

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 tourists 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 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 this 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

recycled 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 Telephone Company, Bureau of Telecommunications, and Digitel provide telecommunication 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 the 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 at 8,267 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 skillstraining.

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 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 heir 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 within 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 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 services 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 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 Barangays Mendez Crossing East and West, Silang Crossing East, City Market in Barangay Tolentino East and at Mahogany Beef Market in Barangay 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 3 percent remain unemployed. Literacy rate is high at 96.38 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 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 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 accounts for 31.25 percent and 30.84 percent respectively.

As of 2006, debt service of the City is 14.06 percent. This amounts to PhP52,700,000.00 for loans availed from official development assistance and other financial sources. In the same year, the City received a total grant of PhP130,534,162.00 from foreign development partners and another PhP10,400,000.00 from private partners.

Main Development Challenge

- 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 the 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 that 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 of the City.

Main Development Challenge

- 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

Weaknesses

- 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 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) Improvement of Character First Program

The Character First Program was launched last April 2002. The program was instituted in the schools (as a curriculum for elementary and high school

students), youth (Summer Camp), business establishments, and couples applying for a marriage license through the Character Seminar.

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 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 effort between the City Government

and 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 expected to showcase the city's tourism potentials.

PRIORITY PROGRAMS

- 1) Construction/renovation of 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 (ANT)
- 9) Acquisition of lots for housing projects
- 10) Completion of Sports Oval