

Chapter 4

Development Directions

I. Introduction

Once binding and critical constraints to CSF's growth shall have been identified and removed, interventions are expected to produce the desired results within the working timeframe. The long-term goals and medium-term objectives shall guide the implementation of the interventions – Programs, Projects and Policies. Corresponding milestones for success and indicators of shortfalls shall be closely tracked to ensure the realization of the desired future for the City within the designated time period.

II. Long-Term Vision

All actions and moving parts within the City's framework in the CDP shall be geared towards the attainment of the City's Vision – **Gateway to North Philippines; Regional Center of Central Luzon and Champion of Good Urban Governance by 2015; Global Gateway by 2020; and, Habitat of Human Excellence by 2030.**

III. Long-Term Goals

- 1) A City Governmental structure characterized by transparent, relevant and people-centered policy infrastructure framework
- 2) A healthy and livable urban environment characterized by equal access to opportunities for growth and development
- 3) A relevant transport system characterized by physical inter-connectivity, access and mobility
- 4) A diverse, sustainable and vibrant economy fueled by a strong MSME of light industries, trade and services
- 5) *Fernandinos* distinctly known for their change mindset and attitude towards higher and long-term social goals

IV. Medium-Term Objectives

1. To maintain a healthy and livable urban environment

Pollution, crimes, other social and environmental problems and the pressure imposed by population growth on the City's natural resource base shall be managed systematically. Scientific information on the potential risks and probable vulnerabilities of various natural and manmade hazards, information on efficient production and distribution processes, information on access to government services, and venues for redress in case of violation of human rights shall be made accessible to the people. This will raise their consciousness on the quality of life they would aim for and determine their role to realize it.

2. To improve the river water quality of the City's network of creeks and the San Fernando River

Attuned to the City's Vision of creating a Habitat of Human Excellence, water in San Fernando River and its network of creeks shall be restored to a quality safe and capable of giving livelihood to the City and its people. While proper discharge of water shall be ensured, other uses of these waterways such as transforming them into tourist attractions shall be determined.

3. To develop appreciation of the services provided by the network of creeks and river among the residents and promote and practice a participatory environment management governance system

Other benefits from the San Fernando River and the network of creeks shall be made a personal responsibility of every *Fernandino*. Plans on their preservation and development shall be shared to every citizen to ensure community participation and sustainability.

4. To identify population and elements at risk to flooding and develop risk management schemes

To create an environment almost free from disasters and their adverse effects and to mitigate potential harm to the *Fernandinos*, a pro-active stance in disaster management shall be made the norm. Against this backdrop, potential losses from being prepared could both be avoided and growth pace managed.

5. To assist the *barangays* in responding to the requirements of the Solid Waste management Act

The cross-*barangay* capability assessment shall be the basis of an informed decision on the type of assistance the City Government shall extend to the *barangays* to ensure a strict implementation of the Ecological Solid Waste Management Act.

6. Aggressive Plan Implementation Monitoring as the Backbone of a Reliable and Enduring Data Base

'Aggressive' means gathering information from Program, Project, and Policy Monitoring more than what is provided as substantive contents that may be generated from pro-forma Project Monitoring Reports. More frequent gathering of feedbacks may be gathered from the qualitative information from existing MSGC meetings and Oras ng *Barangay* consultations. Information gathered must be stored in easily retrievable format and given spatial dimension for monitoring of long-term objective of changed people's mindset and attitudes.

7. A Stable and Predictable Revenue Baseline Information for Credible, Reliable and Useful Financial Planning

A useful investment program is one that anchored on a predictable and stable financial plan. Proceeds from national taxes in the form while may be forecast are beyond the control of the City Government and cannot be made a reliable fixture of the City's Investment Program. Only local receipts from local taxes, fees and charges may be controlled through a responsive revenue legislation and relevant and efficient tax administration best left to policy directions and less to the whims and caprices of those in charge of their actual collection. The unpredictable local tax collection levels in the past could be attributed to unresponsive tax ordinances to problematic City officials and employees, but whatever may be the cause, the only thing certain is that is not erratic in its behavior across years. And this needs remedy.

8. A Consistent Inter-Year Infrastructure Budget

For long-term sustainability, an increasing infrastructure budget must be a permanent feature of the City's DF and general budget. More than the immediate and short-term job generation effect of construction projects, strategically emplaced relevant infrastructures are a strong signal to existing and prospective investors that the City is one with them in their primary purpose of reducing the cost of doing business. Alongside the 'business information leveling', the long-run benefit from reduced cost of doing business is a reduced product price from a competitive market. This has a pro-poor implication as it shall increase the poor's peso's purchasing power.

9. Consistent Budget for the Health Sub-Sector

Given a focused beneficiary targeting, an increasing annual budgetary support to Health will eventually improve on the quality of public health services especially for the poor. In the long-term, this will transform them into productive assets and a dependable source and creator of wealth for the local and the national economy. For efficiency purposes, private investment to health must be best left to those who can afford to fend for themselves.

10. Access to Information on the City's Exposure to Various Natural Hazards especially Flood

In compliance with existing laws, rules and regulations, the City shall use DRR as planning framework. Information from plan implementation monitoring that will form part of the City's data base for planning and investment decision-making shall be inputted into the regular updating of mapped and statistical information related to natural hazards to ensure their utility in the City's future planning exercises.

11. Zero-Crime Rate for Crimes against Property

Perception on the relative safety of an area is a factor in investment decision-making. Hence, consistency of information and reality of personal safety must characterize the City of San Fernando.

CSFP is fast-urbanizing area and crimes attributed to its being an in-migration area are expected to mount in the near future. Inflow of private investments must be made faster to arrest commission of crimes related to property ownership deprivation. Hence, causes of crimes against persons may properly be segregated and given more focus for more effective interventions such as proper profiling and characterization. This involves extensive research and long-term interventions.

12. Zero-Fire Incidence Ratio

'Pro-active' fire prevention shall begin with the strict enforcement of the provisions of the Fire Safety Code. Location and causes of fire incidences over the years are well-recorded. An apparent weakness borne out of the little importance given to historical data and poor coordination between and among the BFP and concerned City Government departments has impaired an otherwise sound regulatory framework. This cause for a more effective fire prevention mechanism shall be immediately addressed.

13. Maintenance of ISO Certification

The City's capability to facilitate business permit processing must be sustained. Thus, all offices involved in the process must constantly dialogue and find ways to maintain the ISO status the City has attained. Targets include reduction in current time processing and institutionalization of structured documentation as basic requirement of ISO status maintenance.

14. Taxpayer-Friendly Revenue Generation

More than the annual awards given to highest taxpayer, the City shall be the site for an easily understandable revenue Code where ultimately the taxpayer cannot make a distinction whether he/she is dealing with a local government or the national government as far as payment of his/her tax obligations is concerned. Discounts in tax obligations must be coupled with e-tax payment system.

15. A More Relevant Government Procurement System

R.A. 9184 must not only provide for measures to prevent possible graft and corrupt practices. It must also provide for alternatives on how government shall not be disadvantaged in situations where the BAC and the head of the procuring entity assert its prerogative not to prequalify or award because of suspected collusions between and among bidders. Cases of sub-standard manufactured goods such as medicines and construction materials were also noted. As supplementary function, the national government must also come out with a list of accredited goods whereby product quality is assured.

16. Improved Physical Access and Greater Mobility

The remaining unpaved road length comprising 20 percent of the City's total road length shall be rehabilitated. This will translate to reduced personal costs for individual persons and business costs for investors.

Interconnection of road networks year-in and year-out through well-designed and well-built bridges, adequate drainage canals, and availability of alternative routes going the City's CBD shall assume a dominant position among the City's development objectives.

17. Universal Early Childhood Care and Development (ECCD) Coverage

All children aged 3-6 years shall be enrolled under the Early Childhood Care and Development (ECCD) Program. Wider coverage shall be complemented by adequate support in terms of improved condition of Day Care Center (DCC) facilities and tenorial status of teachers to ensure quality of service.

18. Gross Participation Rate in Public Elementary Schools

A larger proportion of children aged 7-12 years and those beyond but still unable to enroll in elementary schools shall be captured. For the coming three years, Gross Participation Rate of 90 percent shall be targeted to be attained if the City shall positively contribute to universal primary education by 2015 under the MDG target on education.

19. High Completion and Zero Drop-out Rates

In order to make enrolment meaningful, pupils/students who enroll in Grade 1 and 1st Year must reach the last year of their respective levels. Drop-outs shall be eliminated if completion levels are to be achieved.

20. National Achievement Test (NAT) Results Fall below the 75 percent Minimum Standard

Shortage of quality teachers, properly maintained classrooms, textbooks and furniture in public schools shall be primarily addressed by DepEd with adequate support from the City. Other forms of assistance shall be on improvement of nutrition status and on special education.

21. Consistently Favorable Health Indicators

Reduction in Infant Mortality Rate (IMR), Child Mortality Rate (CMR) and Maternal Mortality Rate (MMR) shall be made consistent. Health indicators shall be treated in an integrated manner. Complementation of resources shall be given focus for optimal results.

22. Properly Maintained Memorial Parlors and Cemeteries

The Ecological Solid Waste Management Act and the Sanitation Code of the Philippines shall be strictly enforced to ensure public health and safety.

23. An enabling environment for business growth and development

The City's policy infrastructure shall be designed cognizant of the fact that private investment is the primary moving force for business growth and development. Primarily, the City Government shall do the steering with some direct intervention in terms of skills acquisition and enhancement, open access to business information, and close coordination with business.

24. Labor force qualified for the industries focused on the City's development

As a growth-enhancing and direct anti-poverty measure, the City shall prepare the *Fernandinos* for the dominant productive sectors in the City. Interventions shall be through collaborative networking with industries and adopting a market solution where direct intervention would prove more costly.

25. Quality and competitive products

Information on export products and the City's 'breadwinner' manufactured products shall form part of the backbone business database of the City. While competitive products will yield only short-term benefits to the private business, they will in the long run lead to investment diversification, new technologies and higher level knowledge and skills indispensable to more reliable and enduring growth.

26. Sustainable agricultural production and MSME development

Disaster-enhanced direct type of assistance fast information exchange on input and output prices shall be made available to farmers and MSMEs. A specially-designed tax incentive system shall be implemented in exemplary cases.

27. Presence of forward-backward linkages of industries among MSMEs

Information on production processes shall be made a priority feature of the investment promotion initiative of the City. A consortium of MSMEs of the City shall be established for a more commanding negotiation stance and greater economic benefits.

28. Environment conducive to tourism growth

The City's current efforts at promoting heritage in distinct Kapampangan cuisine, historical and cultural legacy type of tourism promotion shall be continued. Possibilities at creating a tourism circuit within the City and its neighbors shall be aggressively pushed to avoid a future scenario whereby the City's are only bypassed or merely cursorily seen. This type of tourism growth is not reliable as a stable revenue source.

29. Opportunities for self-employment and entrepreneurship

Forward-backward linkaging shall be tied up to exploring opportunities for developing entrepreneurs and ensure that budding and potential businessmen and entrepreneurs shall be mainstreamed into the City's productive sectors. Direct financial, technical and marketing assistance for starting businesses shall be extended.

