
CHAPTER SEVEN:

IMPLEMENTATION STRATEGY

7. IMPLEMENTATION STRATEGY

7.1 INTRODUCTION

This final chapter outlines the processes and procedures necessary to carry out the proposed intervention measures enumerated in Chapter 6. The major downstream activities to implement this CLUP consist of zoning and other regulatory measures, detailed area, system or thematic master planning, and development administration and governance.

7.2 REVISION OF THE ZONING ORDINANCE

As one of the key implementation tools, the San Carlos City Zoning Ordinance (ZO) 2001 has likewise been revised to maintain consistency with the updated CLUP. The revisions revolve around the calibration of certain zones, such as the Special Development Zone (SDZ) to reflect post-2001 developments, expansion of the SDZ in Barangay Punao and the Rural Settlement Zone (RSZ) in Barangay Prosperidad, and the detailed delineation of the Coastal Management Zone in consonance with the need for strengthened regulation in this area.

7.3 OTHER NEEDED REGULATORY MEASURES

Some of the needed regulatory measures to implement the CLUP include the following:

- A Sanggunian Panlungsod Resolution adopting the San Carlos City Forest Land Use Plan (FLUP) and directing its provisions to be integrated into the update CLUP and ZO. The preparation of THE FLUP is already underway and its provisions are important to provide more details to the regulation of uses and activities in the Forest Protection and Production Areas.
- An ordinance or ordinances to enhance groundwater resources by requiring households and establishments to install rain water collection systems, making it mandatory for establishments to provide themselves waste water collection and disposal systems, to use permeable materials for paving, and regulating the rate of extraction of groundwater by establishments, among others.
- An ordinance imposing penalties for encroachment into public easements such as sidewalks, buffers along or around utility installations such as communication towers, power transmission and distribution lines, etc.
- Ordinances seeking to strengthen the management of protected areas such as:
 - Demarcation of municipal waters
 - Delineation and bio-fencing of MKNP and NNNP
 - Identification and demarcation of important sources of water
 - Identification of heritage sites, including tribal heritage sites
- Ordinances to improve the urban form and urban design such as:
 - Requiring all streets and roads to be named
 - Requiring house tagging and numbering

- Requiring that all houses front on roads and streets
 - Regulating all boarding houses
 - Regulating the size and locations of billboards
 - Requiring all establishments along main thoroughfares to plant ornamentals in pots or plant boxes
- Resolution authorizing the City Mayor to provide annual funds for land banking which may be developed into public parks or social infrastructure facilities.
 - Ordinance for a San Carlos City Tourism Code which will, among others, provide incentives of Health and Wellness and eco-tourism investments as well as provide standards and guidelines on the design, construction and operations of facilities.

7.4 PROPOSED PROGRAMS AND PROJECTS

Key capital investment programs and projects are needed to implement the updated CLUP. These include provisions for transport infrastructure such as roads, seaport expansion, airport construction, etc. These also include provisions for social and economic infrastructure such as hospitals, barangay health centers, public markets and the like. These programs and projects are provided in a companion document – Comprehensive Development Plan (CDP).

7.5 DETAILED MASTER PLANNING

More detailed master plans, adopted by Sanggunian Resolutions for implementation, should be prepared for the following:

Rural Settlement Areas

The identified RSAs should be made viable rural growth centers. Thus, individual master plans should, among others, provide for more precise delineation of zoning boundaries within each RSA as well as more specific lists of allowed uses and building density regulations. Each master plan should likewise include utility infrastructure provisions, such as roads, drainage, water supply, etc. as well as socio-economic infrastructure such as barangay centers, schools, parks, markets, etc. Strategic sites may have to be acquired by the City Government. A program for investment should be developed for each.

Urban Design of the City Proper

Proper urban design increases the functional efficiency of cities as well as makes them attractive places to work and live in. The master plan should focus on creating a highly walkable City Proper with people-friendly streets and sidewalks, lush landscaping, accessible pocket parks and appropriate street furniture. It may also include typical road configuration designs that may increase the functionality of the urban roads. An example is to provide service roads along critical segments of major roads such as the National Road and proposed by-pass roads. Intended to minimize future roadside friction, the division between the main and service roads could also serve as landscaped linear parks. The right-of-way of the sugar railway track could also be transformed into an interesting linear park suitable for biking and jogging.

Special Economic Zone

The recent establishment of the Ethanol Plant has provided employment opportunities replacing the San Carlos Sugar Mill. The plant brought in additional real estate revenue and tax income for the City. However, it has its downside in terms of controlling air emission and waste management. It is about time the City puts in place an environment friendly anti-pollution air emission and waste treatment plan suitable for the special economic zone to manage the air and solid waste pollution. Other concerns that the anti-pollution plan should address include:

- How to link the said anti-pollution plan with other sources of pollution such as the hospitals, abattoir, wet market and food processing facilities.
- How to link the anti-pollution plan with solid waste management and sanitation practices.
- To avoid concentration of agro-industrial pollution and industrial waste in the northern coastal part of San Carlos City, what agro-industrial products with non-pollutant effect/impact can be developed in the other clusters: central poblacion, upland, island and coastal south? How do you bring environment friendly agro processing livelihood to those low income areas?
- Given the existing challenges in air pollution and waste treatment, design immediate term solutions that can result to clean air, clear water and safe sanitary waste treatment with other LGUs in similar condition of agro industrial development

Master Planning for Green City Sustainable Tourism Health and Wellness Center

The recent inclusion of the image of San Carlos as a Sustainable Tourism Health and Wellness center has been drawing positive support from the citizens of San Carlos. The type tourism that San Carlos wants to develop are long term regular tourists that come for health and wellness respite from the city life. With a sustainable green city tourism, this niche in tourism development in the Visayas is expected to boom. However may have its downside in terms of service sector professionals from other provinces or cities coming in for massage and spa services. Training San Carlos residents to develop the skills in health and wellness services must be put in place. The existing capacity of San Carlos working class may still not be geared towards a green city tourism of health and wellness services until purposively planned and implemented. It is about time the City put in place a master plan for a green city world-class tourism destination for health and wellness. A major component is how to establish and manage the operations accompanying the health and wellness services. Other concerns that the tourism master plan should address include:

- How to link the Health and Wellness services with other San Carlos green destinations such as the People's Park, MKNP, NNNP and Refugio (Sipaway) resorts with their high-end clientele.
- How to link the Health and Wellness Green City experience with the equally popular Pintaflores festival and other island tours of Tañon Strait and San Carlos Bay.
- To avoid over-concentration of tourist traffic in the Poblacion and northern coastal part of San Carlos and thereby spread the benefits to other areas of the City as well, what tourism products can be developed in the other clusters: island, coastal south and upland? How do you bring tourists to those relatively less frequented areas?
- Given the variable length of stay of visitors, design health and wellness green city tourism circuits good for a one-day, two-day and three-day trip with meals accommodation and tourist guides.

The following discussions represent the initial thinking of the different functional committees in response to the above concerns.

1. Refugio (Sipaway) Island Area Development – an important strategy to develop Refugio (Sipaway) area is to provide comfortable suitable accommodation, meals, swimming, diving, snorkeling and other water and beach sports where visitors are relaxed and at the same time active provided functional access to various holiday activities. This needs a variety of experiences to be provided making visitors stay longer or await their next holiday regular stay at the City. Some of the must-provide items include the following:
 - a. On-line booking to San Carlos Green City Health & Wellness Tourism /computerized system, setting up of Tourism Information Centers, Comfort Rooms, Information Sheds and other visitor facilities
 - b. Development of alternative tourism adventure packages within Refugio (Sipaway) Island - Local Village Tour (e.g. visit to ethnographic museum/ local farms, cultural presentation, bird watching, mangrove paddle boating)
 - c. Development of alternate routes from San Carlos to Refugio (Sipaway) Island going to beachfronts and recreational SPA centers providing a combination of experiences such as zipline, boardwalk, jungle trek, hammock, carabao-driven cart, etc. (separate entrance and exit boardwalk)
 - d. Upgrading of facilities such as spacious waiting area with mini lecture and information materials, world-class restrooms and tourist guide info services
 - e. Upgrading of seacraft going to Sipaway (ferry boat with entertainment and restaurant)
 - f. Provision of additional upgraded boats with clean and well-maintained protective gear
 - g. Provision of additional workers to maintain cleanliness and orderliness within the Refugio (Sipaway) area
 - h. Regular clean-up of beachfronts and sea water laden with seaweeds and water lilies
2. Linking Refugio (Sipaway) Island to Health & Wellness Centers and Upland tours– to enable the clientele of Refugio (Sipaway) resorts to include Tourism sites in the Poblacion center and upland areas in their itinerary:
 - a. Encourage investors to invest in fast craft from Upland areas to Refugio (Sipaway)
 - b. Provide facilities for high-end water transport such as an all-weather boat landing in Sipaway or a marina in nearby San Carlos Bay
3. Linking Refugio (Sipaway) Experience with other tourism experiences in San Carlos
 - a. From Pinta Flores to Refugio (Sipaway) and San Carlos Bay Island Hopping through River with jump off point at River Cruise Station; From River Station, land trip through a new road to be opened trekking, ziplines, walking trails and bird watching experience in Sipaway
 - b. Kayak from _____ River to _____ River to Refugio (Sipaway) Island
 - c. San Carlos Bay to _____ River to _____ to Refugio (Sipaway) Island.
 - d. San Carlos Bay to _____ (Jungle trek) to Refugio (Sipaway) Island to _____ (jungle trek) to _____ (bird watching) to Refugio (Sipaway) Island.
 - e. San Carlos Bay to Mt Kanlaon.
 - f. Upland trekking to Poblacion for health & wellness services, organic herbal medicinal plant and flowers then take a boat going to Sipaway.
 - g. From Salvador Benedicto Deck to San Carlos to Refugio (Sipaway) Island.
 - h. San Carlos Bay to Quezon Codcod (Caves and jungle trek) to Refugio Sipaway Island.

- i. San Carlos Bay to river and Water Falls to jungle trekking to caves to Refugio (Sipaway) Island

All of activities can be accompanied with SPA massage and herbal detoxing health experience and healthy nutritious meals.

- 4. Developing Tourism Products in Other Clusters – to spread the benefits of tourism to other parts of the City the natural attractions of the other clusters need to be identified and promoted. The following table presents some of the products that the different clusters can offer visitors.

TABLE 7.1: CLUSTER TOURISM PRODUCTS

Cluster	Tourism Products
Poblacion – Barangays 1-4 to Punao	<ul style="list-style-type: none"> • Agri-tourism (farm visits) snorkeling, diving, sports fishing, swimming, San Carlos Bay Tour • Safari development in green forest park • SPA and massage parlors • Herbal and organic farms • Organic sustainable agriculture restaurants
Upland Cluster	<ul style="list-style-type: none"> • Sustainable agriculture vegetable and fruit farm visits, zipline, spelunking, trekking, bird watching, Nature Trekking
South coastal clusters	<ul style="list-style-type: none"> • Diving, ecotourism, jungle trekking, spelunking, bird watching, cultural heritage, river cruise , Development of Caves and Historical Park, Marine Sanctuary and Boat Sailing

- 4. Suggested Tourism Circuits – of variable length, the following tourism circuits will cater to the needs of visitors who have only one, two or three days stay in San Carlos (See table below).

TABLE 7.2: TOURISM CIRCUITS

Tourism Circuits	Tour Packages
Tourism Circuit 1	<ul style="list-style-type: none"> • <i>One Day Tour</i> – Refugio (Sipaway), rock climbing, zipline, spelunking or trekking, swimming, View Deck • <i>Two-Day Tour</i> – Refugio (Sipaway), Peoples Park, caves, rock climbing, zipline, spelunking, trekking, bird watching, swimming, View Deck • <i>Three-Day Tour</i> - Refugio (Sipaway), rock climbing, zipline, spelunking, trekking, bird watching, swimming, Mountain View Deck, diving, snorkeling
Tourism Circuit 2 – San Carlos Bay	<ul style="list-style-type: none"> • <i>One Day Tour</i> – San Carlos Bay, rock climbing, zipline, spelunking or trekking, swimming, Mountain View Deck • <i>Two-Day Tour</i> – San Carlos Bay, caves, rock zipline, spelunking, trekking, bird watching, swimming, Mountain View Deck • <i>Three-Day Tour</i> - San Carlos Bay, caves, rock climbing, zipline, spelunking, trekking, bird watching, swimming, Mountain View Deck, diving, snorkeling
Tourism Circuit 3 – City Proper	<ul style="list-style-type: none"> • <i>One Day Tour</i> : City tour, SPA & health & wellness centers for massage n organic healthy drinks and food, Peoples Park, swimming or downtown eco tour to green farms (thru tricycles)

	<ul style="list-style-type: none"> • <i>Two-Day Tour</i> : City tour, SPA & health & wellness tours, organic healthy drinks and food, Peoples Park, swimming, historical cultural promenade
Tourism Circuit 4 – Upland clusters (Quezon, Codcod, __, __, __)	<ul style="list-style-type: none"> • <i>One Day Tour – Mt Kanlaon</i>, caves, rock zipline, spelunking or trekking, swimming, Mountain vista View Deck • <i>Two-Day Tour – Mt. Kanlaon</i>, caves, rock climbing, zipline, spelunking, trekking, bird watching, swimming, Mountain vista View Deck, Upland farm visits • <i>Three-Day Tour - Mt. Kanlaon</i>, Ugong rock zipline, spelunking, trekking, bird watching, swimming, waterfalls, upland farm visits Mountain View Deck, diving, snorkeling, picnicking, camping

5. How to Bring Tourists to Less Frequented Areas

- a. Intensive promotion and marketing
- b. Production of collaterals
- c. Development of tour packages
- d. Virtual marketing
- e. Participation in national and international events
- f. Road improvement leading to destinations
- g. Provision of utilities and communication facilities
- h. Provision of 24/7 tourist police services
- i. Creation of barangay tourism promotion and monitoring board
- j. Installation of a world-class tourism information center
- k. Provision of world-class rest rooms

7.6 MANAGEMENT OF PLANNED CHANGE

Finally, how will all these proposed changes be managed? This section discusses the following concerns:

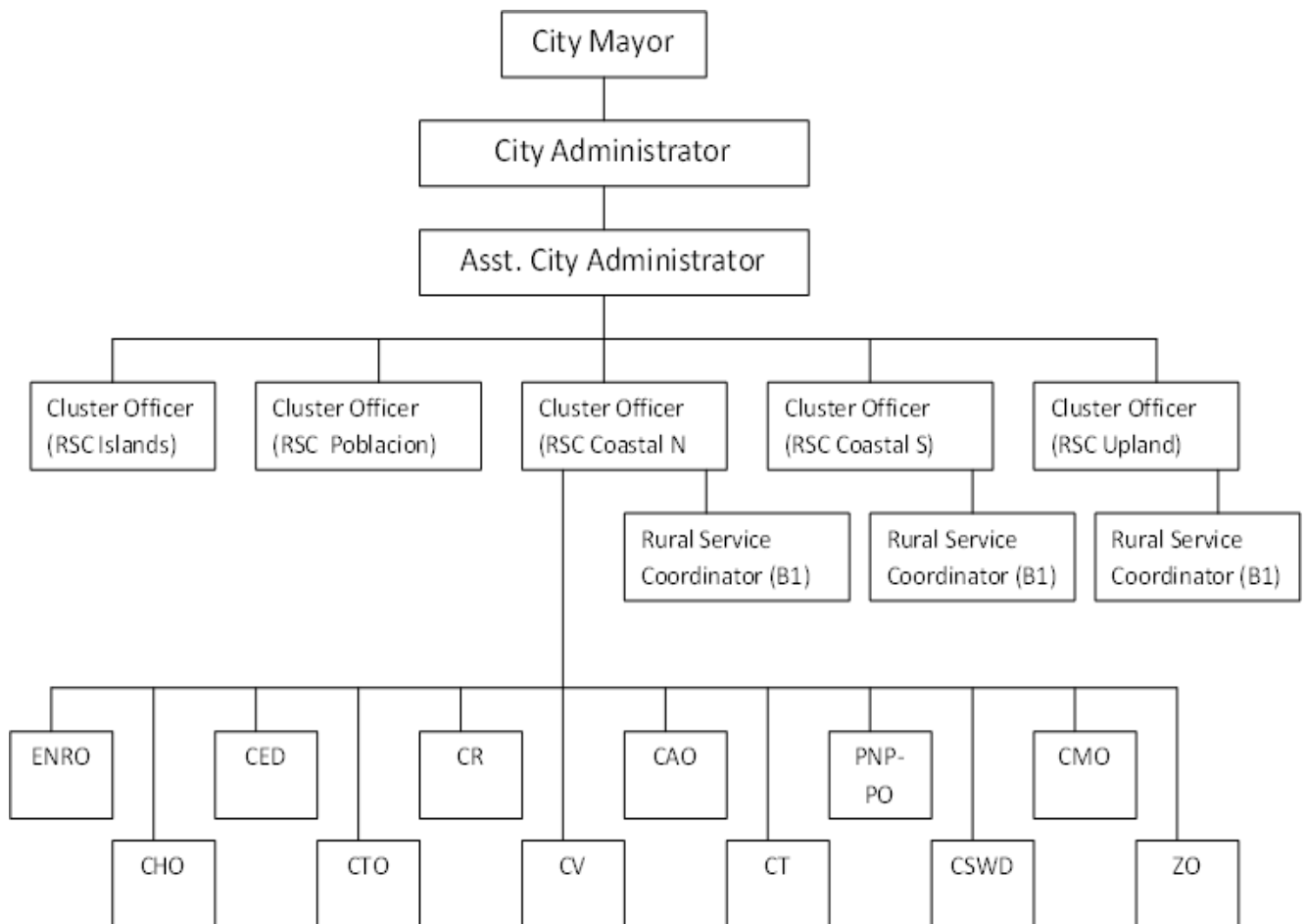
1. The design of an administrative structure for the governance of each of the clusters and the relationship between the cluster structure and the component barangays, on one hand, and the City Government on the other.
2. What city-level services to decentralize to the cluster centers.
3. How to foster a “cluster spirit” among the residents of component barangays.

7.6.1 THE PROPOSED ADMINISTRATIVE STRUCTURE

Shown in Figure 7.1 below is the proposed administrative structure for each of the five clusters. The whole structure will be under the over-all direction of the City Mayor, under the direct supervision of the City Administrator through a suitable assistant. The Cluster Officer for each cluster shall be designated by the Mayor from among the city government functionaries. The Cluster Officer shall initially head a cluster management council consisting of the barangay chairmen of component barangays. Later on, the Cluster Officer shall be elected from among the chairmen of the component barangays. Field Officers of offices and departments with decentralized functions shall be assigned by the head of office concerned from among the existing staff or from new recruits as funds warrant. Additional staff from City Hall may be fielded on rotation basis.

The cluster governance structure shall not be construed as another layer of the City Government bureaucracy. It is simply an extended arm of the city government to bring it closer to the people. It should not entail too much cost to the City. The benefits of this policy of city dispersion through cluster concentration are already discussed in previous chapters of this CLUP but it can be added that, from the standpoint of local governance, the cluster approach offers an excellent opportunity for barangay leaders to overcome parochial views and to look at issues and concerns beyond their barangay boundaries. It is hoped that barangay leaders who are given the chance to take on responsibilities in cluster-level governance are better prepared to handle leadership positions at the city level and beyond.

FIGURE 7.1: PROPOSED ADMINISTRATIVE STRUCTURE FOR GOVERNANCE OF CLUSTERS



7.6.2 CITY SERVICES TO BE DECENTRALIZED

The following services of the city government will be decentralized to each cluster center. Some services may be withdrawn or added as the need for these arises according to the peculiar requirements of specific clusters. For example, an office of tribal affairs may be needed in Codcod-Quezon cluster where sizeable tribal populations are found.

- a. Health Services
- b. Social Welfare and Development Services
- c. Registration of Birth, Death, Marriage
- d. Peace and Order Management

- e. Tourism Services
- f. Agriculture and Veterinarian Programs operation/management
- g. Assessment and Collection of Realty and Business Taxes
- h. Processing of Licenses and Business Permits
- i. Infrastructure management/ service/ operations
- j. Zoning enforcement

7.6.3 HOW TO FOSTER CLUSTER SPIRIT

Some ideas to help the cluster residents develop a feeling of oneness and team spirit are listed below.

- a. Intensify IEC on this initiative
- b. Provide transportation facility on schedule basis – barangay to cluster center
- c. Facilitate release of barangay share and aid from the tax collections to their respective barangays
- d. Provide and establish recreation facilities and amenities in their cluster centers
- e. Ensure peace and security through police visibility
- f. Regularly provide operational/mobilization fund
- g. Schedule regular cultural festivals and trade fairs promoting each cluster's strength and marketability and competitions with high value rewards
- h. Develop satisfaction index and regularly conduct client satisfaction survey
- i. Regularly conduct sports competitions by cluster rather than by barangay