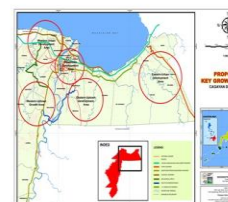
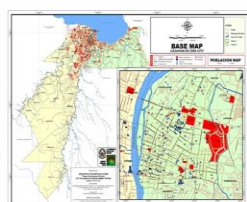




# UPDATED COMPREHENSIVE DEVELOPMENT PLAN 2017 – 2019

## CAGAYAN DE ORO CITY





Republic of the Philippines  
CITY OF CAGAYAN DE ORO  
**OFFICE OF THE CITY COUNCIL**  
(088) 857-4026; 857-4029; 857-4032; 857-4035; 857-2258



**RESOLUTION NO. 12662 - 2017**

**RESOLUTION APPROVING AND/OR ADOPTING THE COMPREHENSIVE DEVELOPMENT PLAN (CDP) AND THE CITY DEVELOPMENT INVESTMENT PROGRAM (CDIP) OF CAGAYAN DE ORO FOR CY 2017-2019**

*Whereas*, presented before this Body is the Comprehensive Development Plan of Cagayan de Oro and the City Development Investment Program (CDIP) of Cagayan de Oro for CY 2017-2019 as formulated and approved by the City Development Council that will translate into implementable programs and projects the development direction of the City;

*Whereas*, the Body after thorough deliberation and careful review thereof finds the same responsive to the sectoral concerns of the City;

*Wherefore*, on motion by Councilor Ian Mark Q. Nacaya, duly seconded by Councilors Edna M. Dahino, Jay R. Pascual & Maria Lourdes S. Gaane, be it

*Resolved* to approve and/or adopt the Comprehensive Development Plan (CDP) and the City Development Investment Program (CDIP) of Cagayan de Oro for CY 2017-2019;

*Resolved further*, to forward copies of this Resolution to His Honor, City Mayor Oscar S. Moreno; the City Planning and Development Office (CPDO); the City Administrator's Office; and all other concerned offices/departments, all of this City, for their information.

**UNANIMOUSLY CARRIED.**

Present:

*1<sup>st</sup> District:*

- Councilor Zaldy O. Ocon
- Councilor Lordan G. Suan
- Councilor Edna M. Dahino

*2<sup>nd</sup> District:*

- Councilor Maria Lourdes S. Gaane
- Councilor Ian Mark Q. Nacaya
- Councilor Leon D. M. Gan Jr.

On Leave:

- Councilor Annie Y. Daba
- Councilor Nadya Emano-Elipse

On Official Business:

- Councilor Romeo V. Calizo
- Councilor Yan Lam S. Lim, *Liga ng mga Barangay President*

Absent:

- Councilor George S. Goking (*Indisposed*)

**ADOPTED** this 17<sup>th</sup> day of April 2017 in the City of Cagayan de Oro.

I hereby certify to the correctness of the aforesated Resolution.

Attested as duly adopted:

**RAINEIR JOAQUIN V. UY**  
CITY VICE-MAYOR  
PRESIDING OFFICER

**ARTURO S. DE SAN MIGUEL**  
CITY COUNCIL SECRETARY



**REPUBLIC OF THE PHILIPPINES**  
**CITY OF CAGAYAN DE ORO**  
**OFFICE OF THE CITY MAYOR**

**FOREWORD**

In order to determine the responsiveness of the Comprehensive Development Plan (CDP) and the City Development Investment Program (CDIP) to current socio-economic realities and needs of the people of Cagayan de Oro, the Office of the City Mayor commissioned in February 2016 an independent review of these documents.

In addition to the independent review, the updating of the CDP and CDIP was also recommended in an action plan for the Public Financial Management component of the Strengthening Urban Resiliency for Growth and Equity (SURGE) Project of the United States Agency for International Development (USAid), of which the city is among the five pilot cities in the country.

Furthermore, the integration of PRIMEHAT development agenda of the City Government under the current Administration becomes imperative in order to provide more focused approach in the delivery of interventions and better delivery of service to the people. The PRIMEHAT development agenda stands for Peace & Order and Poverty Alleviation; Revenue Generation; Infrastructure and Investments; Metropolization; Education and Environment Protection; Housing, Health and Hospital Services; Agricultural Productivity; and finally Teamwork, Traffic, and Tourism.

Subsequently, technical workshops and consultations to update the CDP and CDIP were conducted in various sessions in 2016 involving the broad range of stakeholders that culminated with the adoption of the updated CDP and CDIP by the City Development Council during its Full Council Meeting on 4 October 2016.

With the full support of the City Council of Cagayan de Oro, we all look forward to better implementation of the various programs and projects contained in the updated CDP and CDIP.



**OSCAR S. MORENO**  
City Mayor





## **ACKNOWLEDGMENT**

The updating of the Comprehensive Development Plan (CDP) 2017-2019 was made possible through the technical support, patience, and suggestions of those involved in its formulation. In particular, the contribution of the information providers within the local bureaucracy and the support extended by City Government Officials is gratefully recognized for investing their time in providing the relevant information of particular interest to their respective sectoral concerns:

- City Government Department Heads and their equally competent designated staff who patiently provided the information on their respective programs, projects and all other inputs relevant to the updating of the CDP and for extending the necessary logistical and inspirational support to ensure the completion of the CDP
- The officers and members of the City Development Council (CDC) for their “vote of confidence” by adopting the updated CDP and favorably endorsing it for consideration by the City Council
- The Honorable Members of the 18<sup>th</sup> City Council, led by Hon. Raineir Joaquin V. Uy, City Vice Mayor, for their support and recognition of the CDP as basic instrument to guide the city’s growth and development
- City Mayor Oscar S. Moreno for providing inspiration and no-nonsense overall policy direction in the updating of the CDP which is hoped to provide more responsive interventions to the 8-point development agenda of the City Administration as embodied in PRIMEHAT (Peace & Order and Poverty Alleviation; Revenue Generation; Infrastructure and Investments; Metropolization; Education and Environment Protection; Housing, Health and Hospital Services; Agricultural Productivity; and finally Teamwork, Traffic, and Tourism).

**CITY PLANNING AND DEVELOPMENT OFFICE**



## ABBREVIATIONS USED

BHC	Barangay Health Center		Management
BIR	Bureau of Internal Revenue	DILG	Department of the Interior and Local Government
BOSS	Business One-Stop Shop		
BOI	Board of Investment	DOLE	Department of Labor and Employment
BLS	Basic Life Support		
BPO	Business Process Outsourcing	DOT	Department of Tourism
BUB	Bottom-Up Budgeting	DSWD	Department of Social Welfare and Development
CAO	City Accounting Office		
CADAC	City Anti-Drug Abuse Council	DTI	Department of Trade and Industry
CDC	City Development Council		
CDC	Child Development Center	ECCD	Early Childhood Care and Development
CDO, or CdeO	Cagayan de Oro	ELA	Executive Legislative Agenda
CDORSHP	Cagayan de Oro Resettlement and Socialized Housing Project	EMS	Emergency Medical Services
CDP	Comprehensive Development Plan	EWBT	East and West Bound Terminals
CDRRMO	City Disaster Risk Reduction Management Office	GAD	Gender and Development
CEED	City Economic Enterprise Department	HRD	Human Resources Development
CEO	City Engineer's Office	IPs	Indigenous Peoples
CHO	City Health Office	JRBGH	Justiniano R. Borja General Hospital
CHIO	City Health Insurance Office	LHB	Local Health Board
CHIP	City Health Insurance Program	LSB	Local School Board
CHUDD	City Housing and Urban Development Department	LTO	Land Transportation Office
CID	Community Improvement Division	NCC	National Competitiveness Council
CLENRO	City Local Environment and Natural Resources Office	NCII	National Certification II
CLUP	Comprehensive Land Use Plan	NEDA	National Economic and Development Authority
COCPO	Cagayan de Oro City Police Station	PPP	Public Private Partnership
CPC	Council for the Protection of Children	PNP	Philippine National Police
CSWD	City Social Welfare Department	PWDs	Persons With Disabilities
CY	Calendar Year	RDC	Regional Development Council
CSO	Civil Society Organizations	SDG	Sustainable Development Goals
CTO	City Treasurer's Office	SEF	Special Education Fund
CTCAO	City Tourism and Cultural Affairs Office	SGLG	Seal of Good Local Governance
DA	Department of Agriculture	SPES	Special Program for the Employment of Students
DBM	Department of Budget and	TESDA	Technical Education and Skills Development Authority
		USTP	University of Science and Technology in Southern Philippines

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# UPDATED COMPREHENSIVE DEVELOPMENT PLAN 2017-2019



## VISION

This chapter presents the city's vision of development and contextual linkage of its development direction within the regional, national, and international development frameworks. The vision is translated into the city's development framework: acronymed **PRIMEHAT**, which sets the thematic priorities of the city government in order to achieve the shared vision of development, aspired by the people and its government. Further translation of the vision is presented in the various programs and projects across key development sectors, namely, economic, social, infrastructure, environmental management, and institutional.

### VISION STATEMENT



*The strategic and prime development hub of the south, a city managed through good governance, with an empowered citizenry that thrives in a highly competitive economy, and a sustainable environment that nurtures its diversity and multi-cultural heritage towards a resilient, progressive, and inclusive future.*

The aspiration of the city to assert its strategic role in development in southern Philippines is essentially captured and meaningfully translated in its vision. But a vision remains as such unless its elements are closely examined as to relevance, responsiveness, and inclusiveness of purpose.

Central to the realization of the shared vision is the pursuit of high quality stewardship of the city government by officials who are installed by the popular will. The collaboration between the people and its elected representatives is defined by successfully achieving the city's vision through a competitive local economy, sustained by more improved management of its natural endowments and historical-

cultural assets while consistently focusing its development direction on a climate-proofed and socio-economically uplifted condition of its people where the fruits of development are desirably enjoyed by the greater number.



The vision's concept is anchored on the development framework of which the achievement of each development dimension is being pursued across sectors, as represented in the acronym PRIMEHAT. The acronym of the city's 8-point development agenda stands for Peace & Order and Poverty Alleviation; Revenue Generation; Infrastructure and Investments; Metropolization; Education and Environment Protection; Housing, Health and Hospital Services; Agricultural Productivity; and finally Teamwork, Traffic, and Tourism.

## The PRIMEHAT Development Agenda

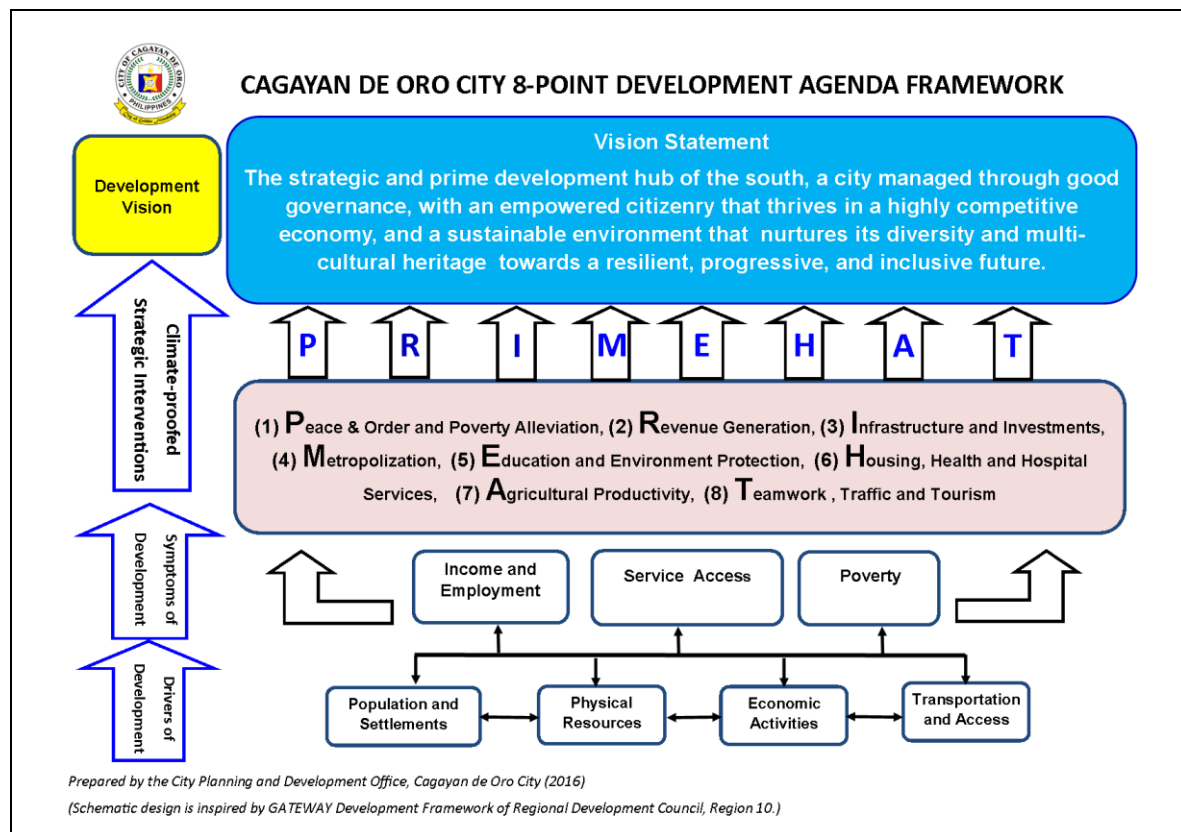


Figure 1 PRIMEHAT Development Framework Agenda

The sub-goals of the **PRIMEHAT Development Agenda** are presented below:

### Poverty Alleviation and Peace & Order



- Employment generation and job placement
- Cooperative development
- Access to livelihood opportunities
- Strengthened partnership with law enforcement agencies
- Implement the Rule of Law
- Setting up an effective 911-type emergency response

## ***Revenue Generation***



- Efficiency in the collection efforts, increasing revenue without necessarily increasing or adding taxes
- Strategic relocation of residents in high risk areas and informal communities, serving as the catalyst for the development of new growth areas

## ***Infrastructure and Investments***



- Proper urban planning
  - Enhancement of support infrastructure
  - Balanced and equitable investment in infrastructure throughout the city
  - Infrastructure support to establish new growth centers in the city
- Investments are well-directed to respond to the city's growth and potentials
    - Cagayan de Oro City to serve as "The Hub"

## ***Metropolization***



- Cagayan de Oro as catalyst to regional growth
- Cagayan de Oro as the center of Northern Mindanao Region

## ***Education and Environmental Protection***



- Cagayan de Oro to pursue and enhance its role as the educational center of Northern Mindanao
  - Promote and develop eco-tourism
  - To ensure the city's sustainability by putting in place measures that will protect its natural environment, especially Cagayan de Oro and Iponan Rivers
- To institute solid waste, septage, wastewater, rainwater catchment, and drainage management measures

## ***Housing, Health, and Hospital Services***



- Upgrading of health and hospital services as a means of liberating the poor from the bondage of traditional politics
- Upgrade the JR Borja Memorial Hospital and strategic health centers
- Provision of universal health insurance coverage for indigent families

- ## Teamwork, Traffic, and Tourism



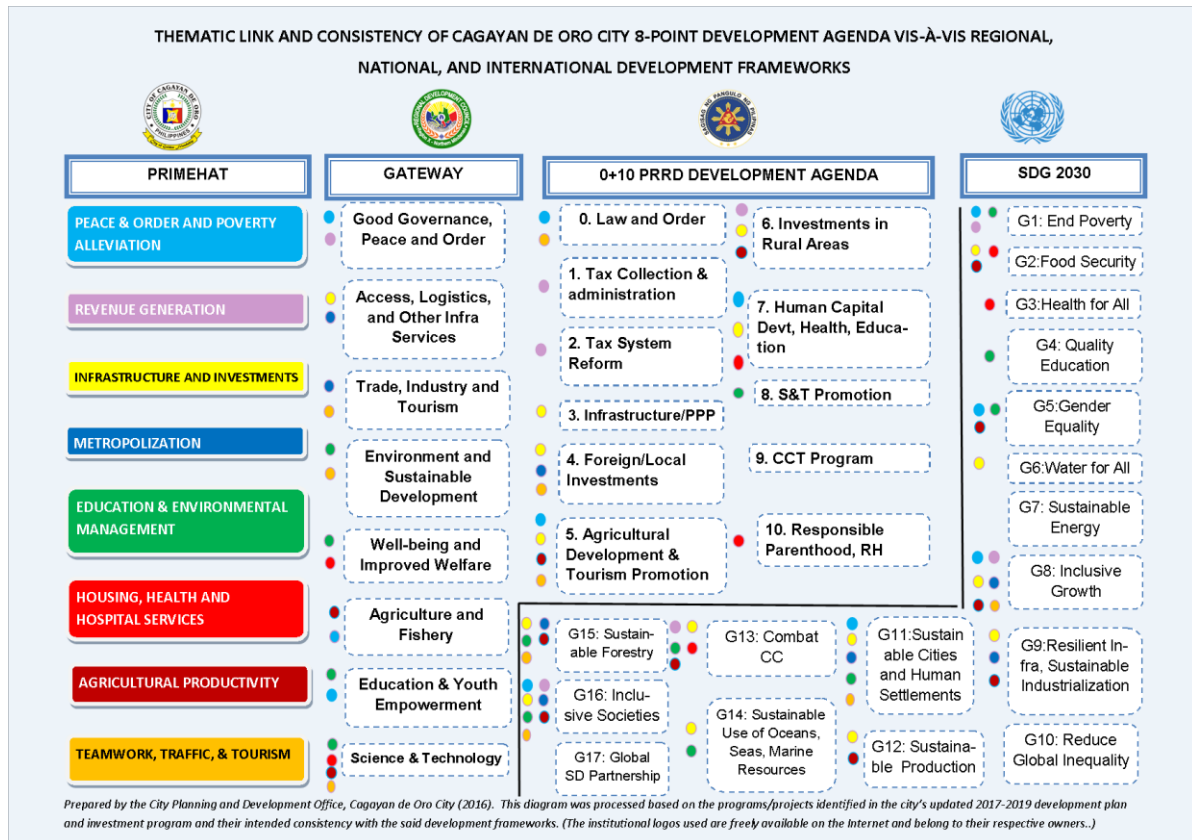
- ## Ensuring Consistency of PRIMEHAT with Relevant Development Frameworks

PRIMEHAT

Productivity, Traffic, Health, Poverty, Revenue, Education, Hospital, Cde, Metro, CDO, Agricultural, primehat, Teamwork, Order, Tourism, Investments, Services, Infrastructure, Housing, Metropolization, City, Metropolitan, Peace, Alleviation, Environmental, Generation, Protection, Metro

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**Figure 2 PRIMEHAT Thematic Linkage with the regional, national, and international development frameworks**

For illustrative purposes, the above representation of thematic link and consistency shows small colored dots that signify the respective link to which a PRIMEHAT sectoral concern is considered as most responsive to either of the regional, national, and international development frameworks.

For example, under the region's GATEWAY development agenda on Good Governance, Peace and Order, the city's PRIMEHAT response is anchored on programs/projects/activities under Peace & Order and Poverty Alleviation. At the national level, the city's PRIMEHAT is

consistent the President's agenda O (Law and Order), agenda 5 (Agricultural Development and Tourism Promotion), and agenda 7 (Human Capital Development, Health, Education). In response to the UN's 2030 Sustainable Development Goals, the city's PRIMEHAT agenda on Peace & Order and Poverty Alleviation is thematically linked to Goals 1, 5, 8, 11, and 16.



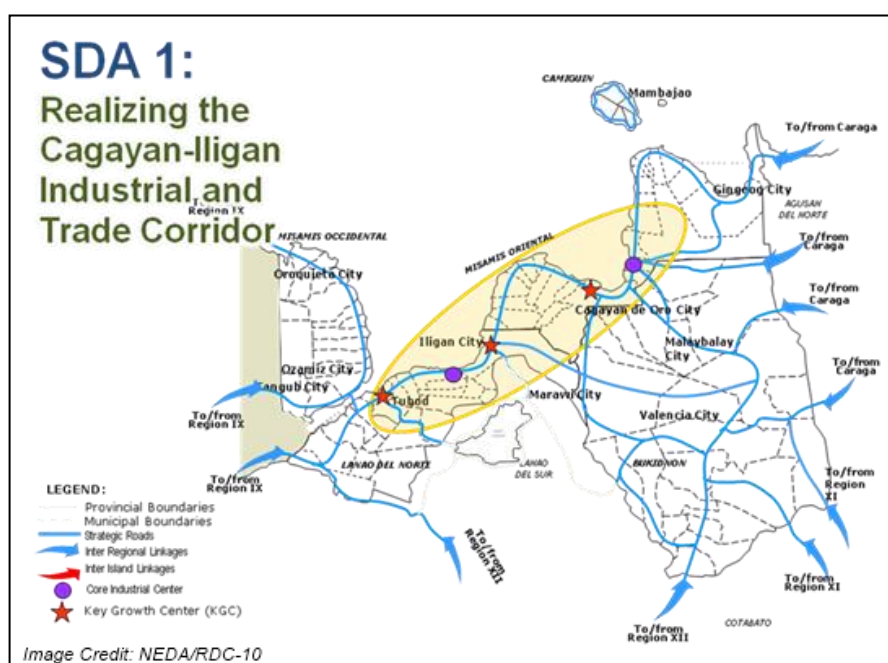
Noticeable in the above presentation is the cross-sectoral thematic or consistency link of the PRIMEHAT development agenda with the agenda at the regional, national, and international level. While careful technical prudence was observed in the linking of PRIMEHAT with these development frameworks, it can be considered as work-in-progress and improvements on the links may be effected as technical necessity may warrant.

## VISION-REALITY GAP ANALYSIS

In this section, the operative words of the city's vision statement above are assessed qualitatively to determine where the city stands at present. These operative words are as follow:

- the strategic and prime development hub of the south
- managed through good governance
- empowered citizenry
- highly competitive economy
- a safe, orderly and sustainable environment
- nurtures diversity and multi-cultural heritage
- resilient, progressive, and inclusive future

### Strategic and Prime Development Hub of the South



**Figure 3 Strategic Development Area #1, Region 10 (Northern Mindanao)**

transport to and from the rest of Mindanao and the nation make it a transport hub and a strategic location of choice for businesses to establish and grow. The city is also poised to

Cagayan de Oro City is currently one of the fastest growing cities in Mindanao, second only to Davao City in terms of population size and tax revenues. It is officially the regional capital of Region 10 (Northern Mindanao) since 1972 and as such, serves as the location of the various regional offices of the national government. Its accessibility by sea, air and land

perform critical role in realizing the Cagayan de Oro City – Iligan City Industrial Corridor to further propel and sustain regional development.

Over time, the city has gradually developed as a center through which both outsiders (those from outside Region 10) and insiders (from Region 10) benefit from an increasingly growing array of public and private resources and services. Such an abundance of resources and services are now available to progress the internal growth of other areas in Northern Mindanao and the rest of island.

The above situationer indicates that the 'outward looking part' of the city's vision statement has since taken shape and is being achieved sooner than initially expected.

### **Good Governance**

This is currently a work in progress as far as the City Government is concerned. Good local governance has six elements according to the Department of the Interior and Local Government (DILG) guidelines, namely, 1) good financial keeping, 2) disaster preparedness, 3) social protection, 4) business friendliness and competitiveness, 5) environmental management and, 6) peace and order. The first three (3) are the core elements which, together with at least one from the other assessment areas, an LGU must comply to be able to become recipient of the Seal of Good Local Governance (SGLG). The City Government aspires to be an SGLG recipient during the plan period.



Image Credit: [www.lgpmis.blgs.gov.ph](http://www.lgpmis.blgs.gov.ph)

### **Empowered Citizens**



Image Credit: City Information Office

An empowered citizenry means that Cagayanons are able to assess their needs, contribute to developing appropriate interventions, and watch or monitor their implementation. This will lead to better management of public resources and fewer occurrences of corrupt practices.

The local community is well represented in the various special bodies in the city. These are either multi-sectoral or sectoral councils or committees tasked to discuss a broad range of issues and formulate recommendations to the City Government to consider and operationalize. Citizens' participation is considered an integral part of the LGU's decision making processing.



### Highly Competitive Economy

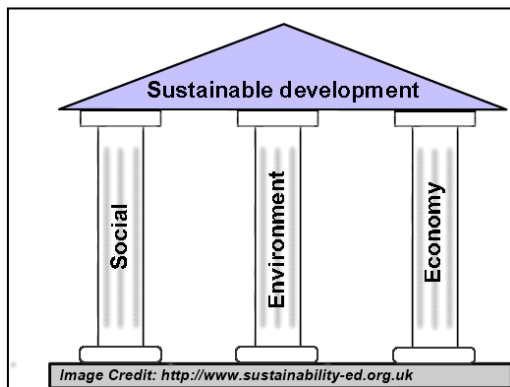
The competitive character of the city as among the major investment destinations in the country was recognized by the National Competitiveness Council (NCC) when it awarded Cagayan de Oro as Most



Competitive City in 2013 and 2<sup>nd</sup> Most Competitive City in 2014. In 2015 and 2016, the city was ranked 6<sup>th</sup> and 7<sup>th</sup>, respectively, as Most Competitive City among the country's 34 highly urbanized cities enrolled in 2015 and 2016 assessments. The ranking is based on three competitiveness pillars, namely, Economic Dynamism, Government Efficiency, and Infrastructure.

The city aspires to sustain its status as among the top 10 of the country's most competitive cities. Thus, it continually improves its business permitting and licensing processes and investing in infrastructure facilities which tops the investment requirements for the plan period 2017-2019 at more than 80%.

### Safe, Orderly, and Sustainable Environment



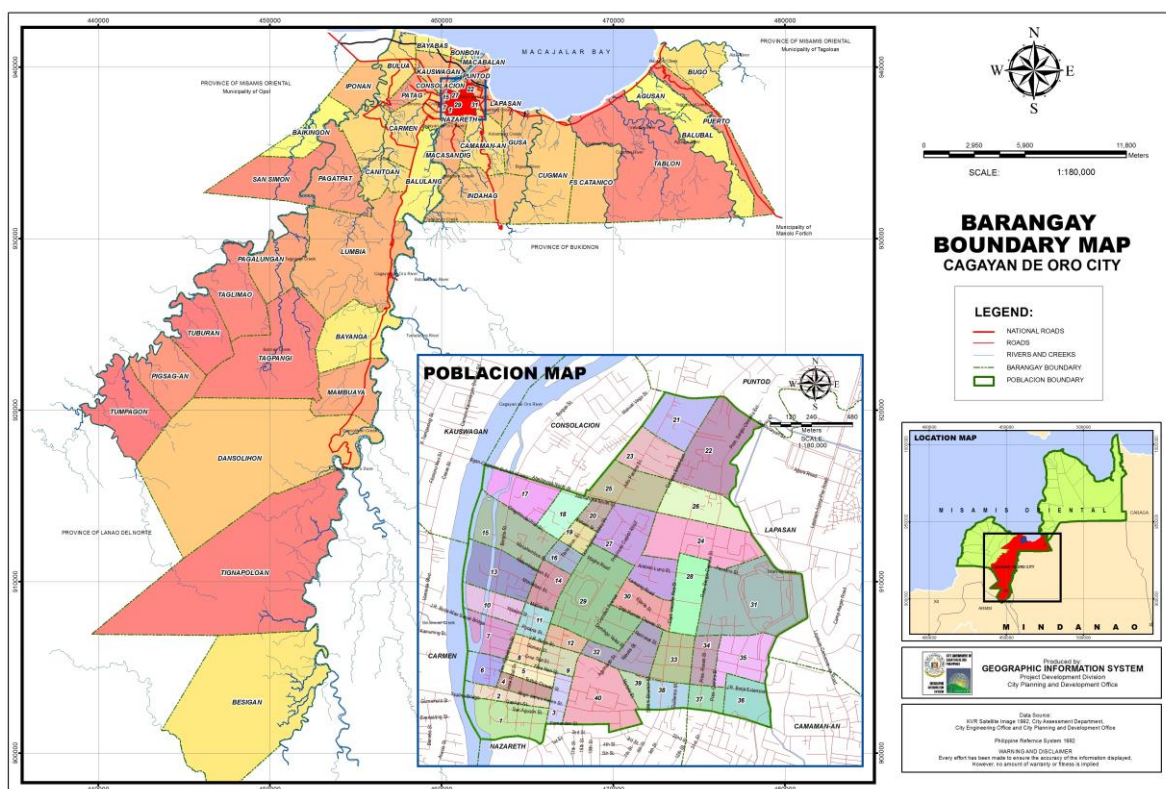
Sustainable environment is anchored on three pillars, namely, economic development, social development, and environmental protection. It presupposes the interconnection between humans and their physical environment and that it ensures that none of the three pillars are better off or worse off than the others. Therefore, efforts toward maintaining the environment to be safe, orderly, and sustainable are consistently pursued within the plan period in order to achieve the intended outcome of

a healthy ecological system and functioning where people live in harmony with the environment.

#### ***Sustainable Development and Urbanization:***

*"Sustainable development cannot be achieved without significantly transforming the way we build and manage our urban spaces." (UNDP)*

*Based on the 2010 Census of Population, 92.4% of the city's population of 602,088 persons live in the urban area. Of the city's 80 barangays, 82.5% (66 barangays) have been technically defined as urban area. This data confirms the local context of the United Nations report that more than half of the world's population live in urban areas. Aside from extreme poverty, highly urbanized cities are confronted by contentious informal settlements, increasing waste generation, and traffic woes, to name a few. Thus, sustaining the city's growth amid its urbanizing status poses challenge in local governance.*



**Figure 4 Cagayan de Oro City Map Showing Barangay Boundary Lines**

In terms of sustainability pillars anchored on economic and social development, responsive programs/ projects particularly in the city's 66 urban and 14 rural barangays are outlined in the economic, social, and infrastructure sectors of the plan.

For instance, in order to decongest the core urban area, five (5) growth areas are proposed to be established in key barangays in the city, each with designated functions that are intended to be complementary and mutually reinforcing. These proposed functions include convergence point for goods, people and transport service (western area), a mix of industrial, agro-tourism and residential uses (eastern area), medium to high-density mixed use pedestrian friendly residential and commercial area (uptown-west area), convention center site, high-end residential area, and heritage site (uptown-east area), and central business district (downtown area). (*See Infrastructure and Physical Development Section for further discussion on these proposed growth areas.*)



**Preparation of the sanitary landfill in Barangay Pagalungan**  
Image Credit: City Information Office

The sustainability pillar on environmental protection within the plan context includes efforts to fast-track the decommissioning of the city's 17-hectares controlled dumpsite in Barangay Carmen and complete within the plan period the new 25-hectares sanitary landfill in Barangay Pagalungan. Aside from ensuring appropriate waste

disposal, other environmental qualifiers given preferential focus are ensuring ambient air quality, securing the city's forest resources, managing ecotourism sites, among others.

### **Diversity and Multi-Cultural Heritage**

A well-preserved mix of variety of cultural heritage demonstrates the dynamic aspiration of a community united by a common vision of development. As the city's sustained growth continues to attract people from various ethnographic and religious backgrounds, socio-cultural interaction with indigenous peoples or *Iumads*, Muslims, and locals remain cohesive.



Based on the latest data generated by survey conducted by the City Social Welfare and Development Office (CSWD), the city has 31,776 identified individual indigenous peoples or *Iumads*. While they constitute less than 5% of the city's 2015 population of 675,950, they nevertheless contribute to the richness and diversity of the city's cultural assets by their continual engagement in various socio-cultural and developmental activities of the city.

### **Resilient, Progressive, and Inclusive Future**



destruction as evidenced by the unhampered flow of investments and flourishing of economic activities in the area.

Resiliency against the challenges of climatic changes is one character of the city that has withstood the tests of natural events of recent history especially the December 2011 flood wrought by Tropical Storm Sendong (Washi) that resulted to loss of lives and ruined infrastructure. Despite this adversity, the city's economy has managed to rebuild from the



## CROSS-SECTORAL CHALLENGES

This chapter deals with the key areas of issues and concerns that cut across sectors and evolved as a consequence of interplay of climate variability and urban growth functions for which interventions are required through multisectoral approach between and among the LGU and national government agencies. Discussed below are key development areas and the relevant issues and concerns that pose challenge toward formulating a more climate resilient and socially responsive interventions.



### • Reducing poverty

- need to reduce poverty at farm-level by addressing the interplay of low agricultural/farm productivity attributable to climate variability, unsustainable farming activities, and logistical constraints
- need for more secure income among urban dwellers because of higher cost of living in the city and understated wages (i.e., below the legally prescribed minimum wage) of workers and prevalence of job contractualization in some commercial/private establishments
- actively pursue development of tourism sites provide opportunities for tourism-related jobs and undeveloped tourism enterprises
- ensure that human resource development shall focus on promotion and development of skills to respond to industry requirements



### • Improving access to public services

- ensure adequate supply of potable water in some areas
- identify area for additional public burial sites
- actively pursue the establishment of public-relevant facilities such as a city sports complex and social welfare and mental health centers



- **Strengthening urban planning**

- sustain the efforts to regulate and plan for more responsive urban settlement management by actively engaging the public in the management of urban slums
- formulate a comprehensive transport plan to address traffic congestion, rationalize the routing plan/zones of public utility vehicles, and define connectivity of routes between the city proper and Laguindingan Airport
- formulate and promote local policy on green building and green technology
- improve knowledge on resettlement development and management
- capability building to ensure sufficient technical skills for city expansion and urban growth planning
- provide support for land assessment, inventory and administration
- coordinate with agencies concerned to resolve boundary disputes with adjoining/ neighboring local government units
- undertake inventory of lands with real property tax delinquency and idle lands settled by informal settlers



- **Achieving more responsible citizenship**

- vigorously promote ease of use of sidewalks by the greater public by engaging the cooperation of vendors and street hawkers to observe the law (legal principle on sidewalks as “beyond the commerce of man”)
- monitor the indiscriminate disposal of wastes by households and industries



- **Achieving the desired condition of livable communities**

- initiate efforts to address the threat of increased greenhouse gas (GHG) emission as consequence of increased vehicles on the road and use of non-energy efficient technology and operations in some industrial/commercial production (inventory is required)



- extensively pursue regular monitoring of vehicular anti-smoke belching campaign and to ensure better LGU control (aside from business permitting) over the operations of private emission testing centers (PETCs)
- regulate the routes of motorela transport that traverses between city roads and national roads, especially during nighttime
- monitor water pollution and contamination brought about by discharges of untreated wastewater and indiscriminate disposal of solid wastes into waterways
- pursue clear local policy on energy efficiency and conservation to reduce dependence on non-renewable energy sources
- regulate the construction activities that result to blockage of easements for sidewalk/ pedestrians along national roads that are within the city jurisdiction

- **Improving disaster preparedness and sustaining resiliency efforts**

- formulate structural and non-structural measures to reduce, if not eliminate, frequent occurrence of flooding in commercial and business districts and low-lying barangays, especially those along the national roads
- establish evacuation centers in strategic areas to ensure better coordination of support
- provide adequate facilities for protective services
- provide adequate logistics to effectively and efficiently monitor mining activities in order to deter illegal operations
- develop capability building activities and technical competence on climate change adaptation and climate resiliency planning



Image Credit: State of Rhode Island

## SECTORAL DEVELOPMENT PLANS

This section deals with the interventions intended to provide the appropriate programs, projects, and activities to address the various identified development issues and concerns. The core sectoral plans include economic, social, infrastructure and physical development, environmental, and institutional development.

## ECONOMIC DEVELOPMENT PLAN



This chapter discusses what the city will pursue during the plan period in order to sustain its growth through programs, projects, and policy recommendations that will enable investments, business, and industry to continue to productively and gainfully engage with the city's development and growth.

As the region's administrative capital, Cagayan de Oro City continues to be the major hub of economic development activities in the Northern Mindanao region. In positioning itself as preferred investment destination, the city consistently pursues its objectives along increased agricultural productivity, sustainable mining, manufacturing and construction activities, tourism revenues, and foreign and domestic investment. These economic objectives, backstopped by adequate infrastructure and services, are expected to influence changes to the urban landscape. These changes, in turn, will lead the city to metropolization, a development strategy that will involve cross-border institutional arrangement with adjoining local government units (LGUs). Metropolization will



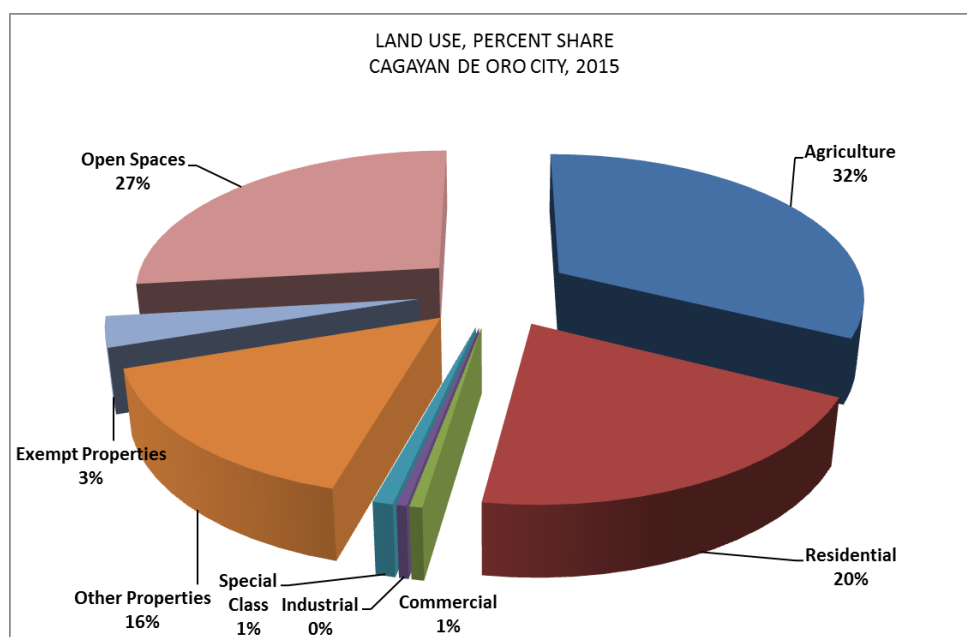
agglomerate adjoining LGUs in order for them to consolidate resources to address common urban growth effects such as traffic congestion, solid waste build-up, water supply services constraints, increasing housing demands, among other developmental constraints. Along with the metropolization thrust, however, basic economic sector such as agriculture, mining, trade and investment, and tourism shall continue to be given priority attention towards strengthening the city's position as major investment destination in the country.

## Key Sectoral Challenges

### Agriculture

In 2015, agriculture accounted for the use of 32.4% (18,744 hectares) of the city's land area (57,851 hectares). Of the city's agricultural land, about 53.4% was used for crops production that includes rice, corn, vegetables and various commercial crops (see chart below).

**Chart 1 Land Use (in Per Cent Share), Cagayan de Oro City, 2015**



In terms of production volume among major crops produced in the city in 2015, the top three crops reported are rootcrops (31.43%), banana (17.12%), and vegetables (16.88%), which collectively accounted for 64.27% of total production value of Php 555.294 Million in 2015.

**Table 1**  
**Volume and Value of Crops Harvested, By type: 2015**

Crops	Volume (mt)	Value (P/K)
Abaca	150.00	1,800,000.00
Banana	9,302.82	103,345,020.00
Coconut	2,757.70	49,638,600.00
Coffee & Cacao	50.20	1,550,000.00
Corn	8,583.20	60,082,400.00
Fruits & Nuts	6,828.75	78,387,900.00
Rice	405.50	6,893,500.00
Rootcrops	17,075.50	134,023,700.00
Vegetables	9,171.19	119,573,150.00
<b>Total</b>	<b>54,324.86</b>	<b>555,294,270.00</b>



As the administrative capital of the region (Northern Mindanao, Region X) and the region's major socio-economic center, the city continues to attract not only investments but also migration of people attracted by the opportunities of employment and better access to social and economic services. Coupled with the rise of the population through natural birth, the continuing migration puts a strain to the food supply of the city. The rise in population also suggests increased demand for housing that prompted the conversion of agricultural land to other uses such as residential and commercial.

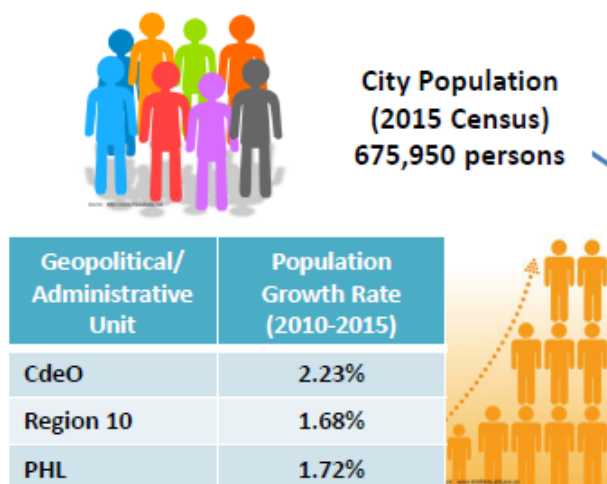
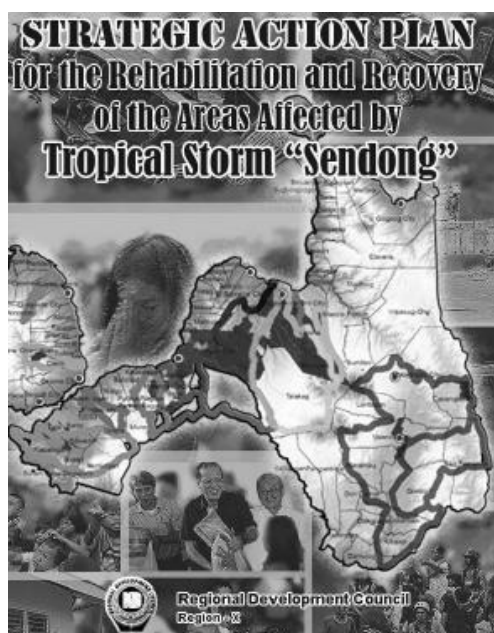


Figure 5 Cagayan de Oro City 2015 Census of Population



In recent years, the city is not spared from the adverse effects of changes in climate patterns, such as heavy flooding and drought, leaving on their tracks serious damage to the city's agricultural assets. In December 2011, Tropical Storm Sendong caused landslides brought about by heavy rains that affected wide area of agricultural croplands especially in the hinterlands. Estimates reported in the *Strategic Action Plan for the Rehabilitation and Recovery of Areas Affected by Tropical Storm Sendong* (NEDA/RDC-10, February 2012) placed damage to the city's agriculture, forestry, and forestry resources at Php 42.240 Million, the highest among the affected areas that included Bukidnon (Php 9.100 Million) and Iligan City (Php 27.870 Million). In 2015, the prolonged dry seasoned that extended up to the middle of 2016 also caused a

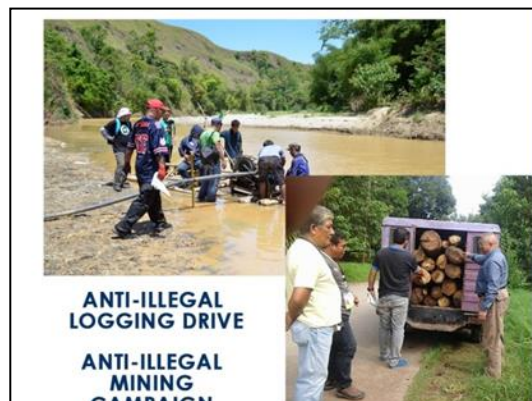
setback to the city's efforts to rehabilitate its agricultural resources.

Topography-wise, the city is characterized by sloping upland areas where most of the farming activities are located. About 72% of the city's land areas have slopes that are greater than 8%, which poses a challenge to development, as only 28% land area have slopes between 0%-8% appropriate for most land uses. Farmers' practice of clean culture of crop cultivation was also observed to cause soil erosion that in turn causes siltation of rivers and seas damaging fish habitats and other marine/coastal resources.

The continued use of synthetic pesticides by farmers brought concern among consumers who call for adoption of good agricultural practices such as through organic farming to minimize, if not eliminate, the use of harmful chemicals in agriculture production.

## Mining and Quarrying

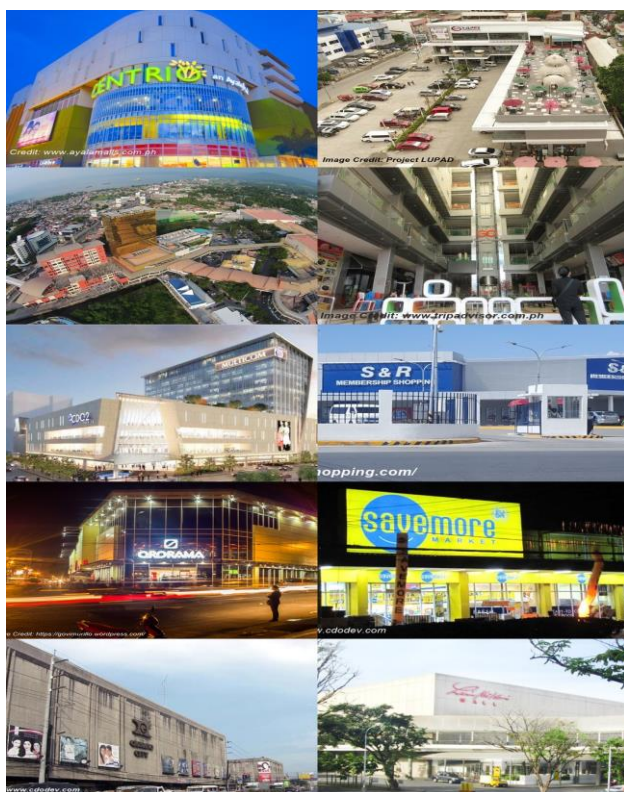
The city is generally a non-metallic resource producing LGU. Quarrying of sand and gravel (SAG) is a common resource extraction activity in peri-urban and rural areas in the city. In terms of general land use, mining and quarrying area was recorded at 31.12 hectares (has) in 2012, which is only about 0.05% of the city's land area. In 2015, SAG production covered 56 hectares with total production value of Php 7.719 million.



In terms of metallic resources, copper ore and iron ore exploration has been reported in Barangay Dansolihon (2012 report of MGB-10). However, metallic resource mining has been moribund in 2012 pursuant to Executive Order No. 79 (s. 2012) that directs a review and rationalization of the country's mining sector.

Unregulated mining operations, particularly in the hinterlands and watershed and/or forests areas, by the nature of their activities can cause heavy ecological damage downstream, as evidenced during illegal hydraulic mining operations that resulted to eutrophication of Iponan River.

## Commerce and Industry



In 2015, the top 30 manufacturing firms in the city reported total gross sales of Php 20.923 Billion, with the manufacturers of essential items accounted for 74.3% (Php 15.536 Billion) of the gross sales and non-essential manufacturers at 25.7% (Php 5.387 Billion). The top three gross sales earners among the top 30 manufacturers, across firms engaged in essential and non-essential manufacturing activities, are food production (accounted for 41.7% of total gross sales), manufacture (29.5%), and agricultural manufacturers (19.2%). Collectively, these three firms accounted for 90.4% of the manufacturing sector's total gross sales during the said year.

In 2015, wholesale and retail trade continue to be the leading commercial activities in the city which accounted for

53.93% of total business establishment that year, with businesses engaged in community, social, and personal services trailing behind them at 14.36% (Table 2).

**Table 2**  
**Business Establishments By Major Industry Division: 2015**

Major Industry Division	Number	
	2014	2015
Agriculture, Fishery and Forestry	2	6
Mining and Quarrying	2	47637
Manufacturing	589	
Construction	106	128
Wholesale and Retail Trade	12,165	11,369
Transportation, Storage and Communication	384	273
Financing, Insurance, Real Estate and Business Services	2,606	2,580
Community, Social and Personal Services	3,315	3,029
Others N.E.C.	2,518	3,011
<b>Total</b>	<b>21,687</b>	<b>21,080</b>

Source: City Finance Department

## Trade and Investment



enticing foreign and local investors from across the diverse range of business, commercial, and industrial interests.

In support to its development direction as key trade and investment destination in the region, aside from its position as the regional capital, the city shall continue to vigorously promote activities supportive of ensuring its competitiveness as preferred investment hub in the south. To sustain its aspiration as major investment hub, the city government shall undertake review of its investment incentives policies and operating procedures aimed at

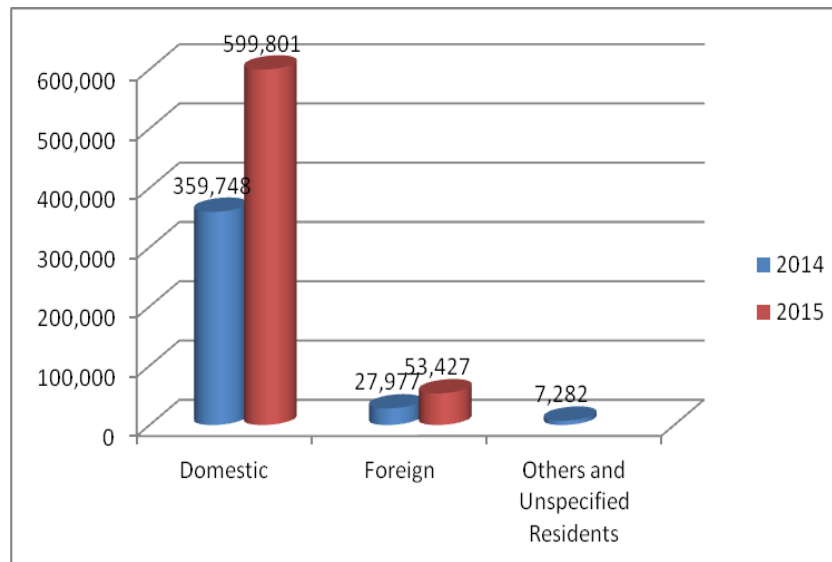
## Tourism

The city's tourism industry aspiration to flourish with tourist arrivals in the city has yet to establish a promising trend, as its performance posted fluctuating trends during the last five years (2011 – 2015). During the said period, foreign and domestic tourist arrivals in the city grew at an average of 9.0% annually. In 2015, foreign tourists accounted for 8.17% of total domestic and foreign arrivals of 653,288 persons in that year (see chart below). This



can be attributed to undeveloped and inadequately maintained tourist spots that deter tourists from visiting the said areas.

**Chart 2 Domestic and Foreign Arrivals, 2015**



Source: City Tourism and Cultural Affairs Office



The city is endowed with both natural and man-made spots in addition to various modern establishments, facilities and several shopping centers of international standards that equally draw visitors into the city. However, banking on what the city is ideally known for as 'The City of Golden Friendship', focus must be set on the people's friendliness and hospitality, their services and products that are 'uniquely CdeO.' In addition, the need to preserve the cultural diversity of the city and its historical assets is likewise recognized to be given preferential attention.

Overall, the need for a comprehensive tourism development and management master plan becomes imperative in order to sustain the city's ecotourism sites and socio-cultural heritage amid the challenges brought about by fast-evolving city landscape and climate impacts on its natural assets.

## Economic Development Sectoral and Sub-sectoral Goal

During the plan period 2017-2019, the Economic Development Sector shall pursue the following goal and sub-sectoral goal.

SECTORAL GOAL	
<b>Investment enabling city characterized by stable peace and order condition, climate resilient economic base, strong public-private collaboration that promote eco-friendly investment opportunities and investor-friendly laws and regulations and support facilities.</b>	
SUB-SECTORAL GOAL	
Agriculture	Climate resilient farmer adopting sustainable modern agricultural technologies
Mining and Quarrying	Responsible and sustainable utilization of mineral resources
Commerce and Industry	Sustained growth of commercial/industrial activities
Trade and Investment	Increased foreign and domestic investments
Tourism	Increased visitors' arrival and tourism revenues

## Sectoral Objectives and Targets

In order to further amplify the sector's goal, the following objectives and targets will be pursued during the plan period in order to realize the economic sector development concerns.

SECTORAL OBJECTIVES AND TARGETS
<b>SECTORAL OBJECTIVES:</b>
<ul style="list-style-type: none"> <li>To increase the income of the people</li> <li>To generate livelihood and employment opportunities</li> <li>To enhance attractiveness for tourism in the city</li> <li>To draw investments to identified priority growth areas</li> </ul>
<b>SECTORAL TARGETS:</b>



<b>Agriculture</b>	<ul style="list-style-type: none"> <li>• To intensify crop and fishery production to increase food supply in the city</li> <li>• To strictly implement laws on the non-conversion of prime agricultural lands to other uses</li> <li>• To properly delineate agricultural lands from residential/commercial lands to properly plan for future agri-investments</li> <li>• To promote agricultural technologies that are environmentally friendly</li> <li>• To intensify the establishment of small-scale agricultural livelihood projects</li> <li>• To expand and further utilize idle agricultural lands</li> <li>• To promote value-adding technologies to agricultural commodities where applicable</li> </ul>
<b>Mining and Quarrying</b>	<ul style="list-style-type: none"> <li>• Elimination of all forms of illegal mining activities during the plan period</li> <li>• Engaged communities in the monitoring of local mining operations</li> </ul>
<b>Commerce and Industry</b>	<ul style="list-style-type: none"> <li>• To sustain client-friendly processing of business permits and licenses</li> <li>• To ensure availability of appropriately skilled human resources</li> </ul>
<b>Trade and Investments</b>	<ul style="list-style-type: none"> <li>• Improve the city's competitiveness ranking</li> <li>• To be ranked among the Centers of Excellence for Information Technology – Business Process Management (IT-BPM) Operations</li> <li>• Increase the number of business registrants (foreign and domestic)</li> <li>• Increase revenues from business registration taxes and fees and</li> <li>• To generate more employment and livelihood</li> </ul>
<b>Tourism</b>	<ul style="list-style-type: none"> <li>• To enhance and maintain existing major tourist destination in the city</li> <li>• To enhance linkages and build partnerships with the public and private sectors, i.e., tourism support services, product development, CdeO Pasalubong Center, souvenir items, regulated tourism transportation services</li> <li>• To strengthen tourism opportunities and services with infra-support</li> </ul>

## Development Strategies

In pursuit of the sector's goal and objectives, the following strategies shall be pursued during the plan period across agriculture, mining and quarrying, commerce and industry, trade and investments, and tourism:

-

- Improve investor services and support services for investment priority sectors (agri-business, logistics, information and communication technology, and tourism)
- Strengthen governance aimed at improving the city's competitiveness, livability and resiliency
- Building partnerships with international development agencies, promote sister-city relationships at the national and international levels, and sustain local-level partnerships
- Coordination of planning activities of the Lumbia Planned City Extension (Alta Tierra de Oro) project
- Promotion of compliance to national and international standards on tourism development, particularly ecotourism development
- Continuing skills development and capability enhancement of operators/owners of tourism oriented establishments (e.g., hotels, resorts) and providers of tourism services (e.g., tourist guides, tour operators)
- Preservation of the city's historical sites and cultural heritage, especially from the effects of climate change
- Undertake accreditation of tourist-oriented hotels and establishments in coordination with the Department of Tourism (DOT)
- Advocacy on accessibility for persons with disability (PWDs) and gender and development (GAD) to ensure responsiveness of hotels and related tourism establishments to various tourist profiles
- Branding of the City (e.g., CdeO)
- Completion of the city's International Convention Center

### Major Programs and Projects

- Vigorous promotion of Sloping Agricultural Land Technology (SALT) in sloping farms
- Provision of planting materials such as fruit tree seedlings, vegetable seeds, coffee, cacao and abaca
- Procurement of plant nursery equipment
- Provision of water pumps as mitigating measures during long dry spell or drought
- Intensified vegetable production through clustering concept
- Construction/rehabilitation of more farm-to-market road projects
- Provision of common service facilities (CSFs) and/or post-harvest equipment and facilities (e.g., cassava chipper, abaca stripper, coffee depulper)
- Upgrading of Bio-N laboratory in barangay San Simon
- Fast-track rehabilitation and repair of existing irrigation projects
- Intensify the production of organic fertilizers through vermi-culture and other methods (establishment of vermicomposting facilities)
- Establishment of pesticide analytical laboratory
- Establishment of a tissue culture laboratory
- Livestock Auction Market
- Crop Production of Drought and Flood-resistant Varieties



- Business One-Stop Shop
- e-BPLS (Electronic Business Processing and Licensing System)
- Collaborate with Technical Education and Skills Development Authority (TESDA) and private industry groups on HRD matters particularly on skills development
- Continuing coordination with the Department of Trade and Industry (DTI) on more innovative and facilitative business documentation processes



Image Credit: <http://blog.gainesvillecoins.com>

- Curb illegal mining operations (monitoring of mining operations in 6 upland barangays, conduct IEC re effects of hydraulic mining, among others)



- Formulation of master plan for development and management of the 5 Key Growth Areas (as investment destination areas)
- Facilitation and coordination of potential projects for Public-Private Partnership (PPP) financing (Oro Central, Septage/ Sewerage projects)
- Updating of the city's Investment Priority Areas Profile, investment site locations, and investor's profile
- Updating of collaterals for investment promotions (videos, brochures, online, etc.)
- Creation of the Trade Investment Promotion Center (TIPC) website

- Quarterly updating of the cost of doing business report/information material
- Monitoring and analysis of city competitiveness data
- Organizational review of the TIPC (regularization of positions)
- Conduct of Business Forums and Investors Forums
- Conduct of trade missions (foreign and local/national)
- Promote Sisterhood Cities Program
- Migration and Development: Balinkbayan Program
- Hapsay Sapa Program (coordination and facilitation)
- Coordination with the Department of Trade and Industry (DTI) and Board of Investments (BOI) on more facilitative and innovative investment promotions policies
- Diversification of Economic Activities, to include skills training and promotion of livelihood activities and entrepreneurship



- Formulation of City Tourism Master Plan
- Tourism and Socio-Cultural Promotion, i.e., conduct of festivities (Higalaay Festival, Pasko de Oro, Himugso, Lambago Festival, etc.) and activities to promote the city as tourism destination and tourism investment site (participation in Pasundayag Northern Mindanao, Sister Cities Program, Balik Cagayan de Oro, etc.)
- Electronic-based Mapping Development for Tourism Enterprise
- Capability-building for tourist/tourism service providers

### Proposed Legislation and Brief Description

- Enactment of a city ordinance banning the burning of rice straws, corn stalks and other farm wastes  
The ordinance is intended to provide the specific localized application of Republic Act No. 8749 (Philippine Clean Air Act of 1999) where burning of farm wastes in the city will be regulated.
- Enactment of ordinance mandating the labeling of agricultural products (especially vegetables) as to its point of origin for traceability purposes  
Agricultural product labelling is a universally accepted standard in which the origin and production process of agricultural food products are appropriately described. Broadly, the proposed ordinance seeks to regulate the entry of agricultural products to consumer markets for purposes of determining fitness of such products for human consumption.



- Passage of the City Comprehensive Fishery Ordinance  
RA 8435, Agriculture and Fisheries Modernization Act of 1997, provides the comprehensive modernization blueprint that will ensure efficient, sustainable, and equitable access of agriculture and fishery resources. A more defined local legislation on fishery management will help address sustainability issues of the city's aquatic/marine resources.
- Passage of Ordinance/Resolution reiterating the participation of the Agriculture and Fishery Council (AFC) in the City Development Council (CDC), as mandated in DILG MC No. 98-200 (Representation of the AFCs in the LDCs) and DILG MC No. 2000-63 (Reiteration of DILG MC 97-271 and 98-200)
- Enactment of an ordinance for the implementation of Organic Agriculture Act of 2010 (Republic Act No. 10068) in Cagayan de Oro City  
The proposed ordinance is intended to localize the application of the law, where appropriate, to ensure that organic farming practices in the city are compliant with RA 10068. In terms of local implementation of the law, the City Mayor issued Executive Order No. 231-2013 to establish a comprehensive program to promote community-based organic agriculture system in the city.
- Passage of an ordinance prohibiting the conversion of prime agricultural lands to other uses  
The sustainability of efforts to ensure food security is threatened by the shrinking area of lands devoted to agriculture; thus, restricting the conversion of prime agricultural lands to other non-food uses is expected to help secure food supply in the city
- Resolution supporting the participation of the city in Implementation of World Bank-assisted Philippine Rural Development Project (PRDP) – Rural Road Network Development of the Department of Agriculture
- Proposed ordinance increasing the extraction fee for wet and dry quarry
- Proposed Mines Management Program to protect, rehabilitate, and preserve Iponan River
- Review of the Local Investment Incentives Code  
Currently, the exemptions granted to investors cover regulatory fees, business taxes, and real property taxes. They cover a period of six (6) years. There should be specified conditions that will allow the grant of exemptions for just any one of the three or two of the three. Only in exceptional cases should the grant of all three will be allowed. In cases of those seeking registration with PEZA exemption should similarly cover only six (6) years. As it is now, PEZA registered enterprises enjoy indefinite period of exemption.
- Tax incentives for business affected by climate change-related events or fiscal incentives to business establishments identified in hazard-prone areas upon relocation to proper zones  
Existing local legislation pertaining to city investment incentives are the following, namely, (1) Ordinance 8268-2002 and, (2) Ordinance 11219-2008. The evolving economic, environmental, and social landscape of the city, however, requires the

formulation of a new local incentives code that will include provisions for economic activities, i.e., green economy as espoused by the United Nations, aimed at securing a more sustainable development of the city such as incentives for construction of green buildings (Green Building Code of the Philippines) and creation/promotion of green jobs (Republic Act 10771, Green Jobs Act of 2016)

- Regularization of Positions for the Trade & investment Promotions Center (TIPC)  
As identified in the Skills Assessment report of United States Agency for International Development (USAID) - Strengthening Urban Resilience for Growth with Equity (SURGE) Project, one of the key challenges faced by the TIPC is the lack of personnel, as well as security of tenure of existing position holders. Given the scope of its functions (i.e., Investment Promotions, Investor Services and Special Projects), the TIPC is proposing that the office be created as a division under the Office of the City Mayor. This will also include the regularization and creation of positions pertinent to the functions of the office.
- Tax incentives for business affected by climate change-related events or fiscal incentives to business establishments identified in hazard-prone areas upon relocation to proper zones.  
This should be incorporated in the proposed review of the Local Investment Incentive Code.
- Passage of Ordinance promoting the professionalization of tourist guide services in the city  
The policy will include accreditation of tourist transport services and prescribe the conduct of training for tourism operators and tourist guides on the city's history, culture, arts and tradition

## SOCIAL DEVELOPMENT PLAN



This sectoral plan for social development deals with the general well-being of the city population through the provision of adequate, affordable and quality services in the areas of health, education, social welfare, shelter assistance, and employment generation. Over the last three (3) years (2013-2016), these subsectors were given the utmost priority in terms of improving service

delivery and coverage, as they directly deal with the less fortunate groups of the local community who needed the most help. They made up the poverty alleviation agenda of the City Government.

Additionally, this plan also covered the subsectors on sports development, culture and arts, and public order and safety. Together with the subsectors mentioned above, the plan is now made up by an array of 'womb to tomb' services provided by the City Government, all the way from prebirth, postbirth and death.

### Key Sectoral Challenges

#### Health



(JRBGH) and 54 barangay health centers (BHCs).

Along with Cagayan de Oro's growth and development comes the increase in demand for health services. While privately-owned tertiary hospitals satisfy part of this demand, the huge majority of patients still looks up to the more affordable services offered by government-run institutions in the city, notably the Northern Mindanao Medical Center (NMMC) of the DOH, the Camp Evangelista Station Hospital of the AFP, and the City Government's JR Borja General Hospital

As far as the City Government is concerned, the main concern is to address gaps in coverage and quality. The landmark modernization of the JRBGH and the Philhealth accreditation of 49 BHCs have helped induce demand, and consequently resulted in overcrowding by drawing an unprecedented influx of patients coming from within the city and from neighboring municipalities (Table 3).

**Table 3**  
**TOTAL NUMBER OF PATIENTS ATTENDED**  
JR Borja General Hospital  
January-December, 2013-2015

Department	2013	2014	2015
Outpatients Department	19,363	26,898	34,739
Emergency Room Department	13,164	18,384	19,382
Inpatients Department	7,371	11,940	13,450
Bed Occupancy Rate (%)	92.5	160.0	221.5

*Source: JR Borja General Hospital*

To avoid any further overcrowding, the expansion of the JRBGH to a 400-bed capacity facility together with commensurate improvement of its various services is now considered imperative. Moreover, additional infirmaries have to be erected in strategic locations in the city and bring basic health services much more close to the people. Finally, the remaining six (6) BHCs need to be further improved to secure Philhealth accreditation and thus be able to deliver the MCP Program.

With the current campaign against drug abuse in full operation, there is a tremendous increase in the number of drug users needing rehabilitation, thus the necessity for establishing a local drug and/or mental rehabilitation center. The personnel compliment for such a facility need to be trained on handling after care services of drug dependents after rehabilitation. On mental health, a community-based support must be put up in order to address the problem of "*taong grasa*" that roam around the city. The existing BHCs may be capacitated to help the family give maintenance drugs and medicines to mental patients. Where possible, treatment for mental patients is best done at home with the support of the family.

In terms of human resources support, additional health personnel is required to achieve ideal personnel to population ratio. As shown in the table below, the City Health Office (CHO) needs 20 doctors in order to achieve the ideal personnel to manpower ratio. If there are 35 doctors, all 54 BHCs will be visited regularly. There is also a need for 70 additional midwives to respond to delivery calls from MCP-accredited BHCs. An additional eight (8) dentists can greatly help in promoting dental health to women and children and to the general public. A sanitary engineer should be hired to manage the sewerage system that the city should have, in addition to working with and guiding the sanitary inspector in implementing the Sanitary Code of the Philippines. Three (3) medical technologists are needed to man the four (4) accredited laboratories of the CHO, in addition to going around the BHCs to conduct routine blood examinations of pregnant women during pre-natal visits. Additional Barangay Health Workers should be trained to help in the daily activities of the BHCs and to help in intensifying community awareness on health.



**Table 4**  
**HUMAN RESOURCES NEED, 2015**

City Health Office  
Cagayan de Oro City

	Ideal Ratio	Ideal Number	Actual Number	Gap
Doctors	1:20,000	35	15	20
Nurses	1:20,000	35	36	0
Midwives	1:5,000	142	72	70
Dentists	1:50,000	14	6	8
Medical Technicians	1:50,000	14	11	3
Sanitary Inspectors	1/Urban City	35	23	12
Sanitary Engineers	1:75,000	1	0	1
Nutritionists	1:75,000	9	3	6
Barangay Health Workers	1:20 Households	5,895	500	5,395

*Source: City Health Office*

## Education

The subsector's main concern mirrors that of the health subsector in that there is an expected rise in demand for quality basic education as the city and adjoining areas grows demographically and economically. Those in the upper echelons of the income bracket can readily afford the higher cost of private education through private elementary and secondary schools in the city (including three universities). However, as recent enrolment figures indicate, the greater majority of the local school age population go to the city's 70 public elementary schools and 37 public secondary schools. While congestion in many of these schools have been addressed through the construction of new classrooms, the same problem still remain in the rest of the schools. Thus the need for the school building program of the City Government to continue so that the aim of bringing down the classroom to student ratio to the standard of one classroom for every 45 students shall be attained by the end of the plan period.





Hand in hand with providing spacious classrooms is the need to upgrade equipment at the science laboratory, as well as the provision of technology vocational livelihood education track equipment in order to produce quality graduates of the new K-12 curriculum.

## ***Social Welfare***

The provision of social welfare services for the vulnerable and/or marginalized sector of the city population continued with vigor despite budget constraints. The Early Childhood Care and Development (ECCD) Program, as a major support program for children ages 3-4 years old, has recorded a low enrolment rate largely on account of the absence of Child Development Centers in many barangays. Also of particular concern is the increasing rate of child abuse cases, which posed a major challenge to the City Government in terms of designing program interventions that utilizes preventive and curative measures.

Social welfare facilities currently operated by the City Government, on account of earlier funding constraints, now need major repairs and further capacity expansion due to an increasing number of beneficiaries. These included facilities for children in conflict with the law (CICL), aftercare custodial facilities for the abandoned, mentally-ill and elderly, and social halls for women, persons with disability (PWDs), indigenous peoples and out-of-school youths.



Community profiling and data banking are still inefficient, especially those that relate to child labor and informal settlers so much so that designing appropriate and/or responsive interventions for these vulnerable groups are difficult.

Social welfare issues frequently change over time, and most of the time these issues proved difficult to address simultaneously due to budget constraints. Hence, administrative support have to be made readily available, most particularly mobility and logistical support for personnel to be able to respond more quickly, additional manpower to handle an array of clients needing unique kind of assistance (i.e. PWDs, elderly, mentally ill, drug dependents, abused women and children, etc), and increased financial subsidy for livelihood, skills training, education and employment support.

## A group of people, including a man in a white shirt and a woman in a brown shirt, are holding certificates of appreciation. They are standing together and smiling, suggesting a celebratory or appreciative occasion. The certificates are white with red borders and contain text and a red circular stamp.

population growth and in migration, requires some 79,073 housing units and about 1,075 hectares of land area suitable for housing from 2017-2022.

Image Credit: <http://newsinfo.inquirer.net>

Shelter

Housing

Development

Planning

Engineering

Zoning

CDD

Management

Resettlement

CPDO

City

Program

Land

Public

Office

Engineer

CHUDD

Banking

Department

CED/DEPW

CDO

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various housing-related responsibilities are presently handled by different offices. The Estate Management Division (EMD), for instance, is a unit whose core functions relate to housing management. It is officially under the CPDO for budgeting purposes, but the Office of the Mayor retains supervisory and administrative control. The Planning Division of the CPDO also performs regulatory functions related to housing, such as approval of zoning permits and subdivision plans, instead of focussing on development planning work as mandated by RA 7190 (Local Government Code of 1991). The City Department of Engineering and Public Works (DEPW) handles all planning, programming, design, land development, and actual civil works. All of these functions need to be integrated into a single office or department to ensure smooth implementation and accountability.

### **Employment Assistance**



years and beyond.

The City Government consider the provision of assistance to local job seekers find gainful employment as a key service delivery function. This is another area that has been hugely successful thus far. During the last three years, a sizeable number of Cagayanons found work through job fairs and solicitation of job vacancies, all through the diligent follow up of the referrals made by the City Job Placement Bureau (CJPB). These will continue during the next three

### **Public Safety and Order**

The city remains confronted with concerns about criminality despite the significant decline in the total crime volume during the last two years (2014-2015). Index crimes have gone down by 39%, while the crime solving efficiency of the Cagayan de Oro City Police Office (COCPO) improved from 12% in 2014 to 16% the following year (see table below). Minimizing or eradicating criminality including drug abuse remains to be one of the major challenges to overcome (Table 5).

**Table 5**  
**COMPARATIVE CRIME VOLUME STATISTICS**  
CY 2014 and CY 2015

Particulars	CY 2014	CY 2015	% Increase (Decrease)
Total Crime Volume	15,960	11,166	(30.0)
Index Crimes	8,204	4,979	(39.3)
Non-Index Crimes	7,756	6,187	(20.2)
Crimes Solved	1,916	1,745	8.92
Crime Solving Efficiency (CSE)	12.0%	15.6%	-

Source: Cagayan de Oro City Police Office, PNP

Traffic congestion along major thoroughfares and inner or side streets in the city is also another major community concern. Over the years, as population and commercial activities grew, the number of vehicles ferrying people and goods in and out of the City have consistently increased .

The cumbersome traffic situation is particularly problematic during daytime, especially leading to and around the urban core where big malls, schools, commercial establishments, corporate offices, and government offices are mostly located. It is also around this urban core of the city where the need to institute discipline is a major challenge because the same area is where people and vehicles converge.

*Land Transportation Office, Region 10 reported 78,387 new vehicle registrations in year 2016 in the Northern Mindanao region. Assuming that Cagayan de Oro shares equal number of new vehicle registration along with the other 8 cities of the region, this means that theoretically some 726 new vehicles were added to city roads per month in 2016. Comparatively, a monthly average of 507 new vehicles has been registered for LTO Cagayan de Oro City in 2011, as reported by Mindanao Development Authority in its website.*

All throughout the City, these is a need to intensify and sustain the ‘Hapsay Dalan’ campaign to address undisciplined road users, which included both vehicle drivers and pedestrians, business establishments encroaching into road right of ways (RROWs), and numerous ambulant vendors plying their trade indiscriminately along RROWs.

Moreover, there is also the need for the city to pursue the **Complete Street** concept of transportation and pedestrian traffic management, particularly through the construction of pedestrian and bicycle lanes need to facilitate orderly movement of people, along with the construction of specially designed overhead walkways and buildings to be used as vertical parking spaces.





Responding to fire emergencies occurring anywhere around the City's urban core is becoming increasingly challenging to undertake especially during daytime. This is because of the prevailing traffic congestion which hampered speedy movement of rescuers and their equipment along narrow roads which are difficult to navigate. The location of the City Central Fire Station itself is right within an extremely busy commercial area and therefore poses concerns for rapid movements of fire personnel and their equipment should a fire occur anywhere in the City. There is a need to transfer this station to a more accessible location.

On disaster management, lessons learned from previous calamities led the City Government to strengthen its capability to prepare, mitigate and respond to calamities through institutional improvement and asset acquisition. The CDRMO developed, organized, trained, equipped, and supervised an 18-man emergency medical services team with 2 new Basic Life Support (BLS) ambulances, and a 24-man Urban



Search and Rescue Unit with swift water and road accident rescue capabilities and equipment. During long periods of relative calm, the possibility of doing other related tasks is now being explored to optimize the use of the same personnel and equipment, which may include traffic management, road emergency relief, and other public safety-related duties.

## ***Sports, Arts and Culture***



Sports is an important part of Cagayan de Oro City's culture and as such, continue to be an integral part of the City Government's array of social services. It is regularly provided with budget allocation to support training of amateur athletes, as well for various sporting activities either as host of single or multiple events, or as sponsors of athletes training and joining sporting events outside the city. As host, local organizers rely on the old Don Gregorio Pelaez Sports Center (built in 1973 as the venue for the 1974 Palarong Pambansa) which is owned and maintained by the Provincial Government of Misamis Oriental. For indoor sports such as basketball and volleyball, the main venues of choice are the USTP Gymnasium or the Xavier University (XU) Gymnasium.

Unlike other highly urbanized cities like Cebu, Davao or Bacolod, the City has no sporting complex of its own to be able to host multiple sporting events, nor have training facilities for athletes or for recreational purposes by the general public. This is one significant deficiency that must be addressed given its role as the regional capital and its vision as a strategic and prime development hub of the south.

Along arts and culture, the City Government actively supported and should continue supporting programs and activities that highlight the City's rich cultural heritage and popular image as the city of golden friendship. Apart from iconic landmarks remaining which all helped shape



the city's identity (i.e. Divisoria and Gaston Parks, The City Museum, the MacArthur Monument, etc), there is a need to establish new landmarks or monuments to serve as symbols of the growing metropolis. Moreover, an indoor sports arena, which can be located within the proposed sporting complex, is a possible alternative that can be explored. All these will bring about enhanced community pride, self-image, exposure, and reputation of Cagayan de Oro as a sporting capital and as a city rich in cultural heritage.

### **Social Development Sectoral and Sub-sectoral Goal**

During the plan period 2017-2019, the social development sector shall be guided by following goal and sub-sectoral goal that will help guide the implementation of the proposed interventions to address the social issues and concerns noted in the plan.

SECTORAL GOAL	
<p><b>The overall short-term goal of the social development sector is to alleviate poverty among the local impoverished population through improved access to adequate, affordable and quality social services, hand in hand with promoting safe, orderly, and resilient communities.</b></p>	
SUB-SECTORAL GOAL	
<b>Health</b>	(a) Improved health status of city residents, through quality health services that are accessible, available and affordable, and

	<p>its system of management is run effectively and efficiently.</p> <p>(b) Ensuring financial risk protection for all Kagay-anons via universal Philhealth coverage of the population</p> <p>(c) Creation of a City Health Insurance Program (CHIP), thereby creating a City Health Insurance Department (CHID), which in turn provides all Kagay-anons with financial access to quality health care services via Philhealth membership</p>
<b>Education</b>	A highly literate and technically competitive citizenry, capable of improving themselves morally, intellectually, culturally and economically.
<b>Social Welfare</b>	Total well-being and development of individuals, families and communities, and liberate the poor from economic and social deprivation.
<b>Housing and Resettlement</b>	Dignified living condition for city residents, through secure and decent shelter, improved physical infrastructure and social services, and greater access to jobs, transport, capital, livelihood, and sustainable and resilient communities.
<b>Employment Assistance</b>	A gainfully employed constituency with enhanced competency and easier accessibility to employment opportunities both locally and internationally.
<b>Public Safety and Order</b>	A safe, clean and orderly city conducive to living and doing business.
<b>Sports, Culture and Arts</b>	A culturally enriched city with access to a variety of wholesome and affordable sports and recreational facilities and activities

### Sectoral Objectives and Targets

SECTORAL OBJECTIVES AND TARGETS
<b>SECTORAL OBJECTIVES:</b>
By the end of 2019, the following objectives shall have been achieved:

- a) Universal access to quality public health care, social welfare, housing, sports development and other essential social services
- b) Universal Philhealth coverage of the City, thus providing financial risk protection for all Kagay-anons, especially the poorest of the poor
- c) Creation of City Health Insurance Program (CHIP), thereby creating a City Health Insurance Department (CHID), which in turn provides all Kagay-anons with financial access to quality health care services via Philhealth membership
- d) Decongested public elementary and secondary schools
- e) Shelter assistance provided to priority beneficiaries including informal settlers and victims of calamities and disasters
- f) Traffic problems minimized and well-managed
- g) Crime incidence minimized or eradicated, including drug abuse and illegal gambling
- h) Strong Community Participation/Collaboration with the Private Sector, and
- i) Cagayan de Oro City to become a sporting hub in the south.

#### **SECTORAL TARGETS:**

<b>Health</b>	<ul style="list-style-type: none"> <li>• Philhealth coverage for at least 15% of the population as identified by a reliable means (NHTS-P.R.) or the regional poverty index (DWD/PSA) , whichever is lower;</li> <li>• decline in maternal mortality rate from 1.05 per 1,000 live births in 2015 to 0.50;</li> <li>• decrease in infant mortality rate from 10.16 per 1,000 livebirths in 2015 to 8 by 2019</li> <li>• J.R. Borja General Hospital upgraded to Level 2 (Secondary, with 400-bed capacity) by 2019;</li> <li>• All 54 BHCs are Philhealth-accredited by 2019</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• Classroom to student ratio in public elementary and secondary schools at 1:45 by 2019</li> <li>• Zero repetition rate in public elementary and secondary schools from 2017-2019</li> <li>• Zero dropout rate in public elementary and secondary schools from 2017-2019</li> <li>• 100% graduation rate in public elementary and secondary schools from 2017-2019</li> <li>• 623 beneficiaries each year under the City College Scholarship Program</li> </ul>



<b>Social Welfare</b>	<ul style="list-style-type: none"> <li>• 50 Child Development Centers constructed/established from 2017-2019</li> <li>• Enrolment under ECCD to increase to 80% of child population with ages 3-4 years old by 2019</li> <li>• 1,050 IP beneficiaries granted with livelihood assistance by 2019</li> <li>• 1,170 indigent secondary students subsidized by 2019</li> <li>• 200 persons with disabilities provided with various assistive devices by 2019</li> <li>• 4 existing residential facilities (Care Center for Children, Home Care for Girls, Boys Town &amp; Bahay Pag-asa) renovated and accredited by 2019.</li> <li>• 1,000 persons with disabilities provided with social pension by 2019.</li> <li>• 7,000 senior citizens provided with social pension by 2019.</li> </ul>
<b>Housing and Resettlement</b>	<ul style="list-style-type: none"> <li>• Acquisition of 360 hectares for socialized housing</li> <li>• 30,000 housing units established for informal settlers by 2019</li> </ul>
<b>Employment Assistance</b>	<ul style="list-style-type: none"> <li>• Summer jobs for a cumulative total of 4,000 student-beneficiaries under the Special Program for the Employment of Students (SPES);</li> <li>• 10,000 job seekers registered, assisted and facilitated</li> <li>• 900 out-of-school youths/high school graduates assisted and gained employment</li> </ul>
<b>Public Safety and Order</b>	<ul style="list-style-type: none"> <li>• Drug abuse and illegal gambling eradicated during the period;</li> <li>• Index crimes minimized;</li> <li>• 190 CDRMO personnel trained on disaster relief operations and other skills</li> <li>• 225 sets of pedestrian lanes installed</li> <li>• 10 elevated walkways constructed</li> <li>• 12 kilometers of bicycle lanes and racks established</li> <li>• 2 three-storey buildings constructed for parking purposes</li> <li>• Up to 25,500 existing and 2,850 new buildings inspected by end 2019 for compliance to fire safety rules and regulations</li> </ul>



<b>Sports Development and Promotion of Arts and Culture</b>	<ul style="list-style-type: none"> <li>• Sports Development Council organized and functional</li> <li>• Sports Training Complex operational by 2019</li> <li>• Historical sites improved and/or restored</li> </ul>
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## Key Strategies in the Short Term

### 1) Prioritize Services Coverage Expansion

The goal of achieving universal coverage to basic social services in the city shall be vigorously pursued in the next three years. This means that Cagayanons especially those who belonged to the marginal or vulnerable sectors of the community shall be accorded access to various services on health, education, social welfare, housing and employment assistance when they need it and at affordable cost.

Programs or projects that aim to increase service capacities or accommodate more targeted beneficiaries shall be given the utmost priority.

### 2) Enhance Quality and Efficiency

To be effective, the provision of social services must be of sufficient quality, and shall be delivered in an efficient and timely manner. Public health, education and social welfare services shall endeavor to be at par or even with surpass national standards to satisfy local demand.

In terms of delivery, the capacities of the various implementing offices shall be strengthened to enhance efficiency in the implementation of programs, projects and activities targeting the marginal or vulnerable sectors of the city.

### 3) Institutionalize Multi-stakeholders Participation

The sector shall continue to adopt multi-stakeholders participation in the delivery and management of essential social services. During the plan period, this shall be institutionalized by the sustained engagement of Civil Society Organizations (CSOs) in the various special policy and coordinating bodies that were created to help the City Government achieve desired results and outcomes. These bodies include, among others, the Social Development Committee of the City Development Council (CDC) which will be organized, Local Health Board (LHB) for health related issues; the Local School Board (LSB) for education issues including the use of the SEF for the school building program; social welfare councils and committees such as the Council for the Protection of Children (CPC), City Inter-Agency Council (CIAC) against trafficking and violence against women and their children, the Advisory Committee on Center Care, the CDO Council on Disability Affairs; the Housing Management Board for housing and resettlement issues and policies; the Peace, Development and Security Council (PDSC) for security concerns; City Risk

Reduction and Management Council (CDRRMC); and the City Anti-Drug Abuse Council (CADAC).

#### **4) Enhance Public Order and Safety**

Public order and safety is a government responsibility, with the primary goal of preventing and protecting the public from dangers affecting safety such as crimes or disasters, and maintaining order such as flow of vehicular traffic and pedestrians.

During the plan period, pro-active police work shall be adopted, including maintaining high visibility and improving its crime solving efficiency. Traffic rules and regulations shall also be strictly enforced in accordance with the local traffic code. Building strong collaborative partnership shall be pursued between the City Government, law enforcement agencies, and the community, in particular the business community in providing parallel firefighting capabilities; market vendors groups, drivers and operators associations, and other community groups in eliminating road obstructions and maintaining order and cleanliness in the streets; peoples' organizations and other community-based groups in cleaning up their ranks of law violators; the Barangay Anti-Drug Abuse Councils for discussion and information gathering on drug related issues in the barangays, and the Barangay Peace and Order Councils for discussing peace and order programs and issues.

### **Major Programs and Projects**

#### **1. JR Borja General Hospital (JRBGH) Expansion and Modernization Project**

The modernization and expansion of the JRBGH remains a priority to meet rising demand. The North Wing building of the hospital will commence implementation with a PhP40.5 million allocation from the Health Facility Enhancement Program (HFEP) of the DOH. The new building will house, among others, the reception area and cashier/billing departments.



The JRBGH is targeted for reclassification as a 400-bed capacity, Level 2 (secondary) facility by 2019. It will have an expanded Operating Room/Delivery Room complex, a fully functional Intensive Care Unit (ICU), a renovated Hemodialysis Unit, an expanded Neonatal Intensive Care Unit (NICU), an expanded out-patient department building, a renovated dental clinic with lounge and

dental chair with intra oral camera and monitor, a panoramic X-ray machine, and a renovated room for the histopathology department.

Along with new buildings and modern equipment are the recruitment and training of personnel, the installation of a Human Resource Data Program, the establishment of fully functional Hospital Information System (HIS), and 24/7 ambulance services availability.

The creation of plantilla positions for additional doctors and medical personnel shall continue to be pursued.

## **2. *Expanded Philhealth Indigence Program***

- a. Philhealth coverage for at least 15% of the population as identified by a reliable means test (NHTS-P.R.) or the regional poverty index (DSWD/PSA), whichever is lower



- b. Creation of City Health Insurance Program (CHIP), thereby creating a City Health Insurance Department (CHID), which in turn provides all Kagay-anons with financial access to quality health care services via Philhealth membership

## **3. *Infirmiry Facilities***

Two infirmaries each with 10-bed capacities shall be establish in Tablon, which will cater to patients in the eastern side of the city, and in Lumbia to service the rural barangays in the southern side of the city. The aim is to bring health services closer to the intended beneficiaries.

## **4. *City College Scholarship Program***

This program is for the poor and deserving high school graduates of Cagayan de Oro City. This program would uplift the economic, psychological and emotional status of the scholars through helping them realize their dreams and ambitions to give their families a "Better Quality of Life."

## **5. *Early Childhood Care and Development***

Sixteen (16) Child Development Centers (CDC) will be established in various barangays in the city by year 2017 to provide opportunities to children to develop their self-confidence and social skills through structured and supervised activities. Seventeen more CDCs on 2018 and another 17 CDCs on 2019 will be constructed.

## **6. *Special Programs***

Program For Children – This program is designed to protect the rights of the children to survival, protection, participation and development, promote their welfare and enhance their opportunities to enjoy useful and meaningful life.



Image Credit: <http://oroyouthcouncil.blogspot.com>

**Program for Youth – The Oro Youth Development Program** is composed of the youth from different sectors of the city to represent the voice and aspirations of the youth and to bring to realization the policy of the present administration to involve the various stakeholders of the city in the area of local governance. The youth program also includes persons from 15 – 30 years of age, working or not, have dropped out of school or never finished school or finished only primary or secondary education. The

program aims to help the youth to be empowered members of the society through knowledge enhancement and capability building.

**Women and Family –** This project is intended for women, disadvantaged and marginalized families and communities for them to easily access to social welfare programs and services that would uplift their living condition and become socially functional.

**Program For Persons And Children With Disabilities –** The program aims to provide opportunities, attain a more meaningful, productive and satisfying life. The program also promotes understanding of disability issues and mobilizes support for the dignity, rights and derived from the integration of persons with disability in all aspect of life.



**Senior Citizen Program –** The aim of the senior citizen program is to respond to the need of the individuals whose age is 60 years old and above. Changes in physical, emotional, and psychological are inevitable, thus needs to be addressed through creation and empowerment of social services. Further, these services somehow would make them feel self-worthy as they see how present generation cares for the ones ahead of them.

**Indigenous Peoples –** The goal of the IP program is to build the Higaonon Community where governance is equal and just with a culturally developed and sustainable livelihood.



## 7. *Cagayan de Oro Urban Development and Shelter Program*

This is a program aimed at addressing the housing backlog of the city as targeted under the 10-year city shelter plan. Nearly 35,000 households from the following groups are priority beneficiaries:

- Informal settlers in blighted areas;
- Victims of calamities;
- Settlers in declared danger zones;
- Families affected by government projects;
- Households issued with eviction or demolition orders



The Program is implemented in phases in partnership with the Government of Japan (GOJ), UN Habitat, the Office of Senator Francis Escudero, and other housing agencies. Phase I involves the acquisition of 60 hectares of land, initial land development to be undertaken in 12 hectares.

A total of 1,008 housing units are now in the final stage of preparations with the GOJ's Japan Shelter Program providing support for 722 housing units, DSWD with 250 units and the Senate Office of Senator Francis Escudero with 36 units.

## 8) *Sports Complex*

Unlike LGUs of other highly urbanized cities, the City Government does not have its own city sports complex. For its sporting events, the city mostly relies on the old Vice-President Emmanuel Pelaez Sports Center or facilities owned by other public and private institutions. However, due to the prohibitive rental costs of these privately-owned facilities, plus the dilapidated and crowded status of the Pelaez Sports Center (with a number of commercial establishments just outside its gates), the need for an alternative complex for the holding of multiple sports events and for use as a training facility becomes imperative.





The facility is to be located in Barangay Lumbia beside the Lumbia Elementary School. Proposed to commence in 2018-2019, the facility will initially serve as training facility for athletes participating in various competitions. The complex will cover 10 hectares, and will have a standard 400 meters track oval, an Olympic size swimming pool, outdoor courts for basketball, volleyball and *sepak takraw*, and spectator grandstands. Future developments may include a gymnasium and other buildings for various indoor sports disciplines.

This is a project that is in accordance with the sports development program of the City Government which aims to make the city as a leading sporting venue for both single and multiple events.

### **Key Legislative Support and Measures**

- Passage of an Ordinance creating a City Health Insurance Program (CHIP)  
The program will provide the people with a mechanism to secure financial risk protection via the efficient implementation of the National Health Insurance Program in the city.
- Special tax benefit to support all city recreation programs, services and facilities  
The kinds of recreational programs, services, and facilities should be defined, if they are not already identified in the city's Revenue Code. Special care should be taken not to favor a few of specific group of businessmen.
- Enactment of an ordinance providing slots for athletes in the City Scholarship Program  
The City College Scholarship Program has an existing ordinance that caters to the poor and deserving students. A set of criteria has been defined in the selection of these beneficiaries. Basically, he/she has achieved academic excellence and belongs to the lower income class bracket. These beneficiaries would maintain an average of 80% per semester to retain his/her scholarship.
- An ordinance rationalizing the provision of services related to housing, resettlement, and urban development, and creating a city housing and urban development department to integrate various existing units as the single executing arm for the operationalization of various national laws and local ordinances or executive orders related to housing and urban development, and the planning/implementation of shelter programs and projects;
- An ordinance creating the city housing and urban development department that shall be charged with formulating policies and restrictions based on the mandates of Batas Pambansa Bilang 220 (Socialized Housing) and Presidential Decree 1216 (Defining Open Space). The proposed department shall have full power to implement all policies relative to construction inside the homeowners' association (in adherence to BP 220 and PD 1216) while giving priority to the provision of livelihood to target beneficiaries.

- An ordinance rationalizing the provision of services related to public order and safety, creating a single office or department for the functional/administrative integration of various responsibilities related to public order and safety, including traffic management, disaster management, and security services, and providing for the administrative mechanism/s for the delivery of City Government support to the PNP, PDEA, Jail Management, Fire Services, Judiciary/Prosecution Services, and related local special bodies such as PSDC, CADAC, PLEB, etc.
- Separation of Secondary Annex Schools  
Per Department of Education Order No. 40 (s.2014), the proposed separation of the school annex must be supported by the LGU. The required document to be submitted is the City Council resolution supporting the establishment of school, duly approved by the City Mayor, indicating therein the proposed name of the school.
- Establishment of newly-created elementary and secondary schools  
(Similar to the Secondary Annex Schools procedure)
- Amendment of Piso-Piso Ordinance
- Special tax benefit to support all city recreation programs, services and facilities
- Creating a sports and recreation division under the City Administrator's or City Tourism Office
- Establishing the employment guarantee program and for other purposes
- Supporting the manpower skills registration system of the Bureau of Local Employment, Department of Labor and Employment. Creating the position of barangay manpower skills registration focal person, designating the secretary to the Sanggunian of the Sangguniang Barangay of each of the barangay in the city to the said office for the meantime the said barangay is not yet financially capable to provide the budgetary requirement of the said office, appropriating funds and for other purposes;
- An ordinance providing for the prioritization of Cagayan de Oro residents in local employment opportunities as an essential requirement for the issuance of business permits of contractors and industrial establishments engaged in the construction and manufacturing business, providing penalties for violation thereof and for such other purposes.
- Passage of an ordinance requiring clearance from the City Administrator's Office and the Cagayan de Oro City Policy Office (COCPO) any person who wants to get copies of approved plans from the Office of the Building Official especially those that pose a threat to the security of the city

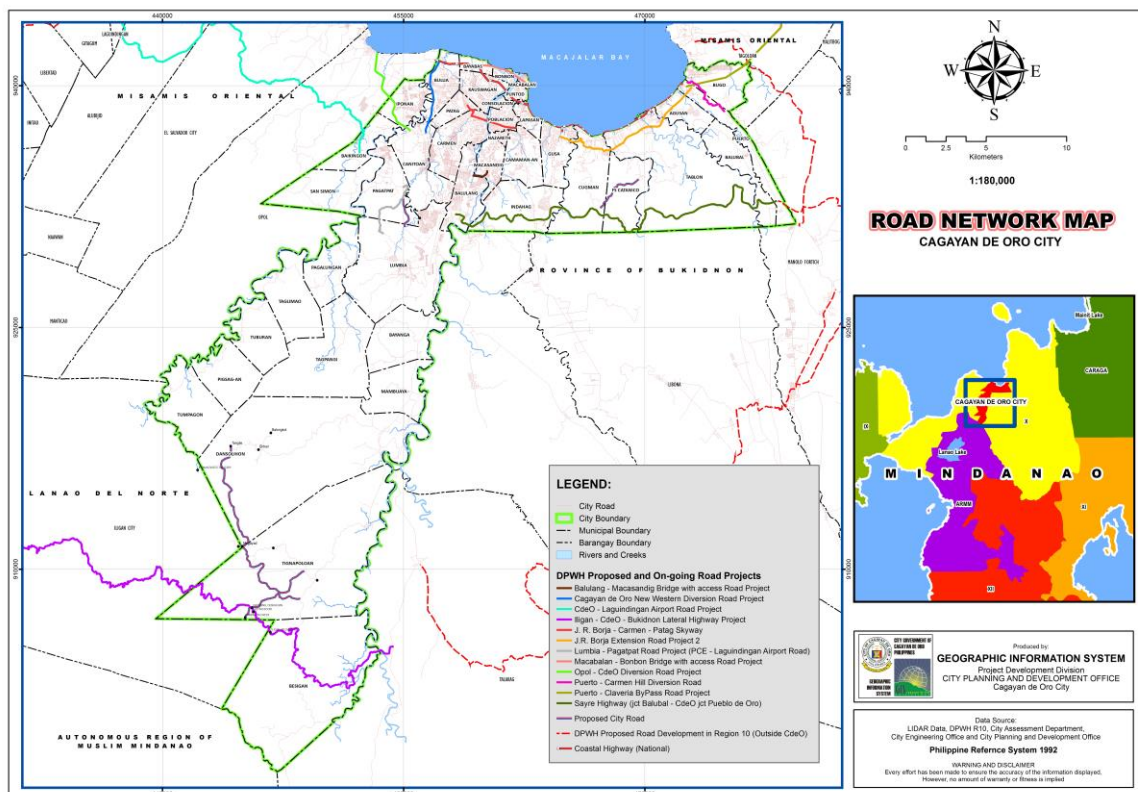
- 1) economic support infrastructure, consisting of transportation (roads and bridges), flood control and drainage, electrification and tourism facilities
- 2) social support infrastructure, comprised of school buildings, hospitals/infirmaries, health centers, child development centers, housing, domestic water supply, and sporting facilities, and
- 3) public support infrastructure, consisting of government buildings and public parks and plazas, and
- 4) Physical development, which discusses some key spatial strategies to consider in addressing an increasingly congested urban core.

Improving the quality of existing infrastructure facilities together with building or expanding new ones influences business investments, promotes local socio-economic development and help alleviate poverty. As such, utmost priority was therefore accorded by the City Government to infrastructure programs, projects and activities that aligns with and supports the attainment of this goal.

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were likewise improved with the same goal in mind, including the main City Hall building housing newly renovated offices of key departments, as well as the adjoining Gaston and Duaw Parks. Other newly constructed buildings included the City Evacuation Center in Pagatpat, the CEED Office, and the Child Development Centers in Barangays Tignapolan, Bugo, Balubal, and Pagatpat among others.

These achievements notwithstanding, the current situation still leaves much to be desired in terms of providing adequate and quality infrastructure facilities. On road development, about half of the total road networks of the city are still unpaved. The percentage of unpaved roads is much higher in rural barangays where many communities or *puroks* can only be reached by foot or aboard motorcycles because of unpaved roads. Many city roads within the urban center itself also needs either reblocking, widening or clearing of illegal structures to allow smoother flow of vehicles and pedestrians.



Meanwhile, the Iligan-Cagayan de Oro-Butuan Road (ICBR), which is the only national highway that cuts across the city from east to west (and vice versa), as well as the CdeO-Lumbia-Bukidnon highway which services a rapidly growing uptown area in

its southern side have been observed to be increasingly congested with vehicular traffic. The need to design and build major access highways to complement the ICBR and develop the railway mode of mass transport has now become imperative.

Flooding in many parts of the city is a major concern mainly because of the inadequacies of old and now inefficient drainage system. Compounding this poor state of the city drainage system is the indiscriminate disposal of trash and debris in drainage canals and creeks around the urban center which interfered with smooth water flow and caused flooding. Thus, the improvement of the city's drainage system needs to be addressed in the short term.

The need for the provision of adequate and quality social-related infrastructure is better explained under the social development component of this plan.

As mentioned above, the sector endured a significant funding gap in recent years as evidenced by the low budget allocation given by the City Council for infrastructure development, with the exception of the school building program which was funded under the Special Education Fund (SEF). It was an institutional issue that delayed the attainment of expected outcomes and inhibited overall socio-economic growth. It also resulted to unfunded priority projects to be moved up the implementation ladder, meaning that same projects are again pipelined in the succeeding year/s until City Council approval is secured. In other words, the whole infrastructure program of the City Government must face the challenge of implementing a catch up program for the next three years.

## REPUBLIC ACT NO. 5447

AN ACT CREATING A SPECIAL EDUCATION FUND TO BE CONSTITUTED FROM THE PROCEEDS OF AN ADDITIONAL REAL PROPERTY TAX AND A CERTAIN PORTION OF THE TAXES ON VIRGINIA-TYPE CIGARETTES AND DUTIES ON IMPORTED LEAF TOBACCO, DEFINING THE ACTIVITIES TO BE FINANCED, CREATING SCHOOL BOARDS FOR THE PURPOSE, AND APPROPRIATING FUNDS THEREFROM.

### Infrastructure and Physical Development Sectoral Goal

The infrastructure sector shall be guided by the following sectoral and sub-sectoral goal that are intended to address the sector development issues identified in the plan.

#### SECTORAL GOAL

**The sector will continue to adopt the same goal of providing adequate and quality infrastructure facilities to support and sustain socio-economic growth of the city.**



## Sectoral Objectives and Targets

The infrastructure and physical development direction of the city during the plan period 2017-2019 shall be anchored on the following objectives and translated into specific targets:

SECTORAL OBJECTIVES AND TARGETS	
SECTORAL OBJECTIVES:	
a) Promote rural-urban connectivity and facilitate movement of vehicles and people through road concreting, new road openings, reblocking of damaged roads, and widening of existing city streets  b) Eliminate or reduce classroom congestion in public elementary and secondary schools  c) Mitigate flooding through construction of drainage facilities and declogging of existing drainage systems and waterways  d) Improve access to safe and reliable water supply in selected rural barangays  e) Expand or improve other social-related facilities such as the JRBGH, BHCs, child development centers; and  f) Develop more detailed and clearer alternative directions for physical developments in the city.	
Selected Targets	
<b>Economic Support Infrastructure</b>	<ul style="list-style-type: none"> <li>• 109 kilometers of roads paved with concrete</li> <li>• 55 road opening and widening projects</li> <li>• 66 drainage projects</li> <li>• 18 declogging projects</li> <li>• 18 road reblocking projects</li> <li>• 57 electrification projects</li> </ul>
<b>Social Support Infrastructure</b>	<ul style="list-style-type: none"> <li>• 200 classrooms constructed under the Oro Central Project</li> <li>• 442 elementary and 228 secondary classrooms constructed under the School Building Program</li> <li>• Standard 1:45 classroom to student ratio in public elementary and secondary schools</li> <li>• 24 water systems projects</li> <li>• 30,000 housing units constructed for victims</li> </ul>

	<ul style="list-style-type: none"> <li>of disasters and/or informal settlers</li> <li>• 50 Child Development Centers established in partnership with the private sector</li> <li>• All resettlement sites improved and provided with access roads and adequate utilities</li> <li>• 2 infirmary centers established in Tablon and Lumbia;</li> <li>• Mental and Rehabilitation Facility constructed and fully operational by 2019</li> </ul>
<b>Public Support Infrastructure</b>	<ul style="list-style-type: none"> <li>• 9 public buildings repaired/improved</li> <li>• All public plazas and parks maintained</li> </ul>

## Development Strategies

### **1. *Increase public investments in support infrastructure to promote socio-economic growth.***

The sector shall be given increased budgetary support for various projects that will address the needs and demands of its residents. The objective of promoting rural-urban connectivity and improving accessibility to and from these agriculture-based communities should be pursued with more vigor to achieve value adding of farm outputs. In the national highway and along inner streets, a smoother traffic flow can be achieved with roads that are well-maintained and cleared of various obstructions. Increased funding shall be given to establishing new drainage systems in flood prone areas based on an overall drainage master plan as well as regular maintenance works on existing ones.

The construction of new facilities related to health, education, social welfare, housing, sports and public safety, as well as the improvement and maintenance of those that are already existing shall continue to be given the same priority budget allocation during the plan period.

### **2. *Faster pace of project implementation***

The City Government through the Department of Engineering and Public Works (DEPW)/City Engineer's Office (CEO) as its main implementing arm shall implement infrastructure projects with dispatch given that previous projects (which were not implemented in previous years due to budget constraints) are now added up to the current line-up of priority projects scheduled for implementation. Such situation shall require a well-prepared program and schedule so that project gridlock and work overload is avoided, and optimum results are attained.

### **3. Build DRR-CCA-compliant infrastructure facilities**

As appropriate, the sector shall promote the resilient and long term use of various infrastructure facilities through the inclusion of safety provisions in their design and construction against possible disasters and adverse climate changes. These will include, among others, the proposed housing units in the identified relocation sites for informal settlers and other beneficiary families; health and social welfare facilities such as infirmaries, the mental and drug rehabilitation facilities, and Child Development Centers; and sports training complex.

### **4. Community engagement/partnership in social-related infrastructure**

Where feasible, the City Government shall forge joint undertakings with various community groups in the city for the establishment of small community-based facilities, particularly those that aims to promote the well-being of women, pre-school children, the elderly, and other vulnerable groups and public safety in general. One notable example of such joint undertakings are the establishment of a number of Child Development Centers (CDCs) by community or business groups under the Early Childhood Care and Development (ECCD) Program of the City Government. Another example is the Fire Brigades of business groups in the city to assist the BFP during fire incidents.

### **5. Maintain strong coordinative linkages with national agencies**

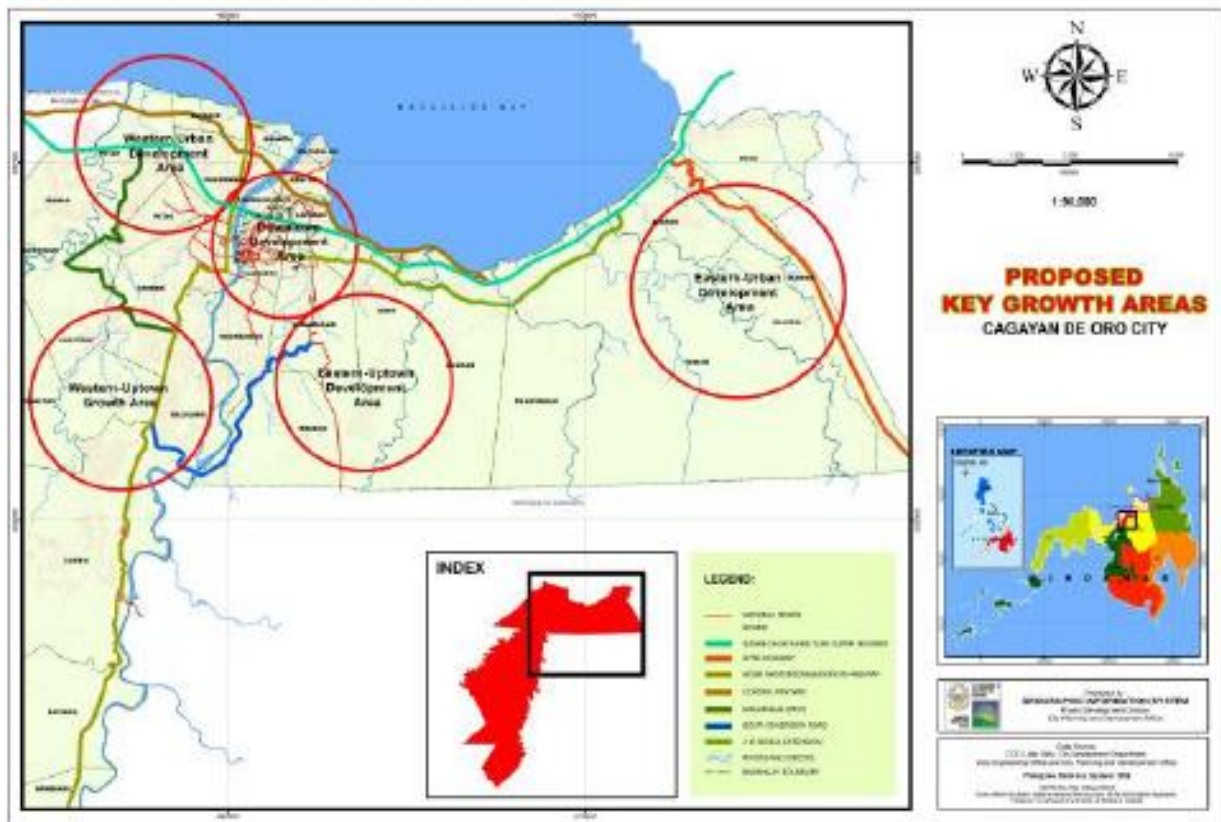
The City Government shall continuously maintain strong coordinative linkages with national line agencies that are implementing programs or projects in the city to synchronize the use of resources and achieve optimum results. Among these agencies are the NEDA and RDC 10 for proposed or pipelined programs as well as provision of technical support; the DPWH for road development, flood control and drainage projects; the PPA for the continuing modernization or upgrading of the Cagayan de Oro Port as the port of entry to the city; the CAAP for the possible transfer and use of the old Lumbia Airport for the proposed Planned City Expansion (PCE) Project; the NHA for socialized housing programs, the DA for collaborative programs to support agricultural development, the DOH and Philhealth for collaborative undertakings in the modernization of the JRBGH and health services, and the DEPED for public basic education.



### **6. Promote urban growth dispersal**

This strategy follows from the proposed directions of physical development under the 2013-2022 CLUP for Cagayan de Oro City as endorsed by the CDC and RDC approved by the City Council. Under this spatial strategy, five (5) identified growth areas in the city shall be targeted for preparation of master plan and developed in the long term to spread out urban growth and avoid congestion of the existing central business district. Presented below

is the brief profile of these proposed growth areas.



### 6.1 Urban expansion area #1 (Western Urban Development Area)

This growth node shall cover Barangays Bulua, Patag, Kauswagan, Bonbon and Bayabas. It will serve as the entry and exit points from and to Laguindingan Airport and other parts of the country by air, and to the western part of Mindanao by land. This also serves as the major convergence point for people, goods and products, as well as transport service to and from other parts of the region

### 6.2 Urban Expansion Area #2 (West-Uptown Development Area)

This will cover Barangays Carmen, Canitoan, Lumbia and Pagatpat. The area is envisioned to be a medium to high-density, mixed-use pedestrian friendly center with high end, low-density type of development for residential and commercial uses. This area will decongest the present major urban center/city core and shall provide more opportunities for socio-economic activities. The Lumbia Airport is recommended to be converted into an industrial area or economic zone and become a major employment provider.

### 6.3 Urban Expansion #3 (East-Uptown Development Area)

This covers Barangays Gusa, Indahag, Macasandig and Camaman-an. This area will have the same function as that of the West-Uptown Development Area with the presence of high-end subdivisions like the Fil-Estate Subdivision and Alegria Hills. This area is linked to the other proposed major urban centers through the Pelaez Highway that also connects to



the West-Uptown Development Area.

#### 6.4. Urban Expansion #4 (Eastern Urban Development Area)

This area is composed of the following sub-nodes, namely, Upper Puerto, which is identified as an agro- industrial area; Lower Puerto and Bugo which are existing industrial and residential areas; Agusan and Balubal, which are hosts to high-end subdivisions; Tablon, which is an existing industrial area; and, Palalan and Tablon, which is identified for Agro-Tourism. A major road project to spur development is JR Borja Extension road to be connected to Agusan, Balubal and Puerto via a new highway to be established

#### 6.5 Urban Expansion Area #5

This is the existing downtown, which is also the central business district of the city and home to numerous business establishments including a number of big shopping malls. It is expected to further transform into a high density commercial district comprising all 40 urban barangays and Barangays Carmen, Lapasan, Puntod and Macabalan.

### Major Programs and Projects

#### 1. Oro Central Project

The Project involves the construction of a multi-storey building inside the existing site of the Cagayan de Oro Central Elementary School campus along Velez-Yacapin Street. In addition to housing a total of 200 new classrooms, the building is also designed for emergency use as the main evacuation center in the city in times of disasters or calamities such as those that happened during Storms Pablo and Sendong.

This is the project that won for the City Government the Liveable Cities Design Challenge for the Government Evacuation Center Category in 2014.



Figure 6: Proposed Oro Central Project

## 2. Expanded School Building Program

The expanded program involves the construction of additional 442 elementary and 228 secondary classrooms in various public schools in the city. It aims to decongest beneficiary schools and bring down the classroom to student ratio to 1:45 in the public elementary and secondary schools of the city.



## 3. Road Development Program



This program is aimed at expanding and improving the quality of existing road network of the city to facilitate movement of vehicles, people and goods. It consist of concreting unpaved roads, widening and reblocking of existing roads, and opening of new ones.

A total of 100 kilometers of farm to market roads and city streets programmed into 154 projects are scheduled for concreting. Another 55 road opening projects are scheduled for implementation, together with 18 road reblocking projects.

## 4. Declogging of Waterways and its Tributaries

Some 18 projects are lined up for implementation to clean existing waterways and tributaries of garbage and other refuse and thus allow unobstructed flow of runoff water and avoid flooding.



## 5. Puerto Market Construction



This project is to be funded locally under the Executive Budget for 2017 and expected to commence in the same year. It will involve the construction of an entirely new building to replace the old and dilapidated market building at its present site in Puerto near the ICBR/Sayre National Highway intersection. The old building will be demolished and clearing of old public market facilities shall immediately commence.

## 6. Planned City Expansion Program (PCEP), Phase 1

The PCEP follows from the urban growth dispersal strategy described above. It is envisioned to be a growth node, decongest the city urban center and develop a planned area that will provide public services and generate socio-economic opportunities. The

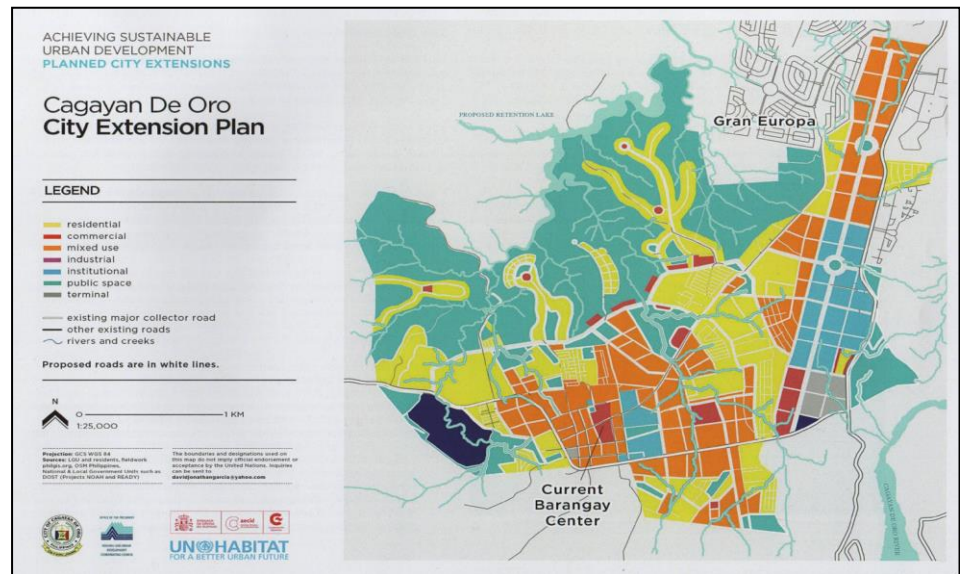


Figure 7: Cagayan de Oro City Extension Plan

PCEP aims to support the distribution of urban activities from the central business district to the other barangays in a planned, rational manner.

Due to huge financial requirements, the PCE is proposed to be implemented by phase over a 20-year period, with Phase 1 to be implemented over the first five years (2018-2022) with the construction of new access roads and widening of existing ones.

Among the sites to be considered for the PCE Phase 1 is the 820-hectare area in Barangay Lumbia which is part of the West Uptown Urban Expansion Area under the 2013-2022 Comprehensive Land Use Plan (see key Key Strategies). The area includes the Lumbia Airport owned by the national government through the Civil Aviation Authority of the Philippines (CAAP), where representation is required for its eventual transfer to the City Government.

### Proposed Legislations

- Ordinance implementing “No Establishment Policy” for business establishments within identified high-risk area

Article 51 of Presidential Decree 1067, the Water Code of the Philippines, provides that the banks of rivers and streams and the shores of the seas and lakes throughout their entire length and within a zone of three meters in urban areas, twenty meters in agricultural areas, and forty meters in forest areas, along their margins are subject to the easement of public use in the interest of recreation, navigation, floatage, fishing, and salvage. No person shall be allowed to stay in this zone longer than what is necessary for recreation,

navigation, floatage, fishing, or salvage or to build structures of any kind. The same “No Establishment Policy” shall also apply to structures that are proposed for construction under transmission lines of the National Grid Corporation of the Philippines (NGCP) and Cagayan Electric Power and Light Company (CEPALCO).

- Enactment of an ordinance delineating and declaring ‘no build zones’ areas within the city, converting ‘no build zones’ areas along rivers and creeks into Barangay Ecotourism and Protected Wildlife Sanctuary Areas, and Delineation of 20-m legal easement along riverbanks
- Enactment of an ordinance prescribing design standards for green technology, and making green parks and open plazas as vital components of the built environment, since trees absorb carbon and sulfur emissions, filter dust, cool the urban environment, produce oxygen, and help lower carbon monoxide and carbon dioxide levels.

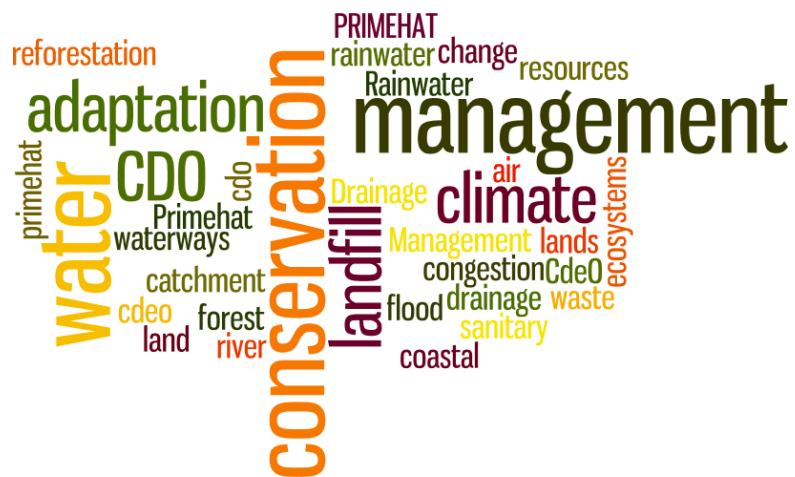


## ENVIRONMENTAL MANAGEMENT PLAN



The Environmental Management Plan, as a control and regulatory tool, contains the strategies that focus on the enforcement of existing laws and regulations, information dissemination, waste management and environmental monitoring.

This sector consolidates the environmental implications of all development programs and projects within the city and provides adaptation and mitigation measures for their anticipated impacts. It embodies initiatives for maintaining sustainability of air, water and land resources and rehabilitating or preserving the quality of the natural land vegetation in order to establish an enabling environment to lay-out the foundation for the realization of the City's 8 point Development Agenda.



### Key Sectoral Challenges

The challenges brought about by the need to preserve environmental quality and conserve the city's natural resources amid the constraints to development as consequence of changes of climate patterns continue to be a major consideration in the pursuit of the city's development vision.

Among the most urgent environmental concerns of the city during the plan period 2017-2019 are solid waste disposal through the establishment of sanitary landfill as required by law, need to sustain ambient air quality, conservation of the city's forest and water resources, and management of its land resources as they affect the need to provide areas for the competing demands for settlement and food security.

### *Ecological Solid Waste Management*

In 2014, waste generated per person in the city was reported at 0.76 kilogram (kg), which is comparatively only a bit higher of the DENR 2010 estimate of 0.71 kg/person/day

for cities outside of the National Capital Region (NCR) which registers an estimate of 0.79 kg/person/day.

Managing the solid waste situation of the city is confronted with (a) massive illegal dumping of solid waste, (b) inefficient collection garbage set out and collection system, (c) poor barangay governance translated to poor participation in managing solid waste, (d) prevalent deficiency in number of disposal facilities among waste generators (such as segregated garbage bins) and the barangays units (such as MRFs), and (e) limited opportunity for community engagement and networking.

- *Waste generated, Philippines: 0.3 – 0.7 kg/capita/day (NSWMC-ADB, 2003)*
- *Average waste generation, Philippines: Urban area at 0.50 kg/capita/day; Rural area at 0.30 kg/capita/day (UNEP, 2001)*

To address these challenges, focus shall be given to the following measures, namely, (a) an updated comprehensive city ordinance with emphasis on punitive and social responsibility, e.g., cleanliness of surroundings, (b) promotion and mobilization of citizens volunteers, (c) sustained public information, and extensive information, education, & communication (IEC) activities, (d) establishment of eco-waste facilities, (f) a formally established research and development function within CLENRO, to seek new and other relevant and appropriate technologies, as well as best practices, and (g) effective garbage collection and disposal system.



Cagayan de Oro has an existing dumpsite which is about 30 years old, located in Upper Dagong, Barangay Carmen. This dumpsite is used not only by the city but by other municipalities such as Opol, Misamis Oriental although the quantities of waste from those municipalities are insignificant in volume considering the overall amount of waste deposited in the dumpsite.

Based on the Waste Analysis and Characterization Study (WACS) results, the city can achieve a waste diversion rate of 85% through recycling, composting and resource recovery activities. Based on the national framework for solid waste management, the LGU is mandated to achieve the 50% waste diversion in 2016. Currently, the waste diverted from the waste stream is 28%; at least 40% must be achieved to attain the mandatory diversion. Subsequently, the city's waste diversion should have an increase of 5% per year or 15% in three (3) years to attain a 90% waste diversion in 2024.

## Air Quality Management

The city's air quality is affected by emissions from several sources that include large industrial facilities (attributed and exactly localized as "point sources"), transport vehicles (under the heading "mobile sources"), and a large amount of small stationary polluters summarized under the heading "area sources." The latter include numerous private households, but also commercial emitters operating electric generators, restaurants and hotels causing cooking emissions, private and commercial use of solvents. Also, residue burning is included under "area sources."

*Pursuant to Republic Act No. 8749 (Philippine Clean Air Act), the Metro Cagayan de Oro Airshed was established thru DENR Memorandum Circular No. 17 (s. 2003). The airshed covers the LGUs of Cagayan de Oro City and the municipalities of Tagoloan, Villanueva, and Jasaan (to the East) and Opol and El Salvador City (to the West). The airshed serves as air quality management zone.*

While air quality levels in the city are still within the Philippine Government's National Ambient Air Quality Guideline Values (NAAQGVs), there is merit in implementing emission reduction measures and improved air quality management to prevent potential air pollution in the city especially with the projected economic development in the city which is poised to sustain its primacy as the industry and commerce hub of the Northern Mindanao Region and as among the top competitive investment destinations in the country in terms of economic dynamism, governance efficiency, and infrastructure.

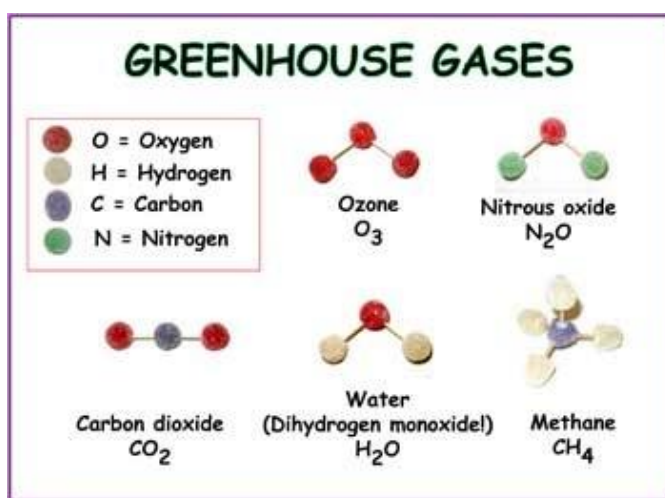
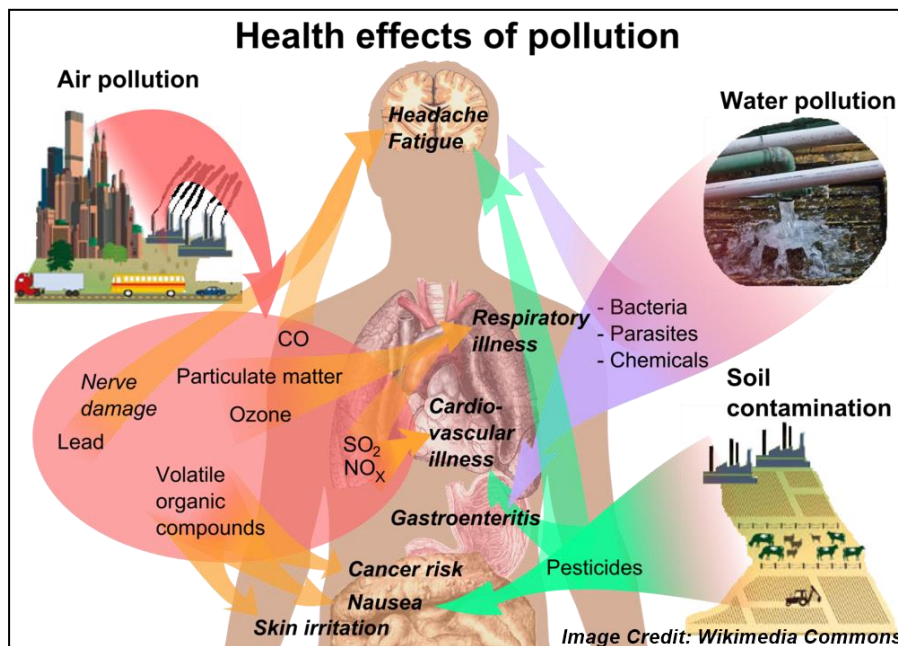


Image Credit: <https://spaceplace.nasa.gov>

The recurring power crisis in Mindanao in recent years resulted to increased use of diesel fuelled generator that in turn contributed to atmospheric greenhouse gas (GHG) stock. The impact of increasing use of diesel generator sets needs to be assessed further and appropriate emission reduction measures need to be developed. In addition, the use of coal-fuelled plants to augment the island's energy requirements is likewise poised to bring about concerns on the emission impacts to

people's health and air quality, among other health-related issues.



In terms of air pollution impacts to human health, pulmonary disorders are among the reported top ten causes of mortality and morbidity in the city. Management of air quality in the urban centers equally shares priority due to its importance in upholding public health and safety. The following are the key issues in

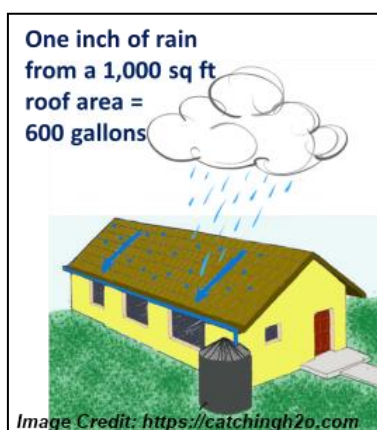
managing air quality in the city, namely, (a) continuously increasing numbers of motorized vehicles, aggravating traffic congestions, and increasing the risk from vehicular air pollution in the urban areas, (b) poor air quality in areas along the roads with heavy traffic, and (c) sustained exposure of people to polluted air which is shown by increasing number of clinical cases of both acute and chronic pulmonary ailments.

In terms of regulating emissions, primarily carbon dioxide (CO<sub>2</sub>) from land-based transportation, the City Government enacted Ordinance No. 13102-2016 in August 2016 that regulates smoke emissions of vehicles traversing and plying routes within the territorial jurisdiction of the city. This instrument is expected to further improve the monitoring of vehicular emissions in the city to ensure their compliance to Republic Act 8749, the Philippine Clean Air Act of 1999.

### **Water Resources Management**

The management of water bodies involves interplay of dynamics involving critical anthropogenic and natural process. These are (a) depletion of ground water due to rampant cutting of trees that results to prevailing warm ambient temperatures, (b) over-extraction of ground water attributed to increasing demands of a continuously growing population, (c) siltation of water bodies accompanied by sandbar build-up along the city riparian systems because of increasing agricultural and other economic activities in the city.





In terms of water quality management, primary consideration is focused toward sustaining public welfare and health safety while efficiently utilizing the fresh water supply in the city. With these resource utilization and allocation demands, the accompanying major concerns include the following, namely, (a) contamination of surface water which is critical to maintaining and protecting groundwater resources, (b) illegal disposal of solid and liquid wastes that threatens the integrity of water bodies, particularly the marine waters, ground waters, and to the preservation of uplands, wetlands, and marine wildlife in the city, and (d) clogged-up drainage system which consequentially threatens the integrity of the water supply, and prevention of flooding in the urban centers.

In view of challenges posed by climate change on water resources availability amid increasing demands, the need for sustainable and simpler approaches becomes imperative. Among those alternative options being considered is rainwater harvesting to be introduced in the city.

### **Forest Resources Management**

The overall management of forestry resources in the city pivots on the national policy of integrating the Disaster Risk Reduction and Climate Change Adaptation (DRR-CCA) management initiatives and programs into the mainstream of local governance: keeping it attuned to established international standards and set of environmental governance directions.

*Cagayan de Oro forest area of 24,653 hectares constitutes 45.41% of the city's total land area of 57,851 hectares (2012)*



In a broader perspective, forestry management is challenged by impacts of natural processes and human activities. These challenges include the following, namely, (a) the continuously increasing denuded forest areas which redounds to degradation of hydrological characteristics such as gradual depletion of water resources and increasing frequency and intensity of floods in the city, (b) the increasing magnitude of soil erosion due to

increasingly exposed high slopes, improper cultivation, illegal cutting, occasional forest fires in forest areas, and man-made activities along the riverbanks, (c) timber poaching or illegal cuttings of tree plants in the watershed forest areas, (d) illegal firewood and charcoal

gathering which further aggravated the timber poaching activities, (e) Increasing encroachment by informal settlers of easement areas along rivers, creeks, deltas, natural waterways, and marine ecological zones, (f) cutting of grown trees affected by infrastructure development, and service maintenance activities, and (g) illegal cutting of mangroves in ecologically critical marine zones.

## Land Management

The determination of the city's geographical jurisdiction was established by two legal instruments. First, the city total land area is based on the definitions set by Republic Act No. 521, series of 1950, An Act Creating the City of Cagayan de Oro, which was signed by then President Elpidio R. Quirino. The second instrument was the 1994 Codified Ordinance which is a total extract of Resolution No. 6, Series of 1960 which defines the city's territory comprising the forty (40) urban and forty (40) rural barangays. This was further corroborated by the political subdivision survey commissioned and initiated by the Department of Budget and Management (DBM) through the Land Management Bureau – Department of Environment and Natural Resources (LMB-DENR) Philippine Reference System 1992 (PRS 92) Project conducted in 2012 in accordance with DENR Administrative Order Nos. 98-12, s. 2010-13 and 2007-29. As of 2015, the city's total land area stands at 57,851 hectares (has).

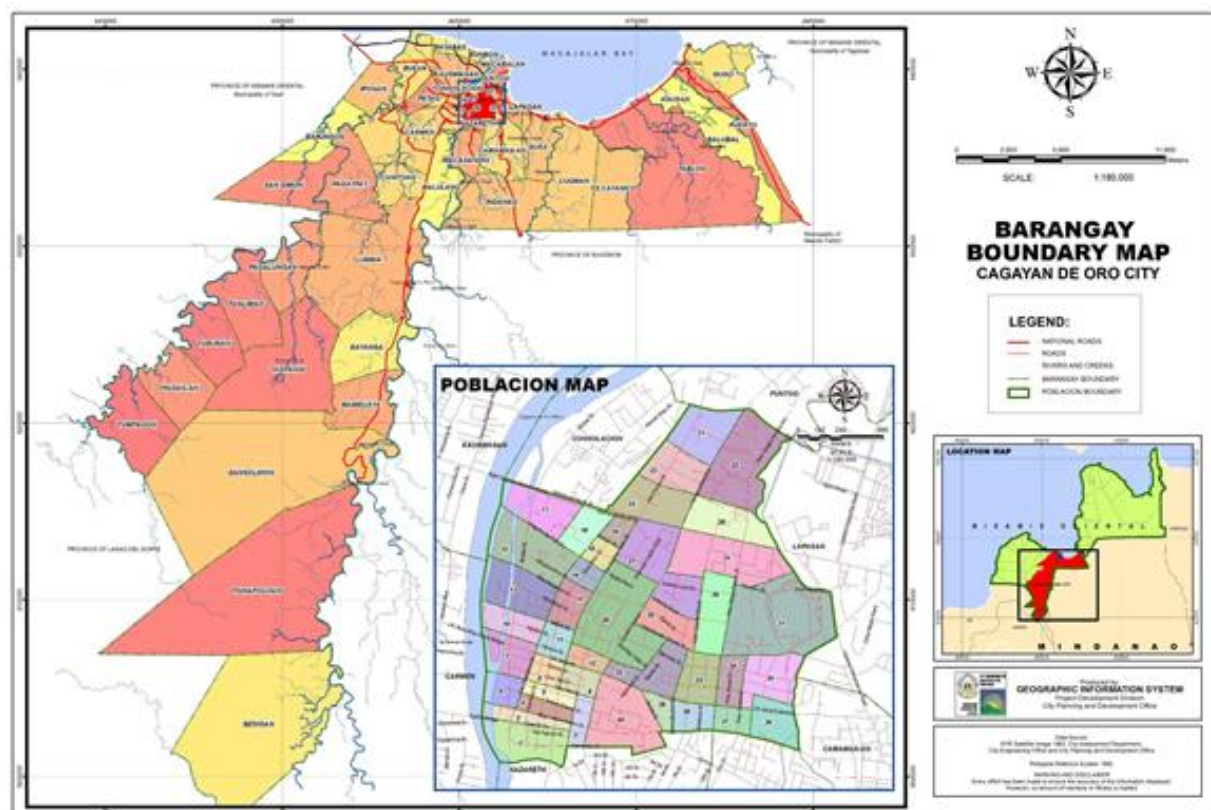


Figure 8: Barangay Boundary Map, Cagayan de Oro City

Cagayan de Oro City Boundary Conflict (Cadastral Survey Results, 2013)	
Conflict with Municipalities/Provinces	Contested Area (in hectares)
Opol, Misamis Oriental	507.98
Iligan City	776.39
Talakag, Bukidnon vs Iligan City vs CdeO vs Tagoloan II, Lanao del Sur	287.96
Talakag, Bukidnon	2.47
Iligan City vs Tagoloan II, Lanao del Sur	12,592.66

*Source: DENR Region 10*

In terms of managing its geopolitical metes and bounds, the city is confronted with boundary conflicts and other technical and administrative impediments. These include (a) territorial boundary disputes involving the LGUs of Talakag, Bukidnon, Tagoloan of Lanao del Sur, Opol, Misamis Oriental and Iligan City, (b) Insufficient implementation of land classification schedule which likewise impede the needed developmental activities on certain areas and localities, (c) operational uncertainties due to land dispute between CBFM and ancestral domain areas, (d) land conversion which distorts the intended utilization of

certain lands which areas have become more of economically scarce resources for urban, (e) the encroachment into environmentally critical areas (no-build zones particularly the easement along bodies of water indicated by riparian, and marine protected zones) and, (f) acquisition of road-right-of-way (RROW) needed to effectively facilitate city government initiated and scheduled development projects and programs.

**Environmental Management Sectoral and Subsectoral Goal**

The environmental management goal for the plan period 2017-2019 shall be guided by the following goal statement and its translation into relevant sub-goals, as indicated below:

SECTORAL GOAL	
<b>A sustainable development for the protection and utilization of natural resources for inclusive growth</b>	
SUBSECTORAL GOAL	
<b>Ecological Solid Waste Management</b>	<ul style="list-style-type: none"> <li>Efficient and sustainable SWM system that ensures protection of public health and the environment.</li> <li>Improve the waste disposal system in the</li> </ul>

	city through stricter implementation of the Ecological Solid Waste Management Act of 2000 (RA 9003) particularly the provisions on cleanliness, orderliness, waste reduction and waste diversion.
<b>Air Quality Management</b>	<ul style="list-style-type: none"> <li>• A better air quality</li> </ul>
<b>Water Resources Management</b>	<ul style="list-style-type: none"> <li>• Increased sustainable access to water</li> <li>• Increased resilience of water resources to disaster and climate-risk impacts</li> </ul>
<b>Forest Resources Management</b>	<ul style="list-style-type: none"> <li>• A well conserved, protected and developed forest resources</li> </ul>
<b>Land Management</b>	<ul style="list-style-type: none"> <li>• Maximize the utilization, protection and conservation of lands within the city's territorial jurisdiction</li> </ul>

### Sectoral Objectives

During the plan period 2017-2019, the management of the city's environment priorities shall be guided by the following objectives that are aimed at sustaining environmental quality and providing support to the multi-sector approach to ensure the city's resiliency to climate change impacts.

SECTORAL OBJECTIVES AND TARGETS	
SECTORAL OBJECTIVES:	
	<ul style="list-style-type: none"> <li>• To ensure the city's sustainability by protecting its biological sphere (air, water, and land) and conserving utilization of its biological resources through climate-responsive management interventions</li> <li>• To institute effective and efficient management measures for solid waste, sewerage and/or septage and wastewater</li> <li>• To conduct and sustain advocacy activities towards responsible stewardship of natural resources to ensure its ecological functioning for sustainable enjoyment of all</li> </ul>
SECTORAL TARGETS:	
<b>Ecological Solid Waste Management</b>	<ul style="list-style-type: none"> <li>• To achieve 90% waste diversion by the end of 2024</li> <li>• To achieve at least 80% compliance in mandatory segregation among households in</li> </ul>



	<p>barangays within collection area through full implementation of no segregation, no collection policy</p> <ul style="list-style-type: none"> <li>• To establish Materials Recovery Facility (MRF) in 40 barangays by the end of 2018.</li> <li>• To fully operate the central Materials Recovery and Composting Facility by the end of 2016</li> <li>• To fully close and rehabilitate the city controlled dumpsite and start the Eco-park by the end of 2017</li> <li>• To establish and operate Sanitary Landfill by the end of 2017</li> </ul>
<b>Air Quality Management</b>	<ul style="list-style-type: none"> <li>• To prevent and/or reduce air pollution in Cagayan de Oro City by 2019</li> <li>• To strengthen air quality management in Cagayan de Oro City</li> <li>• To Improve the scientific basis for air quality management</li> </ul>
<b>Water Resources Management</b>	<ul style="list-style-type: none"> <li>• Protect and conserve the integrity of fresh water resources</li> <li>• Prevent surface water contamination</li> <li>• Employ and promote innovative community water system</li> <li>• Establish a sustainable and redundant water system by 2018</li> <li>• Ensure clean and potable water supply for the whole city in a sustained manner</li> </ul>
<b>Forest Resources Management</b>	<ul style="list-style-type: none"> <li>• To protect and maintain 3000 hectares reforestation project within the Timberland Area including East Iponan Watershed pursuant to Republic Act 10452 (An Act Reforesting 3,000 Hectares Of Public Land In Cagayan De Oro City And Appropriating Funds Therefor)</li> <li>• To rehabilitate and protect natural forest resources</li> <li>• To fully implement forest management programs such as Community-based Forest Management (CBFM), Urban Greening, and Integrated Coastal Forests Management</li> </ul>
<b>Land Management</b>	<ul style="list-style-type: none"> <li>• To settle territorial dispute with the surrounding LGUs</li> <li>• To resolve conflict between CBFM and ancestral domain areas while ensuring secured land tenure status of intended/target beneficiaries</li> <li>• To eliminate encroachment of protected areas</li> </ul>

## Development Strategies

Environmental management strategies to be pursued during the plan period 2017-2019 shall continue to be directed at sustaining environmental integrity and conserving natural resources.

- Strict implementation of Ecological Solid Waste Management Act of 2000 (RA 9003)
- Explore waste to energy technology
- Increase linkages and promote community's participation
- Provision of policy support and regulations
- Recognition of the Best Barangay Ecological Solid Waste Management Committee (BESWMC)
- Periodic recognition of the best Ecological Solid Waste Management (ESWM) implementor e.g. household, school, establishment
- Conduct survey/impact assessment on the adoption of waste segregation at households through public-private partnership
- Information, education, & communication (IEC) & advocacy
- Introduction of emission reduction measures
- Implementation of Clean Air Plan for the City
- Coordination with stakeholders (community, business sector, power suppliers, health authorities, environmental groups)
- Establishment of telemetry system to collect air quality data at specific locations in the city, e.g. streets/roads with heavy volume of transport traffic
- Conduct of capability building to interpret the air quality data generated by the telemetry system against the national air quality standard values
- Information, education, and communication (IEC) on water conservation
- Strict implementation of the Water Code of the Philippines (Presidential Decree 1067), particularly on easement as provided by law (Article 51, PD 1067)
- Develop other potential water source
- Promote rainwater harvesting in communities
- Encourage water conservation practices
- Utilization of Cagayan de Oro rivers (Cagayan de Oro, Iponan, Cugman) as potential water sources
- Pilot-testing of rainwater harvesting in the City Hall building and other city government offices.
- Collaboration with City Building Official and City Engineer's Office on the development of appropriate rainwater harvesting facilities
- Reforestation, rehabilitation and protection of forest areas
- Establishment of new communal forest
- Provision or delineation of buffer zones
- Monitoring of activities in forest areas and buffer zones
- Engage community participation along forest management

- Implementation of pertinent laws and ordinances
- Development of alternative livelihood opportunities in upland areas
- Creation of Bantay Kalikasan Task Force (to include capacity building and mobilization of multi-sectoral/community-based human resources)
- Organizing a composite technical team composed of members representing the various concerned parties in the city (DENR/DILG/LGUs) to expedite the resolution of boundary conflicts between the city and its adjoining provincial/city governments
- Conduct the needed land surveys, and facilitate conflict resolution particularly on the controversies between tenurial rights versus ancestral domains rights
- Land banking needed for development of new relocation/resettlement projects
- Acquisition of land for a sustained city development
- Resolution/settlement of road right-of-way (RROW) issues during planning/design phase of projects

### **Major Programs and Projects**

- Information, education, & communication (IEC) on Solid Waste Management (SWM)
- Strengthening of City Solid Waste Management Board
- Establishment of Sanitary Landfill Barangay Pagalungan, Cagayan de Oro City
- Construction and operation of transfer station
- Installation of cluster Materials Recovery Facilities (MRFs)
- Closure and rehabilitation of the Upper Dagong dumpsite in Barangay Carmen
- Acquisition of tools & equipment
- Conduct of Capability Enhancement Program
- Anti-smoke belching campaign
- Capacity building on air quality management
- Creation of emission monitoring team
- Updating of emission inventory
- Conduct of air quality monitoring
- Acquisition of monitoring tools & equipment
- Construction of bike lanes around the City proper
- Rainwater harvesting
- Surface water development
- Spring and other sources development
- Water impounding facilities
- Monitoring of non-revenue water (NRW)
- Wastewater treatment facility
- Formulation of Comprehensive Septage/Sewerage Management Master Plan
- Establishment of Wastewater/Septage Treatment Facility
- Adaptation and mitigation of climate change impacts (soil and water conservation, rehabilitation/protection of rivers and waterways)
- Capability building/conduct of Farmers Training Program
- Reforestation of 3,000 hectares (RA 10452)
- Urban Greening Project

- Tree growing along riverbank
- City Nursery Project
- Forest road construction
- Resolution of land conflicts/boundary disputes
- Land banking for proposed build-up areas

### **Proposed Legislation and Brief Description**

- Crafting of Cagayan de Oro City Solid Waste Management Ordinance  
The proposed ordinance will localize the national law (RA 9003) through operable mechanisms at the local level in terms of regulations and policy regimes, promotion of waste disposal technology and technological innovations, and capability enhancement programs for implementors
- Strengthening the City Solid Waste Management Board  
RA 9003 provides the creation by LGUs of their respective Solid Waste Management Board. In 2014, the City Mayor issued Executive Order No. 066-2014 creating the said board. Strengthening the functions and composition of the board will emphasize its critical tasks along managing the city's solid waste.
- Imposition of environmental tax as watershed management fee  
The proposal is a variance of payment for ecological or environmental services (PES) scheme that is evolving as management tool to promote responsible stewardship of resources. Environmental tax for use of watershed resources is seen as regulatory approach to protect watershed areas and conserve the resources therein, such as water and biological species.
- Enactment of City Ordinance converting all no-build zone areas along rivers, and creeks into Barangay Ecotourism and Protected Wildlife Sanctuary Areas  
This approach will ensure that while such areas are barred as sites for human settlements, the larger number of people will still enjoy leisurely and/or recreation use of the said areas.
- Draft city ordinance on mandating external audit of emission testing centers  
In furtherance of Republic Act 8749 (Philippine Clean Air Act of 1999), the proposal intends to require the regular conduct of external audit of private emission testing centers (PETCs) operating in the city in order to ensure and validate their compliance to the law.
- Enactment of local ordinance implementing Clean Air Act in Cagayan de Oro City  
The proposed ordinance, Cagayan de Oro Clean Air Plan, will provide the local policy, legal and technical framework of the national law (RA 8749) to ensure ambient air quality in the city.



- Policy/regulations on ground water extraction  
Unregulated extraction of ground water poses potential risks to aquifers and water resources therein. Thus, an ordinance prescribing the policy and regulations on ground water extraction is expected to help resolve potential depletion of underground water sources. Currently, the Water Code of the Philippines (PD 1067) reserves to the National Water Resources Board to issue permits for groundwater extraction.
- Ordinance requiring large and medium developments to adopt rainwater harvesting system  
As response to looming water crisis resulting from changes in climate patterns, rainwater harvesting is expected to help ease the anticipated water supply shortage and ensure availability of water for domestic and industrial uses.
- Water demand management and conservation  
Broadly, the proposed ordinance is intended to adopt and implement policies or investment by the city's water utility to achieve efficient water use by all members of the community. It will also provide pricing structure reform, leakage detection and repair and regulation of the water efficiency of new buildings, among others.
- Water audit for local government offices  
The proposed ordinance will require the local bureaucracy to report their water usage/consumption, including monthly billing where practicable, and water conservation measures introduced or adopted in their respective offices
- Finalization of Forest Land Use Plan  
The proposed plan will provide the policy and operational framework for the city government in rationalizing allocation and management of its forest and forest land resources.
- Establish forest protection area with policy support  
The proposed ordinance is intended to provide the local policy framework on protected area management of Cagayan de Oro forests, pursuant to the National Integrated Protected Areas Systems (NIPAS) Act of 1992 (RA 7586). The ordinance is proposed to include the creation of protected area management council of the city.
- Policy on Ecological Protected Zone/No Build Zone  
The proposal is intended to provide the local policy on establishing ecological protected zone and no-build zone in natural resource areas that are critical in the ecological functioning of these areas to ensure their fitness for sustaining humans and natural resources.
- City Council resolution urging the Department of Environment and Natural Resources – National Mapping and Resource Information Authority (NAMRIA) to facilitate expeditious resolution of boundary conflicts between the city and adjoining provincial/city LGUs

## INSTITUTIONAL DEVELOPMENT PLAN



This chapter deals on the governance aspect of the CDP, focussing on the development planning and fiscal management responsibilities of the City Government. The former (development planning and implementation) covers organizational structures and processes, while the latter consist of revenue generation, budgeting and accountability processes and systems.



### Sectoral Challenges

#### *Development Planning*



The City Development Council (CDC) and its executive committee (EXCOM) have been reactivated and reorganized in 2013. The CDC meetings that followed formally brought back

community and private sector participation to City Hall's development planning processes in accordance with Sections 106-108 of Republic Act 7160 (Local Government Code of 1991).

However, the Council's sectoral committees (SECOMs) as mandated under Section 112 of the LGC, as well as the City Project Monitoring Committee (CPMC), remain to be reactivated. Once operational, these committees can greatly assist the Council come up with better decisions as they serve as appropriate venues for more focused discussions of policy and implementation issues related to the economic, infrastructure, social, environmental management, and institutional sectors. The CPMC, meanwhile, is the body tasked by law (Executive Order No. 376, series of 1989, as amended by EO 93, series of 1993) to assess progress of program or project implementation, and recommend to the Council or its sectoral committees actions to resolve implementation issues arising from committee reviews, field inspections, or community feedbacks.

Sections 106-108 of the 1990 Local Government Code (RA 7160) provide the creation of Barangay Development Council (BDC). As a political unit, the barangay serves as the primary planning and implementing unit of government policies, plans, programs, projects, and activities in the community (Section 384, RA 7160). Specifically, the BDC is tasked to mobilize people's participation in local development efforts, prepare Barangay development plans based on local requirements, and monitor and evaluate the implementation of national or local programs and projects (Section 109b, RA 7160). However, among the city's 80 constituent rural and urban barangays, no single BDC has been organized.

The CPDO has an existing organizational structure that is not fully congruent with its mandated functions. Two of its technical divisions perform project development functions while one is devoted to housing and estate management. The latter is not specified under Section 476 of the LGC, but was created to respond to the growing needs of the local shelter subsector. As a consequence, substantial time effort were allotted by a number of CPDO staff (9 regular positions, 30 casuals, job orders) to oversee the housing program. The program itself is already suffering from considerable backlog in supply because of the pressure of relocating a huge influx of informal settlers on one hand, and the unmet shelter requirements of calamity survivors, on the other, notably those from Tropical Storm Sendong that hit the city in December 2011.

Because of the long period of time before 2013, when no multi-year Comprehensive Development Plans (CDPs) were prepared and focus was given to providing housing and resettlement services, and coupled with inadequate IT equipment such as computers, staffing skills on the various aspects of development planning from plan formulation, investment programming and budgeting, project development and evaluation, and project monitoring & evaluation have remained wanting. The same need for improving staff capabilities apply not only to the CPDO but to the rest of the other local government departments as well.



## ***Fiscal Management***

The City Government's financial ability to meet the ever growing demand for essential services largely depends on its capability to generate and manage its revenues. In recent years, indicators suggest some significant gains in the areas of revenue generation, budgeting and accountability. The automation of the City Government's business licensing,



tax assessment and payment systems not only resulted to an annual increase in revenues generated but also led to the elimination of fixers, bureaucratic red tape, and corruption. Through the aid of automation, the processing time for business license applications was reduced from at least 2-3 days into just minutes. Because of this, business permit applications increased from 16,208 in 2014 to 17,635 in 2016, making Cagayan de Oro City as a model to

emulate by other LGUs within and outside Region 10 (Northern Mindanao).

Of the seven (7) critical dimensions of an open and orderly Public Financial Management (PFM) system, the City Government obtained a perfect score for comprehensiveness and transparency, accounting, recording and reporting, and citizens' participation. It also secured from DILG the seal of good financial housekeeping in 2016.

Despite these positive signs, the local PFM system still needs improvements in some critical areas. On revenue generation, the current popular trend in the use of the internet can be utilized to facilitate tax payments and thus increase revenues. The possibility of off-site collection is being evaluated, where revenue collectors can perform enforced collection, equipped with the capability of issuing official receipts in real-time through their mobile and handheld devices. The payment through debit and credit card via point-of-sale system (POS) and even online payments through the Internet via *Dragonpay* or *Paypal* is likewise being explored or evaluated.



## Simple Definition of PFM

**Public Financial Management (PFM)** is the system by which financial resources are planned, directed and controlled to enable and influence the efficient and effective delivery of public service goals.

Along budgeting, there is a need to standardize financial operating systems and procedures based on new technologies and internal policies. Barangays in the city are found to have varying systems and institutional capacities. Thus, there is a need to operationalize a uniform system across barangays and at the same time, implement a capacity enhancement program for barangay treasurers and other designated financial staff. To do this, however, the City Budget Office need additional staff as work overload is already experienced just to meet current outputs.



Similar to development planning and budgeting, there are also organizational and competency gaps that exist in the accounting and audit functions of the City Government. This is evidenced, among others, by the continued adoption of manual method of processing of transactions because of the inadequate training of accounting personnel in computer applications.

## SECTORAL GOAL

**The overall goal of the sector is to strengthen the capability of the City Government to undertake development planning and fiscal management responsibilities to further expedite and ensure 1) adequate, responsive, and efficient delivery of essential services, and 2) ease of doing business.**

### Sectoral Objectives and Targets

At the end of the planning period, this sector shall have attained the following objectives:

## SECTORAL OBJECTIVES AND TARGETS

### SECTORAL OBJECTIVES:

- a fully operational City Development Council (CDC), its sectoral committees, and the City Project and Monitoring Committee (CPMC),
- a restructured and strengthened City Planning and Development Office (CPDO);
- an automated, trained, and adequately staffed finance, assessment, budgeting and accounting departments;
- an improved barangay budgeting and accounting systems;
- a dynamic and client-friendly 'ease of doing business' environment;
- sustained growth in business and commercial activities;
- increased revenues from business and real property taxes, economic enterprises, and fees and other charges.

### SECTORAL TARGETS:

- at least two CDC meetings annually, and EXECOM/SECOMs meetings at least quarterly;
- at least 10% annual average increase in revenues from local sources;
- at least 10% annual average increase in real property tax collections;
- at least 5% average annual growth rate in the registration of businesses;
- a three-year total of 300,000 real property units (RPU) with updated tax assessments based on new market values and reflected on tax map sheets, all using the new Electronic Tax Revenue Assessment and Collection System (ETRACS 2.5) software;
- a three-year total of 225 annual budgets of Barangays reviewed and endorsed to the City Council;
- All 80 Barangays have working BDCs and trained on computer-based unified accounting systems.

### Development Strategies

During the plan period 2017-2019, the following sectoral strategies shall be pursued:

- **Institutionalize Community Participation in Development Planning**

The active participation of the private sector in the development planning processes of the City Government should be accorded greater emphasis during the next three years. Thus, activities such as meetings, field tours and other for a of the CDC, EXCOM, SECOMs, CPMEC need to be well planned, executed and followed up to maintain interest and active participation from among representatives from various community groups in the city.

- **Strengthen the Capacities of Staff in Development Planning and Fiscal Management**

Strengthening the capacities of staff is essential in improving the quality of required outputs and thus optimize office productivity. CPDO staff as main movers of the development planning processes within the City Government, and the three (3) main departments responsible for fiscal management (finance, budget and accounting), the shall be further trained and capacitated on pertinent fields of expertise to be able to undertake their functions to the highest standards of quality.

- **Build Strong External Linkages**

Building strong linkages to generate support and assistance, improve service delivery, and promote local investments. The City Government shall further improve its coordinative linkages with:

- national government agencies such as DOH, DEPED, DA and DPWH, for nationally funded programs and future initiatives requiring local and national collaboration;
- LGUs of provinces and cities in Northern Mindanao and other regions; in Region 10, through the RDC for synergy and complementation, the RPOC for security concerns, and other regional coordinating bodies handling sectoral concerns;
- external aid agencies such as USAID, Habitat for Humanity, and international donors for both capital and technical assistance, and for coordination of activities;
- the private sector, in particular the local business community, the academe, and CSOs for inputs to policy formulation, program design and resolution of implementation issues; and
- Cagayan de Oro's sister cities of Batangas, Iloilo and Zamboanga, as well Harbin City in China, Gwangyang in South Korea, and Norfolk in West Virginia, USA, to strengthen ties, foster exchange of knowledge, and promote tourism and investments.

- **Pursue Connectivity and Integration**

This is an institutional mechanism to further enhance the judicious use of appropriated funds. Computer-based connectivity of the assessment and treasury offices, as well as the treasury, budget and accounting offices, is expected to strengthen internal control and fiscal management. This can be realized by developing and installing an automated system to ensure commonality in data base for decision making.

- **Continuously Improve Existing Revenue Generating Systems**

Constantly fine-tuning existing revenue generating systems and procedures at the finance and assessment departments is particularly important for the City Government for establishing a client-friendly regulatory environment and ultimately, improve revenue collections. Thus, projects and activities that result to attaining streamlined, quicker and efficient systems or procedures shall be accorded priority.

## Major Programs and Projects

- **Capacity Improvement Program on Development Planning**

This is a program to be implemented throughout the plan period aimed at enhancing CPDO staff capability to perform their functions. The program aims improve the quality of required outputs, and instill a high sense of motivation among CPDO staff. The range of training subjects shall include plan preparation, investment programming, project development, M&E, group facilitation techniques, and computer-aided project analysis. Trainings can either be in-house or off site. The program shall be undertaken through a cascading approach, whereby trained CPDO staff shall then serve as mentors to the other departments performing sectoral planning of their own.





- **Automated Revenue Collection System Enhancement**

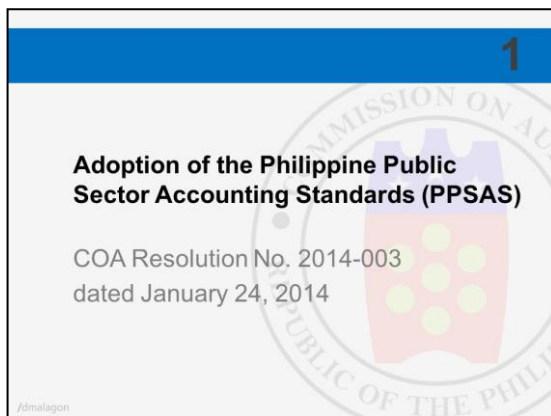


Aimed at further enhancing the existing revenue collection system of the CTO, the program involves the development, pre-testing, and installation of computer software program, remote network connectivity (dedicated leased lines), and the

establishment and maintenance of satellite collection offices.

- **Integration and Networking of Financial Data**

This involves the development and installation at the City Accounting Office (CAO) of



computerized accounting information system with an integrated financial management module designed for the efficient and time-saving delivery of financial statements and status reports. Its three components are local area network installation, integration of collection and disbursement, and software development and installation (3) under the program, 40 terminals that serve the same number of workstations will be cabled and connected. The whole system is designed to be compliant with the Philippine Public Sector

Accounting Standard (PPSAS).

- **Enhancement of Barangay Accounting System**

This is a comprehensive computerized software development for a modified and enhanced Barangay Accounting System to be designed, pre-tested and installed at the Barangay Division of the City Accounting Office and all of the 80 barangays of the city. Both the CAO staff and barangay representatives will undergo trainings on the use of the software for efficient and timely generation of pertinent financial statements, reports, and other vital documents. It is designed to be also PPSAS compliant.



- **Local Fiscal Empowerment Program**

Under this program, short-term courses or relevant trainings/workshops shall be offered to city/barangay officials and employees to improve the budgeting functions both at

city and barangay levels. Funding may also be provided for the training expenses of key personnel in the City Budget Office to participate in externally-sourced trainings/seminars with fiscal enhancement objectives. In-house trainings/orientations and other lined-up capacity development activities to be spearheaded by the City Budget Office may also be funded including the participating NGOs in collaboration with line executive departments and national agencies.

- **E-budget Tracking & Information System**



This is a budget tracking system to be developed in-house aimed at enhancing transparency and accountability of the budget process. Once completed, It is expected to lessen the process of collating data for fiscal management. With this system, accessibility of data and reconciliation will be made easy, and will eventually connect the three (3) Finance Offices namely: Budget, Accounting and Treasury. It will also eliminate the cumbersome accounting tasks of pulling numbers from disparate files, cutting and pasting, entering and uploading, and constantly performing reconciliation.

### **Proposed Legislation and Brief Description**

- Reorganization and Strengthening of the CPDO  
A proposed ordinance restructuring and redefining the functions of the various units of the CPDO to make it more effective and efficient in the performance of its mandate
- Creation of new positions at the City Budget Office  
The creation new technical positions at the CBO aims to address perennial work overload in the existing three technical divisions. With additional manpower and rationalized distribution of work, budget services will be more effective and efficient.

## UPDATED CITY DEVELOPMENT INVESTMENT PROGRAM, 2017-2019



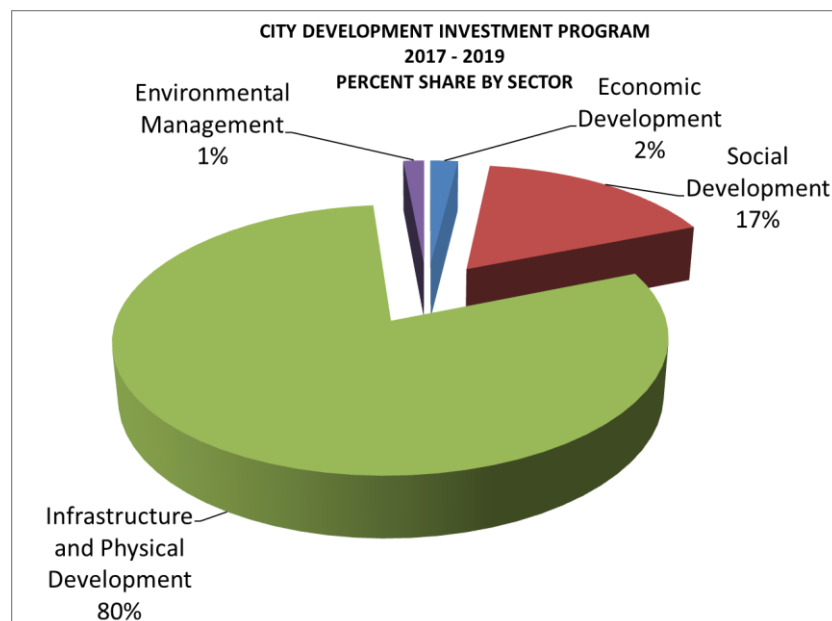
To operationalize the proposed interventions to address the various development issues and concerns in the plan and in order to attain the city's vision of development, the 3-year investment program has been updated to reflect the current and emerging realities in development administration.

The estimated total financing for the 2017-2019 investment program is about **PHP19.581 Billion**, disaggregated as follows:

**Table 5**  
**UPDATED CITY DEVELOPMENT INVESTMENT PROGRAM, 2017-2019**  
**ESTIMATED FUNDING REQUIREMENT, BY SECTOR**  
**(In PHP 000)**

SECTOR	2017	2018	2019	TOTAL (2017-2019)
	PHP (000)			
<b>OVERALL TOTAL</b>	<b>4,745,517.1</b>	<b>7,308,419.3</b>	<b>7,527,163.8</b>	<b>19,581,100.2</b>
<b>Economic Development</b>	<b>101,668.0</b>	<b>136,361.4</b>	<b>142,490.1</b>	<b>380,519.4</b>
<b>Social Development</b>	<b>935,120.1</b>	<b>1,117,050.2</b>	<b>1,245,439.9</b>	<b>3,297,610.2</b>
<b>Infrastructure and Physical Development</b>	<b>3,584,882.0</b>	<b>5,900,159.8</b>	<b>6,014,592.8</b>	<b>15,499,634.6</b>
<b>Environmental Management</b>	<b>71,207.0</b>	<b>122,867.0</b>	<b>92,757.0</b>	<b>286,831.0</b>
<b>Institutional Development</b>	<b>52,640.0</b>	<b>31,981.0</b>	<b>31,884.0</b>	<b>116,505.0</b>

In terms of percent share of the major sector to total funding requirements, Infrastructure and Physical Development got the biggest share, followed by Social Development, Economic Development, Environmental Management and Institutional Development (see chart below).



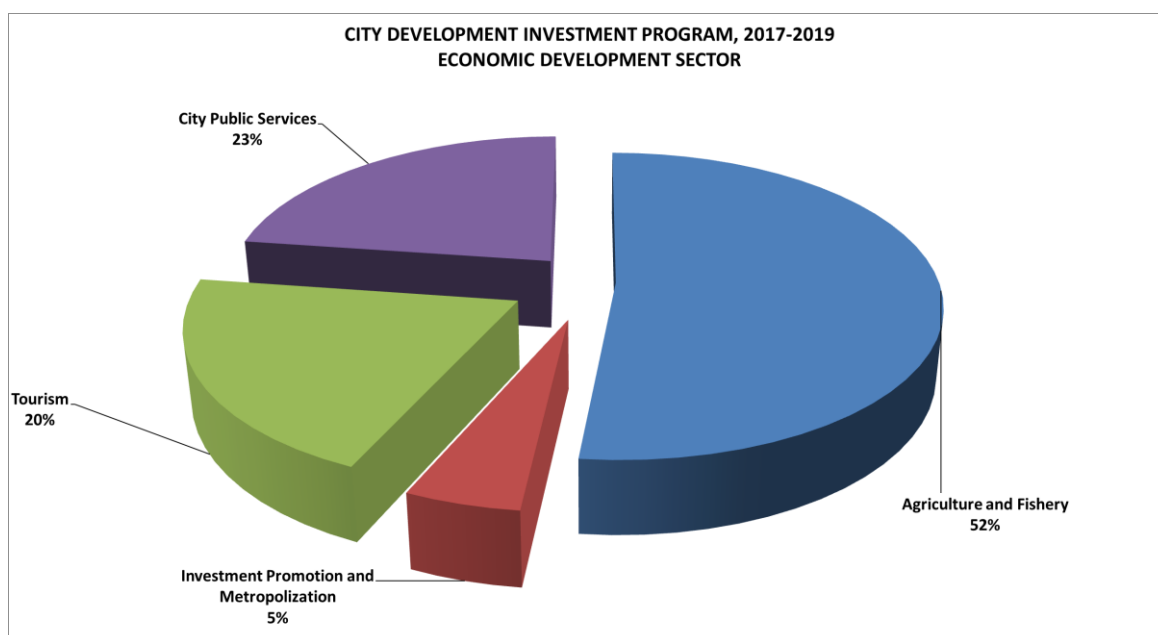
However, in terms of percent share of the subsectors versus the overall total budget requirements, Social Support Infrastructure (such as hospital renovation/improvement, mental care facilities, school-buildings) tops the list, followed by Economic Support Infrastructure (e.g., sanitary landfill, road concreting and/or opening projects), and Housing and Urban Development (housing program, land banking and development). (Table 6)

**Table 6**  
**PERCENT SHARE OF SUBSECTOR BUDGET REQUIREMENT TO  
OVERALL TOTAL**

SUBSECTOR	% SHARE
	100.0%
Agriculture and Fishery	1.0%
Mining and Quarrying	0.0%
Investment Promotion and Metropolization	0.1%
Tourism	0.4%
City Public Services	0.4%
Health and Nutrition	7.0%
Social Welfare	0.8%
Education	0.6%
Housing and Urban Development	8.1%
Public Safety and Order	0.0%
Sports, Recreation, Arts and Culture	0.1%

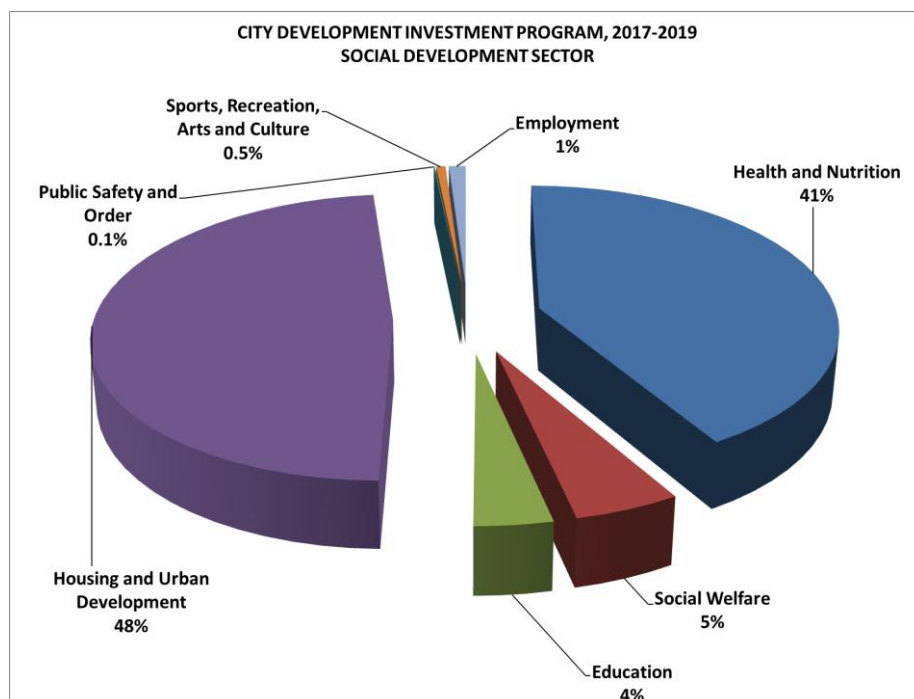
<b>Employment</b>	<b>0.2%</b>
<b>Economic Support Infrastructure</b>	<b>20.4%</b>
<b>Social Support Infrastructure</b>	<b>57.2%</b>
<b>Public Support Infrastructure</b>	<b>1.6%</b>
<b>Lands</b>	<b>0.1%</b>
<b>Forestry</b>	<b>0.2%</b>
<b>Water Resources</b>	<b>0.1%</b>
<b>Waste Management</b>	<b>1.1%</b>
<b>Air Quality</b>	<b>0.0%</b>
<b>Development Administration and Management</b>	<b>0.1%</b>
<b>Revenue Generation and Fiscal Management</b>	<b>0.3%</b>
<b>Development Communication/ Information Management</b>	<b>0.2%</b>

In terms of share of each subsector within the major sector, agriculture and fishery posts the highest 3-year budgetary requirement, followed by Investment Promotion and Metropolization, City Public Services, and Tourism (see chart below).

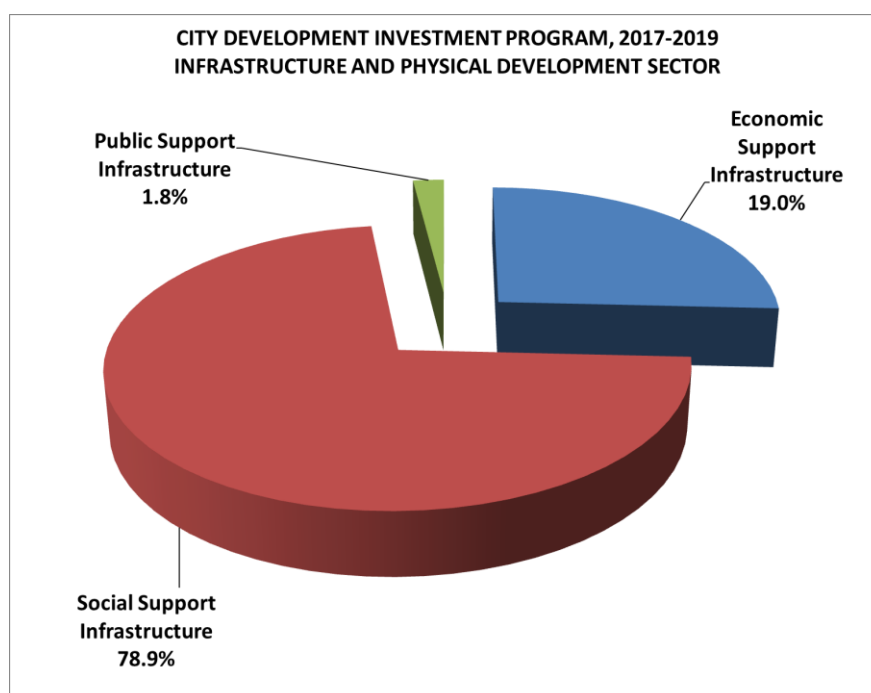




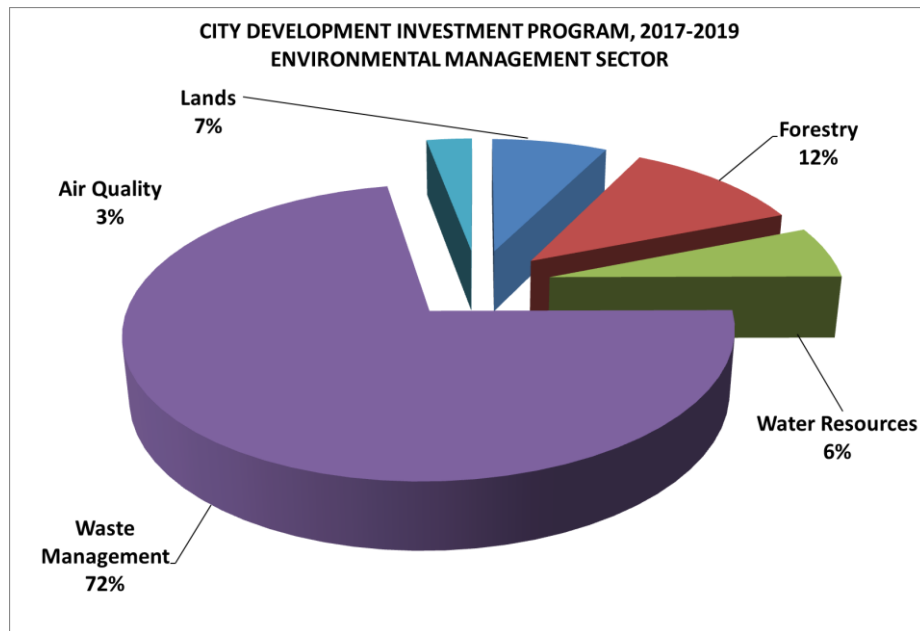
Under the Social Development Sector, the subsectors on Housing and Urban Development and Health and Nutrition require the most budget under the sector (see chart below).



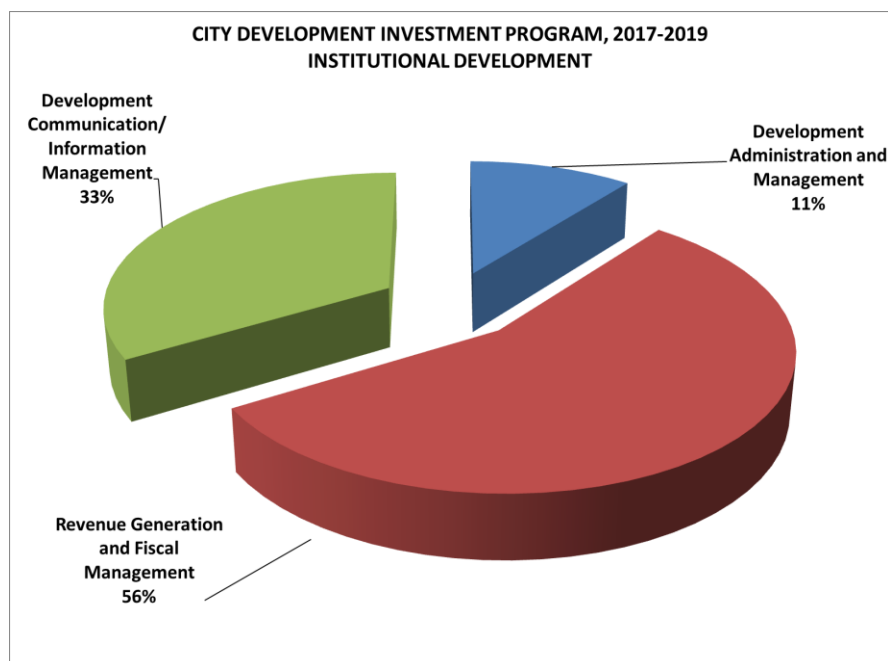
Meanwhile, the subsector on Social Support Infrastructure requires the highest 3-year budget versus the other two subsectors under the Infrastructure and Physical Development Sector, namely, Economic Support and Public Support (see chart below).



Under the Environmental Management Sector, the subsector on Waste Management requires the highest budget requirements during the period 2017-2019, followed by the subsectors on Forestry, Lands, Water Resources, and Air Quality (see chart below).



On budget requirements for Institutional Development, the subsector on Revenue Generation and Fiscal Management requires the highest requirement for three years, followed by Development Communication/Information Management and Development Administration Management (see chart below).



**Republic of the Philippines**  
**CITY GOVERNMENT OF CAGAYAN DE ORO**  
**CITY DEVELOPMENT INVESTMENT PROGRAM**  
**CY 2017-2019**

PROGRAM/PROJECT/ACTIVITY		BRIEF DESCRIPTION	PERFORMANCE OUTPUT INDICATOR	PHYSICAL TARGETS				INVESTMENT REQUIREMENTS (PHP 000)			
				2017	2018	2019	TOTAL	2017	2018	2019	TOTAL
ECONOMIC DEVELOPMENT								101,668.0	136,361.4	142,490.1	380,619.4
AGRICULTURE AND FISHERY								54,867.0	68,455.4	73,673.1	196,995.4
(Agriculture Productivity Office)								47,500.0	58,700.0	68,200.0	174,400.0
1.0	CROP PRODUCTION							47,500.0	58,700.0	68,200.0	174,400.0
1.1	Establishment of Sloping Agricultural Lands Technology (SALT) Sites	Includes farming and marketing technology, provision of planting materials and infrastructure supportive of agricultural development	Number of hectares of SALT sites					1,000.0	12,000.0	1,200.0	14,200.0
1.2	Provision of Planting Materials		Seedlings provided (no.)					17,000.0	18,500.0	30,500.0	66,000.0
1.3	Upgrading/Rehab of City Nursery		City Nursery upgraded/rehabilitated/ maintained					2,000.0	2,000.0	1,000.0	5,000.0
1.4	Provision of Small Irrigation Package		No. of hectares provided with SIP					2,500.0	1,500.0	1,000.0	5,000.0
1.5	Vegetable Production Using Clustering Concept		Vegetable seeds distributed in kilograms	300	150	100	550	600.0	300.0	200.0	1,100.0
1.6	Provision of Post-Harvest Equipment and Facilities		No. of post-harvest equipment and facilities provided					3,450.0	2,950.0	1,900.0	8,300.0
1.6.1	Cassava Chipper							1,500.0	1,000.0	500.0	3,000.0

1.6.2	Coffee Depulper							150.0	150.0	150.0	450.0
1.6.3	Abaca Stripper							100.0	100.0		200.0
1.6.4	Cassava Granulator							450.0	450.0		900.0
1.6.5	Multi-Purpose Drying Pavement							1,250.0	1,250.0	1,250.0	3,750.0
1.6.6	Upgrading of Bio-N Laboratory		Bio-N Laboratory upgraded					500.0	-	-	500.0
1.8	Rehabilitation/Repair of Irrigation System		Kilometer of irrigation system rehabilitated and/or repaired								
(City Veterinarian Office)								7,367.0	9,755.4	5,473.1	22,595.4
1.0	ANIMAL VACCINATION AND TREATMENT SERVICES							3,460.0	3,633.0	1,126.6	8,219.6
1.1	Vaccination of Animals	Conduct of vaccination services to protect humans against risks of rabid and related infections caused by animals thereby increasing livestock and poultry productivity.	Number of animals vaccinated	35,540	37,317	39,182	112,039	1,555.0	1,632.8	370.4	3,558.1
1.2	Deworming of Animals	Conduct of activities to deworm animals	Number of animals dewormed	8,400	8,770	9,157	26,327				
1.3	Treatment of Animal Diseases		Number of animals treated against diseases	3,540	3,717	3,901	11,158	100.0	105.0	110.2	315.2
1.4	Castration of Animals	Conduct of activities to upgrade quality of ruminants and reduce the population of stray animals (e.g., dogs and cats)	Number of animals castrated	2,068	2,171	2,279	6,518	50.0	52.5	55.1	157.6

			Number of stray dog population reduced	1,000	1,050	1,102	3,152	100.0	105.0	110.3	315.3
2.0	ANIMAL PRODUCTION							50.0	1,052.5	55.1	1,157.6
2.1	Animal Dispersal (Cattle, Carabao, Goat, Sheep, and Swine)	Increase farmers income through dispersal of animals	Number of animals dispersed to target beneficiaries (ONGOING ACTIVITY)	187	998	149	1,334	-	1,000.0	-	1,000.0
2.2	Artificial Insemination (Cattle, Carabao, Goat, and Swine)		Number of animals artificially inseminated	160	168	176	504	50.0	52.5	55.1	157.6
3.0	CITY POUND OPERATION							1,000.0	1,050.0	1,102.5	3,152.5
3.1	Impounding of Stray Animals	Reduce the number of stray dogs in order to lower the incidence of rabies	Number of stray dogs impounded	600	630	661	1,891	500.0	525.0	551.3	1,576.3
3.2	Animal Rescue During Disaster	Conduct of animal rescue during occurrences of disasters	Number of animals rescued					500.0	525.0	551.3	1,576.3
4.0	MEAT INSPECTION SERVICES							350.0	1,367.5	385.9	2,103.4
4.1	Ante-Post Mortem Inspection Services		Number of slaughtered animals inspected	90,380	94,899	99,642	284,921	-	-	-	-
4.2	Post-Abattoir Inspection	Conduct efficient and effective meat inspection to ensure safety of the consumers	Number of post-abattoir inspection of slaughtered animals conducted					-	1,000.0	-	1,000.0
4.3	Inspection of Poultry Meat		Number of poultry meat inspected (million heads)	24	25	26	75	-	-	-	-



5.0	SWINE PRODUCTION	Dispersal of piglets to target beneficiaries	Number of piglets dispersed	80	84	88	252	350.0	367.5	385.9	1,103.4
6.0	LIVESTOCK PRODUCTION SUPPORT/ GOAT AND SHEEP MULTIPLIER PROGRAM	Dispersal of ruminants (goats, sheeps) to target beneficiaries	Number of animals (goat and sheep) dispersed	15 goat/ 15 sheep	16 goat/ 16 sheep	17 goat/ 17 sheep	48 goat/ 48 sheep	117.0	122.9	129.0	368.8
7.0	FORAGE AND PASTURE	Management of sustainable feed resources of the Cagayan de Oro Stock Farm						120.0	126.0	132.3	378.3
8.0	POULTRY RAISING (NATIVE CHICKEN)	Provision of livelihood for the interested beneficiaries and increase farmers/beneficiaries income						100.0	105.0	110.3	315.3
9.0	BIOGAS TECHNOLOGY	Reduce the electric consumption and fertilizer use of farmers	Purchase of biogas digesters and construction of biogas extraction station					100.0	105.0	110.3	315.3
11.0	DAIRY PRODUCTION	Increase dairy production	Number of dairy cattle	10	14	18	42	1,200.0	1,260.0	1,323.0	3,783.0
12.0	DUCK RAISING	Increase duck meat and duck egg production	Number of ducks	1,000	2,000	3,000	6,000	400.0	440.0	480.0	1,320.0
13.0	FARMERS TRAINING (TO BE CONDUCTED AT THE PROPOSED FARMERS TRAINING CENTER)	Conduct of training to farmers, OJT students on livestock, poultry	Trainings conducted	-	6	7	13				
			No. of farmer participants	-	180	200	380				
			No. of ATI training attended/conducted	-	4	5	9				

		and other farming systems	No. of students	-	10	12	22				
MINING AND QUARRYING								-	-	-	-
(City Local Environment and Natural Resources Office)								-	-	-	-
1.0	Curb illegal mining activities	Conduct monitoring of metallic and non-metallic mining activities; establish checkpoint; and, conduct information, education, and communication (IEC) activities	Conducted monitoring activities for metallic minerals in 6 upland barangays (no. of days)	80	240	240	240				
			Conducted monitoring activities for non-metallic mining operations, with and dry quarry (no. of days)	240	240	240	720				
		Information, Education, Communication (IEC) campaign on the ill-effects of irresponsible mining in six (6) upland barangays identified as hotspots for hydraulic mining and RA 7942, the Philippine Mining Act of 1995	IEC activities conducted (no.)	2	2	2	6				
2.0	Sustainability of mineral resources	To raise revenue generated from the processing of permits; conduct information,	Revenue generated (in Php 000)	10,000.0	11,000.0	12,000.0	33,000.0				

		education and communication (IEC) activities; provide support to the City Mining Regulatory Board (CMRB); and, establish and maintain data base on mineral resources									
INVESTMENT PROMOTION AND METROPOLIZATION								6,110.0	6,100.0	6,110.0	18,420.0
<i>(Local Economic Investment Promotion Office)</i>								6,110.0	6,100.0	6,110.0	18,420.0
1.0	Profiling and Strategic Planning for the Identified Key Growth Areas:		(a) Project Briefs/Portfolios for possible investment projects in Urban Development Areas	1	2	2	5	500.0	500.0	500.0	1,500.0
	(1) West Urban Development										
	(2) West-Uptown Development Area										
	(3) East Uptown Development										
	(4) Eastern Urban Development Area										
	(5) Downtown Development Area - Pob										
2.0	Economic Growth Action Planning and Promotion of the Investment Priority Areas	The Economic Growth Plan is a document that will articulate an inclusive and resilient economic vision	Roadmaps and investment profiles of Investment Priority Areas with annual updating					200.0	200.0	200.0	600.0
			(a) Economic Growth Plan prepared	1	-	-	-				

		and the means to achieve it.	(b) Road maps and profiles prepared	-	4	4	4				
3.0	Updating of Collaterals for Investment Promotions: Videos, Brochures, etc.	Production of investment collaterals	(a) New video for investments prepared	1	-	-	1	100.0	100.0	100.0	300.0
			(b) Sectoral videos produced	-	4	4	4				
			(c) Annually updated collaterals (print and online resources)								
			- Cost of doing business	1	1	1	3				
			- Brochure production	1	1	1	3				
4.0	Creation of a Trade and Investment Promotions Center (TIPC) Website/Web Page	Development of TIPC website/webpage	(a) TIPC Website/webpage developed	1 TIPC website	-	-	1 TIPC website	20.0	20.0	20.0	60.0
			(b) Annually updated TIPC website/webpage	-	1	1	1				
			(c) Report on the number of visits and site usage (annual reports prepared)	1	1	1	3				
6.0	Monitoring and Analysis of City Competitiveness Data and Development of Database System		(a) To be consistently ranked among the top 10 Most Competitive Philippine Cities					50.0	50.0	50.0	150.0
			(b) Database system created and managed	1			1				
			(c) Updated quarterly City Competitiveness Indicators	4	4	4	12				

			(d) Annual analysis and planning on Advancing City Competitiveness	1	1	1	3				
7.0	Review of the Local Investment Incentives Code	Conduct of review of Local Investment Incentives Code	Approved revised Local Investment Incentives Code	1	-	1	1	10.0	-	10.0	20.0
8.0	Organizational Review of the Trade and Investment Promotions Center	Approval and institutionalization of plantilla positions and organizational structure for the TIPC	(a) Approved proposal for the institutional of the TIPC plantilla position	1	-	-	1	30.0	30.0	30.0	90.0
			(b) Annual TIPC Planning Assessment conducted	1	1	1	3				
9.0	Conduct of City Business Forums and Sectoral Business Forums		(a) Number of annual city and sectoral business forums organized and/or conducted	2	2	2	6	2,000.0	2,000.0	2,000.0	6,000.0
10.0	Conduct of Trade Missions (Foreign and Local), including conduct of Sister-City Missions		(a) Number of Foreign and Local Trade Missions participated in	2	2	2		2,000.0	2,000.0	2,000.0	6,000.0
11.0	Facilitation and Coordination of Potential Public-Private Partnership (PPP) Projects with various agencies and City departments (e.g. Oro Central, Septage and Sewerage, Divisoria redevelopment)		(a) PPP project identification and prioritization	1	1	1		500.0	500.0	500.0	1,500.0
			(b) Creation and operation of a PPP TWG								
			- Signed Executive Order	1	-	-	1				
			- PPP proposal facilitated	-	1	1	2				



			(c) Coordination and facilitation in the Creation of a PPP Code/ordinance								
			- PPP Code enacted	1	-	-	1				
			- PPP proposal approved	-	1	-	1				
			- PPP project ongoing	-	-	1	1				
12.0	Coordination of planning activities for the Lumbia Planned City Extension (PCE) (Alta Tierra de Oro)		(a) Prepared Alternative Plan for the PCE	1	-	-	1	500.0	500.0	500.0	1,500.0
			(b) Number of stakeholders consultation conducted	2	-	-	2				
			(c) Approval by the City Development Council (CDC) of the proposed Alternative Plan for the PCE	-	1	-	1				
13.0	Strengthening of the City Project Monitoring and Evaluation Committee (CPMEC)	CPMEC strengthening in coordination with expanded representation of civil society organizations (CSOs), such as the Cagayan de Oro Integrity Circle	(a) Approved augmentation of the CPMEC to include more CSO representation	1 CPMEC approval	-	-	1 CPMEC approval	50.0	50.0	50.0	150.0
			(b) Approved expansion of projects monitored under CPMEC	1 CPMEC approval	-	-	1 CPMEC approval				

14.0	Coordination of the Migration and Development Program of Cagayan de Oro City	Involves expansion of the BalinkBayan website and creation of coordination team for OF concerns	(a) Annual updated/improved BalinkBayan website	1	1	1	3	50.0	50.0	50.0	150.0
15.0	Facilitation and Coordination for the Hapsay Sapa Program	Establishment of the Linear Park consisting of 180 meters/kilometers along Zone 2, Brgy. 22 section of Bitan-ag Creek	(a) Coordination meetings conducted	120	120	120	640	50.0	50.0	50.0	150.0
16.0	Facilitation and Coordination for USAID SURGE Activities in 1) inclusive and resilient urban planning, 2) low-emission economic growth and 3) urban-rural connectivity	Support to USAID/SURGE activities	1) Coordination of capacity building activities; 2) secretariat services to TWG; 3) facilitation and monitoring of programmed activities in the three components	1) Year 2 approved work plan, 2) 4 TWG meetings	1) Year 3 approved work plan, 2) 4 TWG meetings	Y4 work plan, 4 TWG mtgs		50	50	50	250
<b>TOURISM</b>								<b>11,365.0</b>	<b>33,200.0</b>	<b>34,000.0</b>	<b>78,565.0</b>
<i>(City Tourism and Cultural Affairs Office)</i>								8,315.0	23,550.0	29,800.0	61,665.0
1.0	<b>TOURISM AND SOCIO-CULTURAL PROMOTION</b>							5,265.0	13,900.0	25,600.0	44,765.0
1.1	Tourism and cultural promotion activities, such as Philippine Travel Mart, Pasundayag Northern Mindanao, Cultural Arts activities	Conduct of, and support to, activities to promote tourism and socio-cultural attractions of the City	No. of tourism and cultural promotion activities conducted	2	3	4	9	1,900.0	2,500.0	2,700.0	7,100.0

1.2	Pasko de Oro (formerly, Halad sa Pasko)	Increase the participation of intended beneficiaries, institutions, and community base	Number of activity conducted	1	1	1	3	115.0	300.0	400.0	815.0
1.3	Higalaay Festival (Kagayan Festival)	Conduct of activities to increase participation of public and private sectors during the festival.	Number of activity conducted	1	1	1	3	1,000.0	2,500.0	3,000.0	6,500.0
1.4	Himugso	Conduct of activities to increase participation of public and private sectors during the festival.	Number of activity conducted	1	1	1	3	1,000.0	1,500.0	17,000.0	19,500.0
1.5	Cagayan de Oro Chinese New Year Festival	Conduct of activities to increase participation of public and private sectors during the festival.	Number of activity conducted	1	1	1	3	800.0	1,000.0	1,200.0	3,000.0
1.6	Sister Cities Program	Conduct of activities to promote the establishment of sister-cities relationship with local/national and international cities.	Increased partnership established	2	3	4	9	250.0	300.0	400.0	950.0

1.7	Balik Cagayan de Oro	Conduct of activities to promote to local and foreign to visit the City	Number of activity conducted	1	2	2	5	200.0	300.0	400.0	900.0
1.8	Lambago Festival	Increase cultural awareness and participation in the festival	Lambago festival conducted	1	1	1	3	-	500.0	500.0	1,000.0
1.9	International Whitewater Rafting Competition (Hosting)	Increase awareness and participation	Hosted the conduct of International Whitewater Rafting Competition	-	1	1	2	-	5,000.0	-	5,000.0
2.0	INSTITUTIONAL DEVELOPMENT							3,050.0	9,650.0	4,200.0	16,900.0
2.1	Renovation/provision of equipment, furnitures, and fixtures of City Tourism Office	Renovation of City Tourism Office and procurement of equipment, furniture/fixtures.	Innovative facilities provided to local and foreign guests/visitors					550.0	650.0	700.0	1,900.0
2.2	e-Invest Mapping Development	To establish an efficient and convenient information window for investors for tourism enterprises	Established e-Invest Mapping system					2,000.0	2,500.0	3,000.0	7,500.0
2.3	Formulation of Cagayan de Oro City Tourism Master Plan	Conduct of activities to formulate the city's Tourism Master Plan,	1) Executive Order on the creation of Task Force on the formulation of CDO Tourism Master Plan	1	-	-	1	500.0	500.0	500.0	1,500.0

		based on the template provided by the Department of Tourism	2) Draft of the city's Tourism Master Plan endorsed by the City Development Council and approved by the SP	1	-	-	1				
2.4	Tourist Coaster and Service Vehicle for Kagay-an Tropical Spring Resort	Procurement of vehicle	Vehicle procured	-	1	-	1	-	6,000.0	-	6,000.0
2.6	CAPABILITY BUILDING		No. of participants	-	75	180	255	-			
			No. of training conducted	-	3	5	8				
			No. of frontliners training conducted	-	4	2	6				
(City Public Services Office)								29,326.0	28,606.0	28,707.0	86,639.0
1.0	STREET CLEANING AND CENTER ISLAND MAINTENANCE	Street cleaning along City Streets and main thoroughfares  Maintenance of cleanliness and upkeep of center islands including gutters, grass cutting and greening of surroundings	All city streets covered by six to eight are regularly cleaned and maintained <u>2017:</u> Area I: Bulua/Kauswagan/JR Borja Extn, including center islands/rotunda Area II: Carmen Market and premises Area III: Poblacion Area II-A Area IV: Poblacion Area II-B Area V: Cogon Market and premises Area VI: Agora Lapasan and five center island and two	6 areas	7 areas	8 areas	18 areas	15,060.0	15,102.0	15,145.0	45,307.0



			fly-over <u>2018:</u> Areas I to VI, above and- Area VII: Bulua Road and premises <u>2019:</u> Areas I to VII, above and - Area VIII: Puerto Road and premises								
2.0	PARKS, PLAZAS, AND CITY HALL MAINTENANCE	Maintenance of cleanliness, beautification and greening of City Parks and Plazas, sanitation around City Hall premises, comfort rooms, hallways, corridors, and quadrangle	All city parks, plazas, and center islands covered by six to eight areas are cleaned and beautified					14,266.00	13,504.00	13,562.00	41,332.00
			1. Gaston Park	(Items 1 to 6)	(Items 1 to 8)	(Items 1 to 8)	(Items 1 to 8)				
			2. Bonifacio Park								
			3. Rizal Park								
			4. Magsaysay Park								
			5. JR Borja Park								
			6. Divisoria Area/Amphitheater	-							
			7. Bulua Center Island								
			8. Kauswagan Center Island	-							
			City buildings and facilities are regularly cleaned and maintained (12 each comfort rooms, corridors, alleys)	36	36	36	36				
			City Public Cemetery	1	1	1	1				



**Republic of the Philippines**  
**CITY GOVERNMENT OF CAGAYAN DE ORO**  
**CITY DEVELOPMENT INVESTMENT PROGRAM**  
**CY 2017-2019**

Program/Project/Activity		Performance Indicator	Physical Targets			Total	Investment Requirements(Php) 000			
							Cost / year			Total
			2017	2018	2019		2017	2018	2019	
SOCIAL DEVELOPMENT							935,120.13	1,117,050.16	1,245,439.87	3,297,610.16
HEALTH & NUTRITION							447,462.93	444,271.55	478,399.88	1,370,134.36
1	Nutrition Program	No. of women given micronutrients supplementation	57,303	58,591	59,793	175,687	3,176	4,185	4,636	11,997.00
		No. of children given micro-nutrient supplementation (Vitamin A, Iodine, MNP)	267,813	293,723	321,144	882,680	17,845.00	18,754.00	19,798.00	56,397.00
2	Expanded Program on Immunization (EPI)	95% of children FIC(Fully-Immunized Child)	2,500	2,750	3,025	8,275	39,602.00	40,176.00	40,445.00	120,223.00
		95% os school-age children, senior citizens and pregnant women immunized	6,600	7,260	7,986	21,846				

3	Integrated Management on Childhood Illness	No. of children provided with medicines against pneumonia	5,000	7,000	7,000	19,000	1,110.00	1,530.00	1,530.00	4,170.00
4	Adolescent and Youth Health Development	No. of core adolescent group organized per public H.S.	150	150	150	450	466.00	403.00	458.00	1,327.00
		No. of adolescent attended core group summit	450	500	600	1550				
5	Maternal Health Program	Decrease MMR from 105.14 in 2015 to..	80	60	50	190	2,269.00	2,252.00	2,648.00	7,169.00
		Increase coverage of ANC from 56.03 in 2015 to..	60	75	90	225				
		Increase coverage of positive productive value (PPV) from 44.97 in 2015 to..	60	75	90	225				
5	Family Planning	Increase coverage of contraceptive prevalence rate (CPR) from 21.05 in 2015 to..	30	45	70	145	10,965.00	11,523.00	2,648.00	25,136.00
6	Non Communicable Diseases	No. of clients given medicines	15,000	30,000	45,000	90,000	3,953.00	5,291.00	6453.5	15,697.50
		No. of clients given monitoring charts	15,000	15,000	15,000	45,000	15.00	15.00	15.00	45.00

7	Health and Wellnes for Older People	No. of senior citizens assisted/facilitated on their monthly allowance of P1,000/month c/o CSWD	Inventory of SCs	Profiling of SCs	2,500	2,500	518.10	519.70	30,720.60	31,758.40
8	Health and Wellness for Persons with Disability	No. of PWDs assisted in the acquisition of crutches and/or wheelchair	216	216	216	648	1,435.60	1,108.50	1,108.50	3,652.60
9	Renal Disease Control Program	No. of urine strips augmented by CLGU	100	100	100	300	758.70	462.00	508.20	1,728.90
10	Environmental Sanitation	No. of food handlers dewormed	4,400	4,400	4,400	13,200	629.50	657.00	687.25	1,973.75
11	Dengue Prevention and Control Program	No. of reproduced leaflets for the control of fever and chikungunya	5,000	5,000	5,000	15,000	25.50	25.50	25.50	76.50
12	National Tuberculosis Program	No. of TB patients provided with categories I and II TB kits	11,121	11,698	12,402	35,221	14,112.30	16,710.44	20,826.56	51,649.30
13	National Leprosy Control Program	No. of patients given skin slit procedure	-	-	-	-	31.23	34.41	37.77	103.41
14	Filaria Elimination and Control	No. of operations conducted	4	4	4	12	72.00	72.00	72.00	216.00
15	STI, HIV-AIDS Elimination and Control	Procurement of equipment & supplies					-	2,480.00	3,096.00	5,576.00



16	Rabies Elimination and Control Program	No. of person vaccinated against rabies	12,000	13,000	14,000	39,000	19,320.00	20,930.00	22,540.00	62,790.00
17	PIHES	No. of target participants attended the various seminars conducted by CHO/DOH	2,648	4,497	4,498	11,643	950.00	2,405.00	2,525.00	5,880.00
18	Dental Health Care	No. of patients served	71,841	71,841	71,841	215,523	17,709.00	24,738.00	27,621.00	70,068.00
19	Diagnostic Enhancement	90% of diagnostic procedures performed	5 medical equipments installed	-	-	5 medical equipments installed	22,500.00	-	-	22,500.00
20	PhilHealth Indigency Program	No. of indigents given PhilHealth Benefits	100,000	100,000	100,000	300,000	240,000.00	240,000.00	240,000.00	720,000.00
21	PhilHealth Point of Care	No. of beneficiaries	100,000	100,000	100,000	300,000	50,000.00	50,000.00	50,000.00	150,000.00
<b>SOCIAL WELFARE</b>							<b>57,954.00</b>	<b>54,101.00</b>	<b>51,602.78</b>	<b>163,657.78</b>
<b>1</b>	Program, Projects and Services for Children	No. of buildings constructed and renovated	18	19	18	55	24,300.00	26,200.00	25,700.00	76,200.00
		No. of indigent children subsidized	300	400	500	1200	-	-	-	-
<b>2</b>	Program, Projects and Services for Youth	No. of indigent students subsidized	500	650	800	1950	2,250.00	3,775.00	3,300.00	9,325.00
		No. of buildings completed & fully operational	75%	1	2	2	2,250.00	3,775.00	3.78	6,028.78
<b>3</b>	Programs, Projects for Women/Families	Building constructed and fully operational	75%	90%	100%	1	6,500.00	3,800.00	2,750.00	13,050.00

		No. of families granted seed assistance	1000	1200	1500	3,700	-	-	-	-
4	Program for Persons and Children with Disability	No. of PWDs granted assistive devices	50	75	100	225	12,500.00	700.00	900.00	14,100.00
		No. of PWD with LGU social pension	2,000	-	-	2,000	-	-	-	-
5	Program for Elderly/Senior Citizens	No. of SC with LGU social pension	1500	2500	3000	7,000	9,000.00	15,000.00	18,000.00	42,000.00
6	Program for Emergency Welfare & Crisis Intervention	Portable supplies & materials for women and children	2	-	-	2	400.00	-	-	400.00
7	Program for Indigenous People (IPs)	No. of IPs granted livelihood assistance	300	350	400	1,050	450.00	525.00	600.00	1,575.00
	Institutional/Residential Service Support Program	No. of children in centers conducted psychological evaluation	135	145	155	435	304.00	326.00	349.00	979.00
HOUSING & RESETTLEMENT							357,902.43	566,900.00	662,850.00	1,587,652.43
1	City Urban and Development Housing Program *						16,327.43	-	-	16,327.43
2	Housing Database System						350.00	250.00	200.00	800.00
3	Landbanking and Development	Acquired 360 hectares of land for socialized housing	60	150	150	360	330,000.00	556,000.00	654,000.00	1,540,000.00

		Acquired basic equipment for engineering works	1 unit grader; 1 unit payloader; 1 unit dump truck	1 unit dump truck; 1 unit backhoe ; 1 unit scraper	1 unit road roller; 1 unit dump truck	1 unit grader; 1 unit payloader; 3 units dumptruck ; 1 unit backhoe; 1 unit scraper; 1 unit road roller	6,000.00	6,000.00	4,000.00	16,000.00
4	Community Organizing	<ul style="list-style-type: none"> <li>Regular Community Organizing</li> <li>Registered all HOAs in HLURB</li> <li>Assisted in the Processing and Awarded Titles</li> <li>Installed Functional Development Programs especially on livelihood projects in each of the Resettlement</li> </ul>	<ul style="list-style-type: none"> <li>Regular Community Organizing Activities</li> <li>15 HLURB Application Assistance</li> <li>10 Titling Assistance</li> <li>25 Assistance of Development Projects</li> </ul>	<ul style="list-style-type: none"> <li>Regular Community Organizing Activities</li> <li>15 HLURB Applications</li> <li>15 HLURB Application Assistance</li> <li>10 Titling Assistance</li> <li>25 Assistance of Development Projects</li> </ul>	<ul style="list-style-type: none"> <li>Regular Community Organizing Activities</li> <li>15 HLURB Application Assistance</li> <li>10 Titling Assistance</li> <li>25 Assistance of Development Projects</li> </ul>	CO Activities  45 HLURB Application  30 HOA Titling Assistance 75 Devt Projects	3,350.00	3,350.00	3,350.00	10,050.00

5	Strengthening of Multi-stakeholders *						1,800.00	1,300.00	1,300.00	4,400.00
6	Emancipation of Piso-Piso beneficiaries	No. of beneficiaries awarded with land title	100% of piso-piso beneficiaries with land title	-	-	100% of piso-piso beneficiaries with land title	75.00	-	-	75.00
<b>EDUCATION</b>							<b>54,191.77</b>	<b>32,967.26</b>	<b>33,391.81</b>	<b>120,550.84</b>
1	Acquisition of School Site	No. of school site acquired	5	-	-	5	-	-	-	-
2	Acquisition of Senior Highschool Instructional Equipments	No. of schools acquired SHS Equipment	12	-	-	12	21,650.14	-	-	21,650.14
3	Trainings	No. of participants to various trainings	2500	2500	2500	7500	6,689.32	6,689.32	6,653.32	20,031.96
4	Reproduction of Learner's Module	Learner's module reproduced	793	793	793	2379	396.50	396.50	396.50	1,189.50
5	Purchase of Instruments for Wellness Program	Wellness programs instruments purchased	1	-	-	1	25.00	-	-	25.00
6	Purchase of Instructional/ICT equipment	Instructional/ICT equipment purchased	229	235	235	699	9,020.00	9,020.00	9,020.00	27,060.00
7	Health and Nutrition Program	No. of beneficiaries of Busog Lusog Talino	2500	2500	2500	7500	3,600.00	3,600.00	3,600.00	10,800.00
8	Research Program	No. of researchers	15	20	25	60	1,343.58	1,463.58	1,583.58	4,390.74
		No. of research interventions	16	16	16	48	-	-	-	-

		Capacity building of stakeholders	654	654	654	1962	-	-	-	-
		Reproduction advocacy	109	109	109	327	-	-	-	-
9	Sports Program	No. of athletes, coaches, trainers & working committee	658	658	658	1974	11,021.00	11,351.63	11,692.18	34,064.81
10	Disaster Risk Reduction Management (DRRM)	No. of DRRM Manuals	113	113	113	339	446.23	446.23	446.23	1,338.69
		No. of participants	327	327	327	981	-	-	-	-
		No. of Modules reproduced	113	113	113	339	-	-	-	-
EMPLOYMENT							10,650.00	11,660.00	11,940.00	34,250.00
1	Special Program for Employment of Students (SPES)	4,000 student beneficiaries hired	Hiring of 90% of SPES applicants	Hiring of 95% of SPES applicants	Hiring of 100% of SPES beneficiaries	11,400 beneficiaries	9,750.00	10,000.00	10,100.00	29,850.00
2	Job Fair	Registered, assisted and facilitated 10,000 jobseekers	6000 job seekers interviewed	7000 job seekers interviewed	8000 job seekers interviewed	21000 job seekers interviewed	450.00	550.00	600.00	1,600.00
3	Career Coaching/Labor Education for Graduating Students (LEGS)	Conducted guidance counselling on all public highschools and graduating college students	All public highschools and graduating college students guided and counselled towards their career path	All public highschools and graduating college students guided and counselled	All public highschools and graduating college students guided and counselled towards their career path	All public highschools and graduating college students guided and counselled towards their career	100.00	130.00	150.00	380.00

				towards their career path		path				
4	Labor Market Information (LMI)	Categorized & classified jobseekers according to skills & qualifications & gathered information on the labor market trend	All job seekers are categorized and classified according to skills and qualifications	All job seekers are categori zed and classifie d accordin g to skills and qualifica tions	All job seekers are categorize d and classified according to skills and qualificatio ns	All job seekers are categorize d and classified according to skills and qualificatio ns	50.00	120.00	150.00	320.00
5	National Skill Registry System (NSRS)	Database of all jobseekers' skills & qualifications for better & easy employers' access and greater probability of jobseekers' employment	11,000	13,000	16,000	40,000	50.00	70.00	80.00	200.00
6	Job Start CdeO	Improved employability chances of Out-of School Youths (OSY) & High School graduates through Life Skills Training (LST) & employers tie up	200 OSY & HS graduates employed after LST	300 OSY & HS graduat es employ ed after LST	400 OSY & HS graduates employed after LST	900	50.00	550.00	600.00	1,200.00



7	IEC on Anti-Illegal Recruitment (AIR)	Eliminate overseas illegal recruitment activities	Conducted IEC on AIR to 90% of all barangays in the city	Conducted IEC on AIR to 95% of all barangays in the city	Conducted IEC on AIR to all the barangays in the city	100.00%	100.00	120.00	130.00	350.00
8	Employers Forum	Better linkages with employers to effectively address unemployment and labor demands					100.00	120.00	130.00	350.00
SPORTS, RECREATION, CULTURE & ARTS							<b>6,350.00</b>	<b>6,450.00</b>	<b>6,450.00</b>	<b>19,250.00</b>
1	Sports Clinic	Sports clinic conducted	1	1	1	3	1,000.0	1,000.0	1,000.0	3,000.0
2	Sports Competition	Sports competition conducted	1	1	1	3	4,500.0	4,500.0	4,500.0	13,500.0
3	Himugso (June)		1	1	1	3	800.00	900.00	900.00	2,600.00
4	Research Training Students	No. of students trained					50.00	50.00	50.00	150.00
PUBLIC SAFETY & ORDER							<b>609.00</b>	<b>700.35</b>	<b>805.40</b>	<b>2,114.75</b>
1	Anti Drug Abuse Program	Drug related incidents decreased					609.00	700.35	805.40	2,114.75

**Republic of the Philippines**  
**CITY GOVERNMENT OF CAGAYAN DE ORO**  
**CITY DEVELOPMENT INVESTMENT PROGRAM**  
**CY 2017-2019**

PROGRAM/PROJECT/ACTIVITY		BRIEF DESCRIPTION	PERFORMANCE OUTPUT INDICATOR	PHYSICAL TARGETS				INVESTMENT REQUIREMENTS (PHP 000)			
				2017	2018	2019	TOTAL	2017	2018	2019	TOTAL
INFRASTRUCTURE AND PHYSICAL DEVELOPMENT								3,584,882.0	5,900,159.8	6,014,592.8	15,499,634.6
Economic Support Infrastructure								896,939.0	1,802,206.0	1,295,922.0	3,995,067.0
(City Engineer's Office)								594,289.0	1,247,476.0	1,002,692.0	2,844,457.0
1	Construction and establishment of Oro Central Multi-Storey Building with 200 classroom capacity in three phases		Classrooms constructed	Phase 1	Phase 2	Phase 2	200 CL complet ed	300,000.0	300,000.0	300,000.0	900,000.0
				Detailed engineering; Land deve lopment; civil works started	Continuin g civil works activities	Project completio n; 200 CL complete d					
2	Road Concreting Program		Number of projects	78	38	38	154	127,027.0	351,030.0	351,030.0	829,087.0
			Kilometers Concreted	30.1 km	35.1 km	35.1 km	100.3				
3	Road Opening and Widening		Number of projects; by phase/road section	18	18	19	55	34,900.0	84,300.0	84,300.0	203,500.0
4	Construction of Drainage, Slope Protection and Bank Protection		Number of projects	30	18	18	66	64,450.0	224,313.0	224,313.0	513,076.0

5	Declogging of Existing Waterways and Tributaries		Number of projects	6	6	6	18	13,250.0	6,250.0	6,250.0	25,750.0
6	Road Reblocking		Number of projects	6	6	6	18	14,500.0	24,250.0	24,250.0	63,000.0
7	Water Systems		Number of projects	8	6	6	20	12,250.0	7,750.0	7,750.0	27,750.0
8	Electrification of City Relocation Sites and Other Areas		Number of projects	14	14	-	28	7,996.0	4,299.0	-	12,295.0
9	Replacement of Streetlight Fixtures		Number of projects	4	4	4	12	5,607.0	4,799.0	4,799.0	15,205.0
10	Repair/Rehabilitation of Public Buildings		Number of projects	6	3	-	9	14,309.0	240,485.0	-	254,794.0
<i>(Agricultural Productivity Office)</i>								176,500.0	157,500.0	95,500.0	429,500.0
1	Farm to Market Road Projects		kilometers of FMR roads constructed - District 1	42.8				175,000.0	100,000.0	75,000.0	350,000.0
			kilometers of FMR roads constructed - District 2	10.1							
2	Rehabilitation/Repair of Irrigation System		Kilometer of irrigation system rehabilitated and/or repaired	-				-	10,000.0	10,000.0	20,000.0
3	Rehabilitation/Repair of Irrigation System		Kilometer of irrigation system rehabilitated and/or repaired	-				-	10,000.0	10,000.0	20,000.0
4	Establishment of vermicomposting facilities		No. of vermicomposting facilities		-	-		1,500.0	-	-	1,500.0

5	Establishment of pesticide analytical laboratory		Pesticide analytical laboratory established	-		-		-	5,000.0	-	5,000.0
6	Establishment of tissue culture laboratory		Tissue culture laboratory established	-		-		-	3,000.0	-	3,000.0
7	Farmers Training Center construction		Farmers Training Center constructed	-				-	4,500.0	500.0	5,000.0
8	LIVESTOCK AUCTION MARKET	Increase revenue collection and market opportunity for farmers	Land acquisition (2 hectares) and building construction	-		-		-	25,000.0	-	25,000.0
<i>(City Tourism Office)</i>								26,150.0	47,230.0	47,730.0	121,110.0
1	Kagay-an Resort Tropical Spring Development (3rd Phase)	Development of Kagay-an Resort	3rd phase development of Kagay-an Resort facilities and amenities	1	-	-	1	11,000.0	13,000.0	15,000.0	39,000.0
2	Operation of FS Catanico Falls Resort	Rehabilitation of FS Catanico Falls	Rehabilitated FS Catanico Falls	1	1	-	2	2,000.0	3,000.0	4,000.0	9,000.0
3	Embarkation Area of Whitewater Rafting	Development of embarkation area of whitewater rafting	Developed embarkation area	1	1	-	2	3,650.0	4,000.0	5,000.0	12,650.0
4	MacArthur Marker Improvement Project	Establishment of Tourist Lounge and Coffee Shop	Established tourist lounge and coffee shop	1	-	-	1	1,500.0	2,000.0	3,000.0	6,500.0
5	Construction of Welcome Arc	Construction of welcome arc (2 sections)	Constructed 2-section welcome arc	1	-	-	1	8,000.0	1,000.0	500.0	9,500.0
6	Macahambus Cave, Hill, and Gorge Development	Increase the number of local and foreign visitors and advocate community participation among the locals in the area.	Restored Macahambus Cave, Hill, and Gorge	-	1	1	2	-	3,230.0	3,230.0	6,460.0

7	Establishment of cultural village at Barangay Mambuaya		Cultural Village at Barangay Mambuaya established and maintained	1	1	-	1	-	3,000.0	3,000.0	6,000.0
8	Improvement of Duaw Park		Additional facilities constructed at Duaw Park	-	1	1	1	-	6,000.0	2,000.0	8,000.0
9	Isla de Oro and Baksan Recreation Center	Establishment recreation center	Recreation center established and maintained	-	1	1	2	-	7,000.0	7,000.0	14,000.0
10	Development of Parola at Macabalan	Construction of facilities and amenities	Parola at Macabalan developed and maintained	-	1	-	1	-	5,000.0	5,000.0	10,000.0
(CLENRO/Ecological Solid Waste Management)											
1	Construction and operation of sanitary landfill		Sanitary landfill constructed	1			1	100,000	350,000	150,000	600,000.0
<b>Public Support Infrastructure</b>								149,440.0	39,819.0	121,570.0	310,829.0
<i>(City Equipment Depot)</i>								136,259.0	25,631.0	106,361.0	268,251.0
1	Equipment availability for use in the implementation of various City projects	Acquire fleet of brand new eight (8) units of construction equipment	Purchased construction equipment	8 units	-	-		133,100.0	-	-	133,100.0
		Pursue the implementation of the City Equipment Depot Economic Enterprise		-	-	-	-	-	-	-	-
		Purchase additional six (6) units of brand new needed equipment	Purchased new equipment	-	-	6 units	-	-	-	80,100.0	80,100.0
2	Minimize the downtime of equipment and	Proper preventive maintenance and availability of equipment	Disposed old age equipment and vehicles	9 units	-	-	-	1,178.0	-	-	1,178.0

	vehicles	parts and funds									
		Ensure availability of fast and moving parts of all equipment and vehicles	Available parts of all equipment and vehicles	-	1 lot	1 lot	2 lots	-	23,550.0	23,550.0	47,100.0
3	Ensure the proper usage and management of equipment and vehicles	Conduct appropriate training in coordination with other government agencies and equipment companies	Purchased quality shop tools and testing equipment	1 lot	-	-	1 lot	200.0	-	-	200.0
			Attended skills training and seminars	-	2 times a year	2 times a year	4 training attended	-	300.0	930.0	1,230.0
			Hired highly-skilled mechanics and equipment operators (electro-mechanic/IT)	11	-	3	15	1,781.0	1,781.0	1,781.0	5,343.0
<i>(City Building Office)</i>								13,181.0	14,188.0	15,209.0	42,578.0
1	Implementation of Building Permit Management System (eBPMS)	eBPMS implemented 100%. Upgrade linkage to line agencies such as BFO, ROD, DOLE, City Finance, City Assessment, CPDO, and other external offices	Upgraded hardware and equipment for eBPMS					3,000.0	3,200.0	3,400.0	9,600.0
2	Intensify Annual Building and Billboard Inspection	Conduct of whole year-round inspection of buildings and billboards.	Conducted inspection of all structures other than residential	-	15.0%	27.50%	42.5%	5,831.0	6,123.0	6,429.0	18,383.0



		Partnership with outdoor advertisers and City Government to set up guidelines. Advertisers are given grace period to dismantle their existing billboards that have been put up without permits.	Partnership guidelines/agreement between City Government and outdoor advertisers prepared								
3	Issuance of Certificate of Occupancy	Conduct of whole-year round inspection of buildings for issuance of Certificate of Occupancy	Certificate of Occupancy issued for all inspected structures		32.0%	45.0%	77.0%	2,100.0	2,200.0	2,300.0	6,600.0
4	Establishment of Geographical Information System (GIS)	Whole year conduct of building inventory and establishment of Geographical Information System (GIS)	Geographical Information System (GIS) established	GIS estab'd			GIS estab'd	1,000.0	1,200.0	1,400.0	3,600.0
			Percentage of Buildings Inventory Data made available	-	50%	100%	100%	-			
5	Implementation of Earthquake Recording Instrument for Buildings	Implementation of seismic detection/ accelelograph. Applicants will be required to install seismic detection/ accelelograph instrument during the processing of building permit application	Percentage of compliance to seismic detection/ accelelograph system	10%	30%	60%	100%	1,000.0	1,200.0	1,400.0	3,600.0
6	Implementation of Green Building Technology	Implementation of Green Building Technology (Philippine Green Building Code)	Full implementation of Green Building technology	100%	100%	100%	100%	250.0	265.0	280.0	795.0
<b>Social Support Infrastructure</b>								2,538,503.0	4,058,134.8	4,597,100.8	11,193,738.6

1	STI, HIV-AIDS Prevention and Control	Construction of STI,HIV-AIDS building to include area for STI laboratory, counseling room and training room - 2 storey building	Completed and operational STI, HIV-AIDS Building (2-storey)	1 unit building	-	-	1 unit building	22,300.0	2,480.0	3,096.0	27,876.0
2	Establishment of Mental & Rehabilitation Facility		Mental & Rehabilitation facility established	1	-	-	1	20,000.0	-	-	20,000.0
3	Support to Construction and Development of 2 Infirmary Centers		infirmary centers constructed and equipped (Lumbia & Tablon)	2	-	-	2	26,898.0	-	-	26,898.0
4	Expansion of health centers responsive to medical surges		No. of health centers responsive to medical surges	5	-	-	5	12,000.0	-	-	12,000.0
5	Repair and maintenance of CHO		CHO main building repaired	0.35	0.7	1	1	2,000.0	2,000.0	2,000.0	6,000.0
6	Expansion of Level 1-200 Bed Capacity to Level 2-400 Bed Capacity		Increase in number of patients accommodated	Level I - 200	Level I - 200	Level II - 400	Level II - 400	119,678.0	132,256.8	10,589.1	262,523.9
7	Shelter for Mentally-ill Person (Renovation)		Shelter for Mentally-III Renovated	1	-	-	1	1,000.0	-	-	1,000.0
8	Program for Elderly/Senior Citizens (SC)		Building constructed and fully operational	0.8	0.9	1.0	1	5,000.0	2,000.0	0.5	7,000.5
9	Program for Indigenous People (IPs)		Building constructed and fully operational	0.8	0.9	1.0	1	800.0	800.0	400.0	2,000.0
10	Construction of Socialized Housing		No. of low cost/socialized housing constructed	6,000	12,000	12,000	30,000	2,100,000.0	3,500,000.0	4,200,000.0	9,800,000.0

1 1	Construction of Classrooms/School Building(Elementary)		No. of Elementary classrooms constructed	64	62	58	`	76,800.0	74,400.0	69,600.0	220,800.0
1 2	Construction of Classrooms/School Building(Secondary)		No. of Secondary classrooms constructed	2	-	-	2	114,000.0	-	-	114,000.0
1 3	Establishment of Sports Complex	Establishment of Sports Complex as venue for the conduct of sports clinic, sport competition, Sports Development Council meetings	Sports Complex established	-	Construct ion phase	Constructi on/ Completio n	1	-	300,000.0	300,000.0	600,000.0
1 4	Establishment of facility for tennis sports	Establishment of facility for tennis sports	Regional Tennis Center	-	1	-	1	-	20,000.0	-	20,000.0
1 5	Construction and restoration of CdeO amphi-theater		CdeO amphitheater const/ restored	-	1	-	1	-	3,000.0	-	3,000.0
1 6	Maintenance of Plaza delos Heroes and Macahambus Cave		Plaza delos Heros and Macahambus Cave maintained	2	2	2	2	13.0	13.0	13.0	39.0
1 7	Renovation & Operation of the City Public Library		CPL renovated and operated	1	1	1	1	1,440.00	6,410.00	460.00	8,310.00
1 8	Construction of museum storage and archives		Museum storage and archives constructed	-	1	-	1	-	5,260.00	-	5,260.00
1 9	Construction of infirmary building (male)		Infirmary Building constructed	1	-	-	1	5,000.0	-	-	5,000.0
2 0	Jail kitchen		Jail Kitchen constructed	100% comp.	-	-	1	2,500.0	-	-	2,500.0
2 1	Completion of infirmary (female & juvenile)		Infirmary Building completed	100% complet e	-	-	1	300.0	-	-	300.0

2	Fire Prevention Program	Establishment of Central Fire District building with complete facilities, procurement of 1 unit carbon fiber without board motor 40HP; aid to City Fire Department: and, purchase of 1 fire truck	Established Central Fire District Building and procured equipment and fire truct	Fire truck procured	-	CFD Building constructed	Fire Truck procured and CFD Building constructed	28,773.9	9,515.0	10,942.2	49,231.1
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**Republic of the Philippines**  
**CITY GOVERNMENT OF CAGAYAN DE ORO**  
**CITY DEVELOPMENT INVESTMENT PROGRAM**  
**CY 2017-2019**

PROGRAM/PROJECT/ACTIVITY		BRIEF DESCRIPTION	PERFORMANCE OUTPUT INDICATOR	PHYSICAL TARGETS				INVESTMENT REQUIREMENTS (PHP 000)			
				2017	2018	2019	TOTAL	2017	2018	2019	TOTAL
<b>ENVIRONMENTAL MANAGEMENT</b>								<b>71,207.0</b>	<b>122,867.0</b>	<b>92,757.0</b>	<b>286,831.0</b>
1.0	LAND MANAGEMENT							7,100.0	7,100.0	7,100.0	21,300.0
1.1	Resolution of Land Conflicts	Propose to DENR the creation of composite team for conflict resolution.	Conflict Resolution Composite Team created/meetings conducted	1	-	-	1	100.0	100.0	100.0	300.0
		Activities include the conduct of perimeter survey	No. of conflict areas claimed and resolved	2	2	2	6				
1.2	Land banking for proposed build up areas	Procurement of lands and site development (establish new road access and road-right-of-way)	Area (hectare) identified and developed for proposed build up areas	5	5	5	15	7,000.0	7,000.0	7,000.0	21,000.0
2.0	FOREST MANAGEMENT							5,700.0	5,600.0	5,600.0	16,900.0
2.2	Protected Area Management	Establishment of forest protection area with policy support (declaring as protected area of CDO, thereby creation of management council) – NIPAS Act (Republic Act 7586)	hectares protected forest established	10	10	10	30	1,000.0	1,000.0	1,000.0	3,000.0
			Protected area management board established	1	-	-	1				
			Formulated/approved policy on Ecological Protected Zone/No Build Zone	1	-	-	1				

2.3	Finalization of Forest Land Use Plan (FLUP)	Conduct of activities to formulate the city's Forest Land Use Plan	CDO Forest Land Use Plan formulated and approved	1	-	-	1	100.0	-	-	100.0
2.4	Rehabilitate forest protected areas, river banks and mangrove areas		Area (hectare) rehabilitated/protected	30	30	30	90	2,000.0	2,000.0	2,000.0	6,000.0
			No. of seedlings planted	32,000	32,000	32,000	96,000				
2.5	Reforestation	Increase 10% forest cover on identified protected areas under the Community Based Forest Management Agreement (CBFMA) instrument within three years	Protected area reforested (in hectares)	10	10	10	30	2,000.0	2,000.0	2,000.0	6,000.0
		Develop 10% of production forest under CBFM areas within three years for livelihood projects of the program beneficiaries (agroforestry project, bamboo plantation, falcata production)	Production forest planted (in hectares)	30	30	30	90				
2.6	Adaptation and mitigation of climate change impacts	Soil and water conservation project through sustainable	Area developed (in hectares)	2	2	2	6	100.0	100.0	100.0	300.0



		development cultural practices and SALT technology									
		Rehabilitation and protection of areas along riverbanks, estuaries/ wetland parks and creeks	Area planted/rehabilitated and maintained (in kilometers)	10	10	10	30	500.0	500.0	500.0	1,500.0
3.0	AGROFORESTRY DEVELOPMENT							3,900.0	3,900.0	3,900.0	11,700.0
3.1	Management of Areas under Community Based Forest Management Agreement (CBFMA)	Creation of Technical Team to handle CBFM and ancestral domain disputes for policy recommendations and to facilitate processing application for CBFMA	CBFMA Technical Team created/meetings conducted	1	-	-	1	400.0	400.0	400.0	1,200.0
			No. of conflict areas resolved and CBFMA instruments facilitated for issuance	5	5	5	15				
3.2	Development of Agro-forestry and Commercial tree plantation	Promote livelihood opportunity through seedling production and planting of high-value crops within timberland area	Area (hectare) developed	30	30	30	90	3,500.0	3,500.0	3,500.0	10,500.0
			No. of seedlings planted	20,000	20,000	20,000	60,000				
	Seedling production and dispersal – Nursery establishment in strategic areas		No. of nursery established	5	5	5	15				
			Capacity building of POs	Number of POs capacitated	5	5	5				
4.0	URBAN GREENING AND GREENBELT ESTABLISHMENTS							1,500.0	1,500.0	1,500.0	4,500.0
4.1	Tree growing and maintenance in major	Establish tree parks at	a) Area (hectare) rehabilitated	10	10	10	30	1,500.0	1,500.0	1,500.0	4,500.0

	thoroughfares	barangay/school/ open spaces/along the road/bay by planting of forest and ornamental trees	b) No. of trees grown	5,000	5,000	5,000	15,000				
4.2	Policy on utilities connection e.g. electricity, water, telecommunication		Policy on utilities connection formulated	1	-	-	1				
4.3	Establishment of Botanical Park/Arborium		Botanical Park/Arborium established	1	-	-	1				
5.0	FRESHWATER, COASTAL, AND MARINE ECOSYSTEM MANAGEMENT							500.0	500.0	500.0	1,500.0
5.1	Creation of Bantay Kinaiyahan (multi- sectoral/community- based)	Promote the creation of a group composed of community-based and multisectoral organizations to monitor activities along freshwater, coastal, and marine areas; conduct IEC activities; undertake inventory activities of wetlands resources, and updating of the Integrated Coastal Management (ICM) Plan	Bantay Kinaiyahan Task Force organized/activities conducted	1	-	-	1	500.0	500.0	500.0	1,500.0
			Number of violators apprehended	2	2	2	6				
5.2	Information, Education, and Communication (IEC)		Wetlands Inventory Report prepared	-	1	-	1				
5.3	Wetlands inventory		ICM Plan updated	-	1	-	1				
5.4	Updating of ICM Plan										
6.0	WATER CONSERVATION							5,000.0	5,000.0	5,000.0	15,000.0
6.1	Installation on rainwater harvesting facility and water impounding system	Improve water use efficiency through rainharvesting, vegetative, and improvements of	Rainwater harvesting facility established	2	2	2	6	3,000.0	3,000.0	3,000.0	9,000.0
6.2	Policy on rainwater catchment		Formulated policy on rainwater catchment			1		1			

6.3	Intensive reforestation	water piping system	Area reforested (in hectares)								
6.4	Rehabilitation of piping system		Piping system rehabilitated/improved	30	30	30	90	2,000.0	2,000.0	2,000.0	6,000.0
7.0	SEPTAGE AND SEWERAGE MANAGEMENT							187.0	187.0	187.0	561.0
7.1	Establishment of septage treatment facility	Compliance to City Ordinance No. 13022-2015 (Septage Treatment Facility will be proposed to be implemented through Public-Private Partnership scheme, budget estimated at Php 5.367 Billion)	Septage treatment facility established	1	1	1	3				
7.2	Implement proper disposal of solid and liquid waste		Number of IEC activities conducted	15	15	15	45	100.0	100.0	100.0	300.0
7.3	Rehabilitation of drainage system		Drainage system rehabilitated								
7.4	Declogging of creeks, canals		Number of creeks/canals declogged								
7.5	Policy on Integrated Urban drainage and combined sewerage and septage master plan		Formulated policy on integrated master plan for urban drainage and combined sewerage and septage		1						
7.7	Capacity development on liquid waste monitoring and disposal	Compliance to City Ordinance No. 13102-2016 and RA 8749 (Clean Air Act)	Number of capacity building/trainings conducted	10	10	10	30	87.0	87.0	87.0	261.0
8.0	AIR QUALITY MANAGEMENT							2,800.0	2,800.0	2,800.0	8,400.0
8.1	Implementation of clean air plan (Clean Air Act of 1999 - Republic Act 8749)	Conduct of air quality monitoring activities	Air quality monitoring report prepared	120	120	120	120	3,500.0	3,500.0	3,500.0	10,500.0
9.0	ECOLOGICAL SOLID WASTE MANAGEMENT							44,520.0	96,280.0	66,170.0	206,970.0
9.1	Intensify Barangay Governance on SWM		No. of barangays with performing BESWMC	30	30	20	80	7,400.0	6,280.0	6,170.0	19,850.0
	SWM training on BESWMC on waste reduction including IEC,		Number of trainings conducted								

	Up cycling, composting, etc.											
	Establishment of MRF per barangay		No. of barangays with operational MRF	15	15	10	40					
	Creation and capacity building of Eco-warriors		Percentage solid waste diversion	50	60	70	60					
	Periodic recognition of the best BESWMC		Number of barangays awarded									
9.2	SWM Education and Advocacy		Percentage household and establishments per barangay practicing waste management	40	50	60	50					
	Develop and integration of ESWM learning materials for schools		ESWM materials developed (set or no.)									
	Conduct Dalaw Eskwela		Dalaw Eskwela conducted (no.)									
	Establish buy-back centers for recyclable materials in malls/commercial establishments		Buyback centers established (no.)									
	Massive IEC e.g. transport, schools, institutions,		IEC activities conducted (no.)									
	Market Free Plastic day		Market Plastic Day activities conducted (no.)	1	1	1	3					
	Celebration of Zero Waste month		Zero Waste Month activities conducte (no.)	1	1	1	3					
9.3	Efficient Garbage Collection System		Percentage efficiency of garbage collection	60	65	70	65	120.0	90,000.0	60,000.0	150,120.0	

	Develop mechanism for coordinated setout and collection of garbage		Mechanism developed	1			1				
	Establish common pick-up site for inaccessible areas		Common pick-up site established (no.)								
	Procurement of garbage collection equipment		Garabage collection equipment procured (no.)								
9.4	Effective Implementation of Anti-Littering and Illegal Dumping		Reduction of number of complaints received and acted upon	300	200	100	600				
	Amendment of Ordinance (EVR, IEC, Penalty, Clean surrounding responsibility)		Proposed amendment of ordinance prepared (no.)								
	Creation of Eco-warriors and capacity building		Eco-warriors capacity building conducted (no.)								
	Installation of Signage and Billboards		Signage/billboards installed (no.)								
	Massive IEC		IEC activities conducted (no.)								
9.5	Appropriate disposal facility										
	Closure and rehabilitation of city controlled dumpsite	Compliance to RA 9003 (Ecological Solid Waste Management Act of 2000) and DENR AO No. 9, s. 2006)	Percentage completion of the dumpsite closure and establishment of eco-park	100%			100%	37,000.0			37,000.0
			Percentage functional of Eco-waste facility and learning center	30%	60%	90%	60%				

**Republic of the Philippines**  
**CITY GOVERNMENT OF CAGAYAN DE ORO**  
**CITY DEVELOPMENT INVESTMENT PROGRAM**  
**CY 2017-2019**

PROGRAM/PROJECT/ACTIVITY		BRIEF DESCRIPTION	PERFORMANCE OUTPUT INDICATOR	PHYSICAL TARGETS				INVESTMENT REQUIREMENTS (PHP 000)			
				2017	2018	2019	TOTAL	2017	2018	2019	TOTAL
INSTITUTIONAL DEVELOPMENT								52,640.0	31,981.0	31,884.0	116,505.0
1.0	Development Administration and Management							5,613.0	3,385.0	3,385.0	12,383.0
1.1	Geographic Information System		Systems improved and maintained (yearly average)	1	1	1	1 average	583.0	473.0	473.0	1,529.0
1.2	Sustainability Program on Externally funded Project		Completed national projects sustained using local funds					561.0	678.0	678.0	1,917.0
1.3	Capacity Enhancement and Enforcement of Zoning Regulations		Staff trained	11	11	11	11	234.0	234.0	234.0	702.0
1.4	Enhance Community-Based Profiling and Monitoring System		CBMS operationalized; training of enumerators; survey conducted; data processing	1 set of activities completed			CBMS activities completed 2017	2,960.0	-	-	2,960.0



1.5	Capacity Improvement Program on Development Planning		CDC/SECOM meetings conducted; staff trained; BDC briefings conducted; CPDO reorganized	2 CDC meetings; 4 SECOM meetings; 10 staff trained	2 CDC meetings; 4 SECOM meetings; 10 staff trained	2 CDC meetings; 4 SECOM meetings; 10 staff trained	Yearly average of 2 CDC meetings; 4 SECOM meetings; 30 staff trained	1,275.0	2,000.0	2,000.0	5,275.0
1.6	City Urban Development and Housing Program							13,295.0			13,295.0
2.0	REVENUE GENERATION AND FISCAL MANAGEMENT							35,713.0	11,809.0	17,461.0	64,983.0
2.1	Support to City Project Monitoring and Evaluation		Projects monitored/evaluated	160	165	170	495	2,000.0	500.0	500.0	3,000.0
2.2	Local Fiscal Empowerment Program		Trainings conducted	3	3	3	9	2,000.0	2,000.0	2,000.0	6,000.0
2.3	E-Budget Tracking and Information System		System installed and maintained	1	-	-	1	500.0	300.0	200.0	1,000.0
2.4	Support to Bottom Up Budgeting Activities		Meetings conducted; BUB reports prepared					500.0	-	-	500.0
2.5	Capability Development Program Accounting		Trainings conducted on new PPSAS					1,500.0	-	-	1,500.0
2.6	Integration and Networking of Financial Data		Terminals/workstations cabled and connected	40			40	4,127.0	-	-	4,127.0
2.7	Enhancement of Barangay Accounting System		Software developed, tested and installed, staff and Barangays trained	1 software installed; 80 barangays trained				4,166.0	-	-	4,166.0
2.8	Rehabilitation of		BOSS Bldg.	1 bldg.			1	8,000.0	-	-	8,000.0

	Business One Stop Shop (BOSS)		rehabilitated								
2.9	Establishment of Online Connectivity		Online system installed and maintained	1 system			1	500.0	-	-	500.0
2.10	Tax Revenue Enhancement Program		Systems improved and maintained	1			1	2,000.0	2,000.0	2,000.0	6,000.0
2.11	Automated Revenue Collection System Enhancement		Systems continuously improved and maintained	1			1	2,500.0	2,500.0	2,500.0	7,500.0
2.12	General Revision/Updating of Schedule of Market Values		Schedule of Market values revised/ updated/ maintained	300K RPUs updated				4,675.0	2,009.0	7,761.0	14,445.0
2.13	Updating of Computerization System (GIS-e-TRACS)		eTRACS System installed and maintained;	1 system installed	1 system maintained	1 system maintained	1 system maintained	1,745.0	1,000.0	1,000.0	3,745.0
2.14	Enhancement of Real Property Tax Administration		Staff trainings conducted on the new e-TRACS; digitized tax mapping ; e-reports prepared					1,500.0	1,500.0	1,500.0	4,500.0
3.0	Development Communication/ Information Management							11,314.0	16,787.0	11,038.0	39,139.0
3.1	Live TV Talk Show and Radio Program	Live TV talk show weekly anchored and facilitated by City Information Office personnel	Three (3) segments Live TV Program					10,000.0	10,300.0	10,500.0	30,800.0
			(a) Ang Kalamboan sa Dakbayan	48	48	48	144				
			(b) Balita sa Cagayan de Oro	48	48	48	144				

			( c ) Ang Cagayan de Oro Kagahapon, Karon, ug Ugma	48	48	48	144				
		Radio Program Live anchored and facilitated by CIO personnel	Live Radio Program in four (4) different stations	408	408	408	1,224				
3.2	Publication		No. of copies produced/published								
			(a) Cagayan de Oro News Bulletin (daily)	26,400	26,400	26,400	79,200				
			(b) Cagayan de Oro Business Talk (monthly)	12,000	12,000	12,000	36,000				
			( c ) City Mayor's Major Programs, Projects/Activities in local newspapers	72	72	72	216				
			Radio	150	150	150	450				
			TV Programs	4	4	4	12				
			Audio Visual Produced	18	18	18	54				
3.3	Other Information Dissemination Services, Public		Posters, flyers, brochures, infographics	3,000	3,000	3,000	9,000				
	Services, Public Relations Program, and Related Activities		Conducted press conferences, media briefings	12	12	12	36				
3.4	Purchase of Office Equipment and Vehicles							1,019.0	6,387.0	438.0	7,844.0
		Procurement of audio-visual	No. of camera purchased	4	2	2	8	150.0	75.0	75.0	300.0

		equipment, accessories, office fixtures, and IT equipment	No. of 5-ton aircon unit purchased	1			1	196.0	-	-	196.0
			No. of computer set purchased	2	1	1	4	100.0	50.0	50.0	200.0
			No. of laser printer purchased	1	-	1	2	25.0	-	25.0	50.0
			No. of LCD projector purchased	2	-	1	2	80.0	-	80.0	160.0
			No. of prof tripod 5-feet purchased	3	-	2	4	60.0	-	20.0	80.0
			No. of studio light purchased	1	-	-	1	28.0	-	-	28.0
			No. of furniture set purchased	1	-	-	1	100.0	-	-	100.0
			No. of executive table purchased	1	-	-	1	20.0	-	-	20.0
			No. of Phantom 3 Drone purchased	1	-	-	1	70.0	-	-	70.0
			No. of LED TV 32" purchased	2	4	1	7	86.0	172.0	43.0	301.0
			No. of iMac desktop computer purchased	1	-	-	1	104.0	-	-	104.0
			No. of LED Van purchased	-	1		1	-	5,000.0	-	5,000.0
			No. of Laptop computer purchased	-	2	1	3	-	90.0	45.0	135.0
		Acquisition of 1 unit vehicle	No. of service vehicle purchased	-	1	-	1	-	1,000.0	-	1,000.0
		Acquisition of 1 unit motorcycle	No. of motorcycle purchased	-	-	1	1	-	-	100.0	100.0
5.0	Media Lounge		No. of media lounge constructed	1	-	-	1	150.0	50.0	50.0	250.0
6.0	Trainings	Conduct of trainings	No. of beneficiaries/participants	145	50	50	245	145.0	50.0	50.0	245.0

**CITY GOVERNMENT OFFICIALS**  
**Term 2017 – 2019**

POSITION	OFFICIAL
<b>City Mayor</b>	OSCAR S. MORENO
<b>Vice Mayor</b>	RAINEIR JOAQUIN V. UY
<b>DISTRICT 1</b>	
<b>Representative</b>	ROLANDO A. UY
<b>City Councilors</b>	ZALDY O. OCON
	LORDAN G. SUAN
	EDNA M. DAHINO
	JAY R. PASCUAL
	ROMEO V. CALIZO
	GEORGE S. GOKING
	ANNIE Y. DABA
	REUBEN R. DABA
<b>DISTRICT 2</b>	
<b>Representative</b>	MAXIMO B. RODRIGUEZ
<b>City Councilors</b>	NADYA E. EMANO
	MARIA LOURDES S. GAANE
	DOMETILO C. ACENAS, JR.
	IAN MARK Q. NACAYA
	LEON DU M. GAN, JR.
	TEODOLFO E. LAO, JR.
	SUZETTE G. MAGTAJAS-DABA
	ENRICO D. SALCEDO



### CITY HEADS OF DEPARTMENTS/CHIEFS OF OFFICES

HEAD OF DEPARTMENT/OFFICE	POSITION AND/OR OFFICE
<b>MR. DIONNIE P. GERSANA</b>	City Administrator
<b>ATTY. BEDA JOY B. ELOT, CPA</b>	City Accountant
<b>ATTY. PERCY G. SALAZAR</b>	City Budget Officer
<b>ENGR. ROLANDO M. PACURIBOT</b>	City Engineer
<b>MR. TEODORO A. SABUGA-A, JR.</b>	City Social Welfare Development Office
<b>MR. RAMON ANTONIO MENDOZA</b>	City Treasurer's Office
<b>DR. FE C. BONGCAS</b>	City Health Officer
<b>ENGR. ISIDRO G. BORJA</b>	City Planning and Development Coordinator
<b>DR. HECTOR R. SAN JUAN</b>	City Agriculturist
<b>MR. ALLAN L. PORCADILLA</b>	City Disaster Risk Reduction Management Officer
<b>MR. EDWIN I. DAEL</b>	City Local Environment & Natural Resources Office
<b>DR WILLIAM D. BERNARDO</b>	City Health Insurance Office
<b>MR. ELMER N. WABE</b>	City Tourism and Cultural Affairs Officer
<b>DR. PERLA T. ASIS</b>	City Veterinarian
<b>MR. JOSHUA M. DEL BANDO</b>	City Assessment Department
<b>Architect MA. CONCEPCION A. ALCANTARA</b>	City Building Official
<b>MS MA. CECILIA CASIÑO-RIVERA</b>	City Information Office
<b>MR. ELDIE S. DAAYATA</b>	City General Services Office
<b>MS NORMA S. DIPUTADO</b>	City Civil Registrar
<b>ATTY. DONALD G. DELEGENCIA</b>	City Legal Office
<b>ENGR. NONITO A. OCLARIT</b>	Roads and Traffic Administration Assistant City Government Head II



<b>HEAD OF DEPARTMENT/OFFICE</b>	<b>POSITION AND/OR OFFICE</b>
<b>MR. TEMOTEO L. CHAVEZ, CPA, MGM</b>	City Economic Enterprise Department
<b>MS LORETA A. DELOSO</b>	City Public Librarian
<b>DR. RAMON M. NERY, MD, FPSP, MHA</b>	JR Borja General Hospital
<b>ATTY. CIPRIANO BENEDICTO A. RATUNIL</b>	City Register of Deeds
<b>ENGR. PAQUITO A. PALAMINE</b>	City Equipment Depot Manager
<b>MR. ARTURO S. DE SAN MIGUEL</b>	City Council Secretary
<b>MS MARISA M. TAGARDA</b>	Community Improvement Division
<b>MS KATHLENE KATE D. SORILLA</b>	Job Placement Bureau
<b>MR RICARDO P. CARSON</b>	East and Westbound Terminals and Public Market and City Public Services Office
<b>MS MA. DULCE C. BACULIO</b>	Human Resources Management Office
<b>ENGR. JANE J. DOCALLOS, MNSA</b>	Department of the Interior & Local Government City Director
<b>PSSUPT ROBERT ROY V. BAIHAN</b>	Philippine National Police City Director
<b>DR ELENA M. BORCILLO, PhD</b>	Schools Division Superintendent
<b>MS SOCORRO CARLYN L. AMOMONPON, CPA</b>	Commission on Audit Resident Auditor/Audit Team Leader
<b>ATTY. MERLYNN B. UY</b>	City Prosecutor's Office
<b>J/SUPT FERDINAND D. PONTILLO, DSC</b>	Jail Superintendent/City Jail Warden
<b>C/INSP WILFREDO A. DAVID</b>	Fire District Marshall

## CITY PLANNING AND DEVELOPMENT OFFICE

**Engr. ISIDRO G. BORJA**  
City Planning and  
Development Coordinator

**RAMIR M. BALQUIN, EnP**  
Assistant City Planning and  
Development Coordinator

### PLANNING DIVISION

Alfredo M. Nambatac, Division Chief  
Planning Officer IV  
Imelda A. Casiño, Economist III  
Ferdinand F. Dy, Planning Officer III  
Cynthia P. Caracho, Planning Officer II  
Nilo F. Gaid, Planning Officer II  
Mari Jean J. Edrote, Zoning Inspector II  
Jodanna Mae C. Abasolo, Zoning Inspector II  
Roy D. Jadap, Draftsman III  
Rolan N. Aclan, Administrative Officer II  
Lamberto D. Cababaras, Project Evaluation Ofcr III  
Mark G. Sambaan, Community Affairs Asst. II

### PROJECT EVALUATION DIVISION

Mabel V. Marte, Division Chief  
Project Evaluation Officer IV  
Joel V. Momongan, Statistician III  
Rebecca F. Abejo, Statistician II  
Wilma M. Uy, Statistician I  
Carmencita D. Naguita, Statistician I  
Rodrigo W. Ladao, Jr., Statistician I  
Ruth I. Eng, Assistant Statistician  
Jo May P. Lago, Administrative Asst.  
Liza Marjorie Rose D. Montillo, Admin Aide IV  
Bonifacio S. Abonitalla, Project Devt. Ofcr II

### PROJECT DEVELOPMENT DIVISION

Simeon Josafat L. Licayan, Division Chief  
Project Development Officer IV  
Cletus J. Vallar, Project Development Ofcr III  
Jeo Rudolf M. Valerio, GIS Section Chief  
Information System Analyst III  
Lorenzo V. Achas, Draftstman III  
Eme G. Valerio, Draftsman III  
Rito B. Salvacion, Administrative Asst. III  
Armando B. Tonido, Engineering Asst.  
Wenceslao C. Galope, Jr., Engineering Aide  
Erwin D. Balacuit, Statistician I  
Elenor E. Suson, HHRO II

### ADMINISTRATIVE DIVISION

Bonifacio I. Faelden, Administrative Ofcr III  
Johaena A. Marcom, Administrative Ofcr III  
Marilita S. Dadivas, Statistician I  
Arceli C. Pantanosas, Administrative Asst. III  
Donna Alma B. Lustre, Admin Aide VI  
Merlie D. Echem, Admin Aide IV  
Eva Grace M. Reyes, Admin Aide IV  
Liza Marjorie Rose D. Montillo, Admin Aide IV  
Melquiades G. Vallente, Engineering Aide  
Michael H. Jaraula, Admin Aide III  
Edwin D. Nabe, Admin Aide III  
Edwin F. Lasula, Admin Aide III  
Winnie A. Pillo, Admin Aide II  
Kennedy P. Yañez, Admin Aide I



**OFFICE OF THE CITY MAYOR**  
**Executive Building**  
**City Hall, Cagayan de Oro City**

**CITY PLANNING AND DEVELOPMENT OFFICE**  
**3/F New Administrative Building**  
**City Hall, Cagayan de Oro City**

**Email: [cpdo@cagayandeoro.gov.ph](mailto:cpdo@cagayandeoro.gov.ph)**  
**Website: [www.cagayandeoro.gov.ph](http://www.cagayandeoro.gov.ph)**

