

# **Updated City Development Strategy Report for Tagaytay City 9 Mar 2009**

City Development Strategies in the Philippines: An Enabling  
Platform for Good Governance and Improving Service Delivery

P098173

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This project output was created with Cities Alliance grant funding.

**CDS 2008**

# Tagaytay City

**CAVITE, PHILIPPINES**

**CITY DEVELOPMENT  
STRATEGIES IN  
THE PHILIPPINES**

*An Enabling Platform  
for Good Governance and  
improving Service Delivery*



**CITY DEVELOPMENT STRATEGIES REPORT**

## CITY DEVELOPMENT STRATEGIES IN THE PHILIPPINES: AN ENABLING PLATFORM FOR GOOD GOVERNANCE AND IMPROVING SERVICE DELIVERY

The CDS3 Project is a technical assistance grant funded by Cities Alliance and supported by the Asian Development Bank, Japan International Cooperation Agency, UN-Habitat, and the World Bank. The CDS project was developed in response to the need to introduce an integrated, comprehensive, and participatory approach to urban management. Founded on the principles of livability, bankability, competitiveness and good governance, the CDS process guides the cities in the preparation of comprehensive, long-term development strategies, where the city government involves local stakeholders in the entire strategic planning process—assessment, visioning, strategy formulation and project prioritization and capital investment planning—through a series of consultations.

The World Bank implemented the pilot phase in the 1999 with 7 cities. Since then, the League of Cities of the Philippines, carried out 2 succeeding phases, which expanded the program to 58 cities in all. In 2001, the Up-scaling Poverty Focused City Development Strategies (CDS2) covered 31 new cities. In 2006, the project CDS in the Philippines: An Enabling Platform for Good Governance and Improving Service Delivery (CDS3) added 15 new cities to the roster of CDS cities in the Philippines. Under the preparation grant for the City Development and Investment Project, the League also carried out CDS for 5 new cities. As of 2008, 64 of 120 cities have participated in the CDS program, including 3 cities assisted by ADB under the Cities without Slums Project (Caloocan, Quezon and Taguig), and the 3 cities that participated in the Local Environmental Planning and Management Project of the UN Habitat (Lipa, Cagayan de Oro and Tagbilaran).

For more information on CDS, you may visit <http://www.cdsea.org>

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## PREFACE

The City of Tagaytay is considered to be a prime tourist destination because of the scenic beauty of the Taal Lake and Volcano, its proximity to Metro Manila and its cool climate. The tourism industry has indeed accelerated the economic development of Tagaytay, as the areas covered by residential and commercial activities have doubled over the years. With considerable interests from local and foreign investors, major investments are expected to accelerate in a remarkable level in the years ahead.

The challenge, therefore, is how to better manage development in a manner that is socially responsive and environmentally sustainable. Balancing between the demands of the investors and the local constituents and stakeholders, as well as ensuring that the natural beauty of the area is not degraded is a tall order for the City Government to carefully orchestrate the development initiatives in Tagaytay.

Hence, we feel very privileged to be chosen as one of the CDS cities in the country. CDS has opened our eyes to innovative ideas and strategies that are crucial for managing the growing challenges faced by the City. Our participation in the CDS has enabled us to articulate a development vision that will rationalize the various programs and projects being introduced in the City. In undertaking this process, the City Government has been able to harness both the creativity and the commitment of stakeholders on the ground. CDS has impressed upon us that it is only through dynamic local governance that the City Government can truly be effective in achieving the goal of an equitable and inclusive socio-economic development for the City.

We wish to thank World Bank, the Cities Alliance, and the League of Cities of the Philippines for their continued support.

Hon. Abraham N. Tolentino  
*City Mayor*

## TABLE OF CONTENTS

	PAGE
SELECTED URBAN KARTE INDICATORS	
INTRODUCTION	3
SITUATION ANALYSIS	8
LIVABILITY	8
COMPETITIVENESS	12
BANKABILITY	14
GOOD GOVERNANCE	15
VISION AND CITY BRAND	16
STRATEGIES	18
PRIORITY PROGRAMS	19

## SELECTED URBAN KARTE INDICATORS

INDICATORS		2002	2006
A1	Total Population	45,287	47,672
A2	Population Growth Rate	8.89%	1%
A11	Administrative Land Area (Km <sup>2</sup> )	65	65
A7	Urban Population	18,234	20,007
A15	Number of Households	8,590	10,068
A17	Estimated Employment by Industry Sector		
A	Primary (agriculture, fishery, forestry)	No data	No data
B	Secondary (manufacturing, mining, processing)	No data	No data
C	Tertiary (services, banking, insurance, wholesale/retail)	No data	No data
A18	What are the City's geographical advantages?		
A	Regional/provincial center	Absent	Absent
B	Accessibility to an airport of international standards	✓	✓
C	Accessibility to a port of international standards	✓	✓
L1	% of HH with access to piped water (level 3)	88.01	91.79
L11	Cohort survival rate for elementary	87	89.33
L14	Cohort survival rate for high school	92.38	90.01
L30	Infant mortality rate	0	0.25
L41	Crime solution efficiency rate	66.13	83.87
L45	Number of HH living in informal settlements	773	302
C18	Building permits issued within the last 5 years		
A	Residential	884	1,085
B	Commercial	75	198
C	Special	126	68
D	Institutional	34	31
C29	Unemployment rate	No data	No data
C32	% population with undergraduate degree	14.66	No data
B3	% Total Debt Servicing Needs to Total Regular Income	18.41	14.06
B4	% of savings to expenditures	No data	No data
FP2 - B	Per Capita Allocation to Health Services	321.24	302.24
FP2 - D	Per Capita Allocation to Education Sector	40.93	186.31

## SELECTED URBAN KARTE INDICATORS

INDICATORS		2002	2006
G2	Average Number of days to issue a NEW business license (w/ complete documents)	2	1
G2	Average Number of days to RENEW business license (w/ complete documents)	2	1
G7	% of local revenue/total revenue	43.69%	59.34%
G11	Frequency of meetings of the Local Development Council (LDC)	4	4
ADDITIONAL DATA (from the survey)			
1	Poverty Incidence	40.26	14.7
2	Performance of elementary children in NAT	No data	No data
3	Performance of high school children in NAT	No data	No data
4	Percentage of participation of Local Special Bodies (LSBs) in public hearings conducted	100%	100%
5	Presence of ELA (if yes, proceed to questions 6 and 7; if no, proceed to question 8)	Yes	Yes
6	Percentage of Projects implemented from ELA derived from CLUP	100%	100%
7	Percentage of Projects implemented from AIP derived from ELA	No data	No data
8	No. of registered small and medium industries (2001 vs latest for all types)	No data	No data
9	Number of barangays practicing segregation at source and served by an MRF	No data	No data
10	Percent of waste generated diverted from disposal	No data	No data
11	Presence of sanitary landfill	No data	No data

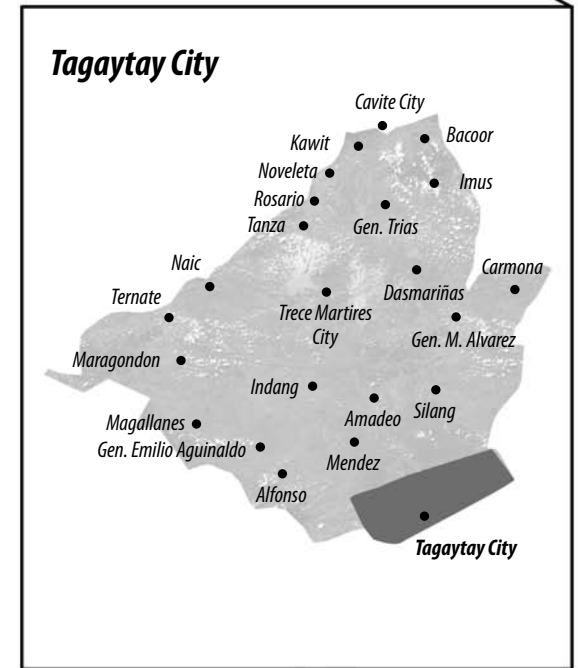
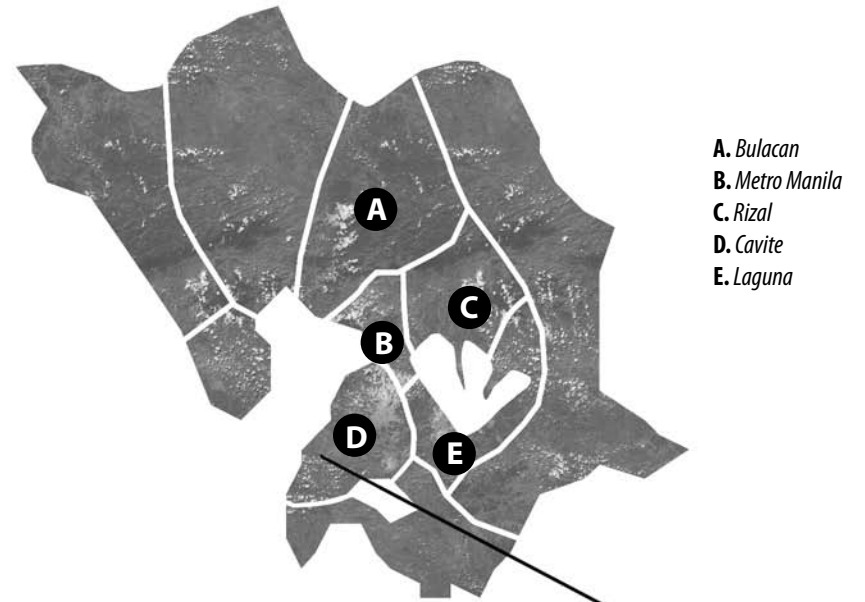
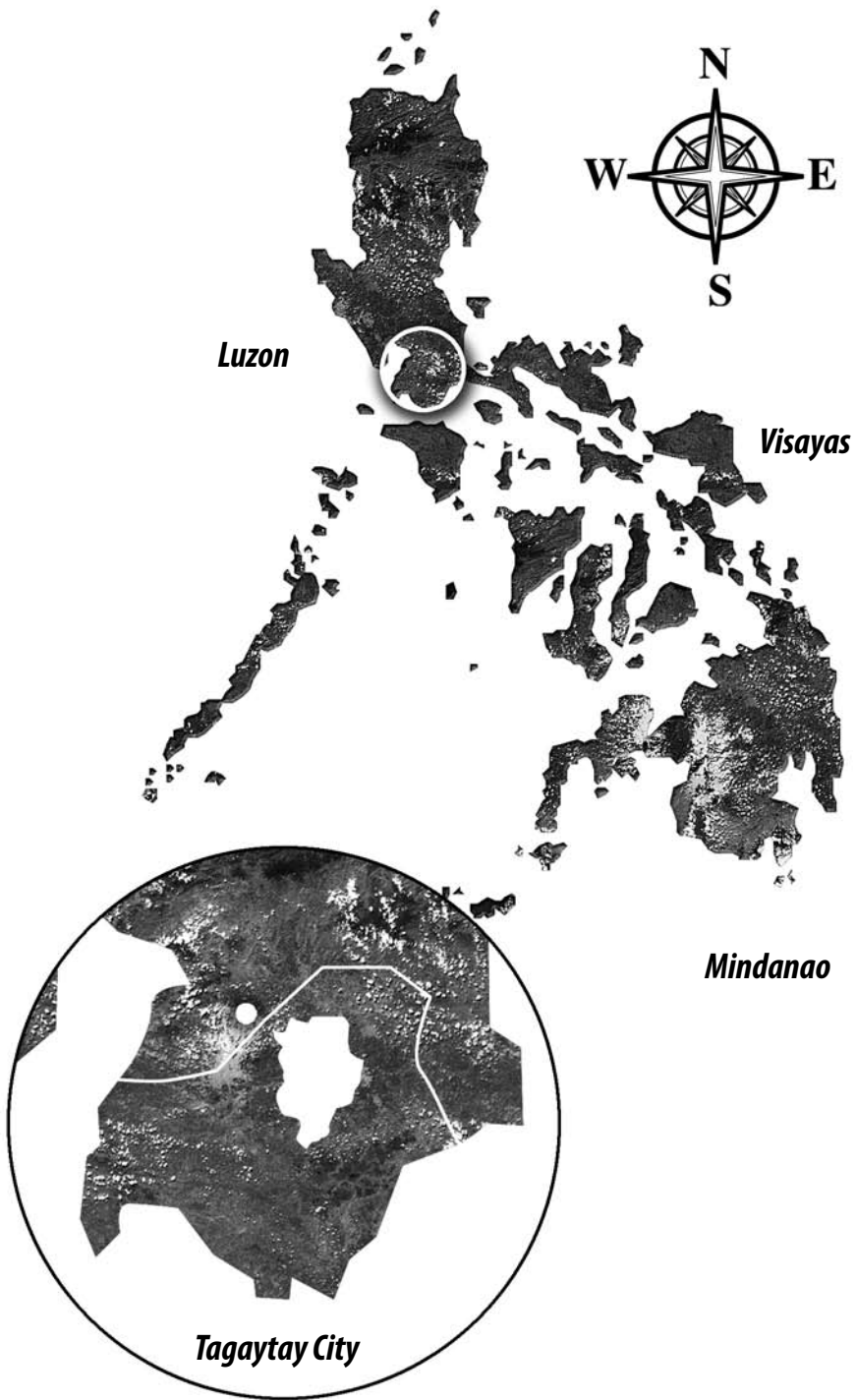
## INTRODUCTION

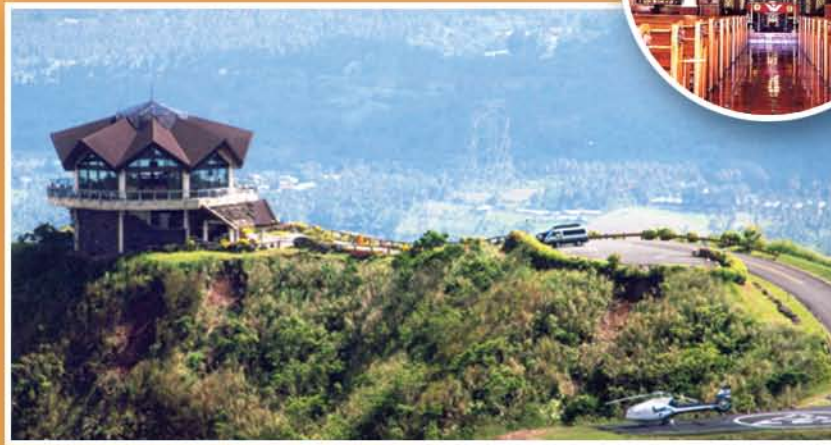
Tagaytay is a component city of the Province of Cavite, 56 kilometers south of Manila. Its geographic location is the City's best asset, as it overlooks Manila Bay on the north, Taal Volcano and Taal Lake on the south and Laguna de Bay on the east. The City has a total land area of 6,500 hectares, distributed among its 34 *barangays*: 10 are considered urban and the rest are rural.

The City continues to be a major tourist destination in the country. At the same time, Tagaytay has benefited from the spill over effects of real estate boom in the greater Metropolitan Manila area and the overall economic development in Southern Tagalog growth areas of Laguna, Batangas, Cavite, and Quezon. This part of Region IV has become one of the fastest urbanizing areas in the country and has turned out to be one of the country's major industrial center over the last few decades. Tagaytay has benefited from regional growth that is essentially a result of the policy directions supportive of market forces, which saw a rapid rise in the development of industrial estates, mass housing, leisure facilities, regional shopping centers, etc.

As urbanization accelerates, concerns on transport, environment, waste management, agricultural production, land management, etc. have surfaced. While urbanization has not been as rapid as lowland local government because of the small land area and contour of the lands, Tagaytay ended up with a distinct role of becoming the rest and relaxation center in this part of the region.

This distinct role did not deprive Tagaytay of strategic investments. In fact, the City witnessed the development of high-cost, weekend housing areas and large scale leisure facilities, such as hotels, recreational centers and commercial establishments, which complement the "working zones" in Metro Manila, Cavite and Laguna.







## SITUATION ANALYSIS

According to the City Nutrition Office report, population of the City stood at 47,672 in 2006, with a population growth rate of one percent. There is no difference between night time and day time population. Since Tagaytay is a major tourist destination, population doubles on weekends and holidays due to influx of tourist and visitors.

### Livability

#### *Formal and informal settlements*

The City Government has so far formed eight official settlements to address the need for shelter and to lessen the squatting problems. There are at least 700 families who benefited from this housing program. Two informal settlements remain scattered around the City, with plans for urban upgrading still underway. In the last five years covering the period from 2001 to 2006, informal settlements of the City has been reduced to 33.38 percent.

#### *Environment*

Increasing population is putting a lot of stress on the environment, particularly on the volume of waste generated by the residents and the commercial establishments in the City. The volume of solid waste is around 504 cubic meters a week or an average volume of 72 cubic meters a day. Of the entire population, 51.34 percent of the households have access to solid waste collection, which is done on a daily basis. Individual households particularly those in *barangays* that are hardly reached by garbage trucks dispose their garbage either by dumping or burning in an open area, while a limited number engage in backyard composting. Toxic and hazardous wastes from hospitals are collected and disposed of in a separate dumpsite.

To address the serious concern on waste management, the City has issued an ordinance that mandates solid waste segregation at source. The City Mayor has likewise included solid waste management as a sub-component of the *Agrikulturang Nayon sa Tagaytay*, a comprehensive community-based development program. Under this program, the City Planning and Development Office assists the *barangays* in improving their solid waste management practices. The members of *purok*/zone level structure are trained on proper ways of segregation, re-use, recycling, composting and disposal of their community waste. Generating public support and participation is an important task under the program.

In addition, the City Government constructed a Materials Recovery Facility covering an area of 4,000 square meters with equipment to process mixed waste per day. It is designed to receive, sort, process and store compostable and recyclable materials efficiently and in an environmentally-sound manner. The City Agriculture Office also undertakes upgrading of compost by-products and distributes them at the organic farm in Mahogany Market.

Tagaytay also suffers from the absence of a central sewerage/waste water treatment systems. Since these facilities require massive resources, the City resorts to using natural drainage and a three-chamber (sealed) septic vault. The City Government plans to construct these facilities with increased revenues and new financial sources.

#### *Infrastructure*

Access to electricity is 100 percent through the Manila Electric Company, while 97 percent of the households have access to piped water serviced by the Tagaytay City Water District and sourced from natural springs in the City. Around 97 percent of the households have individual sanitary facilities.

To address the housing problems, the City Government has been implementing a comprehensive socialized housing program. The target beneficiaries of the program are the underprivileged and homeless constituents particularly those who are adversely affected by ongoing development initiatives.

The telecommunications network in the City consists of telegraph, telephone and telex services operated by government and private enterprises. The Philippine Long Distance Company, Bureau of Telecommunications, and Digitel provide telecommunications services. The City Government publishes an official journal called *Tanglaw ng Kalikasan*.

Tagaytay City has a road network spanning a length of around 137.94 kilometers. Of this length, about 39.70 kilometers are classified as national roads, 29.83 kilometers are city roads and 68.41 kilometers are *barangay* roads, respectively. Eight arterial roads serve as vital road linkages as they connect the City to Metro Manila, Laguna, Batangas and Cavite. Meanwhile, collector and service roads facilitate the internal mobility of the residents; farm-to-market roads also constitute a substantial portion of the current network to support the agricultural sector of the City. Public transport modes, such as buses, jeeps, and tricycles, provide reliable services to City residents and visitors.

## **Education**

Educational services are offered by a combination of public and private institutions, which cover all *barangays*. The City Government lists 16 public elementary schools and seven private elementary schools. Elementary school aged population was estimated at 7,536, but actual enrollees number 8,267 enrollees due to the enrolment of children from neighboring localities.

As in the case of elementary enrolment, the population enrolled in secondary schools exceeds the total high school aged population at 5,000 and 3,656, respectively. These students come from neighboring municipalities of Mendez, Silang, Amadeo and even Talisay, Batangas. There are two private secondary schools in Tagaytay, while three are public. Based on 2006 data submitted by both public and private schools, the cohort survival rates are 89.33 percent and 90.01 percent for elementary school and secondary levels, respectively.

Tertiary institutions, namely the City College of Tagaytay, Olivarez College and Divine Word Seminary operate in the City, while accredited institutions like the Tagaytay Human Resource and Development Center and Systems Technology Institute offer technical skills training.

## **Health and Nutrition**

Health facilities in the City include: one City Health Center, 34 *barangay* health centers, one hospital, 11 dental clinics, 10 medical clinics and seven pharmacies. Despite the number, the City Government deems that the health facilities are inadequate, particularly in terms of providing health care services in remote *barangays*. Health services at this level are generally limited to first-aid, pre and post natal check-up and family planning. Patients who need serious medical attention have to be transported to adjoining towns. Such inadequacy is attributed to lack of medical facilities and equipment and the disproportionate ratio of medical personnel against the number of population to be served. Poor access to hinterland *barangays* is also a major constraint for medical service providers.

In terms of malnutrition, the City Nutrition Office reports indicate that the average malnutrition rate from the period 1998 to 2006 is lower than one percent. The two major causes of malnutrition in the City are poor food intake and poor health, due to the negative attitude and cultural belief in the depressed *barangays*, low level of awareness among parents in remote areas on the preparation of nutritional foods, non-participation or

cooperation in the health education campaigns of the City Government, and lack of knowledge on sanitation and proper disposal of animal excreta within the living environs.

Maternal health is one area that the City has achieved full success. Based on reports from the City Health Office there is no maternal death recorded since 2002.

## **Protective Services**

Peace and order situation is safeguarded by the Philippine National Police under the Department of the Interior and Local Government. The existing police force is further beefed up by a total of 368 *barangay tanod* and 92 *bantay lungsod* who also help maintain peace and order in their assigned areas. Private security is hired by commercial and residential establishments in the City. On the whole, the City has relatively low crime rate. In fact, Tagaytay City Component Police Force record (2006) shows that the City's crime rate is only 0.13 percent. It is therefore remarkably low as compared with the national average. This may be attributed to the combined efforts of the local police force and the *barangay* level peacekeepers, as well as to the effective implementation of the Katarungang Pambarangay system. The City prides itself of having a high crime solution rate of 83.87 percent.

## **Tourism/Recreational Facilities**

Tagaytay City continues to be one of the major tourist destinations in the country. In 1995, it ranked third to Cebu and Pagsanjan among the favorite places frequented by tourists due to its scenic attraction, available accommodation facilities that meet international standard, and its proximity to Metro Manila. Apart from the view of Taal Volcano, Tagaytay boasts of various attractions, such as historical landmarks, the Japanese Garden, the Tagaytay Highlands, People's Park in the Sky, Picnic Grove and Livelihood Complex, and museums (Character Museum and *Museo ng Tagaytay*).

## **Main Development Challenges**

- Prone to environmental pollution (no central sewerage system, integrated sanitary landfill)
- Insufficient health facilities (hospital, hospital beds)
- Limited tertiary and vocational/technical schools

### **Key Strengths**

- High access to basic urban service like water, electricity and toilet facilities
- High enrolment in primary and secondary schools
- Low malnutrition rate among children
- Low infant mortality rate
- Scenic location
- Availability of tourism-related amenities and facilities

## **Competitiveness**

### **Agriculture**

Although Tagaytay is fast becoming a metropolis, agriculture remains to be a significant sector in the City's economic development. Records from the City Agriculture Office show that the total agricultural area in the City is around 1,292 hectares, which is equivalent to 20 percent of the total land area. As such, it is the thrust of the City Government to improve production and quality of agricultural products and increase the incomes of farmers. Intensified crop production is promoted for the prime commodities of pineapple, coffee, banana, root crops, fruits and vegetables, cut flowers, and other high value crops since the demands for these commodities are high in both local and international markets.

The City Government is also looking for ways to arrest the declining poultry and livestock population. A limited number of commercial poultry and piggery exists and most rural families engage only in backyard swine raising. As a response, the City Government allots annual budgets for the procurement of heifer (cattle) as a breeding stock for distribution among barangays which embark on cattle fattening project.

### **Commerce and other ancillary services**

Commercial activities in Tagaytay are concentrated in four districts, namely in Baragays Mendez Crossing East and West, Silang Crossing East, City Market in *Baranngay* Tolentino East and at Mahogany Beef Market in *Baranngay* Kaybagal South. Mahogany Market and the City Market are both owned and operated by the City Government. To date, the City Government has an inventory of 125 wholesale establishments and 1,105

retail stores in the entire City, including six private commercial banks and two development banks, one specialized government bank, and two rural banks. This represents a 17 percent increase from 2001.

### **Tourism**

Taal Lake and Volcano are the natural attractions of the City, while man-made attractions include People's Park in the Sky, Picnic Grove, 11th Airborne Marker, 41st Division USAFFE Marker, Japanese Garden, Residence Inn and Mini-Zoo, Tagaytay Highlands, and Tagaytay City Museum, among others. As tourist arrival averages more than 2,000,000 per annum, there is a high demand for more lodging facilities. Tourist arrival of the City increased from 915,925 in 2001 to 2,006,571 in 2006 or an increase of 119.07 percent. Accommodations include 13 hotels and around 68 smaller facilities, such as inns and apartelles. The City Tourism Office and the City Tourism Council are the key players who coordinate policies and programs for tourism promotion and improvement

### **Public transport services/infrastructure**

Public transport is mainly offered by public utility jeepneys and tricycles. There are eight tricycle terminals scattered around the City, but there is no central terminal for these transport modes. The City is also 60 kilometers away from the local and international airport and 70 kilometers away from the seaport.

### **Labor sector data**

The City has a total labor force of 28,603. Of which, 97 percent are employed and only around 3 percent remain unemployed. Literacy rate is high at 98 percent. Two colleges and two vocational schools are located in the City, but there are no research institutes or universities in the locality.

### **Main Development Challenges**

- Low percentage of households with telephone connections
- Low income of farmers
- Limited built-up areas for economic development
- Absence of an entity or facility for wastewater treatment

### Key Strengths and Opportunities

- The soil is fertile/conducive to agricultural production
- Presence of natural and man-made attractions
- Presence of training centers and institutions
- Presence of various high-quality tourism related facilities and competent and dedicated City Tourism Office and City Tourism Council
- High tourist influx
- Proximity to growth centers and industrial zones, especially Metro Manila
- High employment rate
- High literacy rate

### Bankability

Locally generated revenues account for 59.34 percent of the total income of the City Government, while transfer from the national and/or provincial government (including the Internal Revenue Allotment (IRA) constitutes another 34.83 percent. The rest (5.83 percent) are generated from other sources such as grants. Local revenues have increased from PhP112,733,076M in 2001 to PhP222,367,599M in 2006 with the City improving its collection efficiency from 80 percent to 88 percent. Among the measures that were done to increase local revenues include 1) imposition of special privilege charge or development levy charge as provided for under the Local Government Code of 1991; 2) imposition of additional tax on idle land; 3) imposition of fines/penalties on delinquent taxpayers; and 4) intensified implementation of Operation Suyod (on business establishments in particular) by the Office of the Local Treasury.

In terms of expenditures, over 37.91 percent goes to maintenance and operating expenditures, while wages and salaries and investment expenditures respectively account for 31.25 percent and 30.84 percent respectively.

As of 2006, debt service of the City is 14.06 percent. This amounts to Php52,700,000 for loans availed from official development assistance and other financial sources. In the same year, the City received a total grant of Php130,534,162 from foreign development partners and another Php10,400,000 from private partners.

### Main Development Challenges

- High dependence on IRA

### Key Strengths

- High and efficient collection rate for Real Property Tax
- Fiscal stability, manifested by the low proportion of debt service obligations to total income

## GOOD GOVERNANCE

### Efficiency of Service Delivery

Important services are delivered both by the government and private sector. The former includes garbage collection, while the latter covers power distribution by the Manila Electric Company. Quasi-government entities such as the Tagaytay City Water District also extend services to the residents. The ratio of City Government personnel to local population is 23 per 1,000 population.

To facilitate investments, the City streamlined many of the processes related to putting up businesses in the City. Many of the permits could now be secured in just one day to secure or renew a business permit. The number of business permits issued was 1,518, while the number of building/structure permits issued was 324 in 2006 alone. Table 1 below shows the trends in building permits issued from 2001 to 2006.

**Table 1: Number of Building Permits Issued**

Year	Number	Increase/decrease (%)
2001	181	
2002	214	18.23%
2003	227	6.07%
2004	247	8.81%
2005	351	42.11%
2006	324	-7.70%

Source: City Engineering Office

### **Transparency of LGU**

The institutional framework for public participation is in place, as manifested by the fact there are 21 accredited NGOs and community organizations in the City. The Local Development Council meets at least four times a year, with participation from the civil society. There are public service oriented programs sponsored by the City aired on local television and cable programs. The City also sponsors periodic *barangay*-level consultations and publishes a newsletter for disclosure of the programs in the City.

### **Main Development Challenges**

- Further streamlining of business-related transactions

### **Key Strengths**

- Presence of public and private firms responsible for the delivery of varied urban services
- Presence of institutional framework for public participation
- Utilization of multimedia for communication purposes, such as local television, website, and City Government newsletters
- Increasing percentage of local revenues

## **VISION AND CITY BRAND**

*The vision for Tagaytay is to be a resort, retirement haven and character City with a government geared towards excellence and supported by disciplined, honest, God-centered, healthy and united community.*

### **Strengths**

- Good natural endowment, such as abundance of potable water, fertile soil, cool climate, panoramic view
- Low levels of pollution
- Proximity to growth centers
- Peaceful, orderly and safe environment
- Complete utilities, e.g., power supply, communication facilities

- Enabling policies and plans, such as the Land Use Plan
- High literacy rate and presence of training institutions
- Strong local leadership and organized sectors
- Mushrooming of commercial establishments, including those related to tourism
- Potential trade center for agricultural products
- Collection of taxes on idle lands and other uses
- Presence of an international-standard convention center

### **Weakness**

- Absence of a central sewerage system and of a designated solid waste (residual) disposal facility
- Limited accessibility by some barangays
- Land ownership concentrated among non-Tagaytay residents
- Rapid land conversion (from agricultural to residential/ commercial), but no industrial zone
- Limited access to agricultural technologies
- Limited number of tertiary educational institutions and variety of courses and limited number of professionals and skilled workers
- Prone to volcanic eruption, seismic activities, and land slides
- Security of settlement among local residents, because of escalating price/value of land

### **Opportunities**

- High tourist influx, matched by abundance of tourist facilities
- Good potential location for establishment of communication facilities

### **Threats**

- Rapid urbanization and massive land conversion
- High employment competition from other surrounding areas

## Strategies

### 1) Improvement of infrastructure support facilities

The City Government is planning to expand and improve basic infrastructure facilities to foster a dynamic, safe, peaceful and healthy environment conducive for rest and relaxation, retirement, learning, outdoor sports and tourism. The planned programs include: upgrading of existing city hospital, construction of additional housing units, elementary and tertiary school buildings, sports facilities/center, provision of more public parks and viewing decks, improvement of city roads and major thoroughfares, and installation of street lights. Budgetary allocation will be provided to allow regular maintenance and improvement of existing structures.

### 2) Introduction of character building programs

The City Government believes that its people are its most valuable asset, especially as they are pivotal in achieving the vision and goals of the City. As such, complementary programs that will build both the character and skills of its employees and constituencies will be undertaken. For this purpose, the City Government will introduce the community-based Character Building Program and Character Building Workshops for City Government officials and employees.

### 3) Enhancement of local governance systems

An effective management system will definitely contribute to the thrust of the City Government to better serve its constituencies. Towards this goal, the City Government will develop a Management Information System and conduct the necessary capacity building training/workshop for its officials and employees, including those at the *barangay* level to ensure a more effective delivery of public services.

### 4) Promotion of stakeholder participation

To better address the needs of the residents, the City Government encourages the participation of stakeholders in crafting and implementing local plans, programs and activities. Capacity building for stakeholders and public hearings will be undertaken to attain this goal.

### 5) Efficient and effective implementation of environmental policies and improvement of environmental facilities

Since Tagaytay is an environmentally critical area, strict implementation of environmental policies and the provision of necessary facilities to prevent pollution and other forms of environmental degradation are imperative. Rapid urbanization calls for the immediate provision of sanitary landfill, and Material Recovery Facilities for solid waste management and sewage treatment for wastewater management. Moreover, effective implementation of the Land Use Zoning Ordinance needs to be guaranteed to manage urban growth and regulate rapid change in land use. The adoption of Sloping Agricultural Land Technology (SALT) and organic system of farm fertilization will be more aggressively promoted to prevent soil erosion, land slides, and soil deterioration.

### 6) Tourism Promotion and Marketing Program

The economic activity in the City is predominantly focused on tourism. As such, the infrastructure support system and tourism facilities are improved to attract more tourists and investors. Collaborative efforts between the City Government and the private sectors in promoting tourism related programs are highly encouraged to ensure success and sustainability. Innovative marketing strategies, such as local trade fairs and mass media, are explored to showcase the city's tourism potentials.

## PRIORITY PROGRAMS

- 1) Construction/renovation of the city market
- 2) Construction of additional elementary and high school buildings
- 3) Construction of a new city hospital
- 4) Installation of street names and markers
- 5) Improvement of Hanggang sa Kabilang Buhay Services
- 6) Construction of additional housing units
- 7) Productivity and skills enhancement for City officials and employees
- 8) Lingap sa Barangay Program

Project title	Sector Urban Poor	Project Location	Project Objectives	Target Beneficiaries
Construction of Housing Units	All sectors	Eight Sites in seven different barangays	To provide quality and affordable housing units to homeless residents of the city	Legitimate informal settlers of the city
Construction of City Hospital	All sectors	Bacolod St., Tagaytay Centrum Complex, Brgy. Kaybagal South, Tagaytay City	To upgrade its classification thereby provide high quality medical services to the residents of the city and adjoining towns / municipalities	City Residents/ patients from the nearby towns/ municipalities.
ANT – Lingap sa <i>Barangay</i>	Business Sector/ public consumers	Citiwide	To bring the basic services closer to the people and establish/ promote healthy rapport with the constituents.	Established healthy/good rapport with the people necessary services is brought closer to the people.

Project description	Expected benefit/output	Estimated investment	Participating institutions	Status fo Project
This project is a continuous effort of the City Government to eradicate squatters and to help displaced families affected by the business and real estate boom in the city. The identified sites for this project are <i>Barangay Maitim II East</i> and <i>Barangay Guinhawa South</i> .	Provided quality and affordable housing units to target beneficiaries Php30M	Php30M	City Government and Habitat for Humanity	Approved by City Mayor
The existing city hospital established in 1997 is a primary hospital and through the construction of a new hospital building, the city aims to upgrade it to a secondary hospital. The new hospital will have the following amenities: 15 private wards; 1 free ward; 1 female surgery ward; 1 male surgery ward; 2 pediatric wards; and 3 isolation rooms. The two-storey building has a total area of 2,508 square meters	Expected benefit/ output Provided high quality and affordable medical services to target beneficiaries.	Php30M	City Government	Approved by City Mayor
The project which originally makes available cheap but quality commodities to the barangays is expanded to provide the benefits of free medical and dental services; legal consultations; livelihood trainings and aids.	Established healthy/good rapport with the people necessary services is brought closer to the people.	Php5M	City Government, NGO volunteers, and some national government agencies.	Approved by City Mayor

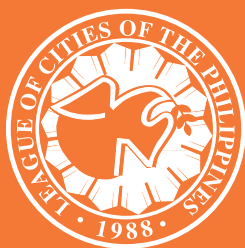
Project title	Sector Urban Poor	Project Location	Project Objectives	Target Beneficiaries
Construction/ Renovation of City Market	Business Sector Public Consumer	<i>Barangay</i> Tolentino East, Tagaytay City	To improve/ enhance economic activities and to provide more economic opportunities for local investments	Local Investors/ Public Consumers
5 Construction of school buildings (Elementary and Tertiary)	Academe	<i>Barangay</i> <i>Kaybagal</i> South and other barangays with dilapidated school buildings.	To provide adequate school buildings for the elementary and tertiary levels and thus ensure quality education.	Elementary/ college students
Acquisition of lots (housing projects)	Urban Poor/ Homeless Professionals	Within the city bounds	To acquire adequate sites intended for housing projects of the city thereby eliminate housing problems and squatting.	Homeless residents from urban poor and professional sectors

Project description	Expected benefit/output	Estimated investment	Participating institutions	Status fo Project
The City Market located at <i>Barangay</i> Tolentino East is one of the two major markets in the city. A 3 storey building is set to house the dry goods section of the market. Its total floor area is 6,800 square meters.	Established/ promoted a conductive venue for local investments	Php120M	City Government and Habitat for Humanity	Approved by City Mayor
The Elementary School building is located at the Central School of the city. It is a 3 storey building that will house 15 classrooms. The total floor area is 1,116 square meters.	Constructed additional classrooms/ school buildings; improved quality of education	Php 54M (City College of Tagaytay; Php30M for elementary schools	City Government	Approved by City Mayor
The City College of Tagaytay building will be located at the City Centrum, <i>Barangay</i> <i>Kaybagal</i> South, Tagaytay City. It is a 3 storey building with 39 classrooms and 1 auditorium to accommodate the growing number of enrollees.	Acquired adequate housing sites for Housing Program of the City.	Php 50M	City Government, NGO volunteers, and some national government agencies.	Approved by City Mayor
The project intends to acquire additional housing sites within the city bounds to accommodate more housing beneficiaries for the target sectors.				



Project Title	Sector Urban Poor	Project Location	Project Objectives	Target Beneficiaries
Completion of Sports Oval	Academe, and other interested outdoor sports enthusiasts.	Tagaytay Centrum Complex, Brgy. Kaybagal South, Tagaytay City	To provide adequate/ appropriate venue for outdoor sports and other outdoor activities.	Students / various groups
Improvement of Hanggang Sa Kabilang Buhay	All Sectors	Tagaytay Centrum Complex, Brgy. Kaybagal South, Tagaytay City	To provide decent and affordable funeral services to the city's constituents.	All City Residents

Project description	Expected benefit/output	Estimated investment	Participating institutions	Status fo Project
The project is located at the City Centrum, <i>Barangay Kaybagal</i> South, Tagaytay City in front of the Tagaytay City Sports Complex and near the City Hall building. This will serve as one of the sports venues in the city specifically for track and field and other outdoor sport competitions	Provided conducive venue for outdoor sports and other outdoor activities.	Php 16 M	City Government	Approved by City Mayor
This project aims to upgrade the services/ facilities of the HSKB like hearse, lights, tents, etc. The HSKB is a project of the City Government which primarily ease the burden of the bereaved particularly in burial expenses providing decent yet affordable funeral services.	Provided decent and affordable funeral services to city residents	Php 5 M	City Government	Approved by City Mayor



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