

Chapter 3

Development Opportunities and Challenges

3.1 The Reformulated Vision Statement

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

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

3.2 A Brief Profile of Quezon City and the Current Reality among the Development Sectors

3.2.1 Geographical Location and Land Area

Quezon City is situated on the northeast portion of Metro Manila. It is bounded on the north by Caloocan City and San Jose del Monte City in Bulacan Province, on the east by San Mateo and Marikina, on the south by Pasig and Mandaluyong, San Juan and Manila, and on the west by Valenzuela, Caloocan and Manila. Its northeastern and eastern boundaries are defined by the Novaliches Watershed and the Marikina River. It is close to the region's major activity centers like Binondo, Ayala, Monumento, Ortigas, the Ninoy Aquino International Airport (NAIA), the North and South Harbor as well as the newly developed Fort Bonifacio Global City. With an area of 16,112.58 hectares (based on 1995 GIS graphical plot), it is the largest among the sixteen (16) cities and one (1) municipality in the region and is almost one-fourth the size of Metro Manila.

3.2.2 Historical Highlights

For twenty-seven (27) years, Quezon City held the distinct status

of being the nation's capital. However, two Presidential Decrees issued by President Ferdinand E. Marcos would have substantially changed the political stature and landscape of the city. Presidential Decree 824 authorized the creation of the Metropolitan Manila and Metropolitan Manila Commission which would exercise territorial and political jurisdiction over seventeen (17) municipalities and cities, including Quezon City. The Decree was deemed necessary due to "rapid growth of population and...of social and economic requirements in the contiguous communities". Too, the Decree served to address the imperative for integrated development, service delivery, and management in terms of peace and order and eradication of social and economic ills which were considered then as among the reform measures under Martial Law. It was around this period and under the leadership of appointed mayor Norberto S. Amoranto, that the city attained an impressive performance record in terms of financial standing, delivery of services, particularly that of medical and health services, establishment of buildings, and community beautifica-

tion projects which were also supported by then First Lady Imelda R. Marcos.

On June 24, 1976, then President Marcos issued Presidential Decree (PD) 940, which effectively conferred back the role of the nation's capital to the City of Manila and mandated the area prescribed under PD 824 as Metropolitan Manila, now known as the National Capital Region (NCR), to be the permanent seat of national government.

Three months prior to this declaration, Quezon City set another record by having the first lady chief executive appointed to office after Mayor Amoranto resigned from his post. Mayor Adelina S. Rodriguez then led the city during the transition towards the period when it was no longer the nation's capital. During her first year in office, Mayor Rodriguez formulated the now famous City Development Program, which functioned as basis for integrating problem solutions. She underscored the importance of the city's mandate in terms of employment generation and delivery of basic services despite limited resources. With the success-

successful implementation of the city's Seven-Point Management Program that would bring about "community awareness and consciousness of maintaining ecological balance", the city also recorded significant improvements in terms of income generation and crime reduction.

A Letter of Instruction (LOI) No. 473 was issued by President Marcos and under which the Constitution Hills and Reclamation Areas, both situated in Quezon City, were designated as the site of the country's parliamentary building or the Batasang Bayan and other government offices, such as Department of Education and Culture (DEC) and the Civil Service Commission (CSC).

Indeed, even as Quezon City was no longer the capital city, it proved to be a vast and teeming city which by then attained a steadily increasing income and occupied one-third of Metro Manila's total land area. It had implemented its development plan and served as the government center with the national legislature and other important government offices located in its area.

All of these are reminiscent of the same noble dream that brought forth the creation of the City

3.2.3 Population and the Social Services Sector

Home to nearly three million residents, Quezon City also has the largest population in Metro Manila comprising of about 24% of the regional population.

The 2015 official census of the Philippine Statistics Authority (PSA) formerly National Statistics Office (NSO) shows that the city has a population of 2,936,116, an increase of 174,396 persons or 6.31% more over the 2010 population of 2,761,720. Of

the 33 highly urbanized cities (HUC) in the country, the city also ranks first with the largest population.

High population, being not an advantage in itself, will be having a need for stronger social protection policies through an increased access to and faster delivery of social services to the most vulnerable groups in every situation. Healthcare emergency-responsive policies and social insurance systems for external shocks are looked into especially in facing a scenario of emerging infectious disease in the new normal.

3.2.4 The Local Economy

Quezon City having the largest population in Metro Manila is also one of the largest providers of human resources in the country, having shown to have the highest share in the country's total employment figure as it has been known to be the center of major business activities in the country. The top three (3) NCR cities on employment are: Quezon City registering the highest employment (708,369) with 24.0% of the total regional employment (2,949,627), followed by Makati with 19% (567,358) and the City of Manila with 11% (312,707) of the regional total.

The City's population is generally young, with more than 40% belonging to the youth bracket. Hence, it's consumer and employment market is predominantly young, reflective of the city's vibrant, lively and dynamic appeal. Diversified mixed uses of businesses and residential condominiums, restaurants, malls and other recreational facilities create a consortium of conveniences predominant among the major urban growth areas in the city.

The city's economy is dominated by small to medium-scale business

establishments engaged mostly in the distribution of finished products and in the provision of basic services, and manufacturing. Entrepreneurial activities are being developed and supported. Quezon City wants to be the birthplace of ground-breaking, trail-blazing innovations, technologies and businesses. It is promoting cooperativism in order to lessen dependence on the government.

The city continues to create a climate conducive for private investments foremost of which is the development of growth hubs. Currently being undertaken are efforts not only in generating growth in new investments but also maintaining if not sustaining growth of old investments thru more improved and systematic business registration processing, provision of tax incentives, conduct of inspections with apprehension of operators without permits (*Suyod Buwis*), better coordination with the barangays as well as employment generation, promotion and protection.

Tourism is also one aspect of development that the city is pursuing. As embodied in the 14-Point Executive Agenda, incentives for underdeveloped business sectors such as tourism, eco-tourism and the arts and culture are being introduced.

3.2.5 Environment and Natural Resources Sector

Endowed with the biggest land resource in Metro Manila Quezon City boasts of numerous parks and open spaces, both vast and small.

Currently, the city has a total of 589 parks comprising of developed, partially developed and undeveloped parks. These are primarily subdivision open spaces intended for park functions which have been turned over to the City Government by subdivision developers or homeowners' associations. As to major parks, the

city boasts of the Quezon Memorial Circle and the Ninoy Aquino Parks and Wildlife Center which cover a combined area of 42.29 hectares. Too, there are “Special” Parks which include the La Mesa Watershed (2,569.41 has.), the UP Arboretum (3.57 has.), and the recreational greens like the Capitol Golf and Country Club, the QC Sports Complex, the Veteran Memorial Hospital and the Aguinaldo Golf Course. It also includes reserves and potential areas adding to the City’s expansive network of open spaces like corridors or rights-of-way and river easements

Quezon City has actively led the Local Government Unit (LGU) arena in green initiatives and has been working closely with the Department of Environment and Natural Resources (DENR) on various Urban Greening Programs for QC-identified open spaces.

The city’s tree planting initiatives also serve as the blueprint in the promotion of QC’s status as metro’s “green lung” and model garden city. Other efforts are promotion of parks development, introduction of pockets of greenery in center islands and along waterway embankments with the goal to improve the cityscape and work on mitigating the ill effects of climate change especially in the area of reducing carbon emissions.

3.2.6 Infrastructure and Utilities

The City has a total road network of 2,324.40 kilometers as of 2018. This shows a road density of 17.01 km/sq. km. Although this average is much higher than the national average of 10.62 km/sq.km, it is seriously short compared to that of Metro Manila which is 188.24 km/sq.km. as per DPWH Atlas 2018. Being the youngest LGU in Metro Manila and with the biggest land area, Quezon City has a lot of catching up to do in terms of road construction.

The City has eleven (11) telephone companies/mobile service providers including Philippine Long Distance Telecommunications (PLDT), Globe and Smart Communications and at least sixty-one (61) Internet Service Providers with company addresses registered in QC in 2017. These are authorized by the National Telecommunication Commission (NTC) to provide telecom/mobile/internet services nationwide.

As of 2015, the total number of Manila Electric Company (MERALCO) customers was 614,251 of which 558,603 metered connections or 90.94% were residential, 54,309 or 8.84% were commercial, 994 or 0.16% were industrial and 345 or 0.06% were for streetlights. For that same year, the City recorded a total monthly average power consumption of 370,025,611 kwh. Of this total electricity consumption, the biggest share of 196,717,982 kwh or 53.16% went to commercial, followed by residential with 130,337,952 or 35.22% users. Industrial connections consumed 41,508,783 kwh or 11.22 % and 1,460,894 kwh or 0.39 % was consumed streetlights.

Like the rest of Metro Manila, Quezon City gets its water from the Metropolitan Waterworks and Sewerage System (MWSS) through its private distribution concessionaires: Maynilad Water Services, Inc. (MWSI) which serves the western half and Manila Water Company, Inc. (MWCI) which caters to the city’s eastern part. In terms of service connections, data from MWSI and MWCI show a total of 498,727 households served as of 2018. MWSI covers a total of 320,733 water service connections or 64.31% while MWCI has 177,994 water service connections or 35.69%. Total domestic users account for 448,763 connections or 89.98%, semi-business consumers are at 20,936 or

4.20%, commercial users at 25,698 or 5.15% and industrial users at 3,330 or 0.67% of the water service connections. The city consumes an average of 1,808 cu. meters per service connection per month. Commercial users are the biggest consumers at 5,219 cu. meters followed by industrial with 4,288 cu. meters, semi business at 3,715 cu. meters and domestic users 1,404 cu. meters.

3.2.7 Institutional Development

The present organizational set-up of the Local Government of Quezon City comprised of two (2) distinct branches, the Executive and the Legislative.

The Executive Branch

The Executive Branch is composed of thirty-five (35) departments and five (5) offices which are further divided into services, divisions and sections. At the helm of the organization is the City Mayor from whom all executive authority and responsibilities emanate. The City Administrator and the Secretary to the Mayor stand next in hierarchy as they exercise delegated authority to supervise the operations of line and staff departments/ offices and units. There are also program-based units, committees and task forces operating directly under the Office of the Mayor. Three (3) positions for Assistant City Administrator were created to assist the City Administrator in the performance of her or his functions relating to the proper supervision, coordination and monitoring of development programs and other services being delivered by the city. These included the Assistant City Administrator for Operations, Assistant City Administrator for General Affairs, and the Assistant City Administrator for Fiscal Affairs.

The position of Assistant Secretary to the Mayor was renamed as

Assistant Secretary to the Mayor for Internal Affairs, while another position, that of the Assistant Secretary to the Mayor for External Affairs was also created under Council Ordinance 154 -S-90, Sec. 7. The positions of the City Administrator, Secretary to the Mayor, and Assistant Secretary to the Mayor for Internal and External Affairs are co-terminus with the appointing power. Other co-terminus positions are those of the City Legal Officer, the Heads of the Department of Public Order and Safety and Public Affairs and Information Services Department.

The Legislative Branch

Another structural change in the City was by virtue of Republic Act No. 10170 dated July 2, 2012 partitioning the second legislative district of QC. This created two (2) additional districts and twelve (12) Sangguniang Panlungsod seats. By said Act, QC is now comprised of six (6) legislative districts and has now six (6) district representatives and thirty-six (36) city councilors. The City Council, the city's legislative body, is composed of the Vice-Mayor as the Presiding Officer, the 36 regular council members, and the Presidents of the city chapter of the Liga ng mga Barangay and of the Sangguniang Kabataan.

QC Government Manpower Complement

As of December 2018 the Quezon City Government employs a total of 16,326 personnel broken down under the following types and of employment status:

Elective - These are city officials elected by the qualified voters during election period and who hold a term of three years but shall not serve for more than three consecutive years in the same position. They are the City Mayor, City Vice Mayor, the 36 regular members of the City Council and

the two sectoral representatives: the youth and the association of barangay captain (ABC) sectors. These total to 40 elective officials.

Permanent -Status issued to a person who meets all the minimum qualification standards of the position to which an employee is being appointed as prescribed by the Civil Service Commission (CSC). Personnel holding this nature of appointment enjoy security of tenure and all benefits accruing to permanent government employees. The city government has 5,345 employees with permanent appointment.

Temporary – Status issued to a person who meets the education, skills and experience requirements to the position to which the employee is being appointed. The appointee however, has to complete a 12-month period of service before being recommended to a permanent appointment. There are 125 of this kind.

Co-Terminus –Appointment status issued to a person whose entrance and continuity in the service is based on trust and confidence of the appointing authority. The term of the City Legal Officer, the City Administrator, Secretary to the Mayor, Head of the Department of Public Order and Safety (DPOS), Confidential Secretary are co-terminus with the appointing power. The staff of the City Council is also co-terminus with the term of the city councilors. There are 218 co-terminus employees.

Contractual - This refers to employment where the contracts of services are not covered by the Civil Service laws but covered by Commission on Audit (COA) rules. Contractual services rendered are not considered government services. The Executive Branch has 6,702 contractual personnel for special projects, various task forces, committees and

several line departments or offices which also employ personnel with appointment of this kind while the Legislative Branch has 3,416. Contractual personnel totaled to 10,118, as of December 2018.

Consultant - Issued to a person with technical expertise essential to a service. The city has 480 consultants.

Of the 8,894 plantilla positions, 5,728 are filled-up and 3,166 are vacant. Of the filled up slots, 2,671 are females (46.63%) and 3,057 are males (53.37%).

Being a government entity, Quezon City Government operates in accordance with existing laws or guidelines on managing and developing human resources as prescribed by the Civil Service Commission.

Classification of Manpower Support

The existing manpower support in the city government has been classified according to functional hierarchy:

Executive / Managerial. This is the top level executive group performing primarily management functions. This is where policies and objectives that guide the activities of the various departments and offices of the entire organization originate. The group is composed of elected officials and heads of the various departments and offices operating vital units in the organizational structure. Salary grade falls between 25-30. There are 163 of this type.

Second Level. This group coordinates and supervises staff activities of their office. It is responsible in enforcing proper performance of their delegated functions in order to attain the thrusts and objectives of the office or unit and ultimately of the or-

ganization. This group includes assistant office heads, chiefs of other special operating units, division and assistant division heads, and section chiefs. Salary grade is 18-24. The number of personnel under this level is 3,756.

First Level. All positions with salary grade 17 and below belongs to this group. This includes the technical group responsible in translating city plans, programs and projects into implementable forms through research and development. This group consists of the urban planners, statisticians, researchers, computer programmers, analysts, and the administrative group or support staff involved in providing clerical, general services, security, transport, and area maintenance. This group is composed of positions such as staff aides, clerks, drivers, security guards, among others. There are 4,975 personnel under this category.

Government Income

Sources of government revenue can be classified as regular and non-regular income. Regular income covers traditional sources such as taxation, internal revenue allotment, fees and charges and other receipts. Non-regular income, on the other hand, are sources of financing allowed for local government units (LGUs) which include credit financing, bond flotation, privatization of assets, among others.

On a nominal basis, total revenue of Php20.2B as of the end of 2018 was nearly double the income for year 2010 of Php10.3B. The increase in revenues was consistent during the nine-year period 2010-2018, with average annual growth rate of 10.66%. For the period 2011-2018, the average annual incremental rate was 9.04%. The highest annual increment of 16.03% was attained in year 2015 mainly attributed to the increase of 18.96% in tax collections specifi-

cally business taxes which went up by 24.46%.

However, the revenue growth from taxes slowed down in the year 2016 with a mere 3.60% resulting annual increment at its lowest due to the Temporary Restraining Order (TRO) issued by the Supreme Court under G.R. No. 210551. Taxes for socialized housing and garbage fees collection dropped from Php2.39B in the year 2015 to Php2.02B in 2016.

Steadily though, the last two years of 2017 and 2018 recorded growth rates of 8.17% and 8.95% resulting in higher increase of 9.11% in tax revenues

Government Expenditure By Major Function

The city's expenditures increased at an average of 8% annually during the period 2010-2018. The expenditures of Php12.1B for 2018, however, noticeably increased by 20.08% compared with that of the preceding year's total expenditures of Php10.1B.

On a yearly basis, the year 2012 recorded the highest percentage increase in expenditures by 25.57%, which was subsequently reversed in 2013 with a net decrease of 0.54%. Comparing 2010 and 2018 total expenditures, an increase of 71.89% or Php5.0B is registered. Annual increase in expenditures is at 7.99% from 2010 to 2018.

Since 2010, the top two expenditures were for General Public Services and for Health, Nutrition and Population Control. Recently, projects for Housing and Community Development were allocated bigger share since 2016.

While General Services represented 52.60% of total expenditures, its average increase was only 0.34% in 2010-2018 and 9.15% in 2018. It was

on an increasing trend from 2010 to 2014 but started dropping modestly in year 2015 but sharply by 42.91% in 2016 as funds were noticeably shifted to Housing and Community Development. Hence, from Php6.2B in 2010, the figure at the end of 2018 was registered closely at Php6.3B.

Expenditures for Health, Nutrition and Population Control grew annually by 41.83% in 2010-2018 but its increase in 2018 from 2017 level was only at 15.06%. These expenditures registered a sharp increase of 177.06% in 2012 until they reached Php1.5B in the year 2018 or a leap of 375.7% from a meager Php321M in the year 2010. This is in line with the city's being the Health and Wellness Capital of the Asia Pacific region.

Housing and Community Development's increment rate was tremendously high at 12,129.71% from 2010-2018. Its biggest increase by 2,629.35% was in the year 2016. It amounted to Php2.1B or 17.06% for 2018 from Php1.1B in 2017 or an increase by 85.71%. This is a result of the City's aim to provide its residents with low-cost and affordable housing. Other city expenditures with less than 10%, in descending order includes as follows, Economic Service with 7.34% or Php885.75M, Education, Culture and Sports/Manpower with 6.57% or Php793.13M, Social Services and Social Welfare with 3.56% or Php430.10M and Labor and Employment with 0.21% or Php25.42M.

Legislative Outputs

The Quezon City Council, from January 2017 up to December 2018, has passed and approved a total of 986 legislative measures which were classified into 12 areas for planning purposes. However, the classification was further reduced to the five (5) development sectors.

Table 3.1. Legislative Outputs Classified by Development Sectors, 2017-2018

Development Sector	Number of Approved Ordinances	Percent Equivalent	Number of Resolutions Passed	Percent Equivalent
Social	120	47	255	35
Economic	16	6	28	4
Environment	62	24	196	27
Infrastructure	2	1	9	1
Institutional	58	22	240	33
TOTAL	258	100	728	100

People's Participation

The Philippine Constitution of 1987 promotes the involvement of people's groups and the private sector at all levels of government. It is provided in the Local Government Code (RA 7160, Sec. 3 (I), 34, 35, 36) that local government units shall promote the establishment and operation of people's organizations (POs) and non-governmental organizations (NGOs) to become active partners in the pursuit of local autonomy.

All organizations seeking representation to the Local Development Council (LDC) shall apply for accreditation with the City Council through the City Council's Committee on People's Participation in the selection of sectoral representatives to the LDC. Only accredited organizations shall be qualified for representation in the local special bodies.

The city's Barangay Community Relations Department (BCRD) handles coordination with the people's organizations, non-governmental organizations and other community organizations. It also generates feedback from constituents that may help improve local government services.

Local Special Bodies

To enhance the people's active participation in the process of effective governance and development, people's and non-governmental organizations are represented in the local special bodies where they actively participate in the formulation of development plans and investment programs.

Although the Implementing Rules and Regulations of the Local Government Code includes the People's Law Enforcement Board as one among the local special bodies, the provision of

the Code as to the manner of selecting representatives to the local special bodies does not apply to the PLEBs.

In 2016, the Quezon City Council thru the Committee on People's Participation was able to accredit a total of 1081 organizations (SP- Ordinance No. 2524, s-2016), from which 50 sectoral representatives were elected and became members of the Quezon City Development Council (CDC). The City's LDC was first convened and reconstituted on February 27, 2003 with complete membership and has since become a functioning LDC.

The accredited organizations adopt their internal rules of procedure to govern the selection of sectoral representatives to the LDC. The designated sectoral representatives are co-terminus with the mandate of the local chief executive. Should a vacancy arise, the selected POs and NGOs shall designate a replacement for the unexpired term. Through a selection process coordinated by the DILG-NCR, in an assembly enacted for the purpose, the 50 organizations were elected with their duly authorized representative to comprise the 25% requirement of the CDC membership. In the said accredited organizations, there is a big number of active Urban Poor and Home Owners Associations/Neighborhood organizations, hence, this sector posted the biggest representation.

3.2 A Brief Profile of Quezon City and the Current Reality among the Development Sectors

Guided by the latest Ecological Profile and annual reports, the five sectors mapped important achievements, issues, gaps and observed conditions during the sectoral and cross-sectoral planning and analysis workshops and consultations. While

these concerns pose problems and constraints to the development of Quezon City, the same can be translated into opportunities for promoting the general welfare of the inhabitants and can be optimized for effective governance of the city. Vision-

Reality Analysis Workshop Results are reflected in Annex 1 and summarized in the succeeding sections:

3.2.1 Vision-reality gaps and other observed conditions relative to the Social Sector

1) Health

- Prevalence of disease-specific morbidity cases

Continuing cases of Hypertension, Diabetes Mellitus, Tuberculosis Urinary Tract Infection, and Dengue, among others, largely contribute to increased morbidity which can further lead to increased economic burden and decrease in productivity. The prevalence is attributed to the difficulty in delayed treatment, difficulty in sustaining maintenance medicine and treatment as well as unhealthy lifestyle and lack of health and sanitation facilities in public areas. At least one percent or 60,000 informal households who live in makeshift dwellings and/or ambulant street dwellers do not have access to clean water and proper sanitation facilities.

- Incidence and prevalence of the mental and emotional health disorders in the face of scarcity of psychologists or psychiatrists in the city
- Although the rate of malnutrition is lower than that of NCR, the gap of 1.27% is no cause for comfort to a caring society.
- High incidence of animal bite cases and low rabies post-exposure completion rate
- High incidence of adolescent pregnancy and increase in sexually-transmitted diseases largely due to poor housing conditions
- Re-emergence of vaccine-preventable diseases and emergence of new infectious diseases
- Coverage of health insurance is inadequate with only over half (51.81%) of families covered in

2015. This can be traced to lack of information or the failure of employers to enroll their employees.

2) Education

- Gaps in target literacy, school participation, and drop-out rates
- Gap in secondary school completion rate
- Low enrollment of children with disabilities in the basic education system
- Academic performance rating is at “low mastery” level for both elementary and secondary students despite the fact that standard ratios of book per student, teacher-pupil ratio, and student – classroom ratio have already been met, except in District 2 where there is a slight shortage of classrooms.
- Lack of reliable and disaggregated education data
- Limited degree programs offered in the city-managed university

3) Social Welfare/Protection

- High Philhealth insurance coverage but many more families without coverage
- Increasing number of child laborers due to inability of some parents to provide for their families’ needs
- Absence of a standard, integrated, and city-led barangay-level data generation and maintenance system to generate information on vulnerable groups/sectors
- Limited social welfare service and interventions to support needy families, disadvantaged and/or vulnerable groups due to lack of qualified social workers
- Lack of community-based networks that will create substantial social capital on promoting healthy lifestyle alternatives

4) Housing

- Lack of affordable housing due to the fact that most of existing housing stock is market-provided. Commercial developers with projects in Quezon City build their balanced housing compliance projects elsewhere.
- High population density of informal settler families in hazard and poverty-stricken areas. Informal settlers who are relocated are easily replaced by new ones.
- Rampant selling of rights among beneficiaries of public housing projects
- Continued operation of land and squatting syndicates

5) Protective Services

- Unmet targets for crime rate and Annual Crime Solution Efficiency (CSE) rate
- Decreasing number of Persons Who Use (Illegal) Drugs (PWUDs)
- Increasing number of Persons Deprived of Liberty (PDL) resulting in highly congested detention facilities
- Limited number of jail officers/personnel

6) Citizen participation and economic empowerment

- Decreased voter turnout from previous elections
- Low per capita income compared to NCR rate
- Lack of a uniform and sustainable community-based database system
- Low utilization and appreciation of cooperative schemes as an all-inclusive, long term and sustainable strategy towards economic empowerment

3.2.2. The issues and challenges of local economic development

1) Labor and Employment

- Weak local employment facilitation
- More than half unfilled job vacancies in government offices
- Need for Migrant Resource Center
- Absence of social protection for the informal economy sector and child laborers
- Need for registry of job seekers' skills profiles and job market skills requirements
- Skills development programs hardly focused on high-end skills needed by the industry
- Great disparity in income distribution – the average family income in the richest decile is about 5 times that of the income in the poorest decile

2) Industry and Services

- Operation systems for doing business in need of improvement
- Big number of unregistered businesses manage to operate in the city
- Lack of local laws allowing investment in manufacturing and defining what type of industries to promote in Quezon City
- Lack of updated data on the status of public-private partnership agreements
- Need for growth hubs in some districts
- City-owned markets in need of rehabilitation
- Sanitary food handling facilities dwindling in number
- Strong competition experienced by existing public markets from new, modern food establishments (supermarkets,

groceries, etc.)

- Low appreciation for social entrepreneurship and cooperatives
- Linkage with academe and other knowledge industry organizations need to be strengthened
- Limited number of tourist arrivals
- Unregistered/unregulated tourism establishments
- Partnerships for tourism and health tourism industry not optimized
- Lack of regulations on other alternative accommodation facilities
- More tourism districts to be declared
- Unbalanced representation of economic sectors
- Absence of an integrated products and services database

3.3.3. Issues in the management of the environment and natural resources

1) Solid Waste Management

- No updated Waste Analysis and Characterization Study (WACS)
- Increasing solid waste generation
- Potential for waste reduction not maximized resulting in unmet waste diversion target
- Improved city waste disposal system
- Lack of maintenance of sidewalks, center islands and overpass

2) Air Quality

- Pollution from vehicular emissions/ smoke belching rampant
- Unmonitored industrial emissions

3) Water Quality

- Rivers and creeks are cleared of solid wastes
- Lack of city data on water quality indicators
- Recovered waterways and easements unattended

4) Parks and Open Spaces

- Uneven distribution of green spaces
- Inadequate/undeveloped parks and open spaces
- Conflicts between barangays and homeowners regarding appropriation of open space
- Lack of data on parks visitor interchange
- Historical landmarks rehabilitated and maintained
- Absence of greenbelt buffer areas

5) Green governance

- Leadership in enactment of green legislations
- Low compliance with the Green Building Code
- Absence of local legislation for protected areas
- Overlapping of environmental programs and initiatives
- Low level of awareness and monitoring of green fund utilization

6) Biodiversity

- Moderate biodiversity of parks and other open spaces
- Wildlife corridors unconnected

7) DRR/CCA/M

- Threat posed by the presence of the West Valley Fault (WVF)
- Growing number of areas subject to seasonal flooding due to impacts of climate change phenomena such as extreme weather events, change in precipitation pattern, and temperature rise.
- Low rate of assessed public infrastructure for structural integrity for earthquakes
- Complete database on hazard maps for the barangays available
- High number of barangays need to access or create their individual hazard and evacuation maps

- Barangays have different levels of understanding of risks, hazards, early warning systems, insurance mechanisms, BDRRMC functionality
- Lacking enforcement of disaster-resilient structures in the barangay level
- Need for strengthened risk governance and capacities
- Inadequate communication on DRRM plan contents and localization strategies for barangays
- LDRRMF not fully utilized
- Resettlement program not risk-based

3.3.4 Land use and local infrastructure provision

1) Geography

- Quezon City enjoys the advantage of proximity to all major activity centers

2) Topography

- Steep slopes in some areas
- Soil load-bearing capacity excellent
- Drainage and flooding in low-lying areas

3) Land Use Pattern

- Proliferation of informal settlements
- Emergence of growth hubs
- Steady loss of industrial land use
- Growing demand for institutional land
- Parks and open spaces not fully developed
- Urban development zones identified

4) Service Utilities

- Lack of alternative source of water supply
- Power supply adequate but alternative sources need to be developed

- Some drainage and sewage systems not functional
- Cluttered utility lines

5) Social Infrastructure Support

- Lack of internet facilities and services
- Insufficient classroom and school facilities
- Non-inclusion/limited accessibility of facilities for vulnerable groups
- Lack of housing for QC government personnel

6) Road and Transportation

- Missing road segments need to be completed
- Lack of centralized/integrated transport system and terminal
- Mass transport system inadequate
- Traffic gridlock rampant
- Absence of safe pedestrian-oriented network
- Presence of high-impact program for pedestrian corridor network

3.3.5 Institutional capacities to manage planned growth and change

1) Organizational Management

- Many unfilled positions in the local government
- Absence of CODI
- Governance and leadership recognized locally and internationally
- Lack of HR development plan
- Absence of localized incentive program for city personnel
- Absence of comprehensive manual of operations for the whole city government bureaucracy

2) Fiscal Management

- Revenue generation vigorously pursued
- City finances are relatively reliant

- Resource utilization judiciously follows regulations

3) Local Legislation

- Availability of standing committees in local council focusing on service areas
- Computerized tracking system
- Executive-legislative coordination at work

4) People's Participation

- Active CDC members/stakeholder participation in planning, legislation and policy formulation
- More CSOs needing accreditation
- Existing linkage with academic and research institutions

5) Access to information

- Operational QC website
- Utilization of quad media

6) Complaints and grievance mechanism

- Low level of awareness and use of mechanism
- Feedback from public solicited

7) Institutionalization of anti-corruption mechanism

- Updating of Citizen's Charter needed
- Existence of Internal Audit System

8) Data-driven decision-making

- Absence of data sharing and database system linking the city government and barangays
- Automated personnel information management system
- Computerized system for generating financial reports
- Use of online system for storage and retrieval of city data