projects 	<ul style="list-style-type: none"> Because we deliver basic services or housing projects 	<ul style="list-style-type: none"> The city encourages contractors to bid and participate in building our infrastructure projects 	<ul style="list-style-type: none"> Why not be the contractors? The QC government with its vast population and skilled workers can engage in the business of contracting or making infrastructure projects
TOURISM DEPARTMENT			
<ul style="list-style-type: none"> Health and wellness Stakeholders are not organized 	<ul style="list-style-type: none"> Many of the stakeholders are not accredited by the QC Government 	<ul style="list-style-type: none"> It is hard to get the cooperation of these stakeholders when the LGU implements projects that will benefit them. 	<ul style="list-style-type: none"> The QC Government should accredit every stakeholder
PESO			
Descriptor – STRONG Success Indicators – Fully employed human resources (with skills relevant to the needs of the industry) 1. EMPLOYMENT FACILITATION <ul style="list-style-type: none"> More than fifty percent of the registered applicants were hired. 	<ul style="list-style-type: none"> Unskilled workers Lack of awareness of QC residents about the PESO programs specifically Mega Job Fairs & Barangay Job Fairs Lack of financial capacity of applicants to comply with the requirements set by employers Increasing number of internal migrants who seek job opportunities in Metro Manila. QC has the biggest colony of informal settlers 	<ul style="list-style-type: none"> Increase of unemployment rate in the city. 	<ul style="list-style-type: none"> Quezon City Hall-Based and District-Based Service Caravan Promote Career Guidance and Employment Coaching Activity Encourage employers to participate in the conduct of job fairs Pre-employment financial aid and Services to First Time Job Seekers.
2. SKILLS REGISTRY SYSTEM (SRS) <ul style="list-style-type: none"> Limited No. of applicants are registered. 	<ul style="list-style-type: none"> Incorrect data entry of walk-in applicants Lack of information provided by applicants in SRS form 	<ul style="list-style-type: none"> Job Mismatch and skills mismatch among applicants 	<ul style="list-style-type: none"> Implementation of Ordinance No. SP-2404, S-2015 - “Barangay Skilled Workers Database” Implementation of Ordinance No. SP-2719, S-2018 – “Senior High School Graduates Skills Registry”

Observed Conditions	Explanations	Implications	Policy Options
3. MIGRANTS RESOURCE CENTER (MRC) <ul style="list-style-type: none"> With approved ordinance and currently operate its programs thru QCPESO 	<ul style="list-style-type: none"> Not fully operationalized No physical office Lack of personnel 	<ul style="list-style-type: none"> Efficient delivery of MRC programs are limited 	<ul style="list-style-type: none"> Establishment of MRC Physical Office Additional manpower
4. LOCAL ANTI-ILLEGAL RECRUITMENT ADVOCACY CAMPAIGN <ul style="list-style-type: none"> Not implemented Included in the FY 2020 Proposed Budget 	<ul style="list-style-type: none"> No Budget Allocation 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> To come up on the creation of Ordinance addressing the Illegal Recruitment on local Level (An Ordinance on Local Anti-Illegal Recruitment Campaign”
CITY ASSESSOR’S OFFICE (Institutional Sector)			
SOUND <ul style="list-style-type: none"> ➤ Revenue generation increasing progressively; ➤ 100% compliant in mandatory/ statutory obligations <ul style="list-style-type: none"> - Compliant in terms of updating our SFMV which was outdated for 22 years - 	<ul style="list-style-type: none"> - TRO issued by the supreme court on April 2017; - Lifter in 2018 - Ordinance No. SP-2778 S-2018 suspending collection of 2018 and 2019 RPT based on Revised SFMV - Threat of another Ordinance suspending implementation of the same (SP 2556 s-2016) 	<p>As of the latest report, Total Assessed Value of Taxable properties is approximately P249.8B from 2018’s 244.2B which is estimated to generate about P6.86B in RPT. But considering Ord. SP-2778, collectible AV only accounts for P214.129B, an estimated P948M opportunity lost in terms of RPT, for the city government.</p>	<p>Support of our local executives in terms of allowing implementation of the revised SFMV</p>
DYNAMIC <ul style="list-style-type: none"> ➤ Innovative processes and systems. <ul style="list-style-type: none"> - We’ve just finished with the two (2) GIS projects namely UGIS & the ETAXMAPS Phase 3 - Real Property Viewer ready - Thematic Maps ready ➤ Strategic Organizational Structure ➤ Comprehensive Manual of Operation for the whole city bureaucracy ➤ 	<ul style="list-style-type: none"> - Absence of CA certificate or site to publish its own webpage where we can publish such applications - DPA issues - CAO’s Rationalization Plan still being studies - ISO certified offices have their own QM submitted 	<p>Transparency and efficiency in information shared to the public, however we still face problems on connectivity</p> <p>Approval process</p> <p>Sustainability issue/IQA</p>	<p>Formulation of policies on data sharing and publication</p> <p>Rehabilitate local area network connection and band width</p>
PARTICIPATIVE <ul style="list-style-type: none"> ➤ Citizen’s participation ➤ Information on plans/ programs/projects are accessible ➤ Venue for airing complaints 	<ul style="list-style-type: none"> - Absence of CA certificate or site to publish its own webpage 	<p>Connectivity issue</p>	<p>Establishment of CAO webpage within the website of quezoncitylg.gov.ph</p>
MARKET DEVELOPMENT ADMINISTRATIVE DEPARTMENT			
Poor Condition of the Facilities of City Owned Markets	Minimal or no allocation for some markets	will not attract buyers/Customers	Allotment for budget for renovation/Rehabilitation/reconstruction/utilizing multi-level green building concept.
Poor Compliance of Privately owned operated markets of regulatory requirements(Clearances/Permits)	High Cost of Construction/Installation of Sewerage Treatment Plant(STP) And MRF	Unsanitary and dilapidated facilities	Compliance to regulatory requirements
Proliferation of illegally / Sidewalk vendors	Clearing of sidewalks and obstructions	displaced illegal vendors	Provision of temporary vending sites/market vacant stalls

Workshop 2: Problem-Solution Matrix

ENVIRONMENTAL SECTOR: DIVERSE, STRONG AND VIBRANT ECONOMY

Observed Conditions	Explanations	Implications	Policy Options
SUB-SECTOR: SOLID WASTE			
Still high solid waste generation	<ul style="list-style-type: none"> High population generating 0.88 kg SW/ capita/day High concentration of commercial & industrial establishments Big number of unregistered and unregulated small-scale businesses Proliferation of sidewalk vendors Continuous in-migration Weak implementation of RA 9003 Inadequate knowledge on SWM-RA 9003 Lack of 'political will' hampering environmental laws No MRF / SWM facility in some bgys. (<i>no space for the facility, not acceptable to the community-NIMBY attitude, cost of putting up structure</i>). Where there is segregation, the wastes are eventually mixed during collection 	<ul style="list-style-type: none"> Big volume of garbage disposed at Sanitary Landfill May prolong the closure of the Payatas Sanitary Landfill Dirty streets and surroundings due to indiscriminate disposal of wastes Health risks posed by uncollected Solid waste 	<ul style="list-style-type: none"> Design effective communication strategies to intensify Information Education Campaign Better implementation of legislations and other environment laws (penalty system) formation of community watch group (designation of bgy envi police) Introduce compliance promotion activities (<i>ex. direct financial subsidies</i>) to avoid or reduce incidence of environmental infringements Strategize citizens volunteer groups for project support in the barangay (participation of POs, HOA) <ul style="list-style-type: none"> Intensify waste reduction program down to the household level/ implement policy (no segregation impose penalty) – collected funds to be used exclusively for bgy envi projects supported by bgy ordinance Enact an Ordinance on the integration of population mgmt, health, and environmental program, Monitor the SWM of commercial and industrial establishments Control proliferation of sidewalk vendors (by bgy w/ assistance of the local govt) Continuing distribution of IEC materials for SWM. Provide regular venue (forum, field trips) for sharing of experiences and best practices (models and options) of SWM among barangays 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 Continue educating collectors about segregation Provide continuous professional and learned advices (to garbage collectors) on proper waste collection/disposal Provide facilities for segregation (MRF) Promote sharing/ clustering of SWM facilities for contiguous bgys.

Observed Conditions	Explanations	Implications	Policy Options
			<ul style="list-style-type: none"> ▪ Effect an ordinance for the allocation of space for MRFs in subdivision plans and housing projects
Big potential for waste reduction	<ul style="list-style-type: none"> ▪ Waste composition: ▪ 53.95% - biodegradable ▪ 20.30% I - recyclable ▪ 25.76% - residual (<i>that will finally go to the disposal facility</i>) ▪ active barangay-based reduction initiate 	<ul style="list-style-type: none"> ▪ Less volume of waste will go to the landfill ▪ “Pera sa basura” 	<ul style="list-style-type: none"> • Encourage & support waste reduction • Intensify IEC training for all barangays • Bgys. should lead in implementing and sustaining projects on waste reduction • Strict implementation of the Plastic Reduction Ordinance • Use of alternative technology such as bio digester, RDF and waste to energy. • Creation of Green Fund Unit to monitor and manage the use of the green fund.
Impending closure of Payatas Sanitary Landfill (PSL)/ absence of alternative disposal site	<ul style="list-style-type: none"> ▪ Limited capacity of PSL ▪ DENR order to close ▪ High cost of land in QC ▪ NIMBY mentality and social unacceptability 	<ul style="list-style-type: none"> ▪ Garbage crisis ▪ Deterioration of the environment ▪ Deterioration of health ▪ Displacement of sectors/community members dependent on the PCF for their livelihood 	<ul style="list-style-type: none"> ▪ 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 ▪ Implementation of the Waste to Energy Project under the PPP-QC
Unmonitored disposal of toxic, hazardous and healthcare wastes (<i>industries, hospitals, clinics, funeral parlors, etc.</i>)	<ul style="list-style-type: none"> ▪ Weak enforcement of laws ▪ Unclear roles of concerned agencies 	<ul style="list-style-type: none"> ▪ spread of diseases ▪ ground and surface water contamination 	<ul style="list-style-type: none"> • Strictly implement the Sanitation Code • Enact an Ordinance on waste treatment • Devise and implement proper monitoring system for treatment and disposal of hazardous wastes • Expand data collection especially in business permitting so as to facilitate categorization of businesses and industries and pinpoint sources of wastes and for monitoring purposes
<ul style="list-style-type: none"> ▪ SUB-SECTOR: AIR QUALITY 			
Unmonitored industrial emissions	<ul style="list-style-type: none"> ▪ Unclear delineation of roles of agencies concerned ▪ Instances of Business Permits issued prior to the issuance of environmental clearance 	<ul style="list-style-type: none"> • Poor air quality • Deterioration of health 	<ul style="list-style-type: none"> • Strict implementation of environmental laws • Clarify institutional roles and jurisdictions • Require industries upon renewal of their business permits to submit Permit to Operate Air Pollution Source & Control Installation from EMB-NCR
Pollution from vehicular emissions/ Smoke belching	<ul style="list-style-type: none"> ▪ 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 ▪ No political will 	<ul style="list-style-type: none"> • Poor air quality • Lack of awareness on the air quality of the city 	<ul style="list-style-type: none"> • 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 • Involve actively the bgys. in apprehending smoke belchers. • Design Policies/Ordinance that will prevent corruption • Phase-out old (15 years and above) vehicles • Strongly support sustainable conservation programs harnessing

Observed Conditions	Explanations	Implications	Policy Options
	<ul style="list-style-type: none"> ▪ Lack of discipline ▪ Corruption 		multi-sectoral partnerships and capitalizing on the tourism potentials of the park
Increasing use of renewable and energy efficient technology	<ul style="list-style-type: none"> ▪ Development thrust of the present administration ▪ People are becoming aware on the benefits of the use of renewable energy 	<ul style="list-style-type: none"> • Less pollution emission • More savings in the long run 	<ul style="list-style-type: none"> • Design Incentives to users of renewable energy and alternative fuels • Embark on City Fleet Fuel Efficiency (use of clean/alternative fuels in all government-owned vehicles) • Mainstream green development in the Land Use Plan • Install solar energy panels to be partially subsidized by the QC government • Solarize Novaliches District Center • Initiate the study on alternative energy using solar power in all public buildings (e.g., schools, bgy halls, public hospitals, offices)
<ul style="list-style-type: none"> ▪ SUB-SECTOR: WATER QUALITY 			
Over extraction of groundwater	<ul style="list-style-type: none"> ▪ Inefficient monitoring on the actual number and operation of wells ▪ Weak implementation of regulation on groundwater extraction 	<ul style="list-style-type: none"> • Depletion and pollution of groundwater supply 	<ul style="list-style-type: none"> • 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 • Prohibition of further groundwater extraction • Require big establishments to have their own STP and recycle their wastewater • Creation of Water Quality Monitoring Board
Pollution of rivers and creeks	<ul style="list-style-type: none"> ▪ Direct discharge of untreated wastewater into rivers ▪ Throwing of solid waste into rivers and creeks ▪ No centralized sewerage system ▪ No citywide sewerage treatment facilities ▪ Informal settlers along waterway easements have no septic tanks 	<ul style="list-style-type: none"> • Deterioration of the environment • Loss of the aesthetics and recreational values of water bodies • Residents unable to enjoy recreation from rivers • Health hazards 	<ul style="list-style-type: none"> • 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 permits to secure Environmental Clearance from the EPWMD as pre-requisite • Coordinated inter-agency implementation of the Supreme Court Mandamus

Observed Conditions	Explanations	Implications	Policy Options
<ul style="list-style-type: none"> SUB-SECTOR: PARKS AND OPEN SPACE 			
<i>Fragmented open space network system</i>	<ul style="list-style-type: none"> Communities and decision-makers have undervalued open space in the past, as the benefits to society had not been clearly defined. rapid rate of urbanization increases the demand for housing, services and infrastructure as well as employment, which places extreme pressure on the city's natural resources 	<ul style="list-style-type: none"> Threatens not only the conservation of biodiversity and ecological systems, but also the recreational amenity of residents and the provision of other important services open spaces provide 	<ul style="list-style-type: none"> <i>formulation of an open space network system</i> <i>Undertake a land acquisition program to expand and improve network of parks and open spaces</i> <i>develop a robust information base on values of our parks and open spaces</i> <i>Consider innovative designs where our open spaces link with streets to form routes for pedestrians and cyclists to get around</i> encourage sustainable design solutions to maximize the role of our parks, open spaces and streets in creating a green city
Inadequate provision of parks & open spaces in some barangays	<ul style="list-style-type: none"> Encroachments /informal settlers on open spaces No political will to strictly implement the open space law Open spaces are utilized for other purposes such as schools, place of worship, housing and community facilities 	<ul style="list-style-type: none"> Deprive public of common open space Environmental impacts 	<ul style="list-style-type: none"> Plant/green vacant (private/public) lots Strictly implement laws on open spaces IEC/trainings for barangays on maximizing the use while preserving open spaces <i>Community empowerment and awareness through the celebration of the Environmental Calendar days</i> <i>Educational materials and other educational mechanisms for schools and public in general</i> Establish hierarchy of parks (district, community, city) 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 Prohibit the conversion of OS for commercial and residential use
Conflict between bgys & HOAs on management and administration of parks	<ul style="list-style-type: none"> Unclear delineation of management rights/sharing between barangays and Homeowners' Assn. OS used for other purposes like schools place of worship, community facilities Parks specially inside subdivisions are used exclusively by HOA 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Delineate 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
<ul style="list-style-type: none"> SUB-SECTOR: BIODIVERSITY 			
Unsuccessful growth of trees in many areas	<ul style="list-style-type: none"> thin/shallow top soil 	<ul style="list-style-type: none"> Waste of resources for the project 	<ul style="list-style-type: none"> 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

Observed Conditions	Explanations	Implications	Policy Options
Many citizens not aware of the richness QC's biodiversity and the importance of conservation	<ul style="list-style-type: none"> Lack of effective IEC schemes 	<ul style="list-style-type: none"> Destruction of biodiversity habitat within the city <i>A threat to species and ecosystems caused by human mismanagement of biological resources</i> 	<ul style="list-style-type: none"> Intensify and widen IEC on the importance of biodiversity Empower the Local Environmental and Natural Resources Officer in overseeing the implementation of environmental laws and policies
Moderate diversity in major parks and other areas	<ul style="list-style-type: none"> Existing parks management efforts Presence of institutions that maintain and advocate biodiversity conservation in the city (PAWB, UP, etc.) Relatively intact green areas in the city 	<ul style="list-style-type: none"> Enrichment/ enhancement of the environment Provides for the recreational needs of the community Increased awareness on environment Contributes to the development of tourism 	<ul style="list-style-type: none"> Strongly support sustainable conservation programs harnessing multi-sectoral partnerships and capitalizing on the tourism potentials of the parks
Illegal logging activity and kaingin farming along the periphery of the La Mesa Reservoir	<ul style="list-style-type: none"> Lack of discipline among the people Lack of personnel to monitor and prevent illegal logging activities Poverty Legislative deficiencies 	<ul style="list-style-type: none"> Deforestation of the watershed leading to Soil erosion Depletion of water resources 	<ul style="list-style-type: none"> Intensify education/info drive to create awareness Support tree planting activities (Adopt-A-Tree Project) Ensure that sustainable conservation efforts include marginal members of the community dependent on kaingin for livelihood Strengthen/implement law on illegal logging
SUB-SECTOR: BIODIVERSITY			
<ul style="list-style-type: none"> Inadequate/lack of spaces for provision of open field High risk areas without permanent evacuations centers 	<ul style="list-style-type: none"> Limited space No available evacuation site areas within the barangay Lack of political will and budget 	<ul style="list-style-type: none"> Damage to structures and risk to safety of settlers and possible casualties Damage to properties Loss of lives and properties Casualties and fatalities 	<ul style="list-style-type: none"> Identification of schools/churches for temporary evacuation centres Strict implementation of programs and projects identified in the QC DRRMP 2014-2020 Reduce % of deaths through increasing the level of awareness on DRRM in the community Greening the buffer area of fault zone (5m on both sides) Strict implementation of the National Building Code. Relocation of ISF located along the fault zone Empowerment of the people
<ul style="list-style-type: none"> Structures built on steep slopes or within landslide prone areas Absence / lack of slope protection structures Structures built within the fault zone 	<ul style="list-style-type: none"> Structures in placed before the identification of fault zone 	<ul style="list-style-type: none"> Damage to structures and risk to safety of settlers and possible casualties 	<ul style="list-style-type: none">

Observed Conditions	Explanations	Implications	Policy Options
<ul style="list-style-type: none"> ▪ Informal settler colonies not issued with building permits 	<ul style="list-style-type: none"> ▪ Informal settlers have no legal right on the properties 	<ul style="list-style-type: none"> ▪ No security of tenure ▪ Subject of Demolition / Relocation 	<ul style="list-style-type: none"> • Construction of EQ proof bridges and all other roads and conduct of frequent inspections • Pre-deployment of relief goods to strategic areas • Retrofitting and repair of buildings • Conduct IEC on the residents living in danger areas • Conduct training on infrastructure audit • Acquisition of infrastructure audit equipment • Ordinance on the conduct of infra audit on public and private infrastructure • Amending existing rules and regulations regarding building permits • Conduct IEC on the residents living in danger areas
<ul style="list-style-type: none"> ▪ Structures prone to damage/collapse due to severe wind and earthquake 	<ul style="list-style-type: none"> • Substandard materials 	<ul style="list-style-type: none"> • Damage to structures and risk to safety of settlers and possible casualties 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> ▪ Extreme weather events with increased frequency and severity (tropical cyclones, storm surges, riverine floods and rainfall) ▪ Change in precipitation pattern ▪ Rising Mean Temperature 	<ul style="list-style-type: none"> ▪ Impacts of Climate Change ▪ Diminishing green areas ▪ Rapid Urbanization ▪ Lack of discipline of communities in the protection of the environment ▪ Unmonitored commercial and industrial establishments 	<ul style="list-style-type: none"> • In areas where rainfall is projected to decrease and with longer drier periods ▪ Water stress/shortage ▪ It will affect the amount of water in watersheds and dams ▪ Possible reduction of water available for domestic consumption. ▪ Intense rainfall/flooding ▪ Increased wet season flooding ▪ It will impact severely in public infrastructures such as roads, bridges, schools, evacuation centers and hospitals. ▪ Will pose danger to human settlements and infrastructure during landslides and mudslides ▪ Incremental increase in temperature and rain regimes ▪ Disease outbreak and spread of water-based and vector-borne diseases leading to increase in mortality and morbidity ▪ Heat related deaths ▪ Increased incidence of pulmonary illnesses among young children and cardiovascular diseases among the elderly ▪ Malnutrition is expected to become severe with frequent occurrences of extreme events ▪ Disruption of food supply and provision of health services 	<ul style="list-style-type: none"> • Continue and establish mechanism in managing organic waste through integrated composting system in all barangays. • Private, Public and other agencies partnership program to provide bio digester facility in each barangay. • Awareness raising of direct and indirect stakeholders regarding food security and corresponding maintenance of existing Material Recovery Facilities (MRF) • Built-in water management to prevent the depletion of groundwater sources by preventing degradation of watersheds • Enforce and monitor the implementation of Clean Air Act and City Septage and Sewerage Program • Climate Change and gender-sensitive sanitation and disposal management to prevent groundwater and fresh water contamination. • Scope of GHG emission • Acquisition of water quality monitoring measuring water quality effluent during extreme weather situation • Continue installation of air quality monitoring station and collect data for pollution analysis • Promote Eco town establishment initiative by QCG in key biodiversity areas. • Establish IEC for City CC direct stakeholders and IMS for green environment, clean air and water, ground water, rivers and creeks in the City Biodiversity Plan • Built-in through public and safety protection management to prevent breakout of flood related diseases. Project on developing protection strategy of organic, toxic, hazardous and other hospital and business establishments' wastes during extreme weather events. • Training of schools • Children training on water and food conservation during temporary shelter situation • Climate Change and gender-sensitive public safety risk sanitation disposal management including informal settlers to prevent water

Observed Conditions	Explanations	Implications	Policy Options
			<p>contamination and spread of diseases.</p> <ul style="list-style-type: none"> • Formulate workshops on renewable energy system and scope of GHG emission • Reforestation of La Mesa Watershed area and tree planting activities in barangays candidate to reproduce possible UHI • Formulate IEC Plan covering solid waste management practices and monitoring of hospital and other establishments utilizing degradable, toxic and hazardous wastes • Develop GHG protocol scope including scope 1,2,3 emissions to identify the feasible projects to achieve emission reduction goal • Establish periodic road side tree trimming creek and riverside cleaning and tree planting in deforested areas of the city to prevent any obstructions on roads during disasters • Enforce and monitor the implementation of Clean Air Act and Green City Program • Develop innovative financing program for environmentally sustainable transportation to air pollution and GHG emissions. • Conduct gender impact analyses to identify gender-specific adaptation options to flood, increase in temperature, and other climate change related disasters along the framework of ecosystem and environmental stability. • Formulate policy on Urban Environmental and Natural Resources Accounting. • Develop knowledge and capacity for integrated ecosystem based management at local and community levels.
Increasing number of fire incidences	<ul style="list-style-type: none"> • Presence of informal settlements densely located • Old housing structures and commercial establishments • Highly-dense residential areas • Heavily populated and developed areas • Areas with high concentration of commercial and industrial sites • Commercial and industrial establishments with materials that are volatile in nature • Structures are made of light materials 	<ul style="list-style-type: none"> • Smoke impact on air quality • Urban blight formation • Lifeline disruptions (communication, water, power) • Waste accumulation • Loss of lives • Psychological damage and trauma especially to children and the elderly caused by a horrible experience and painful injuries • Extended exposure to smoke has impact on respiratory health • Temporary population displacement • Release of hazardous materials could create a public health emergency • Smoke will contribute to high concentration of greenhouse gases • Water pollution if fire is near waterways • Damage to property/infrastructure • Disruption of business • Power outage • Increase of insurance claims 	<ul style="list-style-type: none"> • Implement fire prevention, preparedness and control programs • Strict implementation of the National Building Code • Strict implementation of the Zoning Ordinance • Acquire land for fire stations • Construct more fire stations • Provide at least two (2) fire trucks per barangay • Hire additional personnel/firefighters • Tap volunteer fire brigades • Train more fire fighters • Use of early fire detection technology • Install fire protection devices like fire sprinklers and operational smoke detectors in establishments • Mandate provision of fire extinguisher per household • Conduct public outreach campaigns to promote fire safety awareness • Provide temporary shelter for the displaced • Ensure that fire hydrants are operational • Conduct rapid response time of fire fighters • Draft of the Fire Hazard Profile and Mitigating Plan • Undertake relocation of ISF's • Implement fire prevention, preparedness and control programs • Require fire stations to conduct regular inspections

Workshop 2: Problem-Solution Matrix

INFRASTRUCTURE SECTOR: WELL-LINKED, BALANCED AND ATTRACTIVE BUILT ENVIRONMENT

Observed Conditions	Explanations	Implications	Policy Options
Amoranto Sports Complex, since its construction in the early 60s has been neglected. To date, owing to its present condition of disrepair. Though, 6 years ago, a redevelopment agenda has been submitted during the time of Mayor Bautista, it was only during the last year of the third term of Bautista Administration when the said agenda for redevelopment of sports complex caught their attention.	Obviously, the redevelopment agenda for the transformation of the Amoranto Sports Complex was not given priority consideration.	<ul style="list-style-type: none"> The sports development program of the City is somehow compromise as AmorantoSports Complex serves as the training ground of public school athletes. Health programs are likewise affected because we cannot attract so much clients/residents to avail of our sports amenities and indulge in healthy lifestyles. 	The first phase of the complex redevelopment agenda has been started with the construction of a modern, multi-purpose arena and modern Olympic-sized swimming pool. The second and third phases of development must be ensured by providing the necessary funding requirement.
Non-compliance of existing structures to the National Building Code of the Philippines, e.g. 1) Not all structures or buildings in QC are legalized or was applied a building or occupancy permit.; 2) Some structures are observed to change its use or deviate from the approved plans and permits.	<p>Structures are existent before the finalization/implementation of National Building Code of the Philippines.</p> <p>After claiming of building/occupancy permit, stakeholders who opt to add/change structures do not apply for the corresponding necessary permits.</p> <p>Public/stakeholders are discouraged to legalize these structures with the Local Government due to the long list of required documents and long process of application.</p>	<ul style="list-style-type: none"> Danger to life, health, property and public welfare Inappropriate taxes paid by property owners 	<p>Strengthen inspection for corrective action of offenders</p> <p>To reform process of application (easier application process/streamline process) so that stakeholders are encouraged to legalize their properties and apply the necessary permits thru implementation of online permitting, digitization of files, connected/link process with other local department or agencies.</p>
Most private subdivision roads are not turned-over to the Local Government.	<p>Lack of interest of private subdivision homeowners to facilitate the turn-over of their roads</p> <p>Abandonment of the subdivision by the developer/owners</p>	<ul style="list-style-type: none"> Lack of alternate routes to decongest traffic problems. Deterioration of subdivision roads 	City Ordinance to enforce/comply subdivision owners/developers in traffic-congested areas to turn over constructed road immediately upon completion.
Drainage systems of adjacent subdivisions are not connected.	No coordination between developers in the preparation of site development plan of their subdivisions.	<ul style="list-style-type: none"> Occurrence of flooding that may result to loss of lives and properties. 	Thorough evaluation prior to approval of the proposed site development plan of the adjacent subdivisions by appropriate agencies.
<p>Uncoordinated infra projects of (national) to LGU-QC</p> <p>Standard plans are being used.</p>	There are national projects implemented by DPWH which are not properly coordinated. Mostly schools, health centers and barangay halls.	<ul style="list-style-type: none"> Since the plans utilized by DPWH are standard plans, the potential use of the land is not fully maximized. Usable land space is wasted. 	Strict implementation of LGC's mandate that any national government project must be coordinated with the LGU.
Unauthorized installation of utility post/lines	The observed posts which are installed/constructed on sidewalks are installed in there because the adjacent property don't observe proper setback.	<ul style="list-style-type: none"> Dangling wires/cables Obstruction 	<p>Be firm in implementing setbacks</p> <p>Creation of Local Government Agency that will oversee/regulate/monitor the installation of such posts/lines</p>

Observed Conditions	Explanations	Implications	Policy Options
Insufficient parking slots on commercial buildings and other institutional infrastructures and facilities	Through complying with NBC's parking ration, the number of slots just can't accommodate the present number of motorists.	<ul style="list-style-type: none"> Obstructed sidewalks/streets which will eventually add up to the cause of traffic congestion in the area. 	Drafting of Ordinance that is more realistically accurate in the computation/derivation of required parking space/slots per building per category.
Presence of "barkers"	They contribute to traffic condition especially at street intersection	<ul style="list-style-type: none"> Cause of traffic congestion encouraging "lagay" system 	Prohibit "barkers"
Illegal terminals/loading and unloading areas	PUVs especially are undisciplined when loading and unloading passengers and they do this especially at intersections and zebra lanes even in the presence of traffic enforcers.	<ul style="list-style-type: none"> Traffic congestion Prone to accidents 	Regulate designated loading/unloading areas preferably away from intersections and pedestrian lanes.

Workshop 2: Problem-Solution Matrix
INSTITUTIONAL SECTOR: DYNAMIC, SOUND AND PARTICIPATIVE GOVERNANCE

Observed Conditions	Explanations	Implications	Policy Options
SUB-SECTOR:			
*Non-Disclosure of important documents for public interest in barangay level	Instances when barangay refuse to provide information being requested by concerned resident	Distrust between Barangay Officials and residents	Third party monitoring of full disclosure compliance of barangay
*Budget proposal should prioritize programs and activities from CDP, participation in planning and budgeting should be attended by personnel involved in the preparation of office plans and budget	Non-involvement of personnel who prepared the budget in the Comprehensive Development Planning	Priority programs in the CDP are not implemented	*Provide copy of CDP
Agencies with infrastructure project within Quezon City properties not reported to GSD for proper accounting and inventory	Improvements within City properties are part of accounting and valuation purposes, however some agencies specially NGAs, undertake construction or improvement facilities inside city properties (schools, etc.) without informing the city government	Not included in the property inventory and accounting schedule No as-built plan for reference in future improvement or emergency purposes Utilities and cabling facilities are damaged	*Agencies with infrastructure projects should secure clearance from City Government prior to implementation of project as required by the Local Government Code