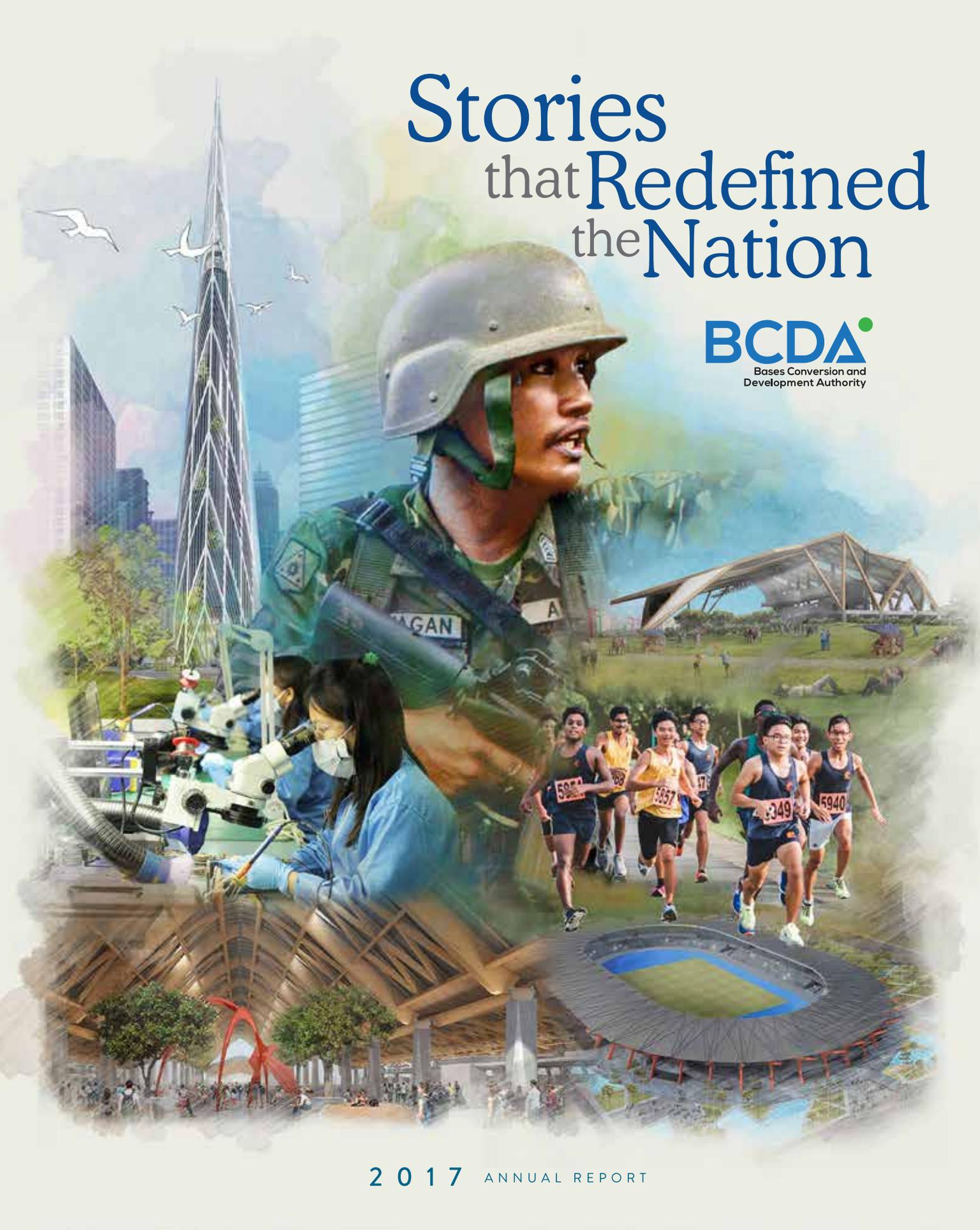


# Stories that Redefined the Nation

**BCDA**  
Bases Conversion and  
Development Authority



# Stories that Redefined the Nation

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## A B O U T T H E C O V E R

The BCDA narrative is more than just the agency's 25-year history or even its many accomplishments.

It's about the strengthening of the military, the building of cities, the development of responsive infrastructure, the investment of locators, and the outreach projects that benefit communities. The stories of AFP modernization; of the transformation of camps into cities, such as the New Clark City; of building an iconic structure; of the Clark International Airport and other Build Build Build projects; of special economic zones and their locators; and of service to the BCDA's stakeholders—all of these represent the different frames through which the story of the BCDA can be told. These stories have redefined the nation, so to speak, in their impact—try imagining the Philippines without Bonifacio Global City, for example—and significance. Not only have the BCDA's projects become part of our physical landscape, but more importantly, they are part of our development and progress as a nation.

## INTEGRITY, EFFICIENCY AND DETERMINATION

“BCDA has effectively fulfilled its mandate of helping strengthen the Armed Forces of the Philippines while building great cities.”

My warmest greetings to the **Bases Conversion and Development Authority (BCDA)** on the occasion of its 25th Anniversary and the publication of its 2017 Annual Report.

Over the years, BCDA has effectively fulfilled its mandate of helping strengthen the Armed Forces of the Philippines (AFP) while building great cities. It remains as a major force in creating economic opportunities in the country through the establishment of integrated developments, dynamic business and vibrant communities.

I welcome the publication of this Annual Report that communicates your recent programs and achievements, including vital public infrastructure such as tollways, airports, seaports, and major real estate developments. This affirms BCDA’s role as one of the key agencies driving “Build Build Build,” the national government’s most ambitious infrastructure plan in Philippine history.

As you look forward to the next 25 years and beyond, I remain hopeful that you will uphold the values of

integrity, efficiency, and determination as we sustain our momentum towards inclusive and sustainable development.

Congratulations.



Rodrigo Roa Duterte  
President  
Republic of the Philippines

# LOUD AND CLEAR

Gregorio D. Garcia III  
Chairman



We are proud to present the 2017 Annual Report of the Bases Conversion and Development Authority (BCDA). While I have been very enthusiastic about our plans within BCDA, I have never been someone to put the cart before the horse. I've always made it a point to keep mum about our organization's accomplishments, and would rather wait for the numbers to come in before tooting our horn.

I'm very honored and proud to say that this year, the sound of that horn is loud, and ever so clear. To start, the BCDA—the country's only agency assigned to contribute to the Armed Forces of the Philippines' (AFP) self-reliance and livelihood programs, and to transform former U.S. military bases into places for lucrative and productive civilian use—contributed a record-breaking Php8.2 billion to the National Treasury in 2016 and 2017. Even Finance Secretary

**“No one can question how serious we are in supporting this government’s push for AFP modernization, and supporting our men and women in uniform.”**

Carlos Dominguez III called this “a remarkable financial achievement.” To place this feat in better context, reports state that for the first two years of the Duterte administration, the BCDA remitted a total of Php8.2 billion to the AFP. This amount represented 20% of the total Php40 billion received by its major stakeholder since BCDA was created in 1992. In all its 25 years of existence, never has this sum been reached. No one can question how serious we are in supporting

this government's push for AFP modernization, and supporting our men and women in uniform.

While the remittances ensure that a flow of funds is sustained for our troops, BCDA has also come up with a new CSR Program to further recognize their sacrifices, especially for those assigned in Marawi City, Lanao del Sur. For those unaware, this “Marawi Conflict” between government forces and the Maute and Abu Sayyaf jihadist factions have cost the Filipino people hundreds of lives and profound suffering.

In partnership with St. Luke's Medical Center, BCDA has expanded the “Sundalo Ko, Bayani Ko” Project, particularly for Marawi Conflict veterans. Any active AFP soldier wounded in Marawi can avail of medical services that aren't available in military hospitals; medical treatment and procedures shall be provided by St. Luke's at concessional rates. The fund BCDA has set aside for this project amounts to Php5 million. You have yet to read about this in the papers—again, this is because BCDA believes in doing, and not just saying.

In this report, you'll also find details on the awarding of the Iconic Tower bid. It's said that a true iconic edifice has to be memorable and easily reproduced—meaning even a child can sketch a semblance of it. We searched far and wide for a partner fit enough to develop this legacy landmark that will serve as an identifier for Bonifacio Global City (BGC) the way the Eiffel has done for Paris, or the Sydney Opera House for Australia. In February 2017, we found them:



1

Henning Larsen-ARUP. Together, we'll build an unforgettable space that will house premium offices and retail areas, and a special area to honor the Armed Forces of the Philippines.

We at BCDA have always prided ourselves ON our integrity and transparency. You'll have proof of that and more when you read through this Annual Report. As it is, we are already looking forward to giving you more record-breaking news and more opportunities to give truly meaningful service for 2017.



2

1. Our country's valiant soldiers after winning the war against the Maute Group in Marawi City.

2. President Rodrigo Roa Duterte's genuine care and love for the Armed Forces and policemen became BCDA's driving force in intensifying its corporate social responsibility (CSR) efforts for the military—its major stakeholder.

## OUR FORMULA FOR MAKING IT REAL

Vivencio B. Dizon  
President and CEO



### Focus, disruption, humanity.

These three words encapsulate our philosophy, first coined and emphasized by our Chairman, Greg Garcia, in our fledgling months in BCDA. But never more has the organization embodied these three words and used them as our “North Star” than in 2017.

With our agency’s mandate likewise streamlined as “help strengthen the Armed Forces, while we build great cities,” we were more than equipped to kick into high gear this past year.

In this Annual Report, we tell how philosophy and mandate became actual, high-performing reality.

### Focus

While BCDA has had many milestones in the last two decades, we felt that we really needed to zero in on one thing: Clark, and its development into a premier city, not just for the Philippines, but for the world.

“With our agency’s mandate... we were more than equipped to kick into high gear this past year.”

We’re one step closer to this with the ground breaking of the expansion of Clark International Airport (CRK)—probably the crowning “airport glory” in President Duterte’s Build Build Build agenda. The first phase of the project includes the construction of a 100,000-sqm terminal—about the same size as Hong Kong International Airport Terminal 2—allowing passenger capacity to increase from 4.2 million to eight million per year.

CRK won’t just be an architectural marvel—it will serve as one of the world’s most prestigious portals to the country. Visitors will be able to glimpse the Philippines’ highest possibilities when they drive through New Clark

City, a smart and resilient master-planned community that will divest Metro Manila of its many woes—a model of modern development.

### Disruption

What would you do if you weren’t afraid? This is a question few are prepared to answer, much less ask of themselves. We here at BCDA have been asking ourselves that since Day One. To create something monumental, you have to be ready to disrupt the norm.

Before it was rechristened, New Clark City was called Clark Green City, and it had all the qualities you expected from a city that had all the “bests.” This was and is undisputable. But we saw it as something more: It would be the next economic hub in Asia. Not just the greenest, cleanest, and most modern in the Philippines, but a center of vibrant and essential economic activity in the region, stirred by the proximity of the CRK, the nearby ports, the Subic-Clark-Tarlac Expressway (SCTEX), and this long corridor of commerce and industry from Batangas way up to Tarlac.

Dare we dream? More than that. We do.

### Humanity

People are always at the center of our projects.

New Clark City, for example, will be a city for the people. An unprecedented 60% of land will be designed as open space in NCC—this means green

space for parks, playgrounds, bike lanes, pedestrian paths. Clark will be a city that is walkable and livable, a city that will bring you back to the essentials—being with whom you love and doing what you enjoy, not stuck in your car or in a commute through traffic. This is a city that, at its very core, is designed for what matters to us as human beings.

### Back to our mandate

Primarily created for the welfare and modernization of the AFP, however, BCDA's prime accomplishments in 2017 were focused on the military.

Our record-breaking remittance of Php8.2 billion to the Armed Forces in 2016 and 2017 not only provides the hardware—the guns, ships, and jets—but more importantly, helps support the software by providing better facilities for housing, health care, sports, and recreation for the Filipino soldier. Through these remittances, we hope to improve—individually and as a whole—the situation of this humble yet noble lot.

“Strengthening the Armed Forces while building great cities” may seem

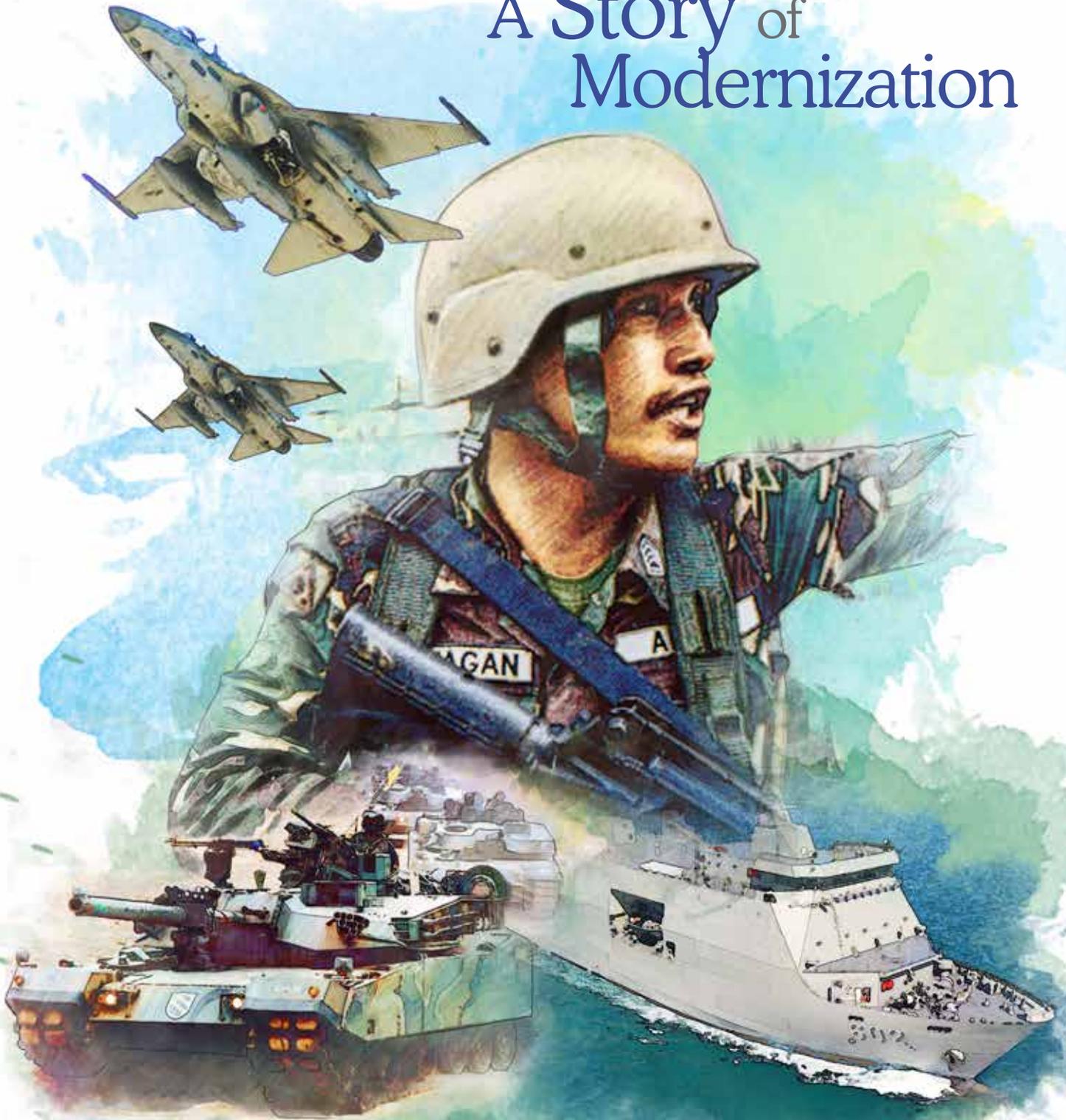
incongruous directions, but it makes sense if you see the cycle it generates, and the future it promises. A strong military, duly honored for its service, is a dignified military that will serve its country wholeheartedly. A country with great cities is a country that respects its resources and its people, from whom it shall expect no less of the same.

My thanks go to the men and women of the BCDA for believing in the soundness of this mandate, and their contributions to making it real.

*Aerial perspective of the sport facilities in New Clark City.*



# A Story of Modernization



# Breaking Records for the Armed Forces

*The BCDA set the bar at an all-time high with its record remittance of Php8.2 billion for the Armed Forces of the Philippines (AFP) modernization in 2016 and 2017—the first two years of the Duterte administration. It couldn't have come at a more opportune time.*

Let the numbers speak for themselves. The BCDA's remittance of Php8.2 billion for 2016 and 2017—representing more than 20% of the total amount remitted over the last 25 years—indicates that this agency is serious about funding AFP modernization.

This achievement, in only the first two years of the Duterte administration, proves the Authority's commitment to strengthen the Armed Forces.

In fact, the BCDA set a record for its 2017 remittance—a total of Php4.6 billion, one of its greatest accomplishments for the year. This is 300% more than the annual average of Php1.5 billion contributed from 2006 to 2015.

Since its creation, the BCDA has contributed a total of Php36.31 billion for the AFP—Php25.2 billion for AFP modernization, and Php11.09 billion for the replication of military facilities such as offices, housing, and hospitals.



*Prioritize AFP Modernization. This has been the marching orders of President Rodrigo Roa Duterte since he assumed office in June of 2016—harmonizing the administration's plan to have a credible deterrence to secure Philippine territory.*

# Heroes in the Line of Fire

*The Marawi siege threw the spotlight on the military's combat capability. While modernization is usually linked to technology and firepower, our men and women in uniform have shown that it's not about winning battles. It's about winning wars.*



*A soldier scans the debris caused by the battle between the Maute Group and the military in Marawi City. (Photo credit: Linus Escandor)*

You probably wouldn't think 25-year-old PFC Harry Alcantara was a battle front liner. Slim and of average height, he doesn't have the brawn that some soldiers have. He speaks softly and carefully, as if measuring the impact of his words. Maybe he's not your typical soldier, but he's definitely got the heart of a front liner.

Alcantara was 20 when he joined the Philippine Army. The second of four siblings, he enlisted to help provide for his family.

On May 23, he was in Scout Ranger training in Bulacan when armed men with black ISIS flags led by brothers Omar and Abdullah Maute, and Abu Sayyaf leader Isnilon Hapilon—considered the emir of

the Islamic State in Southeast Asia—took control of the Philippines' only self-declared Islamic city: Marawi City, the capital of Lanao Del Sur.

Alcantara relates that his class was the last of batch of Scout Rangers to be deployed to Marawi in the last week of August. As soon as they got there, their first thought was for the war to end.

"Nakakatakot siya," he narrates. "Pero may halong sobrang galit sa ginawa [ng mga Maute] doon sa Marawi—lalo na sa mga civilian (It was scary. But then there was anger because of what [the Maute Group] did—especially to the civilians)," he adds, recalling the reports of killings, rape, and other violence suffered by Marawi residents at the hands of the militants.

On October 5, his platoon got sniped at as they were about to enter an underground passage. He fired at the wall that was the sniper's cover, emptying the 50 rounds in his K3 machine gun.

Pausing briefly to reload his rifle, he got hit—and so did four other soldiers behind him.

Badly wounded and bloodied, Alcantara fell. He struggled to remain conscious. "Inisip ko 'yung bunsong kapatid ko na babae. Tapos 'yung lalaki. Kaya bumangon talaga ako (I thought of my youngest sibling, my sister. And then my younger brother. So I got up)," he says.

“Kapag natulog ako, mamamatay ako doon. Kaya sabi ko, gigising ako para sa mga kapatid ko. (I knew that if I lost consciousness, I’d die. So I told myself, “I’d stay awake for my siblings),” he adds.

With the sniper still firing at him, he crawled to a post for cover. But another Maute fighter, thinking he was dead, tried to pull him down into the underground passage. That was when Alcantara shot him.

He then managed to run outside for safety, where he received first aid.

### ‘To serve’

Alcantara was one of more than 4,000 troops who put themselves in the line of fire in what’s been described as the longest and bloodiest Philippine military operation since World War II.

He now looks back on Marawi with a quiet sense of fulfillment. For him, his deployment there was his contribution to fulfilling the AFP’s mission of serving the people, securing the land.

It’s a mission that’s deeply etched in Alcantara heart, as well as in the heart of every man and woman in uniform.

“Alam namin na delikado, at ‘pag tumapak ka doon ay baka hindi ka na makabalik. Pero alang-alang sa civilian doon—para ma-clear ang Marawi at maging peaceful (We knew that it was dangerous and that once we set foot there, we might not be able to come back alive. But we did it for the sake of the civilians there—to clear Marawi of militants and to restore peace),” Alcantara says.

“Ginawa namin alang-alang sa serbisyo (We did it to serve),” he adds.

### The mandate to modernize

Alcantara wouldn’t describe his K3 machine gun as “high-tech.”

Some of the rifles they recovered from the Maute fighters were newer and better, he says.

They were so new that the soldiers didn’t even know what they were called. He describes one rifle in particular that they recovered from a foreigner who had fought alongside the Mautes: “Ang layo sa mga

baril na meron dito (It was so much better than the guns we have here).”

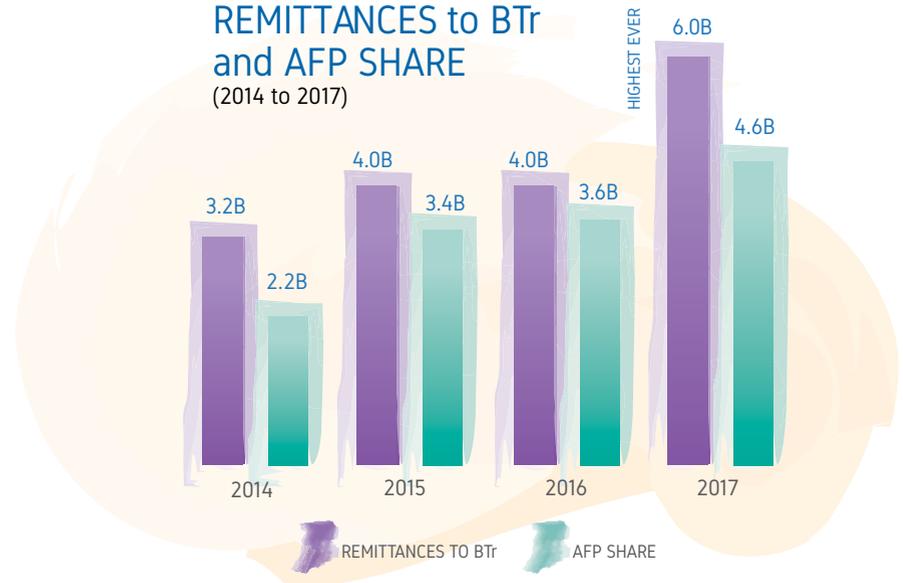
Still, Alcantara remains unfazed. AFP modernization has begun, he says, and it can be felt by soldiers like him.

The AFP Modernization Program was created in 1995 through Republic Act (RA) No. 7898 for a period of 15 years, with a budget of Php50 billion for the first five years. When it expired in 2010, it was extended by the Aquino government in 2012 through RA 10349 for another 15 years.

RA No. 10349—the Revised AFP Modernization Program—with its budget of Php75 billion for the first five years, is an attempt to build military muscle against external threats. Under the program, at least 50% of the proceeds of the sale of military camps, net of direct expenses, will go to the AFP for modernization. This is an increase from the 35% mandated in RA 7898.

From 2016 to 2017, 20 big-ticket items that increased the military’s capability were completed and delivered. Among these were the Korea Aerospace Industries (KAI) FA-50PH Fighting Eagle light combat and trainer aircrafts—the lighter version of the supersonic jet T50 developed by KAI and Lockheed Martin—in October.

## REMITTANCES to BTr and AFP SHARE (2014 to 2017)



In so many ways, the Duterte administration has assured the military of its support for AFP modernization. Speaking at the 67th anniversary of the Philippine Marine Corps in November, the President vowed to modernize the military and police by providing brand new equipment and firearms.

He was quoted as saying, “I love my soldiers and I love my police. And you can be very sure that I am there when the moment needs me.”

In another speech, the President was reported to have said, “Ang mga sundalo natin at pulis (Our soldiers and police), they’ve been fighting for several years. Yung mga baril nila, gastado na (Their guns are spent). We need new guns.”

“From now on, we will not buy second-hand hardware,” he stated.

### Investing in modernization

The war in Marawi tested the government in so many ways. Among the burning questions it raised was: How combat-ready is the AFP? How capable is it of defending the nation?

To put it another way: How much of a match is a K3 machine gun against a spanking new, “high-tech” firearm?

On the whole, Marawi necessitated investing in the modernization of the Armed Forces.

At the 78th anniversary celebration of the Department of National Defense, Secretary Delfin Lorenzana said that the Marawi siege was a reminder of the “shared responsibility” of guarding the country against terrorism.

“It also reminds us of the importance of our mandate, and a wake-up call that we must invest more on improving our capabilities and modernizing our equipment,” he was reported as saying.

### Record remittance

Investing in AFP modernization is something the BCDA knows all about.

When the agency was created in 1992 through RA No. 7227, it was given the mandate of raising funds from the sale of parts of military bases and camps. These funds go into the National Treasury for the AFP Modernization Program.

Under the BCDA, former military camps are leased out or otherwise disposed of, and developed into commercial areas and economic hubs. Think Bonifacio Global City in Taguig City, which used to be part of Fort Bonifacio, and Newport City in Pasay City, which used to be part of Villamor Air Base.

BCDA President and Chief Executive Officer Vivencio Dizon describes the agency’s record remittance of Php4.6 billion for 2017 as “a huge achievement.” “We will not relent. We will continue giving the AFP the maximum benefit throughout the years,” he adds.

### More than a mandate

Although there are other sources of funding for AFP modernization, it appears that the BCDA takes its mandate most seriously. On its 25th year, the agency remains fully committed to strengthening the Armed Forces while building great cities.

“In our mission, we put the AFP ahead of everything else,” Dizon emphasizes.

The BCDA’s remittances would go a long way in ensuring that the military is well-

**BCDA’S CONTRIBUTIONS TO THE AFP, BY THE NUMBERS**

AFP Modernization

**Php36.31 Billion**  
from 1993 to 2017

.....

Allotted for improvement of military facilities

**Php11.09 Billion**

.....

Record remittance for AFP modernization in 2017

**Php4.6 Billion**



*Philippine Air Force FA-50PH Fighting Eagle (Photo credit: Philippine Air Force Public Affairs Office)*

equipped to serve the people and secure the land—not only in terms of arms, gear, or air- and seacraft, but also training, education, and civil–military engagement.

To a soldier like Alcantara, AFP modernization is not merely something to be discussed by the top brass or debated in Congress.

“Kailangan siya (It’s necessary),” he says, “para wala nang masugatan—o mamatay—na sundalo tulad namin (so that there will be no more soldiers like us who will get wounded—or die).”

# Heroes in Focus

*AFP modernization is understandably associated with upgrading ships and rifles. But really, any effort to modernize must have at its core the wellbeing of the individual soldiers commanding the ships and holding the rifles. In 2016, the BCDA started aligning all its corporate social responsibility projects to support and benefit its main stakeholder, the AFP—and ultimately, its men and women. Here are some stories of how it focused on our heroes in uniform in 2017.*



*A soldier in Marawi intently reads a note he received through the Project Shoebox.*

## Caring for the Wounded

From May 23 to October 23, 2017, 166 government troops were killed and 1,548 were wounded in the Marawi siege.

One of the wounded was PFC Harry Alcantara—the most severely hit of five soldiers in his platoon on October 5. Sniper fire and shrapnel tore a hole in his throat, shattered his mouth, and damaged his left eye.

From Marawi, he was flown to Cagayan de Oro, where he was treated at the Northern Mindanao Medical Center.

In one of two operations there, doctors opened his skull, removed the shrapnel, and drained the excess blood from his brain.

“Sabi ng doktor, ang suwerte ko daw kasi ‘yung shrapnel hindi tumagos sa bungo ko. Nagkaroon lang ng clot (The doctor said I was lucky that the shrapnel didn’t go through my skull. It just formed a clot),” he recalls.

But his eye couldn’t be treated there.

Back in Manila, Alcantara heard about the BCDA’s medical assistance for soldiers.

“Ang sabi, kahit magkano, gagastusan ng BCDA. Basta battle casualty (They said the BCDA would spend for it, regardless of the cost. As long as you’re a battle casualty)—Marawi or non-Marawi,” he narrates.

Under its corporate social responsibility (CSR) program for 2017, the BCDA allocated Php5 million for the medical assistance of soldiers wounded in Marawi.

The agency signed a Memorandum of Agreement with St. Luke’s Medical Center and the AFP Medical Service for the treatment of 50 soldiers whose medical needs could not be accommodated in military hospitals for lack of equipment or facilities.

The AFP would endorse the soldiers, St. Luke’s would provide the required medical service or treatment, and the BCDA would pay the bill.

It was BCDA President Dizon himself who initiated the medical assistance, making commitments for the agency to help the battle casualty soldiers and policemen in Marawi.

Of the Php5 million budget for 2017, a little less than Php4.5 million was used up for the medical assistance of 50 soldiers.

When doctors removed the shrapnel from Alcantara’s eye in December, for instance, the bill ran up to almost Php200,000.

BCDA’s medical assistance through St. Luke’s ended in December. But given the success of this initiative, the management decided to continue it. It’s now a revolving fund of Php5 million per year.

This is good news for Alcantara, who was told by the St. Luke’s doctors that he needs two more eye operations. But he was also told that his eye might not regain its normal functionality, even after the operations.

Because of the injuries he sustained in Marawi, Alcantara will no longer be sent on field duty. He’ll go back to work at a desk job in his battalion while waiting for his next eye operation, which has yet to be scheduled.

“At least buhay tayo (I’m alive),” he says with a smile. “Yun lang ang iniisip ko—buhay tayo (That’s all I’m thinking—I’m alive).”

## ‘To Have Clean, Dry Socks’

Soldiers in the thick of combat operations in Marawi had to forego many of the comforts and conveniences that we often take for granted.

Food, for one. They ate only what was available—sometimes only canned goods.

And water—they had to collect water from a pump some distance from their quarters, and only when it was safest. If there was time.

One soldier confided that he was able to take a bath only once the whole two months he was in Marawi. Just the thought of bathing or buying soap was probably farthest from the soldiers’ minds, especially if they were in the main battle area.

So you can imagine how happy they were to receive shoeboxes filled with toiletries and other essentials from the BCDA towards the end of July.

“Masarap sa pakiramdam ‘yung ‘pag uwi namin mula sa main battle area, bibigyan kami ng hygiene kit na shoebox na kumpleto ang laman (It felt good to come home from the main battle area and receive a complete hygiene kit in a shoebox),” relates Task Sgt. Allan Espiritu.

Each shoebox contained a toothbrush, toothpaste, shaver, alcohol, shampoo, bath soap, a towel, two pairs of socks, a T-shirt, and a note from the BCDA.

Project Shoebox is nothing new, says Col. Thomas Sedano, Jr., regiment commander of the Philippine Army Civil-Military Operations Regiment (CMOR). It’s usually initiated by the soldiers for the benefit of indigent students, with the shoeboxes containing school supplies.

But this was the first time such a project benefited soldiers.

In June, the Philippine Army launched #OgopMarawi to help displaced Marawi residents, school children affected by the conflict, and the troops in Marawi. “Ogop” is the Maranao word for “help.”

“We encouraged our stakeholders to give their support for the soldiers during the Marawi siege. One of our biggest partners was the BCDA,” Sedano explains.

Under the “Bayanihan para sa Bayani ng Bayan” component of #OgopMarawi,



*BCDA, through the Project Shoebox, was able to give 2,000 shoeboxes to our brave men and women in uniform during the height of the Marawi siege.*

the BCDA assembled 2,000 shoeboxes, which the CMOR distributed among the task groups of the different units of the Philippine Army.

The recipients were then selected according to who needed the shoeboxes the most—such as those positioned in the main battle area, who wouldn’t be able to buy their personal needs.

PFC Rex Montenegro, who was in Marawi for four months, says it took two weeks to a month before they could leave their posts to shop for essentials in Iligan. “Mahirap talagang bumili. Sa ganoong bagay, napakalaking tulong po talaga ng shoebox (It was difficult to buy. In that sense, the shoebox was a big help),” he says.

Sedano agrees. “Just to have clean, dry socks during those times—it’s such a privilege.”

It may have been a simple project, but to the soldiers it made a strong impact.

It was a big morale booster, says Cpl. Joalgeric Plando: “Lalo kaming ginaganahan na matapos agad ‘yung giyera doon (We became even more motivated to end the war).”

More importantly, Sedano emphasizes, the impact was felt by the ordinary soldiers—the foot soldiers—who may not really know and understand what the BCDA does. “[The feeling was:] ‘This is the BCDA, working for and supporting us.’”

Espiritu, Plando, and Montenegro couldn’t be more profuse with their thanks. “Nagpapasalamat po kami sa ibinigay na tulong ng BCDA. Napakalaking tulong po ng aming mga natanggap (We’re very thankful for the help that BCDA gave. The items we received were a big help),” says Espiritu.

Sedano looks forward to more such BCDA projects that would benefit the soldiers directly.

“The Philippine Army will continue serving the people and securing the land, in line with our Army Transformation Program,” he says, referring to their efforts towards a new and improved army.

“The BCDA will help us in building that army, while building better communities.”

## A Tribute to Heroes

Like all parents, Freddie and Mercy Savellano wanted to raise their four children right.

Mrs. Savellano describes their second son—John Frederick, or Jeff—as affectionate, responsible, brave, and principled. Overall, a really good person, she says.

A registered nurse, Jeff surprised his parents one day when he told them that he wanted to be a soldier. Not just any soldier—a Marine.

So Jeff joined the Marine Corps. He took the Naval Officer Candidate Course in 2001, and was sent to Quantico, Virginia for the U.S. Marine Officer Basic Course.

As a first lieutenant in early 2017, he joined the six-month retraining of the Marine Battalion Landing Team 7 before their next assignment.

But then Marawi happened.

Their training was cut short. Before Jeff's deployment on June 1, the family ate out for dinner. Incidentally, May 23—the day the Marawi siege began—was his 29th birthday.

"Jeff said, 'Maraming mamamatay sa amin (A lot of us will die),' Mrs. Savellano recalls. "I said, 'You take care. Promise me na ikaw ang maglilibing sa amin (Promise me that you will be the one to bury us).'"

"He replied, 'Best effort tayo diyan (I'll give it my best effort),' she adds.

On June 5, Jeff made history when he and his platoon recovered Php52.2 million in cash and Php27 million in checks in a clearing operation in a house occupied by the Maute Group. The money would have sustained the militants and funded their operation for an extended period of time.

A lesser man might have been tempted by all that money. But not her son, Mrs. Savellano states.

"He protected the money," she says. "He told me [in a text message], 'Mama, it's not about my career. Pagkatao ko ang nakasalalay dito (My integrity is at stake here),'"

Four days later, Jeff was killed in the infamous "Bloody Friday" incident on Balo-i Bridge (Mapandi Bridge, as it has come to be known)—one of the most

intensive firefighting episodes in the five-month battle. The incident claimed the lives of 12 other Marines in his platoon.

To pay tribute to the AFP and PNP troops who were killed in action (KIA) in Marawi, like Jeff, the BCDA held an interactive art installation exhibit entitled "Ang Huling Tikas Pahinga: Isang Pagpupugay sa mga Bayani ng Marawi (The Final Parade Rest: A Tribute to the Heroes of Marawi)," from November 21 to December 5 at the Bonifacio High Street in Bonifacio Global City, Taguig.

In his speech at the opening ceremonies of the exhibit, President Duterte said, "Naiiyak ako kasi ako ang nag-declare ng martial law (It makes me cry because I'm the one who declared martial law). And I sent the soldiers to the mouth of hell, some of them to die." This is why he visited the troops in Marawi several times, he said.

"It pains me deeply to think of their families," he added.

He later said he envied the fallen troops, in a way. "Not everybody is given the chance...to die for his country."

The exhibit featured photos of the KIA AFP and PNP forces, an audiovisual presentation, and an installation or replica of the Mapandi Bridge.

"Maganda 'yung ginawa nila, lalong-lalo na 'yung pinakita nila 'yung buhay

ng isang sundalo (What they did was good, especially when they showed what the life of a soldier is like)," says Mr. Savellano. "Nakita talaga kung paano nila sinasakripisyo 'yung buhay nila (You could really see how they sacrifice their lives) for the sake of the country."

"We are very thankful for the exhibit. Napakita pa (It was seen) not only within the camp, but even civilians could see it," he adds.

Mrs. Savellano was particularly touched by the exhibit because it had a section about "Bloody Friday" with photos of the 13 Marines. As their platoon leader, Jeff was in the center.

"It was very educational," she says. "'Yung kabayanihan ng mga sundalo naiangat (The focus was on the heroism of soldiers)."

Reflecting on Jeff's life, the Savellanos are proud of what their son accomplished.

"Iniwang niya yung komportableng buhay sa amin para lang maglingkod sa bayan (He left a comfortable life with us just to serve the country)," says Mrs. Savellano.

Despite the pain of losing their son, Freddie and Mercy Savellano want people to congratulate them instead of offering condolences. After all, they raised 1Lt. John Frederick Savellano—a hero.



President Duterte views the photos of the KIA troops at the opening of Ang Huling Tikas Pahinga: Isang Pagpupugay sa Bayani ng Marawi (The Final Parade Rest: A Tribute to the Heroes of Marawi).

# A Story of Transformation



# Revisiting Fort Bonifacio

*It is said that the only constant in life is change. In 1992, change came to Fort Bonifacio in the form of Republic Act (RA) No. 7227 as amended by RA No. 7917, the Bases Conversion and Development Act, which mandated the BCDA to dispose of portions of military camps and bases, and convert them into profitable real estate. Twenty-five years hence, part of Fort Bonifacio is now the Bonifacio Global City (BGC). And change is still taking place.*



*Uptown Bonifacio. The former military camp in Taguig City is now a bustling economic hub in the metro generating funds for the modernization program of the AFP.*

Retired Brig. Gen. Restituto Aguilar spent the early years of his career at Fort Bonifacio.

Just like the soldiers of old, Aguilar learned how to man the tanks and fire the Army howitzers under the hot sun during the '80s in the sprawling military camp previously known as Camp McKinley.

“Tuwing uuwi ako sa Fort Bonifacio galing sa field, excited ako. Doon kasi kami nag-ma-maneuver sa driving range ng mga tangke namin. Tapos training sa firing range. Maraming lugar sa kampo na masasaya

ang mga alaala lalo na kung saan ginagawa namin dati yung mga athletic training at yung mga military drill namin (Every time I go back to Fort Bonifacio from the field, I feel excited. It was at the driving range where we would maneuver our tanks. Then we would also train at the firing range. There were so many places at the camp where we have fond memories, especially where we held our athletic training and military drills),” he says.

After graduating from the Philippine Military Academy in 1978, Aguilar chose to join the Philippine Army, where he was

deployed at the then Philippine Army Light Armor Regiment (PALAR), the precursor of what is now the Light Armor Brigade of the Army.

He went home whenever there was a chance. “Home” then was Fort Bonifacio, where he stayed for eight years. At that time, the camp was so vast that it extended from Guadalupe to Muntinlupa.

“Yon ang hindi na na-experience at nakita ng mga sundalo ngayon (Today’s soldiers never experienced or saw the old camp),” says Aguilar.



*BGC is now one of the country's booming business districts.*

He had never imagined that Fort Bonifacio would turn out to be one of Southeast Asia's busiest business hubs and commercial districts.

Now, he hardly recognizes the place.

"Noon, lahat ng mga building doon may logical reasons bakit inilagay siya sa isang lugar (Every building then was built in a particular location for a logical reason). The military camp was designed for training and defense at the same time," he muses.

That was then.

Buildings, parks, malls, and even football fields now occupy most of what used to be open spaces.

Skyscrapers now stand against the BGC skyline where military outposts and sniper positions once were.

Paved roads now cover the ground where they marched during parades, drove their tanks, and positioned their howitzers.

Short of admitting that he will get lost in BGC due to its rapid development, Aguilar says, "Ibang-iba na ang Fort Bonifacio. (The camp is so different now)."

While he misses the old Fort Bonifacio, its driving range, the muddy patches, and the field where they trained and learned the basics of the noble profession of soldiery, Aguilar accepts the fact that change is inevitable.



*The Philippine Stock Exchange rises in BGC.*

And change, while inevitable, can also be good. Portions of what used to be sprawling Fort Bonifacio are now the BGC—a 240-hectare bustling business hub, developed by the BCDA in partnership with Ayala Land and the Campos group.

Today, Fort Bonifacio has become the location of choice for both business process outsourcing and IT companies like Accenture, Teradata, and Cognizant, as well as international financial institutions such as Deutsche Bank, JP Morgan Chase Bank, Citibank, and ING Bank. The Philippine Stock Exchange (PSE) Tower, Avida Cityflex, Avida 34th, Arthaland Tower, High Street South Corporate Plaza Tower 1, and the Metrobank Center have all opened in BGC as well.

More than just a central business district, BGC also features residential landmarks such as Serendra, a European-inspired community composed of 65% landscape greenery; the state-of-the-art Mind

Museum and the interactive KidZania Manila, an indoor play center where kids can get realistic insight into the adult world by performing real-life jobs under the supervision of professional staff; the Bonifacio High Street and Bonifacio Central Square, a top-notch block type shopping mall with excellent restaurants and retail shops; and luscious green and open spaces such as Track 30th and Terra 28th, and the Greenway Park—a dedicated walkway where people can jog or walk.

BGC is also home to Shangri-La at The Fort, a 5-star luxury hotel that boasts of 576 rooms and suites, and houses 97 Horizon Residences, 98 Horizon Homes, 14 restaurants, and 21 different ballrooms and functions rooms. Retail stores occupy parts of the ground floor space.

Fort Bonifacio also houses several township projects under Megaworld Corporation such as Forbes Town, McKinley Hill, McKinley West, and Uptown Bonifacio.

Among the 2017 highlights in Uptown Bonifacio was Megaworld’s transfer to its first-ever corporate headquarters—the Alliance Global Tower, which also houses its subsidiaries and affiliate companies.

Also within Fort Bonifacio is Federal Land, Incorporated’s Veritown Fort, which will be the home of the soon-to-open Grand Hyatt Hotel.

All of these contribute to the increasing property values within the area.

Just across the Ninoy Aquino International Airport (NAIA) Terminal 3 is the 25-hectare Newport City—an integrated leisure and lifestyle complex that is home to Maxim’s Hotel, the country’s first 6-star

hotel, and the 5-star hotel Marriott Hotel Manila. It also hosts other hotels such as Belmont Hotel, Holiday Inn Express, and the soon-to-open Savoy Hotel.

In 2017, Newport City witnessed the opening of Runway Manila—an elevated walkway which can be accessed by passengers and tourists from NAIA Terminal 3 to Newport City and vice versa.

BCDA has accomplished these modernization efforts and developments through the years without veering away from its mandate.

It has been instrumental in strengthening the Armed Forces of the Philippines while building great cities as shown in its legacy projects in the Metro—the Bonifacio Global City in Taguig and Newport City in Villamor, Pasay.

BCDA’s Asset Disposition Program has generated a total of Php91.45 billion since 1993, with the AFP receiving the biggest

share of the proceeds from the sale and disposition of former camps at Php36.31 billion.

“Maganda to a certain degree na naibenta [ang Fort Bonifacio] for modernization (It’s good, to a certain degree, that parts of Fort Bonifacio have been sold for AFP modernization),” Aguilar says.

But even with the rapid transformation of Fort Bonifacio to BGC, Aguilar insists we should never forget the old camp.

“Part ng heritage natin ‘yan. Part ng national pride natin (It’s part of our heritage. It’s part of our national pride),” he ends.

A source of national pride—this is what the AFP aims to be. In its quest to become a modern and relevant military force by 2030, the AFP can count on BCDA for support. The BCDA will continue to be an integral partner of the AFP in fulfilling its mission.



1



2



3



4

Some of Fort Bonifacio and Mckinley Hills’ top draws include:  
1 Venice Grand Canal Mall at McKinley Hill;  
2 Maybank Performing Arts Theater;  
3 KidZania Manila—an indoor play center giving kids preview to the adult world; and  
4 Shangri-La at The Fort.

# The Making of an Iconic Building

*What started out as an observation by the Commission on Audit that the BCDA was paying too much rent for its head office in Bonifacio Global City turned into one of the biggest architectural and design competitions the country has ever known.*

*Launched in February, the BCDA's International Conceptual Design Competition aimed to produce a distinctive and recognizable building design—an Iconic Building—that would represent the BCDA, showcase modern architectural techniques, and promote environmental architectural design.*

The BCDA Iconic Building is envisioned to be a recognizable urban icon—much like the Eiffel Tower in Paris, the Statue of Liberty in New York, or even the Petronas Towers in Malaysia. And where else would it be built but in BGC, the BCDA's first stab at converting a military camp? Nothing else would be more apt.

This would ultimately complete the transformation of what was once Fort Bonifacio into the bustling economic center that is now the BGC.

## First steps in the transformation

For a major business hub to attract the attention not only of the country's leading companies but also of international players, BGC needed something that combines beauty, functionality, and most of all, represents the rich Filipino culture and aspirations for greatness.

To be built on a 7,275-square meter lot in BGC's North Bonifacio District, the Iconic Building should include, among many other things, open spaces, parks, landscapes, and public arts. It should be a magnet for potential investors, while also appealing to the general public.

After a painstaking and thorough process, the Icone Tower by Henning Larsen Architects Hong Kong was voted the best of the best.

## QUICK FACTS

Lot area:  
**7,275 sqm.**

Land use:  
**40% buildable**  
**60% open area**

Gross floor area:  
**50,000 sqm. max**

Floor area ratio:  
**5.5**

Construction cost:  
**Php7.2 Billion**

## Ushering in a new era

The Icone signals the Filipino people's readiness for a new age of design and for a defining urban structure.

After all, the Icone's structure or form has never been seen before in any place in the country. Its conical shape alone makes it an immediate standout among the "giants" in BGC—like a spearhead rising to meet the heavens, best representing every Filipino's dream of rising over conflicts, challenges, and limitations.

The design takes inspiration from the perfect cone of the Mayon Volcano and from the weather-adaptive structure of the "bahay kubo"—two icons that are distinctly Filipino.

The Henning Larsen design team for the competition, headed by Claude Godefroy, knew exactly what the challenges were in coming up with something that not only will be iconic but more importantly, will serve its purpose.

To meet these two important considerations, the Henning Larsen team based its architectural design on something simple but bold at the same time.

"Functionally, the cone-shaped tower provides the top and bottom parts for public programs and the middle part for efficient layout. The elliptical cone-shaped tower with the diagrid structure also gives an iconic architectural expression of the project," the team says.

## People friendly

Despite the Icone's seemingly complex structure—with its array of arches, cross bracing, parallel slats; its sci-fi-like exoskeleton; and the undeniable Gothic influence—it's actually people friendly.

This is a definite plus, considering that it will house the BCDA Headquarters and top companies in the country, among others, in the future. It should be non-intimidating, for instance, to the common folk who might want to experience the amenities of a modern yet homey structure.

Pedestrian walkways give the building the feel of a central meeting place, a point of convergence, while trees make for a relaxing interior. They're there not only for decoration or as token offerings to be environmentally friendly, but to balance out the gleaming, modern façade and to serve as a reminder that nature should always be one of the design considerations—if not the highlight.

A mini-rainforest at the plaza will be a reminder of the country's rich natural resources, while providing a haven from the burgeoning business district outside. The upper floors, where sunlight is in abundance, are ideal for offices. Where space is limited, output and natural light, however, are maximized.

The tower's diagonal cross bracing makes the air flow freely. The resulting rhomboids spiraling throughout the exoskeleton give the building its unique look and provide additional support and stability to the whole structure. This addresses concerns about potential threats of an earthquake.

"We believe that an excellent architectural design should fulfill all major functional requirements of a project. So, we think both function and design are equally important," explains the Henning Larsen team.



## A new beacon

At the summit of the Icone, the sights should be enough for selfie-crazy Filipinos.

When the sun sets, another experience awaits. The tower's highest point will project a beacon of light over Metro Manila. Like a lighthouse, it will provide a signal fire to all Filipinos, whether out on Manila Bay or elsewhere in the metro.

While the pressure to deliver and turn a massive concept into reality is already great as early as now, Henning Larsen is not shirking away from the opportunity and the challenge. "We have the pressure to deliver the project with the excellent quality that an iconic building demands. We think the success of the project's execution relies on Henning Larsen being able to work closely with BCDA in controlling the quality during design and construction phase," the design team says.

It will take a significant amount of time for the Icone Tower to come to reality. But in the end, the wait will be worth it.

Henning Larsen believes that the Filipino people will embrace the Icone Tower as their own—in the same way that the world eventually fell in love with the Eiffel Tower in France and the Cristo Redentor in Brazil, to name a few global landmarks

"We would like Filipinos to remember [that] Henning Larsen has designed an icon for the Philippines with respect to their history and culture," says the design team.

They add, "We expect them to be proud of the project and be supportive to the process."

This isn't hard to do. Considering that the project was initially conceived to save on office rental, in the long run, it will give the country so much more.

When the Icone is added to the BGC skyline, it will eventually become part of our national heritage—something for all Filipinos to be proud of.



*Beautifully composed along the BGC skyline is Henning Larsen's night perspective of the Icone Tower—which will accommodate office spaces, green parks, and a museum in honor of the country's Armed Forces.*

## Philippine Senate Sets sights on “New Home” in BGC

If plans push through, the Philippine Senate will open another chapter of its history in its new home in Bonifacio Global City in 2021.

Negotiations are now underway to transfer the Senate and construct its new building which it can truly call its home.

In its current location, the Senate has paid at least Php2.4 billion in rent alone to the Government Service Insurance System (GSIS) since 1996.

Inspired by the recent celebration of its 100 years of service to the Filipino nation, the Senate has once more rekindled its

long wish to move to a location that is “green, secure, functional and iconic.”

The project, which is divided into five stages or phases, began with the search for the location of the iconic senate building.

Senator Panfilo Lacson, the Senate Accounts Committee chair, said talks between the Senate Legal Counsel and the BCDA for a Memorandum of Understanding paved the way for the purchase of an 18,320-square meter lot located in Fort Bonifacio, Taguig City.

A budget of Php1.5 billion was allotted for the purchase of the site of the future home of the Upper Chamber of Congress.

After this was done, the undertaking went to Phase 2: What will be the look of the new senate building?

The Senate is set to open a worldwide contest to design its new home by the second quarter of next year.

The Senate has enlisted the help of the Department of Public Works and Highways to help implement the project.

The BCDA, on the other hand, will assist the Senate in every way possible to realize its dream of a new home that will be a testimony to its hopes and aspirations, and its commitment to every Filipino.

With its iconic and functional design, the Senate's new home is expected to be comparable to the United States Capitol, Palace of Westminster in London, and other notable landmarks of the world.

# The Hidden Historical Beauty beneath Bonifacio Global City

Have you ever wondered what lies beneath the BGC?

Just a stone's throw away from the end of the C5 flyover to Pasig City, there's a secret passage to one of the more remarkable and historical places in our country.

It's a tunnel beneath the BGC that few people nowadays are aware of.

The Fort Bonifacio Tunnel is more than two kilometers long and is wide enough to accommodate a truck. It has 32 built-in chambers, a deep well, and two exits in East Rembo and Pembo in Makati.

Historians say the tunnel, believed to be built in the 1940s, played a key role in the resistance against the Japanese Occupation during World War II.

"Style kasi ng mga Amerikano 'yan. (It was an American strategy). Wherever they go, they build a tunnel system to store their supplies, weapons, ammunition, and other military equipment. They do this also to protect their forces from aerial bombardments," explains retired Brig. Gen. Restituto Aguilar, a military historian and former director of the Philippine Army Museum.

Eventually the tunnel was expanded to become a military storage. Some sources say it even served as the headquarters of Gen. Douglas MacArthur.

Even high-ranking Japanese military officials used the tunnel as a shelter and a base including the infamous Japanese General Tomoyuki Yamashita.

After the war, the tunnel was eventually acquired by the government. Fort McKinley became Fort Bonifacio.

"The AFP used the tunnel right after the war. Actually, mas matagal ginamit 'yan ng AFP kaysa sa mga Amerikano at mga Hapon. Ginamit natin as storage for different supplies (Actually the AFP used the tunnel longer than the Americans and the Japanese. They used it as a storage for different supplies)," Aguilar says.

*It's a symbol of the Filipinos' ingenuity and love for the Motherland, fortitude, courage, and the unyielding desire to be free.*



"We should be proud that we have a tunnel that has so much historical value. 'Yung Vietnam nga sobrang proud sa Cu-Chi Tunnel nila na ginamit laban sa mga Amerikano. Dapat ganoon din tayo (Vietnam is so proud of its Cu-Chi Tunnel used against the Americans. We should be proud too of our tunnel)," he explains.

One could only imagine the hardships and sacrifices of Filipino and American soldiers as they were bombarded by Japanese Occupation forces.

For this reason alone, Aguilar suggests ways to preserve the tunnel.

He also believes a system should be in place to make the public more appreciative of the tunnel.

"When people enter and leave the tunnel they should have learned its importance, its history, its story, and why it should be preserved. Dapat kumpleto ang istorya. Hindi yung pumasok lang sa kuweba, tapos wala lang (People should know the complete story. It is not enough to just enter and come out of the cave or tunnel without learning anything)," Aguilar adds.

The BCDA is ready to respond to this challenge.

It has plans to develop and preserve the Fort Bonifacio Tunnel for future generations to see and appreciate.

The BCDA is fully aware of the historic significance of the tunnel. It also recognizes and honors the sacrifices and the indomitable spirit the Filipino and American soldiers showed during one of the country's dark and trying moments.

Despite its rapid development and growing reputation as one of Southeast Asia's business hubs, Fort Bonifacio will forever be remembered as the home of our troops and a place of resistance against foreign invasion.

It's also a symbol of the Filipinos' ingenuity, fortitude, courage, unyielding desire to be free, and love for the Motherland.

The BCDA will see to it that it remains as such and will make sure that the Fort Bonifacio Tunnel will not stay hidden for much longer.

# A Story of Building a Modern Philippines



## THE NEW CLARK CITY MASTER PLAN: The City Leads, A Nation Follows

*In 2017, the BCDA fast tracked the construction of the New Clark City, a Build Build Build project that promises to redefine smart cities. Ambitious, yes. But it could very well pave the way for the country to find solutions to the ills of urban development.*



*New Clark City Master Plan*

Abdel Laut Santos, 60, has been a taxi driver in Metro Manila ever since returning home from an overseas gig 20 years ago. He's seen the city gridlock go from bad to worse. He lives in Bulacan, 11 kilometers north of Manila, and says wistfully that he spends far more time on the road than he does at home with his growing brood of grandchildren. He was also in the hospital twice in 2017 for work-related illnesses, once for a life-threatening bout with chronic bronchitis that the doctor attributed to constant exposure to dirty air.

The economic and environmental costs of overdevelopment and pollution bedeviling the National Capital Region are staggering indeed. The Japan International Cooperation Agency has said that, if

unchecked, the economic cost of traffic congestion in Metro Manila will likely reach Php6 billion a day by 2030. Air pollution, on the other hand, had claimed deaths that cost the Philippine economy USD2.8 billion in foregone labor output in 2013, according to a study released in 2016 by the World Bank Group and the Institute for Health Metrics and Evaluation.

But Laut Santos insists that now isn't the time to quit—not when he can still help send grandsons to school, and when he'd read about the government's audacious plan, the centerpiece of the ambitious Build Build Build countrywide infrastructure program: New Clark City, a 9,450-hectare city that officials say will be bigger than New York's Manhattan when it is

completed in some three decades, and home and/or workplace to more than 1.2 million.

### Creating a new city

For this taxi driver and countless other city dwellers and workers who deal daily with an assortment of horrors wrought by relentless development, New Clark City is a breath of unsullied air. Its urban plan prizes environmental sustainability and climate resilience, and considerable space has been earmarked for farmland and parks, while its buildings will integrate energy- and power-saving technologies.

Surbana Jurong, Singapore's largest engineering firm and a leading light in

urban and infrastructure development, is helping the BCDA, AECOM, and the Japan Overseas Infrastructure Investment Corporation for Transport and Urban Development (JOIN) design New Clark City.

Teo Eng Cheong, Surbana Jurong chief executive officer, has said that it's fair to expect New Clark City to "attract a whole new industry of technology companies," making New Clark City a tech frontier of sorts that will drive the creation of a new city that's both smart and sustainable.

Sylvester Wong, vice president for strategies and development of AECOM, is excited for New Clark City's potential, at a time when he says availability of capital is not what's holding back urban livability. Hence, for him, having open lands such as at New Clark City, allows one to be more strategic than merely tactical, and be a true catalyst.

He says, "We have resilient master plans, performance-based design guidelines, inclusive entrepreneurship, connective

infrastructure, sustainable smart-city operations, and strong governance that all rewards city-building as a team activity."

### Smart cities

Wong lauds the BCDA for setting the bar holistically toward "synergistic land use, leveraging geographic uniqueness professionally"—more, he says, like an "investment-house than a developer."

He goes on to say that while smart cities in mature economies focus on personal conveniences and a "wired lifestyle," smart cities in dynamic, growing economies such as the Philippines emphasize the basics of jobs and inclusivity. "Technologies in such economies are most useful when lifting per capita GDP, by removing inefficiencies in urban mobility, enhancing productivity through a healthier population, improving strategic allocation of resources, and helping farmers and businesses to be more agile and global."

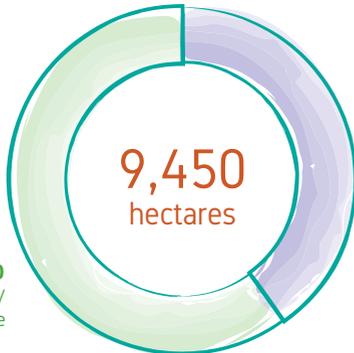
Thus in New Clark City, such smart-city components reach farther than adaptive infrastructure: "We are talking about resilient mission critical controls for power, water, communications, lighting and safety; digital asset management that extends life cycles of buildings and public facilities; responsive mobility affordable to all income ranges; dynamic jobs and business matching for inclusive equity; access to continuing education and preventative healthcare to improve household prospects for all," says Wong.

New Clark City is set to show the way forward. The recent World Economic Forum made a case for the role of future cities, with fresh studies showing that "cities excel in fostering community attachment, which is found in open spaces ripe with social offerings, accessible educational systems, and opportunities for civic involvement." Hence the ability of cities "to create unprecedented levels of economic activity and innovation will all but ensure that they will take the lead in the century ahead."



*The BCDA has taken into consideration the existing natural landscape in New Clark City and has made it an integral part of this masterplan—like this river park found at the heart of this new metropolis.*

# New Clark City in a Nutshell



## COST

**Php500 Billion/  
3,600 sqm**

Entire site development/  
road infrastructure

**Php14,000/sqm**

Smart utilities

## BENEFITS

Value = upwards of  
**Php1 Trillion**

**1 Million Jobs**

More than  
**Php100 Billion**  
in government revenue

Increase in land values  
for government from  
**Php200/sqm**  
in 2015 to

**Php10,000/sqm**  
in 25 years (conservative)

Green energy

Mass transport

Smart city  
conveniences with  
high internet speed

Wider roads, and  
dedicated pedestrian  
and bike lanes

Generous  
green spaces such as  
parks, walkways, and more



## The National Government Administrative Center: A New Way of Doing Things

Reflecting a growing global trend that challenges conventional urban planning by uniting government, private developers, business, and the public to make a winning case for smart and resilient cities, the 200-hectare National Government Administrative Center (NGAC) is fast taking shape in New Clark City—a city equipped to withstand climate shocks while championing healthy and sustainable living that puts people and nature at the heart of development.

Forming such partnerships is critical for the BCDA to carry out its marching orders. The agency cannot do everything by itself, says Vivencio Dizon, BCDA president and chief executive officer, who cites the affiliations BCDA has formed with financing institutions, businesses, and government agencies in the pursuit of its vision and mission. “We must seek help and assistance where we need it, and make the processes for doing so more efficient without sacrificing transparency and accountability,” he says.

NGAC pushes the BCDA’s mandate to deploy the Clark military reservation into productive civilian uses and promote national objectives, including strengthening national security, decongesting Metro Manila, and spurring economic growth in the area by providing business opportunities outside the National Capital Region.

Following the lead of countries that have moved their administrative centers outside the capital—for example, Malaysia’s Putrajaya and South Korea’s Sejong City—NGAC is envisioned as a modern and integrated community clustered around the administrative offices of the national government, with support facilities for sports, housing, healthcare, education; public parks and a museum, commercial centers, hotels, and entertainment venues.



*Integrated Operations Center and Disaster Risk Recovery Center at New Clark City’s National Government Administrative Center*

### Ensuring ease of business

MTD Capital Bhd, the parent firm of AlloyMTD Philippines, won the bid to develop NGAC. As such, it will provide technology and engineering expertise for its construction, operation, and maintenance.

The group has a sterling track record in civil engineering and construction, and real estate and property development around the world. But Isaac David, engineer and AlloyMTD chairman, says NGAC is the Malaysia-based MTD Capital’s biggest property project to date in the Philippines.

“Being part of a project of this scale is truly exciting,” he says. “Also, since MTD has a design-build contract with BCDA, we welcome the opportunity to create something new along the latter’s design scheme and concepts.”

NGAC is expected to house not just satellite offices of the government—as

back-up plan for disaster preparedness to ensure continuous business operations and services—but also the major administrative offices of various executive departments and agencies. David is a major fan of easing the conduct of business, citing the woes of businesspeople in the regions who must trek to Metro Manila to fulfill their paperwork obligations. NGAC, he promises, will have a “one-stop shop for all the businesses located in Region 3.” MTD has in fact been building regional government centers (“mini-Putrajayas,” he says) across the Philippines through the public-private partnership, with a view to ensure “quick, hassle-free, and efficient and quality public service.”

He adds, “We not only offer world-class facilities where our public servants can be motivated and inspired to continually provide better public service, but more important, we are committed to providing our people comfort and convenience as they go about their business with the government.”



Aquatic Center



Athletics Stadium

## Symbol of unity

David says construction for Phase 1, which comprises 40 hectares, has proceeded apace, and includes two 7-storey government buildings, an integrated operations center, government housing and parks, and the crown jewel: a sports complex comprising a 20,000-seater athletics stadium, a 2,000-capacity aquatic center, and an athletes' village, which will be the venue for the 2019 Southeast Asian (SEA) Games, the SEAG's 30th edition.

That's a big deal, says Foreign Secretary Alan Peter Cayetano, chairman of the Philippine SEA Games Organizing

Committee. The last time the Philippines hosted the biennial multisport event was in 2005.

"This can be a make-or-break event for the nation mainly because our neighbor countries in Southeast Asia did a good job of hosting the games, which is why we've set our standards high," he says. "It is our reputation as a nation that is on the line, and we must rise to the challenge of providing quality sports arenas and well-organized events. We want the 2019 edition to be the most viewed and most memorable SEA Games thus far."

Cayetano believes that the new sports complex is also a potent symbol of "our unity as a nation." At long last, he says, we have a top-flight sports complex that is a legacy to be passed on to future athletes: "This unites us in our efforts to be the best, and to give only our best to the nation, the region and, indeed, the world."

For his part, David is proud for MTD to be part of creating an intrepid city of the future that embraces both the latest technologies and the best conservancy practices. Ultimately, he says, NGAC will offer a better place to live, work, and flourish.



*National Government Administrative Center aerial perspective during nighttime.*



# (Modern) Filipino First. Always.

*Airports are no longer just ports anymore. Aside from being signs of economic development and nation building, they're a traveler's first glimpse of a country's hospitality and culture. The Clark International Airport New Terminal Building, when completed, will be no exception, providing a foretaste of what "Modern Filipino" design is all about.*

Intelligent design is the driving force of the Clark redevelopment, and happily for the Clark International Airport New Terminal Building, its creators have only the utmost respect for the terminal's milieu—the majestic Sierra Madre range and the peaks of Pinatubo and Arayat rising amid vast fields and against open skies. And as far as Royal Pineda, principal architect and chief executive officer at BUDJI+ROYAL Architecture+Design, is concerned, there's no improving on the visual feast that nature offers for all to see.

But you can certainly let it inspire you to create something fresh, as what the design group has come up with for the new terminal building. "Modern Filipino," which Pineda says describes the new terminal theme, is more than a mere refashioning of what have come to be known as "traditional Filipino" design elements—for example, the pitched roof of the bahay kubo (nipa hut), Vigan tiles, Capiz shells, and the fabled bahay-na-bato (stone house). Indeed, the bahay kubo is a fine model of sustainable architecture, but Filipino design must also respond "truthfully" to the exigencies of the times.

## Modern Filipino design

"Modern Filipino" is the authentic

### QUICK FACTS

Floor area:  
**101,977sqm**

Total project cost:  
**Php9.68 Billion**

Targeted completion:  
**Year 2020**

Design Capacity:  
**8 Million**  
Passengers per annum (MPPA)

use of place and materials found in abundance on site, even as it remains aware of world design trends that could be adapted for home. "Modern Filipino" celebrates the traditional but with a view to free us, as a people, to express our soul in modern Philippine architecture by being in tune with the methods and materials of the time. "Modern Filipino" is a work in progress; it evolves with what the current realities call for and as such, stays modern in almost a real-time sense.

Thus it comes as little surprise that for the buildings in the new 100,000-square meter terminal, lahar is pressed into service as lahar concrete via German technology brought in by Malaysians. "It's 40% cheaper than standard concrete. It's lighter [it floats on water], and it's fire- and waterproof to a considerable extent," says Pineda.

The design shows off views and wide walkways that let in plenty of air and sunlight—who wants more air conditioning after being cooped

up in a frosty long-haul flight?—and mirrors the surrounding mountains in its sweeping ridged roofline.

The cozy interiors will deploy bamboo, another cultural emblem. (Notably, Pineda's partner, designer Budji Layug, earned local and international fame in the late '70s and '80s when



The Clark International Airport broke ground on its New Terminal Building on December 21, 2017.



*Artist's renders of the Clark International Airport New Terminal Building.*

he updated the use of bamboo in modern furniture). But instead of traditional bamboo, the Clark airport project will use glue-laminated (timber) structure—glulam, or structural engineered wood.

### Responding to one's milieu

Pineda says it's perfectly all right to take a global standard as a jump-off point in finding the Philippines' place in the design world. But one must reflect back on the country's logistics and topography; as a creative, one must always respond to his/her own time and place.

"We must constantly be on the lookout for what we can give to the world as Filipino designers and builders," Pineda says. "The materials we have been using on homes and buildings have been around for the longest time, and until technology creates something new, we'd better find other ways to use these available materials."

Pineda is thus convinced that the new airport terminal offers a precious glimpse of the Filipino soul.

"This is our gift to the world," he says, our way of telling those who will go through those buildings of the grit and grace that we possess as a people. He has done several projects in Asia, Europe, and the Middle East, and is proud of how modern Philippine architecture holds up against contemporary global standards.

### Defining a modern Philippine city

Pineda is particularly thrilled at this opportunity to work with the government—a first for the firm—and help define a modern Philippine city.

"If I were to define [the modern Philippine city], I'd say it's all about practical luxury," he says. Thus modern Philippine architecture and design is less about a specific look than an improvement of lives and lifestyles—the experience that the

new terminal's builder, Megawide GMR Consortium, also wishes to impart in both the landside and airside facilities.

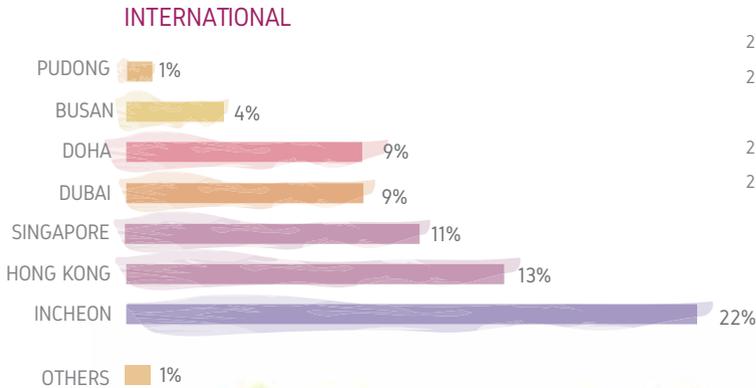
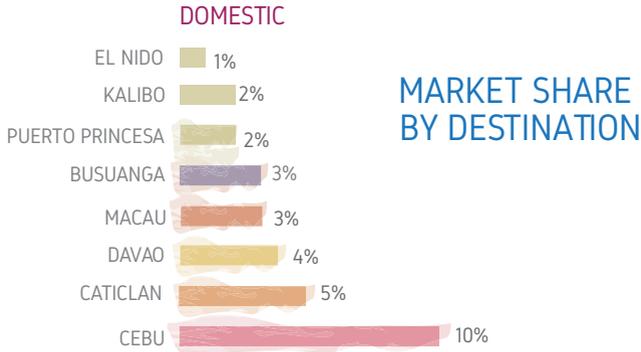
The New Terminal Building project is designed to accommodate an additional 8 million passengers every year, besides easing the congestion at the NAIA). Currently, the Clark International Airport can handle 4 million passengers a year.

Scheduled for completion in 2020, the Clark International Airport will help decongest NAIA by serving passengers from Northern and Central Luzon, including the northern parts of the National Capital Region and the CAMANAVA area.

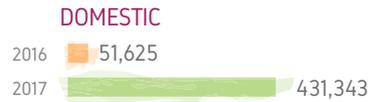
In an official statement, Megawide GMR hailed the Php12.55-billion government project as a "significant construction project that will infuse fresh energy into an already thriving province." The company also said that it will "create around 2,000 jobs for local workers, and give business to local suppliers, service providers, and related enterprises."

# Clark International Airport 2017 Traffic Highlights

## Statistics



### PASSENGER MOVEMENT



### AIRCRAFT MOVEMENT



4

NEW AIRLINES

Philippines AirAsia  
Airswift  
China Eastern Airlines  
Jetstar Airways

13

NEW DOMESTIC  
DESTINATIONS

Bacolod  
Basco  
Busuanga  
Cagayan De Oro  
Calbayog  
Catarman  
Davao  
El Nido  
Kalibo  
Masbate  
Puerto Princesa  
Tagbilaran  
Virac

1

NEW INTERNATIONAL  
DESTINATION

Pudong, China



## Traffic Highlights Air Services

### INTERNATIONAL DESTINATIONS

**ASIANA AIRLINES**  
INCHEON | Daily Flights

**CEBU PACIFIC AIR**  
HONG KONG | 10X Weekly Flights  
MACAU | 4X Weekly Flights  
SINGAPORE | Daily Flights

**CATHAY DRAGON**  
HONG KONG | 5X Weekly Flights

**CHINA EASTERN AIRLINES**  
PUDONG, CHINA | Daily Flights

**EMIRATES**  
DUBAI | Daily Flights

**JETSTAR AIRWAYS**  
SINGAPORE | 3X Weekly Flights

**JIN AIR**  
INCHEON | Daily Flights  
BUSAN | Daily Flights

**PHILIPPINE AIRLINES**  
INCHEON | Daily Flights

**QATAR AIRWAYS**  
DOHA | Daily Flights

**SCOOT**  
SINGAPORE | 5X Weekly Flights

### DOMESTIC DESTINATIONS

**AIRSWIFT**  
EL NIDO | 4X Weekly Flights

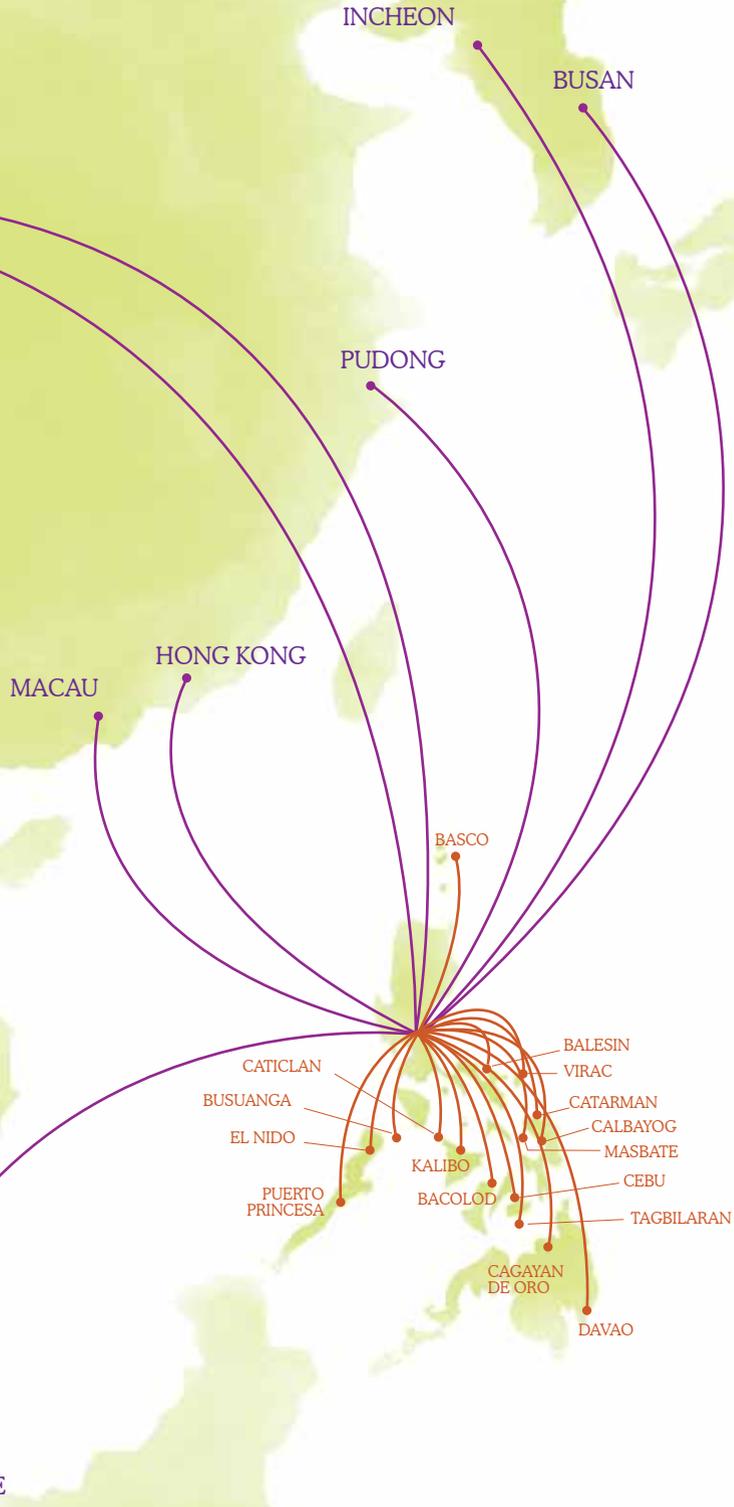
**CEBGO**  
CATICLAN | Daily Flights  
BUSUANGA | 3X Weekly Flights

**CEBU PACIFIC AIR**  
CEBU | 6X Weekly Flights  
KALIBO | 3X Weekly Flights

**PHILIPPINE AIRLINES**  
BASCO | Daily Flights  
CEBU | Daily Flights  
DAVAO | 4X Weekly Flights  
PUERTO PRINCESA | 3X Weekly Flights  
BUSUANGA | 14X Weekly Flights  
MASBATE | Daily Flights  
CATARMAN | 4X Weekly Flights  
CALBAYOG | 4X Weekly Flights  
BACOLOD | 4X Weekly Flights  
CAGAYAN DE ORO | 3X Weekly Flights  
TAGBILARAN | Daily Flights  
VIRAC | 3X Weekly Flights

**PHILIPPINES AIRASIA**  
CATICLAN | Daily Flights  
DAVAO | 4X Weekly Flights  
KALIBO | 3X Weekly Flights

**ALPHALAND AVIATION INC.**  
Charter Flights - Balesin



## Big Win-Win for All

Poor infrastructure has long been believed to be what's holding back the Philippines from taking its rightful place among the modern 21st-century nations. The audacious Build Build Build program of the Duterte administration, as part of the much-vaunted Dutertenomics, precisely seeks to plug all the infrastructure gaps in the country to propel the Philippines into the ranks of newly advanced economies.

The government has lined up 75 flagship projects that include 6 airports, 9 railways, 3 bus rapid transits, 32 roads and bridges, and 4 seaports. These, or so the vision goes, will help lower production costs, enhance rural incomes, boost countryside investments, and create a more efficient movement of goods and people, as well as further jobs.

The program also seeks to build 4 energy facilities to ensure more reasonably priced and stable power supply; 10 water resource projects and irrigation systems to increase agricultural output; 5 flood control



The Philippine Economic Team during Dutertenomics held in April 2017.

facilities specifically to safeguard vulnerable communities and bolster resilience against wild weather in the wake of climate change; and 3 redevelopment programs, among them New Clark City, with a view to create sustainable and multifaceted solutions for the burgeoning urban population.

To pull all this off would require public spending of Php8 to 9 trillion from 2017 to 2022. The program has been hailed as a long-overdue act of extraordinary vision and an ostentatious, overambitious game plan.

“This is exactly what we want to turn around [at BCDA],” says Vivencio Dizon, BCDA president and chief executive officer. “For the longest time, our governments have been thinking small. In fact, one network reporter asked me why [our plan was] ‘so ambitious.’ I replied, ‘You know, that’s the problem with us Filipinos sometimes—we think that because we’re Filipinos, we can’t be too ambitious. I think there’s no [such thing as being] too big or too ambitious. Otherwise we’ll always be content with a ‘puwede na ‘yan [that’ll do]’ mentality.’ And that, for Dizon, is the quickest way to get nowhere.

With the country’s medium-term growth outlook remaining positive and fearless forecasts of the economy remaining on an expansionary track, the National Economic and Development Authority expects some 820,000 jobs to be generated with a number of infrastructure projects breaking ground.

Says Socioeconomic Planning Secretary Ernesto Pernia: “Apart from closing the country’s infrastructure gap, our aim is to create many employment opportunities and assist Filipino families in achieving the kind of life that they desire.”

### CONNECTIVITY INFRASTRUCTURE



## Making ‘Miracles’ Happen

Five months sounds like too short of a time to build and overhaul infrastructure in the Philippines where projects often take a long time to kick off because of red tape.

But state-run BCDA proved it can be done when it was tasked to build and modernize facilities in Clark in time for the arrival of world leaders and decision-makers attending the 31st ASEAN summit.

The work that needed to be done looked daunting: To build 21 two-storey villas, a road network, and a VIP lounge at the Clark International Airport, and to renovate the ASEAN Convention Center that showcases the talent and ingenuity of the Filipino people, within budget and on time.

Having world-class legislation in procurement helped the BCDA complete

the bidding process at the earliest possible time, allowing it to quickly seal the contracts.

Once the projects were awarded, the management and construction teams worked ‘round the clock to make what is now being touted as a “five-month miracle” happen.

Indeed, if the BCDA can perform miracles such as this, surely the country can expect the same effort in all its infrastructure and development projects, including those under the Duterte administration’s Build Build Build program.

The BCDA is overseeing the development of the 9,450-hectare New Clark City as an alternative to Metro Manila, where pollution and traffic jams are a constant vexation for the city’s 13 million residents.

Situated about 100 kilometers north of Manila in Tarlac province near Clark International Airport, one of the country’s busiest hubs, New Clark City will be home to several government departments, mixed-use real estate developments, an agro-industrial park, and a huge sports complex.

“This will be the new Metro Manila but better—well planned, more sustainable and socially-inclusive,” says BCDA Executive Vice President Aileen Anunciacion Zosa.

Philippine President Rodrigo Duterte has made developing areas outside Manila one of the priorities in his six-year Build Build Build infrastructure plan to ease congestion in the metropolis and spread wealth more evenly.



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1. Aerial view of the ASEAN Villas
2. VIP lounge at the Clark International Airport
3. Lobby of the ASEAN Convention Center

# A Story of Investments



# A Tale of Two Clarks

*With Php1.32 billion in net income and USD6.9 billion in exports, there's no question that 2017 was Clark's banner year. Ease of doing business, transparency, and innovation stand out as the key ingredients that made this possible.*

Poo Minho, a Korean living in Clark, Pampanga since 2007, recalls a time when the place looked like a playground. “Only a field, no buildings,” Poo says of Clark back then. “It was very beautiful, but (there was) no development.”

Poo, managing director of real estate developer JB Cresta Corporation, is a little sad that the Clark he remembers now exists only in his memory, but he feels that development comes with a price. “[The people in charge of Clark] are working very hard. That's why a lot of investments from Korea, Japan, Australia, and other foreign countries are now booming. That's why a lot of Koreans want to invest here,” he adds.

To say that it has come a long way is more than understatement: 2017, in particular, was a banner year for Clark. “Our net income for 2017 finally surpassed the Php1 billion mark,” Noel Manankil,

president and CEO of Clark Development Corporation (CDC), notes proudly. Aside from generating Php1.32 billion, CDC employed a total of 108,000 by the end of 2017.

## Impressive

CDC also recorded USD6.9 billion worth of exports in 2017—its highest to date. The number of Clark locators, like Poo, increased to 949. Pretty impressive figures for a zone that was primarily created to provide employment to thousands of Filipinos displaced by the pullout of the American bases from Pampanga.

“Initially, the goal was just to provide employment. [But] how do you provide employment if not through businesses?” Manankil points out. The excellent infrastructure and the strategic location of

Clark, he says, paved the way for Clark to attract the types of locators that will provide the necessary employment, not only for the displaced Filipinos, but more for the community.

“I see employment as a natural consequence of investments,” Manankil explains. “If you want employment, you must have investments. If you want investments, you must have the correct environment for the investors to come.”

Poo agrees. As a foreign investor, he appreciates the ease of doing business in Clark.

“To be honest, I have a business outside Clark. But there is a big difference: outside Clark, if foreign companies want to invest, it's possible—but not easy,” he reveals. Much time, money, and energy are needed to sustain that business.



Artist's render of the Sharp Clark Hills

“But here in Clark, if you want to invest, you just walk into CDC and [talk to] any person [there]. You can get a lot of information from the government officer,” he adds.

### ‘An enabler of locators’

The Korean locator remembers a time a couple of years back when his company had difficulty importing construction materials. They had to wait for two weeks for the container to arrive from abroad, resulting in unnecessary costs and expenses.

It was then CDC President (and now Transportation Secretary) Arthur Tugade who turned things around for Poo. From two weeks, Tugade ordered his people to shorten the importation process to a mere three days. “[Tugade] focused on the locators; how the government can help [to make things convenient for them],” Poo says.

Indeed, CDC considers itself “an enabler of the locators.” The joint effort between the CDC management and the investors allowed businesses to flourish in 2017—resulting in increased employment, investments, revenues, and exports. “I think that as the governing organization in Clark, what we merely did was to give them the right environment through the provision of utilities, road infrastructure, governance, and anti-corruption policies,” Manankil says.

One additional feature of Clark that investors are very happy about is the automation of permit processes. The CDC’s trade permitting department has adopted an online faceless system to allow applicants to apply for their permits online and get them online as well.

Clark is actually no stranger to innovation in the name of efficiency. To ensure transparency, the BCDA employed Facebook livestreaming to inform the public of developments in the procurement process involving the construction of last year’s ASEAN structures and facilities. The result? A “five-month miracle”—21-unit ASEAN villas and its road network, the ASEAN Convention Center, and the ASEAN VIP airport lounge completed in time to meet the October deadline.

### Investing in Clark

Korean-led Widus International Leisure, Inc. (WILI), owner of Widus Hotel and Casino, is another long-time Clark locator. Agnes “Neki” Liwanag, assistant vice president for corporate planning and

compliance of the WILI, recalls what made her boss, WILI President and CEO Daesik Han, invest in Clark.

“Mr. Han actually just came upon Clark accidentally,” she says. “He was entertaining guests and they asked him, ‘Why don’t we go to Clark?’ [But] there was no nice hotel.”

The more Mr. Han learned about Clark, the more potential he saw. “He decided to invest here because he knew that Clark would boom in the future,” she concludes.

That was in 2007. Widus then had only 113 rooms and a little more than 100 employees. They rebranded and added the casino in 2009. In 2012, they built a convention center, and in 2013, they constructed Tower 2, giving them a total of 233 rooms.

Now with 700 employees, Widus Hotel and Casino was recognized by the CDC as the highest revenue generator among all its locators, for 2017. “We closed 2017 with an occupancy of 90% to 93%,” Liwanag notes. “We pride ourselves as being no. 1 [in Clark] in terms of casino revenue and in terms of size.”

For Wilfredo Placino, president of Clark Global City formerly Clark Global Gateways, a 177-hectare mixed-use central business district development in Clark, the potential is still there.

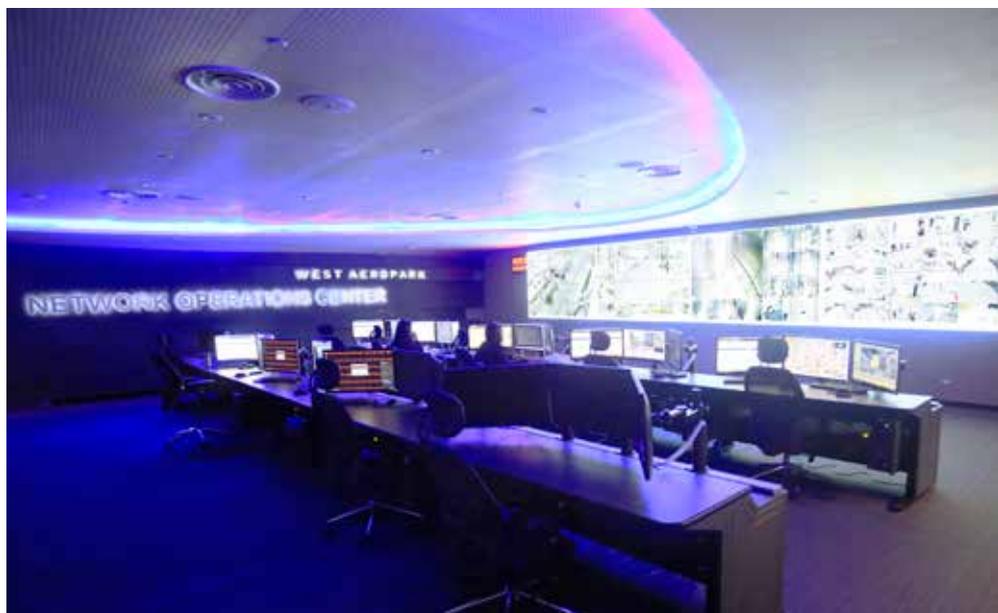
“It was a value proposition for growth. We were looking at more of, basically, the future,” he explains as the reason for investing in Clark. “We in the Udena Corporation believe in partnering with the government’s vision [for] growth.”

The development of Clark Global City will take a total of 10 years spread out in eight phases, and will cost Php300 billion. A masterplan has been created that takes inspiration from various key cities in the world. There will be a millennium park like that in Chicago, a market similar to Rungis in Paris, and access points to the airport that would enable Clark to become like Incheon or Narita.

“It would be walkable from end to end,” Placino says. “It will have a neighborhood concept—with 40% of the area kept as greenery.”

He adds that Clark Global City is a chance to offer “better” than even the CBDs in Metro Manila. “We can correct the mistakes in the planning and in the building of the other CBDs,” he says.

The Clark of Poo’s memory may be long gone, but in its place is a new Clark: a great city that would take its place among the great cities of the world—a city that investors would be happy to continue doing business in.



*The state-of-the-art Network Operations Center of Clark Global City is a command center from which the property is monitored through around 300 high-resolution CCTV cameras.*

## Comprehensive Integrated Master Development Plan (CIMDP)

# The Beauty of Synergy

*In 2017, the BCDA was in various stages of project development as prioritized in the Comprehensive Integrated Master Development Plan (CIMDP), which seeks to maximize synergies among the four economic zones under its management. These properties are among the country's top investment locations and favored tourist destinations, making them vital contributors to national development.*



*Golfers can enjoy spectacular sunsets at the Clark Sun Valley Golf and Country Club.*

The four economic zones under BCDA management and development are the Clark Freeport and Special Economic Zone in Pampanga, John Hay Special Economic Zone in Baguio City, Poro Point Freeport Zone in San Fernando, La Union, and the former Philippine Refugee Processing Center otherwise known as the Bataan Technology Park in Morong, Bataan. These are all located in Central and Northern Luzon, and are accessible via the Subic-Clark-Tarlac Expressway (SCTEX).

BCDA Executive Vice President Aileen Anunciacion Zosa has described the CIMDP as “a cluster development of BCDA properties that will tap the strength of each property... to create synergies.”

The CIMDP proposes a wholistic approach for the development of BCDA properties and the Subic Bay Freeport Zone by the Subic Bay Metropolitan Authority (SBMA) so that “they will not compete with each other,” Zosa adds. “They will have a unique, separate, and distinct niche. As far as special economic zones are concerned, we want to differentiate them while making them more synergistic. This will put rhyme and reason for all the developments of our special economic zones—and this is a good thing because this will disperse development from Metro Manila to outside Metro Manila, particularly Central and Northern Luzon.”

A special economic zone generates foreign investment and employment to contribute to the country's economic growth. Foreign and local investors prefer these economic zones because of the various incentives granted including tax, tariff, and regulatory perks.

Managing these economic zones are BCDA's subsidiaries, namely, the Clark Development Corporation (CDC), John Hay Management Corporation (JHMC), and the Poro Point Management Corporation (PPMC). Zosa takes pride both in the spadework and the actual infrastructure work carried out over the year on the various aspects of the CIMDP. All these will ultimately open up thousands

of jobs for Filipinos, and investment and tourism opportunities for local and international groups.

### Clark Freeport and Special Economic Zone

Think Clark and you'll most likely think of the Philippine International Hot Air Balloon Festival, held annually in February. This, in a way, is a subtle nod to its not-so-distant past as a U.S. Air Force base.

Today, the Clark Freeport and Special Economic Zone in Pampanga is the hub for business, industry, aviation, education, and tourism, as well as a leisure, entertainment, and gaming center in Central Luzon. It also hosts light industries and BPO firms.

With an area of 26,000 hectares, Clark is a fully integrated logistics, tourism, manufacturing, and agro-industrial development. Within it is the Clark International Airport, a 2,367-hectare aviation complex declared as the new international gateway for the Philippines.

The year 2017 was an exceptional year for Clark, bringing an overall increase in the number of locators (7%), employment (13%), and export volume (35%). An additional 54 locators brought the total to 949 as of year-end. This in turn resulted in almost 107,997 jobs.

But it was its export volume of USD6.9 billion that set new records for Clark. This is the biggest volume since 2014, which was at USD4.751 billion—not counting

the USD1.430 billion generated by Texas Instruments, which is reported directly to the Philippine Economic Zone Authority (PEZA).

Just as notably, Clark had a record high in net income for 2017—Php1.32 billion, an increase of 32% from the Php738 million reported in 2016. CDC President Noel F. Manankil said that this was 27% of the Php3.801 billion generated in the first 23 years of CDC operations.

Also rising in Clark is the New Clark City, a 9,450-hectare area envisioned as the country's first smart and disaster-resilient metropolis. In it, the sports facilities for the 2019 Southeast Asian Games (SEA Games) are well on their way toward completion, as are the access roads leading to New Clark City.



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Clark ended 2017 with a total of 949 locators. Among them are:  
 1 FOTON Philippines;  
 2 Hansa Creations, Inc.; and  
 3 Widus Hotel and Casino Clark.

*Contributing to the land value of Clark are the 21 two-storey ASEAN Villas—beautifully constructed using high-standard construction materials showcasing Pampanga's culture and arts through their interior designs.*



## Clark International Airport

The once-sleepy Clark International Airport (CRK) is now awake. The year 2017 has been the most notable year for Clark International Airport Corporation (CIAC) by far as the agency witnessed an increased productivity in its operations.

The CIAC remitted to the Bureau of Treasury (BTr) a total of Php86.88 million in 2017, which represents its dividends for the years 2014 to 2016—bringing CIAC’s total cumulative dividends contribution to Php96.35 million.

“CIAC’s well-crafted plan plus a results-oriented leadership amounted to millions of pesos in remittances. President Duterte’s resolve and call to shift [airline] operations from Manila to Clark has [borne] fruit as we will now be able to remit the dividends,” CIAC President and CEO Alexander Cauguiran was quoted as saying in a press statement.

The centerpiece of the Duterte administration’s massive Build Build Build infrastructure program, CRK is envisioned to become one of the biggest aviation complexes in Asia. The airport area is 2,300 hectares with two runways each measuring 3.2 kilometers long, expandable to four kilometers. The construction of a new terminal is underway to accommodate eight million passengers per annum, with the ultimate aim of decongesting traffic at the NAIA in Manila.

Among the millions of passengers CRK is poised to serve are overseas Filipino workers (OFWs). “Clark Airport’s proximity, convenience, and security will attract thousands of OFWs and their families here in Nueva Ecija and nearby provinces,” said Cauguiran, citing the estimated 360,000 OFWs who come from Central Luzon.

This may not be for a few more years yet, but already, CRK’s suppliers include Gate Gourmet, the world’s largest in-flight

catering service provider; maintenance provider SIA Engineering Philippines; and Clark Airport Service Support Corporation, for ground handling.

CRK currently hosts Emirates Airlines via Dubai, Qatar Airways via Doha, Cebu Pacific Air via Hong Kong, Macau, Singapore, and domestic flights to Cebu, Asiana Airlines via Incheon, Jin Air via Incheon and Busan, along with Cathay Dragon via Hong Kong and Tiger Air via Singapore.



Photo credit: Jojo Due of CIAC Corporate Communication Office



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## John Hay Special Economic Zone

To many Filipinos, a summer getaway wouldn't be complete without pine trees, log cabins, and cool mountain air. These and much more can be found only at the John Hay Special Economic Zone (JHSEZ)—or simply, Camp John Hay—which provides recreational and tourism facilities in the country's summer capital of Baguio City.

Besides being a tourism complex, the 600-hectare Camp John Hay has a multi-use forest watershed and a human resource development center. Half of its area is under forest conservation.

The BCDA manages the JHSEZ through its subsidiary, the John Hay Management Corporation (JHMC). Although the number of locators went down to 113 from 120 in 2016, this did not affect the revenue generated. A total of Php84.73 million was reported—a growth rate of 10.32% over the 2016 revenue of Php76.8 million. Actual investments from locators came close to Php5.8 million.

The number of jobs also increased, particularly in the BPO industry, with 3,737 jobs over 3,667 the previous year. Jobs in non-BPO sectors also rose to 2,093 from 1,856 in 2016. These jobs employed 5,442 or 93% from the Baguio–La Trinidad–Itogon–Sablan–Tuba–Tublay (BLISTT) area, and 388 or 7% from non-BLISTT areas.

1. The UP Techno Hub houses BPOs and commercial shops.
2. The Bellhouse Amphitheater is a popular events venue.
3. Treetop Adventure is one of Baguio's highest-ranked outdoor and team-building facilities.



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## Poro Point Freeport Zone

Hardly anybody nowadays remembers the Wallace Air Station, but chances are, they'll know about the Poro Point Freeport Zone (PPFZ). After all, it's a veritable landmark in San Fernando, La Union, that's home to a 65.5-hectare tourism complex with a Mediterranean-inspired luxury resort, a nine-hole golf course, among other tourist attractions.

In 2017, more developments to the property were put in place by the Poro Point Management Corporation (PPMC) through its locator, Thunderbird Pilipinas Hotels and Resorts, Inc. (TPHRI). TPHRI built 47 Santorini Villas as additional lodging options, and completed the expansion of the gaming facility. They also completed the expansion of the Agora Events Center, which added 1,000 square meters to the event floor to accommodate up to 1,000 people.

More new attractions to Thunderbird Resort include the Ibiza-inspired beach club with infinity pool, a restaurant, and a deck, called the Fira Beach Club; and a three-hectare recreational park featuring a clubhouse with gym and lap pool. The construction of the maze gardens, and outdoor sports facilities, fountains, and chapel is already underway, while the construction of 10 Presidential Suites at the amphitheater area was 90% completed as of year-end.

With an increasing number of events and activities, the Poro Point Baywalk has likewise been pivotal in boosting tourism inside the Zone. The baywalk hosted several fun runs, team building activities, zumba sessions, sportsfests, youth camps and festivals organized by various agencies, both government and private, and civil society groups. A total of 33 events were held at the baywalk.

PPMC welcomed its first locator at the baywalk, Adeline's House of Food & Beverages and Atrium Travel & Tours in 2017. Adeline's House of Food & Beverages and Atrium Travel & Tours is the anchor tenant to establish the first restaurant, convenience store and travel and tours office in the baywalk area.

The year 2017 also saw the Sillag Poro Point Festival of Lights being held for the sixth consecutive year. As in previous years, the event saw an increase in the number of local and foreign visitors. Tourist arrivals in 2016 numbered 120,000—double the number

in 2015—and in 2017, the number went up to 131,000. This just goes to show how effective the festival is as a means to promote the PPFZ, the City of San Fernando, and the whole Province of La Union.

The San Fernando Airport remains the leading choice of aviation schools for their cross-country training, with 17 aviation schools regularly using the airport. The airport generated 45,751 general aviation traffic movements in 2017, 25% more than the traffic for year 2016. This was brought about by the high demand for aviation pilots and maintenance crew for the aviation industry.

In 2017, 13 locators infused some Php3.47 billion in investments into the PPFZ. The PPMC posted a net income of Php11.53 million, up 14.5% from the 2016 net income of Php10.07. This, together with its strong showing since 2014, turned the company's deficit into a positive balance of Php6.6 million. Actual revenue from the PPFZ was reported at Php101.2 million, Php14.1 million more than the 2016 figure.

## Bataan Technology Park

It was home to refugees from Cambodia, Laos, and Vietnam from 1980 to 1994—365 hectares of rolling hills of Morong, Bataan established by the United Nations as the Philippine Refugee Processing Center (PRPC).

The main zone of the Morong Special Economic Zone in Bataan, the Bataan Technology Park is a histo-cultural and educational destination just 20 minutes from Subic and 2 ½ hours from Manila via the SCTEX. Its potential as a retirement haven, corporate training center, and zone for environment-friendly small- and medium-scale industries remains unmatched.

Visitors will appreciate the Bataan Technology Park's unique offerings as an

eco-tourism and heritage spot. Overlooking the West Philippine Sea, the Bataan Technology Park is dotted with monuments and shrines built by the refugees; some, replicas of important landmarks in their mother country: the Freedom Plaza, the Indochina Map, the Buddhist Temples, the That Luang, the image of the Blessed Mother, the Vietnamese monument, and the Bayon monument.

Current locators occupy a total of 14 hectares of land. These include the Equinet Support, Inc.—which operates Camp Kanawan (formerly Atmanda Ecopark), where the Kai Lodge and Sage Leaf Hotel are located—the Morong Power and Water Corporation (MPWC), and the Vietnamese Cemetery.

The MPWC leased a 4,500-square meter lot for a water treatment facility from August 2015 up to the first quarter of 2019.

The value of the lease contract is Php107.3 million, with an estimated investment commitment of Php495 million.

In July 2017, Equinet Support, Inc. likewise leased 10.4 hectares for Camp Kanawan for Php87 million, with an estimated investment commitment of Php161 million. Camp Kanawan has become a popular venue for seminars and other corporate activities.

On the whole, its accessibility from Metro Manila through the NLEX and SCTEX, together with its proximity to other tourist attractions in the region, continue to contribute to Bataan Technology Park's growing popularity as a training venue and eco-tourism spot.



1



2



3

1. The Bayon monument is one of several structures that remain from the Bataan Technology Park's history.
2. Visitors enjoy eco-tourism attractions such as the hanging bridge.
3. The Bataan Technology Park's open spaces, histo-cultural attractions, and natural beauty make it a popular educational destination and team-building venue.

# BCDA 25 Years



The BCDA was established in 1992 through Republic Act No. 7227, the Bases Conversion and Development Act. Since then, the agency has been at the forefront of contributing to the modernization of our Armed Forces as well as developing profitable business hubs and commercial centers.

The following milestones highlight the BCDA's accomplishments in its 25 years of existence—but more than this, provide an exciting preview of what it can yet do as it gears up for the next 25.

### CREATION OF CDC AND JHDC

Clark Development Corporation (CDC), through Executive Order No. 80 (EO 80), and John Hay Development Corporation (JHDC), through EO 103, are created as BCDA subsidiaries to manage Clark Air Base and Camp John Hay—with initial equity investments of Php25.5 million and Php30 million, respectively. EO 103 will be subsequently amended by EO 31, creating the John Hay-Poro Point Development Corporation (JPDC), implementing arm of BCDA in the management and development of Camp John Hay in Baguio and the Wallace Air Station in Poro Point, La Union.

### CREATION OF PPSEFZ

Wallace Air Station and its contiguous areas are created as the Poro Point Special Economic and Freeport Zone (PPSEFZ) by virtue of Presidential Proclamation No. 216.

### BCDA MAKES FIRST SALE OF LAND

BCDA makes first sale of Fort Bonifacio land to the Philippine National Oil Company (PNOC) and the Department of Energy (DOE) for Php307 million; the Joint US Military Action Group (JUSMAG) property in Quezon City is sold for Php175 million.



1993

### PRIVATIZATION OF FORT BONIFACIO

"Deal of the Century" takes place when BCDA enters into a joint venture with the Metro Pacific Consortium (MPC) for the privatization of 214 hectares of Fort Bonifacio realizing Php30.4 billion. This creates the Fort Bonifacio Development Corporation (FBDC), the largest corporation registered with the Securities and Exchange Commission (SEC) at the time.

### COMPLETION OF MASTER PLANS OF MILITARY LANDS

BCDA completes and approves the master plan of the 440-hectare Fort Bonifacio; finalizes the Master Development Plans for John Hay, Poro Point, and Villamor Air Base (VAB).

### CREATION OF BMHI

BCDA Holdings, Inc. (BHI) is incorporated on April 12, 1995 and subsequently renamed BCDA Management and Holdings, Inc. (BMHI).

### REPLICATION OF VILLAMOR AIR BASE TAXIWAYS

The replication of the Villamor Air Base VIP Apron and taxiways begins through the Philippine National Construction Corporation.

### HOUSING FOR PROJECT-AFFECTED FAMILIES

BCDA completes the Philippine Centennial Village for affected communities in Fort Bonifacio under BCDA's Housing and Relocation Program.



1995

### BCDA TAKES OVER SEAPORT AT PORO POINT

BCDA takes over the management of the San Fernando Seaport at Poro Point from the Philippine Ports Authority.

### ROAD CONSTRUCTION COMMENCES IN CLARK AND KALAYAAN/EDSA-BUENDIA

BCDA begins the Php117-million Mabalacat-Clark Spur Road, which involves the construction of a four-lane expressway from the North Luzon Tollway to Clark, and the Php778-million Fort Bonifacio Kalayaan/EDSA-Buendia Flyover, a joint undertaking with FBDC and the Department of Public Works and Highways (DPWH), providing a direct link between Makati and the Bonifacio Global City (BGC).

### NEGOTIATIONS BEGIN FOR VOICE OF AMERICA IN CJH

Negotiations with the United States Embassy begin for the turnover of the Voice of America (VOA) facility in Camp John Hay.

### BCDA SIGNS MOA WITH FBDC AND SMART COMMUNICATIONS

BCDA signs MOA with FBDC and Smart Communications, creating the Bonifacio Communications Corporation that will undertake communications infrastructure in the BGC.

### PRPC IS TRANSFERRED TO BCDA

Proclamation No. 984 creates the Morong Special Economic Zone, which covers the 365-hectare PRPC, and transfers ownership of PRPC land to BCDA.



1997

1992



### CREATION OF BCDA

President Corason Cojuangco Aquino signs on March 13, 1992 Republic Act 7227 or the Bases Conversion and Development Act of 1992.

1994



### LAUNCH OF HERITAGE PARK

BCDA starts the Heritage Park Project, an exclusive memorial park in Fort Bonifacio, and receives Php500 million as advance payment from the sale of Heritage Park Investment Certificates (HPICs); the first tranche of this project generates a total of Php2.5 billion.

### CREATION OF CIAC AND JHSZ

Clark is designated as site of a premier international airport through EO 174; Clark International Airport Corporation (CIAC) is established as a subsidiary of the CDC to manage the Clark Aviation Complex, through EO 192. A portion of Camp John Hay is designated as the John Hay Special Economic Zone (JHSEZ), by virtue of Proclamation No. 420.

1996



### FVR ORDERS CONVERSION OF PRPC INTO THE BATAAN TECHNOLOGY PARK

President Fidel V. Ramos instructs BCDA to lead in the conversion of the former Philippine Refugee Processing Center (PRPC) to the Bataan Technology Park.

### CREATION OF BTPI

The Bataan Technology Park, Inc. (BTPI) is created through Proclamation No. 984, with an initial budget of Php100 million. BTPI is tasked to manage the conversion of the former PRPC into a technology park.

### BCDA INVESTS PHP462 MILLION IN CRK

BCDA invests Php462 million for the installation of airport equipment and the construction of interim passenger terminal at the Clark International Airport (CRK). The maiden flight from Clark to Hong Kong takes place in June.

### YOKOHAMA OPENS IN CLARK

Yokohama Tires Philippines, Inc. (YTPI), a locally-based Japanese tire manufacturing firm, sets up shop in Clark. Yokohama has been consistently one of the top exporters of the zone.

### PRIVATIZATION OF THE JOHN HAY SPECIAL ECONOMIC ZONE

BCDA privatizes Camp John Hay through a lease agreement with Fil-Estate Consortium. An advance lease payment of Php250 million is paid and starting annual lease is Php425 million.

#### TURNOVER OF VOA IN CJH

BCDA signs an agreement with the U.S. Embassy for the turnover of the 31.83-hectare VOA Property in Camp John Hay.

#### TURNOVER OF 63.3-HECTARE AREA FOR NAIA TERMINAL 3

BCDA turns over a 63.3-hectare site at Villamor Air Base to the Manila International Airport Authority (MIAA) for the construction of the NAIA Passenger Terminal 3.

#### COMPLETION OF VILLAMOR MASTER PLAN AND INSTITUTIONAL AREA IN BGC

BCDA completes the detailed engineering design for the 82-hectare Institutional Area in Fort Bonifacio and the master development plan for Villamor Air Base.

#### CREATION OF PPIC, DEVELOPMENT OF PORO POINT INFRASTRUCTURE

BCDA enters into a Pre-Incorporation Agreement with JPDC and Bulk Handlers, Inc., creating a joint venture—the Poro Point Industrial Corporation (PPIC)—which is tasked to develop and manage the PPSEFZ; BCDA finances construction of the Php53.39-million Pennsylvania Avenue and the Php59.38-million Pier extension in the PPSEFZ.



1999

#### BCDA GENERATES PHP648 MILLION FROM DBP UNDERWRITING OF HPICs

BCDA receives Php648 million from the Development Bank of the Philippines (DBP) from the sale of reserve tranche of HPICs and Php280 million as an advance payment from the 25-year lease in BGC for the Manila Japanese School.

#### BCDA AND JBIC SIGN LOAN AGREEMENT TO FUND SCTEX

BCDA enters into a loan agreement with the Japan Bank for International Cooperation (JBIC) for the funding of the Subic-Clark-Tarlac Expressway (SCTEX). The loan accounts for 85% of the project cost of Php27.123 billion, with BCDA funding the local equity.

#### COMPLETION OF ACCESS ROAD CONNECTING BTP AND SBFZ

BCDA completes the Php108-million backdoor access road connecting the Bataan Technology Park with the Subic Bay Freeport Zone.

#### CREATION OF SCAD

BCDA, CDC, and the Subic Bay Metropolitan Authority (SBMA) sign a MOA for the creation of the Subic-Clark Alliance for Development (SCAD) that calls for the alignment of long-term development goals of the Subic and Clark economic zones.



2001

#### ALI, GREENFIELDS DEVELOPMENT CORPORATION BUY OUT MPC

ALI and Greenfields Development Corporation buy out MPC as majority private partner of BCDA in the development of BGC.

#### BCDA PARTNERS WITH AGGI FOR LAWTON PARKWAY DEVELOPMENT

BCDA partners with Alliance Global Group, Inc. (AGGI) for the development of the 25-hectare Lawton Parkway, site of McKinley Hill Subdivision in Fort Bonifacio. Advance payment made to BCDA for the joint venture is Php942 million.

#### BCDA AWARDS SERENDRA SITE TO ALI

BCDA awards to ALI the 11.66-hectare Lot B, which will subsequently be the site of a residential development called Serendra. ALI pays an advance of Php700 million to BCDA for the joint venture.

#### BCDA, MEGAWORLD DEVELOP VILLAMOR GATEWAY CENTER

BCDA partners with Megaworld Corporation for the joint conversion of the 24.5-hectare Villamor Gateway Center into the Newport City. Megaworld undertakes to advance Php889 million replication expenses for affected Philippine Air Force (PAF) facilities and community facilities.



2003

1998



#### CREATION OF HOUSING COMMUNITIES

BCDA creates holistic communities to serve the needs of those displaced by its various development projects such as the 2,880-unit Diego Silang Village, the 1,140-unit Philippine Centennial Village, the 8.7-hectare Project Dreamland in Taguig, the 50-hectare Philippine Army Village in Capas, Tarlac, and the replication of the five-storey, 200-bed Philippine Army Hospital in Fort Bonifacio. BCDA also establishes Task Force Hanapbuhay to provide livelihood assistance to relocated families.

#### COMPLETION OF PASSENGER TERMINAL AT CRK

In June 1998, the Php95-million interim passenger terminal of the CRK is completed. It can accommodate up to 350 passengers per hour.

#### BCDA TAKES OVER SAN FERNANDO AIRPORT

BCDA takes over the airport from the Air Transportation Office (ATO) during President Fidel Ramos' visit to La Union in January.

2000



#### BCDA LEASES 9.8 HECTARES TO AYALA

BCDA makes another landmark deal for the 25-year lease of a 9.8-hectare lot in the BGC to Ayala Land, Inc. (ALI) which will subsequently be the site of Market! Market! This generates a fixed lease of Php117 million a year and a variable lease payment of 10% of gross revenues that is expected to reach Php3.68 billion in 10 years. ALI pays an advance of Php700 million.

2002



#### BCDA LEASES INSTITUTIONAL AREA

BCDA leases the Institutional Area in BGC to the British School Manila and International School Manila. Each property is expected to yield total lease revenues of Php500 million and Php927 million, respectively, for 25 years.

#### COMPLETION OF SAMPAGUITA EAST ON AND OFF RAMP

BCDA completes the Sampaguita East On and Off Ramps. These two road connections provide access to and from BGC and C-5 Road.

#### BCDA RECEIVES USD3.3 MILLION FOR VOA LEASE IN PPSEFZ

BCDA receives USD3.3 million for the lease of the 15-hectare VOA Property in the PPSEFZ.

#### JPDC SPLITS INTO PPMC AND JHMC

JPDC is split into Poro Point Management Corporation (PPMC) and John Hay Management Corporation (JHMC) by virtue of EO 132.

#### UPS OPERATES IN CLARK

United Parcel Service (UPS) starts operations in Clark with an investment of USD300 million.

#### BCDA TURNS OVER 96.08 HECTARES TO HUDCC

BCDA turns over 96.08 hectares of land and housing projects for socialized housing to the Housing and Urban Development Coordinating Council (HUDCC) by virtue of EO 70, as amended by EO 465.

### SCAD CARAVAN LAUNCH

BCDA launches the SCAD caravan in Bulacan, Pampanga, Tarlac, Aurora, Nueva Ecija, Bataan and Zambales. Central Luzon (CL) is earmarked as the site of a new economic growth corridor as outlined in the CL Development Plan and the 12-point economic agenda for Region III by the Regional Development Council.

### CIAC AS BCDA SUBSIDIARY

EO 186 re-establishes the CIAC as a subsidiary of BCDA.

### SCTEX GROUNDBREAKING

BCDA breaks ground on the 93.77-kilometer SCTEX on April 4, 2005.

### DMIA SHOWCASES LOW-COST CARRIERS

The Diosdado Macapagal International Airport (DMIA) showcases full-scale operations of low-cost carriers such as Tiger Airways, Air Asia Berhad and Asiana Airlines that conduct regular flights to major destinations Singapore, Macau, Malaysia, Korea, Taipei, Hong Kong, and China.

### BCDA, DND, AND AFP SIGN MOA TO REPLICATE PAF FACILITIES

BCDA signs MOA with the Department of National Defense (DND) and AFP for the replication of PAF facilities affected by the developments in Villamor Air Base.

### RA 9399, 9400 ARE SIGNED INTO LAW

On March 20, Republic Act 9399 and 9400 are signed into law, according locators in Camp John Hay, Clark Special Economic Zone, Poro Point Freeport Zone, and Bataan Technology Park with tax amnesty and restoring tax- and duty-free incentives.

### SCTEX REACHES 95% COMPLETION WITH ADDITIONAL THREE INTERCHANGES

SCTEX reaches 95% completion and announces construction of three additional interchanges—Clark South Interchange, the Porac Interchange, and the Floridablanca Interchange.

### IHG SIGNS LEASE AGREEMENT FOR JHSEZ LOT

Intercontinental Hotels Group (IHG) signs lease agreement for a 5,000-square meter lot within the John Hay Special Economic Zone, which will house its Global Reservations Center.



2005



2007

2004

2006



### BCDA AWARDS SCTEX CONTRACTS

BCDA awards contracts for the construction of SCTEX, consisting of Package 1 (Subic to Clark) and Package 2 (Clark to Tarlac) to the consortium of the Kajima-Obayashi-JFE Engineering-Mitsubishi Heavy Industries Co. Ltd (KOJM) and the Hazama-Taisei-Nippon Steel (HTN), respectively; SCTEX civil works cost of Php21 billion is approved by the National Economic Development Authority (NEDA).

### CL DEVELOPMENT SUMMIT ON GLOBAL GATEWAYS

BCDA holds the Central Luzon Development Summit on the Global Gateways Development Program on March 10.

### BCDA BREAKS GROUND ON DMIA AND SERENDRA

BCDA breaks ground on the Php2-billion Diosdado Macapagal International Airport (DMIA) Passenger Terminal Expansion Project in Clark; and the 12-hectare Serendra Project in Bonifacio Global City.

### BCDA SELLS PRIME PROPERTIES

BCDA sells prime properties—Bonifacio South Lots 4 and 5 to Century Properties, Inc. for Php200 million, Camp Bago Bantay to Bellevue Properties for Php646 million, and SRDP to Megaworld Corporation for Php487 million, all in the first quarter.

### BCDA REMITS PHP639 MILLION FOR THE AFP

BCDA turns over Php639 million to the National Treasury for the account of the modernization program of the AFP, bringing to Php16 billion the total remittance for the AFP Modernization Program and replication of military facilities.

### MARKET! MARKET! OPENS

BGC's first mega-retail center—Market! Market!—opens in September.



### BCDA TURNS OVER REPLICATED FACILITIES TO PAF

In October 2006, BCDA turns over to the PAF the first batch of replicated military facilities in Villamor Air Base worth Php59.72 million. These include a two-storey Transient Officers Quarters, three 3-storey Transient Airmen's Dormitory, and a 3-storey Women's Auxiliary Corps Dormitory.

### BCDA INSTALLS GIANT STEEL BEAMS AT THE SCTEX; TOCB BREAKS GROUND

BCDA installs the first pair of giant steel beams for the Pasig-Potrero Bridge on June 30; and the first steel girder of the Sacobia-Bamban Bridge, the longest bridge of the SCTEX, on July 3. The Toll Operations Center Building (TOCB) in Mabalacat, Pampanga breaks ground on June 9.

### WORLD-CLASS THUNDERBIRD HOTEL LOCATES AT PORO POINT

Thunderbird Hotels and Resorts, Inc. signs lease agreement for the development of the 65-hectare Poro Point tourism estate. The agreement will pave the way for the construction of a five-star hotel, nine-hole golf course, and other leisure and recreation facilities that will boost tourism in the region.

### BCDA RECOVERS 35.5-HECTARE JUSMAG AREA

BCDA recovers 35.5-hectare JUSMAG area in Fort Bonifacio following Supreme Court reversal of a Court of Appeals (CA) decision which earlier ruled in favor of the Southside Homeowners Association Inc.'s (SHAI) claim as area owners. This prime property is located at the back of Forbes Park.

### JHMC, PEZA SIGN RA; DESIGNATE JHSEZ AS SPECIAL TOURISM ECONOMIC ZONE

JHMC signs a Registration Agreement with the Philippine Economic Zone Authority (PEZA), following the issuance of Proclamation No. 1191 which created and designated the JHSEZ as a Special Tourism Economic Zone in the City of Baguio.

### BCDA, FBDC, ALI-CAMPOS GROUP, TAGUIG MAP OUT MASTER DEVELOPMENT PLAN FOR BGC

BCDA, FBDC, ALI-Campos Group, and the City of Taguig map out a new master development plan that will position BGC as one of Metro Manila's most promising developments—"home of passionate minds."

### ALI LAUNCHES SERENDRA HUB

ALI launches the dining and retail hub of Serendra in October.

### CFZ YIELDS NEW HUBS TO BOOST ECONOMY

The Clark Freeport Zone (CFZ) is now a hub for budget airlines and global logistics. The CRK is servicing Asian destinations like South Korea, Hong Kong, Bangkok, and Singapore. The global logistics hub by Kuwait and Gulf Link has a committed investment of at least USD1 billion

### TOP DEVELOPERS BUILD IN BGC, GENERATE OVER PHP70 BILLION IN INVESTMENTS

BGC now hosts 77 buildings, with another 56 ongoing vertical developments, including the St. Luke's Medical Center and six-star Shangri-La Hotel. The presence of ALI, Megaworld, the Rufino-Dupasquier Net Group, among other top developers, generates over Php70 billion in investments.

### THREE NEW INTERCHANGES OPEN AT THE SCTEX

Three additional interchanges—Porac, Clark South, and Floridablanca—are completed, providing improved accessibility and convenience to motorists. The SCTEX features 8 overpasses, 12 interchanges, 54 underpasses, 4 major bridges, 351 drainage culverts, 30 minor bridges, and 14 toll plazas.

### MCKINLEY HILL EMPLOYS OVER 20,000

McKinley Hill now employs over 20,000 with investments already reaching USD300 million. It is host to McKinley Hill Village and Cyberpark, headquarters of the Philippine Chamber of Commerce and Industry, the Grand Venice Mall, and the British and Korean Embassies.

### NEWPORT CITY FULLY OPERATIONAL

Newport City, a Php7.4-billion township development, now showcases the six-star all-suites Maxims Hotel, the five-star Marriott Hotel, Remington Hotel, Resorts World Manila Complex, and the Newport City Cyberpark, home to international cruise line operator Star Cruises, Ltd.

### BCDA INVESTS PHP500 MILLION IN SAN FERNANDO AIRPORT UPGRADE

BCDA invests around Php500 million in upgrading San Fernando Airport to accommodate larger aircrafts; Poro Point Freeport Zone hosts investments from Thunderbird Resorts amounting to more than Php1.2 billion.

### AYALA TECHNOHUB OPENS AT JHSEZ

Camp John Hay, home to world-class accommodations, opens Ayala TechnoHub. Initial investments by ALI are projected at Php356 million; this is expected to reach Php3.9 billion upon full build-out.

### TEXAS INSTRUMENTS OPERATES IN CLARK

In April 2009, Texas Instruments (TI) Dallas announces that TI Clark is already operational. TI Clark, which is built on an 87-acre area, is TI's first facility to put semiconductor assembly, testing, bumping, and multi-probe functions under one roof.



2009



2008



### SCTEX OPENS

On April 28, 2008, the SCTEX is completed and starts its commercial operations. The SCTEX reduces travel time within Central and Northern Luzon to 4-5 hours instead of the usual 6-8 hours.

### TOURISM PROJECTS DEVELOP AT NEWPORT CITY

Megaworld brings in foreign investments by partnering with Genting Berhad Group to develop the recreation component of the Newport City.

### IHG LAUNCHES RESERVATIONS CENTER IN BAGUIO

The InterContinental Hotels Group (IHG) formally launches its Reservations Center in the John Hay Special Economic Zone on March 11, 2008.



2010



### MEGAWORLD BAGS JUSMAG DEVELOPMENT PROJECT

BCDA disposes 34.5-hectare JUSMAG Property in Fort Bonifacio through a joint venture agreement with prominent developer Megaworld Corporation. Megaworld pays upfront cash of Php1.2 billion.

### FLORIDABLANCA INTERCHANGE OPENS AT THE SCTEX

The SCTEX-Floridablanca Interchange officially opens.

### MNTC BAGS SCTEX O&M

BCDA awards SCTEX Operations and Maintenance Contract to Manila North Tollways Corporation (MNTC). Concession agreement is signed by BCDA and MNTC.

### CFZ IS NAMED MOST COST-EFFECTIVE FREEPORT IN THE WORLD

FDI magazine, an affiliate of London-based The Financial Times Business Group, ranks Clark Freeport Zone (CFZ) as the best (No. 1) cost-effective freeport in the world. It also ranks Clark No. 7 in best economic potential under the Global Free Zones of the future for 2010 and 2011.

### FBDC AND BCDA BREAK GROUND ON THE FORT BONIFACIO FLYOVER

FBDC and BCDA lead the groundbreaking ceremony of the Php375-million Fort Flyover. The flyover will serve as an alternate exit to the northbound lane of the C-5 Road.

### TREE TOP ADVENTURE OPENS BAGUIO RIDES

Tree Top Adventure Philippines, which operates adventure rides such as Canopy Ride and Interactive Free Fall, opens in Baguio City.

### BCDA, UP SIGN MOA WITH DEED OF CONVEYANCE FOR UP PROFESSIONAL SCHOOLS

BCDA donates a 4,300-square meter lot at the Bonifacio Global City Institutional Area to the University of the Philippines (UP) for its satellite campus, to be called UP Professional Schools.

### BCDA GROUP FORGES NEW PLATFORM FOR DEVELOPMENT

For the first time in the history of BCDA, on October 24-26, BCDA holds three-day caucus among leaders of CDC, CIAC, PPMC, JHMC, BTPI, NLRC, and the BMHI to harmonize processes, systems and individual business plans in their pursuit of inclusive national development.

### BCDA REMITS PHP2.6 BILLION TO THE NATIONAL TREASURY

BCDA brings to Php2.6 billion its total remittance to the National Treasury for the benefit of the National Government's anti-poverty programs, government services, and the AFP Modernization Program.



2011

### BCDA SIGNS SUPPLEMENTAL LEASE AGREEMENT WITH THUNDERBIRD RESORTS

BCDA extends Thunderbird's 25-year lease at Poro Point for another 25 years. In return, Thunderbird commits an additional Php1.52 billion for hotel expansion and other real estate developments in the area.

### AIR ASIA STARTS FLIGHTS AT THE CRK

CIAC signs a MOA with Air Asia Philippines in March 2011 for the establishment of Air Asia's hub operations in Clark; its first brand new A320-200 aircraft lands at the airport in August.

### BCDA INAUGURATES THE BLESSED JOHN PAUL II SHRINE AT THE BATAAN TECHNOLOGY PARK

BCDA, BTPI officials, and local government leaders inaugurate the Blessed John Paul II Memorial Shrine in May. The site marks the place where the blessed pope celebrated Mass before 20,000 Cambodian, Vietnamese, and Laotian refugees on February 21, 1981.

### BCDA AND MNTC SIGN BUSINESS OPERATING AGREEMENT FOR THE SCTEX

BCDA, builder and owner of the SCTEX, signs a Business Operating Agreement with the MNTC, and holding companies Metro Pacific Tollways Corporation and Metro Pacific Investments Corporation on July 20, 2011. Under the agreement, MNTC will operate and manage the SCTEX for 33 years while relieving BCDA of the financial burden of paying the Php34-billion debt to the JICA.

### PHOENIX SEMICONDUCTOR CORPORATION OPENS IN CLARK

Phoenix Semiconductor Philippines Corp. (PSPC) invests USD700 million in Clark plant. It is the only memory chip semiconductor firm in Southeast Asia.

### BCDA STARTS MASTER PLANNING FOR THE CLARK GREEN CITY PROJECT

BCDA starts master planning more than 9,000 hectares for the Clark Green City Project, envisioned to be a green, sustainable and intelligent community, anchored on the framework of inclusive growth.

### BCDA PROMOTES TRADE BETWEEN TURKEY AND PHILIPPINES

In June, BCDA signs a cooperation agreement with Turkish Confederation of Businessmen and Industrialists (TUSKON) during the biggest annual trade summit held in Istanbul, Turkey. TUSKON is one of the biggest business confederations in the world with a net worth of USD750 billion in conglomerate investments.

### BCDA RECEIVES FIRST REVENUE SHARE FOR JUSMAG PROJECT

BCDA receives its first annual guaranteed revenue share amounting to Php873.4 million from the 34.5-hectare JUSMAG Area Joint Venture project with Megaworld Corporation, as the property was cleared of informal occupants during the year.



2012

### BCDA COMPLETES REPLICATION OF HOUSING PROJECT FOR ACTIVE SOLDIERS

On October 18, BCDA in partnership with Megaworld Corporation completes and turns over 160 housing units to members of the AFP as part of the Php700 million JUSMAG Replication Program advanced by Megaworld.

### PPMC, BCDA LAUNCH FIRST FESTIVAL OF LIGHTS IN PORO POINT

As part of a BCDA endeavor to change the landscape of Central and Northern Luzon with the celebration of festivals such as the Panagbenga in Baguio and the Philippine Hot Air Balloon Fiesta in Clark, Pampanga, the PPMC with BCDA launches the first SILLAG: Poro Point Festival of Lights in La Union.

### BCDA LAUNCHES NEW HERITAGE PARK PRODUCTS

BCDA launches in March new memorial products such as the Pavilion Terraces and Church Terraces, headstone lots and new inventories of columbarium niches. Aggregate value of new products is estimated at Php441.91 million.

### BCDA DEVELOPS FORT BONIFACIO WAR TUNNEL

BCDA announces plans to develop and rehabilitate the Fort Bonifacio War Tunnel into a Heritage Site.

### BCDA RELOCATES 277 FAMILIES FROM JUSMAG AREA

Informal settlers at the JUSMAG area avail of BCDA's relocation program, considered one of the best programs as it includes a cash incentive for start-up capital for livelihood projects; 277 families relocate to Rodriguez, Rizal.

### MIND MUSEUM AND TURF BGC OPENS AT THE BGC

Mind Museum, the first science museum of its scale in the Philippines, opens on March 16. The 12,500-square meter Mind Museum is the brainchild of the Bonifacio Art Foundation, Inc., composed of representatives of BCDA, Ayala Land, Inc., the Campos Group of Companies, and property owners in BGC. Turf BGC, which opened February 2, is an all-weather turf football field produced by the world's leading artificial turf experts from Limonta, Italy.

## BCDA, TIEZA, NHCP AND NATIONAL MUSEUM SIGN MOA TO PRESERVE THE BONIFACIO WAR TUNNEL

BCDA signs a MOA with the Tourism Infrastructure and Enterprise Zone Authority (TIEZA), National Historical Commission of the Philippines (NHCP), and the National Museum to preserve the Bonifacio War Tunnel as a historical structure and develop it into a tourism site that complements Fort Bonifacio's rich historical heritage.

## NINE CAMPS IDENTIFIED FOR MASTER PLANNING

The DND-AFP identifies nine camps for master planning. These camps cover more than 125,000 hectares combined, a massive landholding, the disposition and development of which can swell the funding of the AFP's modernization efforts as well as energize development all over the country.



2013

## PPFZ MASTER PLAN COMPLETED

In 2013, PPMC completes the master plan for PPFZ with the concept of "live, work, and play."

## SCTEX SURPASSES YEARLY PHP1-BILLION REVENUES

Yearly revenues from SCTEX surpass a billion pesos for the first time.

## AECOM WINS COMPETITION FOR THE MASTER PLAN DEVELOPMENT OF CLARK GREEN CITY

In the first of two international competitions launched by BCDA in 2015, AECOM—the world's leading master planning firm—wins the BCDA-initiated open competition for the best optimized design of the Clark Green City Conceptual Master Development Plan.

## 1/0 DESIGN COLLECTIVE WINS MIXED-INCOME HOUSING DESIGN COMPETITION

The second competition is an international mixed-income housing design competition dubbed "B.A.L.E. or Building Accessible and Livable Ecologies. The winning design by 1/0 Design Collective, which stands for the attainment of quality of life, as it is both innovative and inclusive, will be implemented in Clark Green City.

## BCDA, PAG-IBIG FUND SIGN MOU FOR THE DEVELOPMENT OF HOUSING UNITS IN CLARK GREEN CITY

The BCDA and Home Development Mutual Fund (Pag-IBIG Fund) forge a partnership to build some 2,000 housing units in Clark Green City. The MOU signed by the BCDA and Pag-IBIG Fund will allow the BCDA to develop a suitable and affordable mixed-income housing project for the future minimum wage earners employed in Clark Green City.



2015



2014

## BCDA AWARDS DEED OF OCCUPANCY TO UP COLLEGE OF LAW

On August 22, BCDA awards a Deed of Occupancy for the UP College of Law to enable the school to pursue its UP Diliman Extension Program in Pampanga.

## BCDA TURNS OVER MANAGEMENT OF EAST AND WEST RAMPS IN BGC TO DPWH

On October 9, BCDA turns over to the DPWH the management and maintenance of the Php122-million Sampaguita East Ramp and the Php254-million West Ramp. The two ramps were constructed by BCDA and FBDC as part of road right-of-way in the highly urbanized BGC.

## NEDA BOARD APPROVES CGC MASTER DEVELOPMENT PLAN

The Master Development Plan on the then-Clark Green City is approved by the NEDA Board—chaired by then President Benigno Aquino III—on May 29, paving the way for the full implementation of the project. In addition, Clark Green City garners the support of House of Representatives by way of House Resolution No. 944 passed by the House Oversight Committee on Bases Conversion.

## BCDA, MITSUBISHI SIGN MOU TO STUDY POWER DISTRIBUTION AND RENEWABLE ENERGY IN CLARK GREEN CITY

BCDA enters into a Memorandum of Understanding with Japan's Mitsubishi Heavy Industries for the preparation of feasibility studies for power distribution and renewable energy at Clark Green City. The MOU is signed on April 3.

## PPP CENTER, UP, AND BCDA INK PARTNERSHIP FOR CLARK GREEN CITY PROJECTS

The Public-Private Partnership (PPP) Center signs on May 13 to build a Food Processing Terminal inside Clark Green City. Meanwhile, UP officially becomes Clark Green City's first locator when it signs a separate MOU with BCDA for the establishment of its new global campus in the emerging metropolis.

## BCDA, DPWH SIGN MOA FOR THE CONSTRUCTION OF ACCESS ROADS IN CLARK GREEN CITY

A separate MOA is forged with the DPWH on July 25 for the construction of Clark Green City's primary access roads that will link it to the Clark Freeport Zone and other major road networks in Central Luzon.

## BCDA APPROVES DEVELOPMENT PROJECTS IN BGC WITH MEGAWORLD

BCDA approves two more project implementation plans with Megaworld for the 8.38-hectare North Bonifacio lots and the 34.5-hectare JUSMAG area, or a total of 42.88 hectares. The North Bonifacio property is now being developed by Megaworld as Uptown Bonifacio, with the company committing Php15.6 billion over 20 years to develop, while the bigger JUSMAG property has been designated as McKinley West with an investment commitment of Php22 billion over 25 years.

## LAUNCH OF SUNDALO KO, BAYANI KO PROJECT

On March 22, the Sundalo Ko, Bayani Ko (SKBK) project is launched. The SKBK is a joint CSR Project between BCDA and its private partners—FBDC, ALI, and Station Square East Commercial Corporation—for the benefit of the AFP.

### FILINVEST RECEIVES RIGHTS TO DEVELOP PROPERTY IN CLARK GREEN CITY

Property developer giant Filinvest Land Inc., is awarded the right to become BCDA's joint venture partner in the development of a 288-hectare property within the emerging metropolis. The partnership will be in the form of a Joint Venture Corporation (JVC) to be owned 45% by BCDA and 55% by Filinvest.

### BCDA, UP SIGN MOU TO BUILD UP-CLARK GREEN CITY CAMPUS

UP signs a MOU with BCDA for the establishment of a UP campus on a 70-hectare area in Clark Green City.

### BCDA, DPWH BEGIN CONSTRUCTION OF ACCESS ROADS TO CLARK GREEN CITY

The BCDA, together with the DPWH, starts building the main access roads leading to Clark Green City—the MacArthur Access Road and the Clark-Bamban-Capas Access Road Projects.

### BCDA, SPI SIGN AGREEMENT TO BUILD SOLAR POWER FACILITY IN CLARK GREEN CITY

BCDA signs an agreement with Sunray Power Inc. (SPI) for the lease of a 260-hectare area in Clark Green City where an P11.8-billion 100-megawatt solar power facility will be built within two years.

### BCDA AND JOIN TEAM UP TO DEVELOP NEW CLARK CITY

The Government of Japan (GOJ), through the Japan Overseas Infrastructure Investment Corporation for Transport and Urban Development (JOIN), forge an agreement with BCDA to help the Aquino Administration develop and build Clark Green City as a major economic center in the ASEAN bloc. With JOIN on board, multiple joint venture partnerships that will serve as a vehicle for the formation of Japanese consortium and investments in the field of

power, transportation, tollways, industrial zones and economic centers in Clark Green City are expected to come.

### BCDA, VIVAPOLIS FRANCE SIGN MOU FOR THE DEVELOPMENT OF CLARK GREEN CITY

An MOU between BCDA and Vivapolis France is signed to foster technical cooperation in the development of Clark Green City. The cooperation will promote sustainability, innovation, disaster resiliency, enterprise development and a host of other technological expertise, including finding financial solutions for any of Clark Green City's projects.

### BCDA, M HEALTH LIMITED BEGIN STUDY OF SOCIAL HEALTH IN CLARK GREEN CITY

BCDA sign an MOU with UK-based firm M Health Limited to conduct a study that will incorporate social health in the development of a 160-hectare area in Clark Green City. The development will be mainly residential, combined with retail, leisure, educational and other community facilities.

### THE SUPREME COURT BREAKS GROUND ON NEW BUILDING

The Supreme Court of the Philippines breaks ground on its new building within the Fort Bonifacio property breaks ground. The ceremony is led by President Benigno Aquino III and Chief Justice Maria Lourdes Sereno. The 21,463-square meter property was purchased by the Supreme Court through the Department of Budget and Management (DBM) at a cost of P1.28 billion from BCDA.

### BCDA TURNS OVER SCTEX TO MNTC

President Benigno S. Aquino III approves the Supplemental Toll Operations Agreement (STOA) for the SCTEX among BCDA, Manila North Tollways Corporation (MNTC), and the Toll Regulatory Board (TRB) on October 16, 2015 for the SCTEX. The approval of the STOA formally grants MNTC the concession to manage, operate and maintain the SCTEX for the next 28 years until October 30, 2043. BCDA formally turned over the SCTEX to the MNTC on November 5.

### CLARK HOSTS FIRST APEC-SOM

The CFZ hosts the first Asia Pacific Economic Cooperation (APEC) Senior Officials' Meeting (SOM) on January 26 to February 7, 2015, in preparation for the APEC Leaders' meeting scheduled in November.

### PPMC LAUNCHES PORO POINT BAYWALK PROJECT

The 1.3-kilometer Poro Point Baywalk Project—an initiative of PPMC, in partnership with the Provincial Government of La Union—is formally launched as one of the highlights during the annual SILLAG Festival of Lights.



2016



### BCDA, FILINVEST SIGN 50-YEAR JOINT VENTURE AGREEMENT

Filinvest and BCDA sign a 50-year joint venture agreement in the first part of 2016. This marks the beginning of development on a 288-hectare area within the Clark Green City, along with the remittance to BCDA of P160 million from Filinvest for development rights.

### BCDA, JHMC, AND TURKISH COMPANY SIGN CONTRACT FOR THE LONG-TERM LEASE OF JOHN HAY MINI-HYDRO POWER PLANT

In March 2016, the JHMC and BCDA sign a contract with Riverflow Ventures and Power Energy Corporation—the consortium of a Turkish company, Vendeka Bilgi Teknolojileri Ticaret

Limited Sirketi, and Isabela Power Corporation—for the long-term lease of Camp John Hay Mini-Hydro Power Plant. This is for the reconstruction, operation and maintenance of the 38-hectare BCDA property, which is projected to generate an estimated 3 megawatts of renewable and clean energy.

### CLARK GREEN CITY BREAKS GROUND

The groundbreaking ceremony of Clark Green City is held on April 11, signalling the transition from vision to reality of the country's first modern city.

### LAUNCH OF BUILD BUILD BUILD PROGRAM

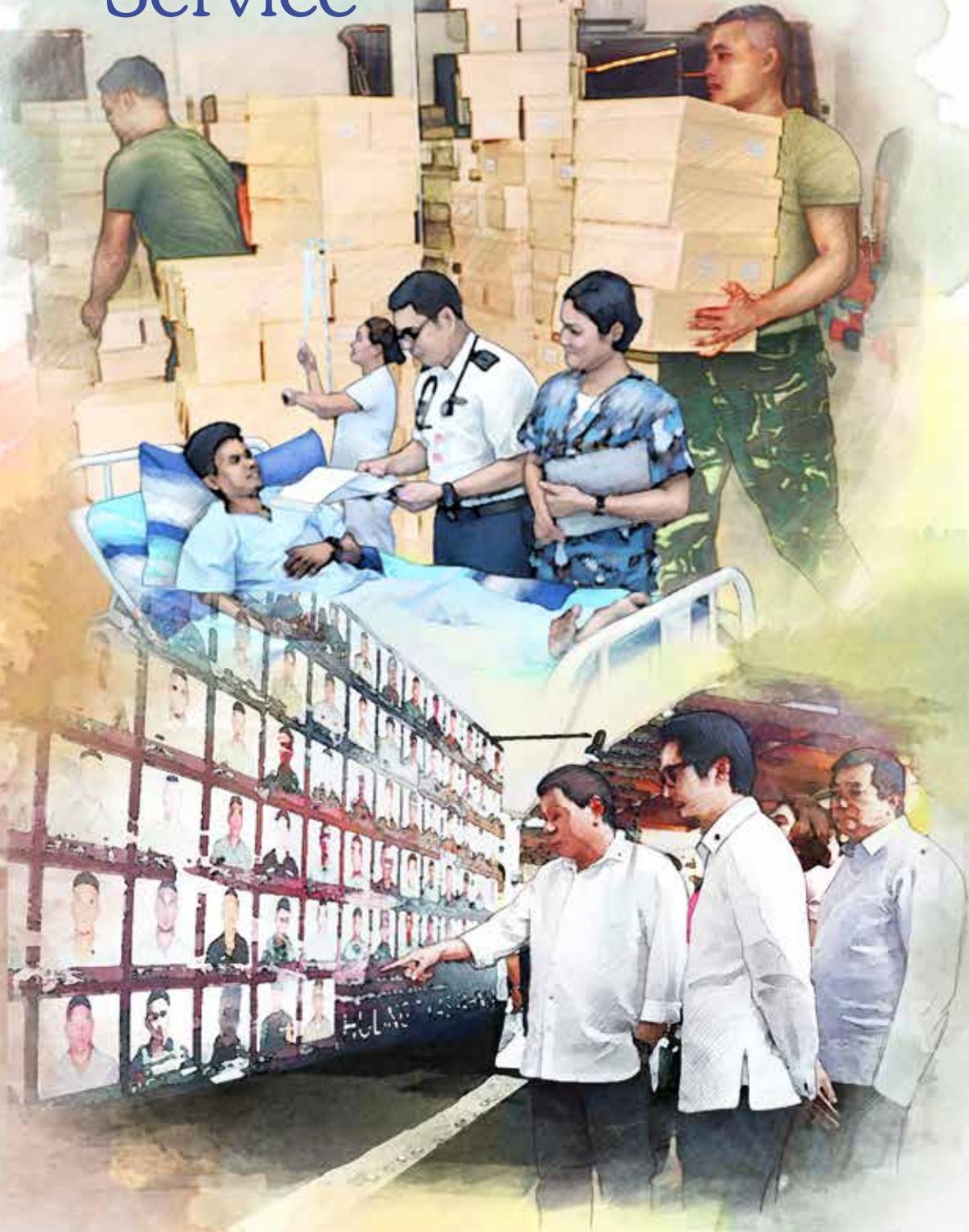
Build Build Build (BBB), the most ambitious infrastructure plan in the Philippine history, is launched through a press conference in November. The plan listed big-ticket projects that will decongest urban centers. Clark Green City is renamed New Clark City during the launch.

### BCDA PARTNERS WITH INTERNATIONAL GROUPS FOR CLARK PROJECTS

The last quarter of 2016 saw BCDA signing MOUs with China Communication Construction Co. Ltd.'s subsidiaries for the Subic-Clark Cargo Railway project and the BGC-NAIA BRT system; CFLD (Singapore) Investment PTE Ltd. for real estate development in New Clark City; Huawei

Technologies Philippines, Inc. for the Safe City Solutions of New Clark City; Memorandum of Cooperation (MOC) with JOIN for the Development Management Framework of New Clark City, and an MOU with Hitachi Asia Ltd. and the Power Grid Solution Ltd. for the establishment of New Clark City's energy management system, district cooling system, energy storage and distributed energy resources, and total energy network system.

# A Story of Service



# Serving the Military and the Communities

*BCDA President and Chief Executive Officer Vivencio Dizon says that the organization has always recognized the AFP as its primary stakeholder throughout its years of service. The difference now is that they are exerting as much effort in telling our country's soldiers what the BCDA does for them, and letting them feel it.*



*This AFP Forum at the Civil Military Operations School was one of 15 conducted in 2017.*

“In the past, our relationship wasn’t so good because communication was a problem,” Dizon admits. The BCDA was even seen as an adversary or worse, land grabber.

He recalls it’s one of the first things he said on the job when faced with an audience of BCDA stakeholders. You feel badly—I get that, he remembers telling them. “Kailangan natin baguhin ‘yon (We need to change that).”

## Establishing a Stakeholder Engagement Program for the military

As of end-2017, BCDA conducted 15 regular forums for the Armed Forces to boost awareness of programs and activities mainly benefiting the uniformed services—which, Dizon notes, is one of the major functions of BCDA as a government entity.

“You need to have a closer engagement with your number one partner and

stakeholder. You have to change their mindset,” he explains.

The BCDA is primarily tasked to convert former U.S. military bases into productive uses. In 2017, the agency remitted a record Php6 billion to the Bureau of Treasury (BTr).

BCDA remitted Php8.2 billion to the BTr as the share of the AFP, its major stakeholder, during the first two years of the Duterte administration. The amount represents 20% of the total Php40 billion received by the men and women in uniform from BCDA since the state-run agency was created in 1992.

“What we’re doing now is just upping the ante in terms of giving the Armed Forces the importance it really deserves,” says Dizon.

At the lobby of the BCDA Executive Offices, the mission, “We help strengthen our Armed Forces, while we build great

cities,” is prominently displayed like a daily mantra on their AFP Tribute Wall.

“It’s all about communicating that to the Armed Forces. And when you communicate that, you have to show it to them in action,” he adds. “They can’t just be words on the wall. You have to show them.”

He points to their ongoing partnership with St. Luke’s Medical Center—in which the BCDA shoulders the treatment of Marawi battle casualties in one of the country’s best hospitals—as something that has never been done before. The initiative exemplifies their message that the military is front and center, as the BCDA promises.

Emphasizing service to stakeholders—especially to recent casualties of the Marawi siege who received immediate medical assistance through the BCDA—has helped to uplift the agency’s image.

“We are an organization that has soul,” adds retired Brig. Gen. Carlos Quita, BCDA vice president for corporate services. He considers the BCDA’s contributions to go beyond money or modernization. Income generation is balanced with service delivery. “We help dignify the soldiers. In a way, we pay tribute to them for their heroic deeds,” he explains.

More than contributing to the modernization of the Armed Forces, 2017 also showed BCDA’s genuine care for the military troops who were deployed in Mindanao due to the Marawi siege by donating 2,000 hygiene kits to the Philippine Army Civil Military Operations Regiment (CMOR) in support of their project dubbed “Project Shoebox.” Personal care supplies with individual hand-written notes of encouragement were prepared by BCDA employees and officers in support of our brave men and women in uniform during the time of war.

### Caring for women in the labor force

The organization doesn’t just cater to the military but also looks after the welfare of its officers and employees. There is equal attention devoted to developing technical capacity through workshops and training activities, as well as Gender and Development (GAD) initiatives—including orientations on sexual harassment and customizing office designs to accommodate the needs of mothers.

Quita proudly highlights that in 2017, BCDA was more proactive in its GAD-related initiatives, such as the *Serbisyo Para Kay Juana*: A 30-minute free massage session for BCDA employees. Organized by the BCDA GAD Focal Point System (GFPS) Committee in accordance to the program of Philippine Commission on Women (PCW), persons with disabilities (PWDs) or visually impaired masseuses were invited to BCDA’s corporate office to give its employees free massage service.

Further, BCDA actively participated in PCW’s National Women’s Month Celebration (NWMC)—an annual event held every March. For 2017, BCDA conducted a medical mission for the senior citizens of Barangay O’Donell in Tarlac City. The said activity also served as an information campaign to help promote the PCW’s program on women empowerment as well as the celebration of Women’s Month.

BCDA also held activities as part of its participation in PCW’s “VAW-Free Community Starts with Me” program—an 18-day Campaign to End Violence Against Women (VAW). A series of anti-sexual harassment talks for BCDA directors, officers, and rank-and-file employees was also held in August and December 2017. In coordination with the Taguig City Local Government and the Department of Social Welfare and Development (DSWD), BCDA held an outreach project for the Taguig City street children who are the most vulnerable sector in the VAW campaign.

BCDA, in collaboration with the Fort Bonifacio Development Corporation (FBDC), has also opened the Bonifacio Technology Center Lactation Station in support of breastfeeding mothers in the workplace.

### Fostering relationships

In 2017, Jollibee Foods Corporation, through its 1,000th store located in Bonifacio Global City—a former military camp—has donated gift certificates for the stakeholders of BCDA in support of BCDA’s corporate social responsibility (CSR) programs.

The military and the project-affected people (PAP) within the vicinity of New Clark City were the beneficiaries of CSR initiatives. A food sharing activity was held on December 15, 2017, for at least 100 soldiers wounded in Marawi who were confined in the AFP Medical Center, also known as the V. Luna General Hospital, in Quezon City. BCDA also shared Jollibee treats with the Aeta community residing in Sitio Tangkilan in Brgy. Aranguen, Capas, Tarlac, and those in Brgy. Madapdap in Malabacat, Pampanga on December 19, 2017.

Aileen Anunciacion Zosa, BCDA executive vice president, asserts that for BCDA, purpose is as important as profit. She likens their new direction to storytelling. “The roads, utilities, New Clark City, all these that we are building—why are we doing all these?” she explains. “We’re not just doing infrastructure because we like it. We have a new city because it will make the lives of Filipinos better, and give them a higher quality of life.”

“At the end of the day, it’s for people,” Zosa emphasizes. “That’s our story.”



1



2



3



4



5

1. BCDA officers and employees volunteer to pack 2,000 shoeboxes filled with hygiene kits for the military troops in Marawi City through the Project Shoebox.
2. Wounded soldiers are given Jollibee treats during one of the outreach programs of BCDA for the AFP.
3. BCDA reaches out to its Project Affected People (PAP) through a community program in Capas, Tarlac.
4. BCDA holds an AFP Forum with the Philippine Air Force in Clark Freeport Zone, Pampanga.
5. BCDA, in partnership with FBDC, officially opened Bonifacio Technology Center's Lactation Station catering to breastfeeding working moms in the building.

## GUARDIANS OF GOVERNANCE: BCDA Builds on Best Practices

*BCDA's fresh approach to corporate governance appears to take its cue from how President Duterte runs the country.*

BCDA President and CEO Vivencio Dizon recalls that after a lengthy presentation on New Clark City in Malacañang, the President asked him only two questions: “When do you start?” and “When do you do finish?”

“That’s the kind of leader we have. I think that’s what BCDA and all the other agencies have to do. We have to ensure that things are done transparently and above board, and we have to get things done. The President hates it when people suffer, from lack of mass transport, the airport delays, and all these daily things people go through. That’s why he wants to get things done quickly,” explains Dizon.

BCDA adopts the straightforward strategy in their approach to New Clark City.

Crucial to BCDA’s enhanced efficiency is capacity. In 2017, they crafted their own joint venture (JV) guidelines, which were approved by the Board and given a favorable opinion by the Office of the Government Corporate Counsel.

“Of course, those JV guidelines are evolving,” explains Aileen Anunciacion Zosa, executive vice president and Bids and Awards Committee (BAC) chair for Infrastructure. “As we go along, we try to improve and tweak according to our experience, requirements, and timetable.”

This is again in sync with President Duterte’s philosophy in the administration’s Build Build Build program, which is strictly time-bound.

“You cannot just stop at the plans. What’s important is that you execute and complete the project because the public demands it and clamors for it,” says Zosa.

**“As we go along, we try to improve and tweak according to our experience, requirements, and timetable.”**

The JV guidelines serve as a tool in streamlining processes without conceding the transparency and competition warranted by government to get the most advantageous terms.

Zosa also offers procurement knowledge and practices that BCDA applies. “The best way to get the most benefits out of procurement is to make sure you are ready to procure before you go out to market,” she adds. “Especially for big projects, one of our learnings as BAC chair is that a good design can never substitute for a design-and-build model. Do the design first and use that as basis for bidding out construction and procurement.”

She shares that contrary to common practice, pre-procurement conferences before publishing are valued at BCDA.

“That’s where you go through a checklist of requirements. That’s how you ensure balance and foster competition among bidders,” says Zosa.

BCDA also advocates multidisciplinary teams. “As BAC chair, you should look out for four things: experience or track record, qualifications of the personnel, equipment for infrastructure, and financing,” she says.

BCDA Vice President for Corporate Services and BAC Chair for Goods retired Brig. Gen. Carlos Quita understands there are also challenges for individual compliance to their core principles of excellence, integrity, and stewardship.

“There is fear—how to overcome the fear of retribution from your superiors, for example, especially when it comes to whistleblowing,” he says. He adds there can also be pressure in lapsing into bias or favor during the bidding process. Quita says that observance of standards and practices by BCDA leadership, as well as constant refinements in policies to sustain relevance, can help empower the individual to take a stand.

“Integrity is standing by your principles, even under pressure. You remain intact. That’s the exact definition of integrity. If you get swayed, then it means you cracked—and that’s dangerous,” he explains. “I give emphasis on creating an organization culture that embodies all these core values and leading by example.”

At the BCDA, competence as well as character are improved through regular training activities and workshops. The agency has also developed an innovative human resources information system that has automated transactions on salaries and bonuses to benefit personnel, and tracks relevant data, such as number of trainings attended, for management to systematically enable decision-making on its employees.

With these efforts, the BCDA is not only on its way to building great cities, but also harnessing good people.



*Yes, the government can. The Clark International Airport VIP Lounge—a product of fast but competitive and transparent bidding in compliance to the government's procurement law, Republic Act No. 9184.*

## CORPORATE GOVERNANCE

The BCDA is committed to good governance practices while pursuing its mandate to develop former military bases and Metro Manila camps into centers of productive commercial use for the benefit of the country, the Armed Forces, and other government beneficiaries.

The BCDA Board of Directors sets policies to guide Management in carrying out its duties and responsibilities with integrity and transparency.

### GOVERNANCE FRAMEWORK

BCDA adopts the Governance Commission for GOCCs' (GCG) Code of Corporate Governance for GOCCs. In doing so, it proves to be responsive to its stakeholders while serving as a responsible steward of state resources.

In addition, the BCDA Manual of Corporate Governance serves as a guide in achieving BCDA's corporate goals while adhering to the principles of good corporate governance. The Manual—which was approved by the Board on July 9, 2014 through Board Resolution No. 2014-07-115—is envisioned to steer the organization towards excellence and competitiveness both locally and globally, as such, enabling BCDA to be a valuable partner of the government in national development and infrastructure development. Because it details the duties and responsibilities of the Board to the state and its stakeholders, and provides the structure through which the corporation's objectives are set and the means to achieve these, the Manual aims to set in place the promotion and pursuit of corporate governance reforms and the observance of the principles of accountability, transparency, and professionalism within the organization.

The BCDA Board of Directors recognizes the importance and the benefits of regular evaluation. In 2017, the Board conducted self-assessment to evaluate its performance as a whole and that of the Board Committees. They accomplished the Self-Assessment Questionnaire, answering questions according to the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting, and Disclosure.

### GOVERNANCE POLICIES

#### 1. Institutionalization of Integrity Management

To institutionalize the principles of good corporate governance and to establish an integrity management system within the organization, BCDA launched the Strengthen Integrity Development in BCDA (STRIDE-BCDA) Project. This further resulted in the

development of BCDA's Code of Conduct, Integrity Policy, Whistleblowing Policy, and No Gift Policy.

##### a. *BCDA Code of Conduct*

The BCDA Code of Conduct was approved by the BCDA Board in 2015. Through Office Order No. 004, as described in Section 5.2, members of the BCDA Board, officers, personnel, project employees, consultants and contractual employees working for BCDA are directed to strictly observe the provisions of the BCDA Code of Conduct beginning 2016. It incorporates the organization's Whistleblowing Policy and No Gift Policy. It also sets forth the principles, corporate values, and rules of conduct of BCDA officers and employees in carrying out their official duties and responsibilities, taking into consideration the policies instituted by the Civil Service Commission (CSC) relating to integrity, transparency, and accountability in government.

##### b. *Whistleblowing Policy*

BCDA's Whistleblowing Policy promotes responsible reporting and disclosure of vital information in response to the detection of fraud, bribery and corruption within the organization. It aims to encourage concerned individuals to testify on matters involving the actions or omissions of the BCDA officers and employees, including the members of the BCDA Board, that are illegal, unethical—violate of good governance principles and entail unhealthy business practices that are grossly disadvantageous to BCDA.

##### c. *No Gift Policy*

On the other hand, BCDA's No Gift Policy adheres to the highest form of ethical standards and leads the BCDA organization to demonstrate fairness, professionalism and deliver quality services without expectations of any undue favor or reward.

##### d. *Code of Conduct and Ethical Standards for Public Officials and Employees*

Further, BCDA adheres to Republic Act (RA) 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees. This is cascaded to new employees through the employee orientation program conducted by the Organization Development and Management Department (ODMD).

#### 2. Compliance with Principles on Sustainable Development

In the development of each master planned community and in the construction of major infrastructure, BCDA considers both the environment and sustainability of the project—bearing safety, creativity, efficiency, and innovation in mind.

Sustainability is the foremost consideration in the development of BCDA's flagship project—the New Clark City, envisioned to be the country's first smart, green and disaster-resilient metropolis. Its development is driven by BCDA's vision to integrate the best practices in urban planning, green city development and smart city solutions.

##### a. *Stewardship*

As a steward of state resources, BCDA complies with relevant laws and regulations in its project development and asset disposition activities to ensure that they are environment friendly and consistent with sustainable development.

Primarily, BCDA takes direction from its Charter, RA 7227, as amended, and Executive Order (EO) No. 62—the Implementing Rules and Regulations of RA 7227—which requires environmental impact assessment studies of all major projects affecting the environment.

Joint venture projects, on the other hand, are implemented in accordance with the BCDA Guidelines and Procedures for Entering into Joint Venture (JV) Agreements with Private Entities, patterned after the National Economic and Development Authority (NEDA) JV Guidelines and certain provisions of the Build-Operate-Transfer (BOT) law. According to the BCDA Guidelines, JV undertakings may be done through a JV contractual agreement or through the formation of a separate JV company. The appropriate JV mode will be determined according to which mode would provide the most efficient and viable financial arrangements for the JV partners. The Guidelines were approved by the Board through Board Resolution No. 2017-09-148.

The Board also approved the BCDA Asset Disposition Guidelines through Board Resolution No. 2017-09-149.

For every development project, there is an approved master plan and design

standards and guidelines which direct project implementation and optimizes land development. These follow relevant laws and regulations such as RA No. 6541 or the National Building Code of the Philippines, and directives of the DENR and the Civil Aviation Authority of the Philippines (CAAP).

#### *b. Corporate Social Responsibility*

BCDA's community outreach activities are BCDA Corporate Social Responsibility (CSR) Philosophy, which states that, "BCDA is committed to fulfill its mandate to its stakeholders by improving the quality of life of and giving dignity to the workforce, their families, and the communities that it develops through the conversion of former military bases and other properties into premier sustainable centers of economic growth."

The BCDA Manual of Corporate Governance refers to the Authority's CSR Philosophy which identifies five major target stakeholders, namely: the Armed Forces of the Philippines (AFP), project-affected communities, internal organization, the environment, and victims of natural calamities.

## INSTITUTIONAL MECHANISMS

To aid in ensuring compliance with the principles of sound corporate governance, the Board has created committees to support it in the performance of its functions and to aid in good governance:

- Organization Development Committee
- Audit and Corporate Governance Committee
- Risk Management, Legal and External Relations Committee
- Finance and Investments Committee
- Business Development Committee

### 1. Internal and Audit Controls

The creation of a Board Audit and Corporate Governance Committee (BACGC) ensures that the internal auditors have free and full access to all the company's records, properties, and personnel relevant to the internal audit activities and that the activities are free from interference.

In 2017, the BACGC reviewed and approved the Annual Audit Plan of the Office of the Internal Auditor, as well as its audit report. The Committee recommended solutions to the BCDA Board that would address the audit findings and ensured that the resolutions,

as concurred in by the BCDA Board, were promptly acted upon by Management. Further, the Committee ensured that the Office of the Internal Auditor reviewed the periodic financial statements focusing on the propriety of changes in accounting policies and practices, and significant adjustments resulting from the audit; and checked the financial reports against its compliance with both the internal financial management policies and pertinent accounting standards, including regulatory requirements. The Committee also ensured that the Office of the Internal Auditor monitored and evaluated the adequacy of BCDA's internal control systems, and that proper coordination was made with the Commission on Audit (COA).

In addition, BCDA continues to improve its internal processes, pursuant to EO 605, which institutionalizes standards and mechanisms in implementing the government quality management program. To date, BCDA has successfully maintained its ISO 9001:2008 certification for its Provision of Conversion and Development Services for Land and Assets under the jurisdiction and control of the BCDA, as conferred by third-party auditor TÜV Rheinland Philippines. In 2017, BCDA began working on transitioning its Quality Management System to ISO 9001:2015.

This has contributed to BCDA's improved responsiveness to its stakeholders and compliance with world-class standards in customer service.

### 2. Risk Management System

The Risk Management, Legal and External Relations Committee reviews and evaluates legal strategies and issues, risk management measures, and public affairs issues to ensure that risks are identified and are addressed immediately and accordingly.

The Committee undertook the following for the past year: a) Reviewed and recommended for Board approval the legal strategies on various cases filed by or against BCDA; b) Reviewed and recommended for Board approval the revised budget of the BCDA Legal Services Department; c) Reviewed and recommended measures on legislative proposals affecting BCDA; d) Assessed the Annual Planning Program of the Planning Services Department (PSD) as it relates to risk management; e) Reviewed and evaluated public affairs issues affecting BCDA activities, programs and projects, as identified and presented by Management. Further, the Committee reviewed and evaluated the measures recommended by Management to address such issues for consideration of the Board.

## 3. Fiscal Management

For the Sale, Lease, or Joint Venture Agreement involving BCDA properties, the Committee reviewed the financial feasibility of the mode of disposition of projects, as endorsed by the Business Development Department (BDD), and the continuing financial status and compliance with the agreement, as reported by the Subsidiary, Affiliate and Project Monitoring Department (SAPMD). The Committee identified issues, provided guidance, and proposed solutions, as well as formulated policies and guidelines for the budgets of the BCDA and its subsidiaries, for the Board's approval. It exercised oversight in the fiscal management of BCDA resources, and financial oversight on BCDA's subsidiaries and affiliates, including reviewing the proposed budgets and the financial performance of the subsidiaries and affiliates. The Committee also provided guidelines for the investment of corporate funds and reviewed the profitability of investments for the Board's approval.

## 4. Business Development

The Committee reviewed the strategies and policies affecting the investment climate, and BCDA's marketing and after-sales service programs. It conducted periodic review and validation to determine the viability of the assets for disposition, as well as regular validation and review of the Master Development Plans of BCDA properties to determine how suitable they were with current real estate trends and developments. The Committee also maximized benefits from the disposition and development of land and other assets through the formulation of a sound, strategic business management framework.

## 5. Continuing Education

The members of the BCDA Board further enhanced their knowledge and skill set as key decision-makers through capability building and training activities which are deemed necessary for them to fully understand and effectively lead the implementation of good governance principles in accordance with conditions prescribed by the GCG.

Among the training programs the Board members attended were Corporate Governance Orientation for GOCCs, Enhancing Audit Committee Effectiveness, and Gender and Development (GAD) Program: Talk on Sexual Harassment.

## COMPLIANCE WITH GCG REQUIREMENTS

The enactment of RA 10149, or the GOCC Act of 2011, necessitated the Governance Commission for GOCCs (GCG) to establish performance evaluation systems including performance scorecards which shall apply to all GOCCs in general and to the various GOCC classification. To this end, BCDA is required to submit its Board-approved performance scorecard on an annual basis. This becomes the subject of technical meetings with the GCG, wherein the final output becomes the tool used by BCDA in the measurement of their performance.

For 2017, BCDA continues its commitment to build sustainable cities as manifested in its strategic objectives with the following through the following measures:

### 1. Develop the baselands into World-Class Economic Centers

BCDA identified four (4) measures to quantify the achievement of the objective. These measures reflect the direction of government to build infrastructure projects thereby facilitating economic activities in Central Luzon and its contiguous areas.

- a. The Clark International Airport (CRK) Expansion Project involves the construction of a world-class International Airport Complex with 8M passenger capacity (for Phase I), and a total project cost of Php12.55 billion. This multi-year project, which will run from 2017 until 2020, aims to decrease air traffic congestion at NAIA.

On 17 May 2017, the project was approved by the National Economic Development Authority (NEDA) Investment Coordination Committee (ICC). It was subsequently approved by the NEDA Board in June 2017. On 22 August 2017, a Pre-Bid Conference was conducted with 43 prospective bidders in attendance. Seven (7) out of the twelve (12) companies which participated submitted their bids on December 5, 2017.

In coordination with the International Finance Corporation (IFC), as its Transaction Advisor, the technical proposals of the five (5) qualified bidders were evaluated. The opening of the financial proposals for those whose technical proposals were deemed compliant was made on December 14, 2017.



*McKinley Hill houses some of the country's top IT and BPO companies such as Accenture and Cognizant, among others.*

BCDA awarded the Engineering, Procurement and Construction (EPC) contract of CRK to the consortium of Megawide Construction Corporation and GMR Infrastructure on December 18, 2017.

- b. The Luzon Bypass Infrastructure is a four (4)-phased project which entails the provision of high-speed internet in New Clark City and BCDA Special Economic Zones (SEZ) to promote New Clark City as the Innovation Hub and increase competitiveness of BCDA SEZs. It will leverage the geographical advantage of the Philippines and provide a bypass route for international submarine cables crossing the earthquake-prone Luzon Strait to trade for bandwidth that will be used to support the ICT initiatives of the government.

On 15 November 2017, the Landing Party Agreement (LPA) between BCDA and the Department of Information and Communication (DICT) was signed commencing the project. This will improve the speed, accessibility and affordability of internet in the area and facilitate the implementation of other connectivity programs of the government.

- c. The Comprehensive and Integrated Master Development Plan (CIMDP) for BCDA Economic Zones

The CIMDP of BCDA Economic Zones aims to integrate the development efforts in BCDA Economic Zones and identify

the niche of each economic zone, while at the same time creating the identity of the BCDA Group. The project will institute a development plan to provide guidance to decision makers on approval of projects/activities to be implemented in each economic zone. The CIMDP will ensure that all development projects in each economic zone is complementary with one another.

The conduct of the project was awarded to AECOM on 22 December 2017 and commencement of the project will be in January 2018 starting with the ocular visits to all economic zones for familiarization.

- d. Actual Investment in BCDA Economic Zones

In adherence to the thrust of government to build infrastructure projects and BCDA's mandate to develop economic zones as revenue-generating vehicles, BCDA poured in more than Php2 billion in its properties. This accomplishment exceeded the Php632 million committed to GCG.

### 2. Optimize the benefits of the country from the conversion and development of the baselands

The measures of success in meeting the objective are the remittances and contribution to the National Government and the Stakeholder Satisfaction Survey Results.



*BGC is now one of the top central business districts in the Metro providing thousands of jobs for the Filipino people and generating funds for the AFP modernization.*

- a. In 2017, BCDA was able to meet the committed target of Php4 billion to GCG. BCDA remitted Php4.002 billion arising from the asset disposition proceeds, guaranty fees, and dividends. The attainment of the measure is significant as this amount enabled the National Government to fund socio-economic projects. The amount was distributed to various beneficiaries with the Armed Forces of the Philippines taking in the lion's share.
- b. In 2017, the Stakeholder Satisfaction Survey resulted in a 94% Satisfaction rating for BCDA. The qualitative and quantitative surveys were administered to the five (5) groups of stakeholders, which included the military, business partners, suppliers, regulators, and the community.

### 3. Achieve best value from the disposition of lands

To ensure that BCDA infrastructure projects are funded, BCDA needs to generate enough revenue. This objective can be attained through recurring income from existing accounts (joint venture and lease proceeds) and disposition of properties.

For 2017, BCDA was able to exceed the GCG target of Php1.7 billion with receipt of proceeds from business contracts in BCDA economic zones amounting to Php3 billion. The target of Php2.7 billion for proceeds from regular accounts/business contracts was likewise exceeded with receipts amounting to Php3.9 billion.

### 4. Strengthen and streamline project management processes

To ensure effectiveness and efficiency of BCDA operations the measure on percentage of simple contracts prepared and reviewed within the applicable processing time, i.e. eight days, was included.

For 2017, the target set by GCG was at 90%. BCDA was able to exceed this target having 96% of contracts prepared within the applicable time.

### 5. Maintain efficient coordination with subsidiaries

This objective aims to raise the efficiency of BCDA's oversight function oversubsidiaries. This can be quantified by measuring the percentage of infrastructure-related billings of BCDA subsidiaries processed within the applicable processing time, i.e. 10 days.

This is an important measure because the action of BCDA towards subsidiaries' requests will ensure that subsidiaries will be able to discharge their duties and responsibilities expeditiously.

For 2017, the target set by GCG was at 90%. BCDA was able to exceed this target having 100% of its billings processed within the applicable time.

### 6. Optimize the use of information technology

BCDA started automating certain key processes. 2016 saw the automation of finance processes with the establishment of the Acumatica Enterprise Resource Program. For 2017, BCDA committed the operationalization of the Human Resource Information System (HRIS). This target was achieved in the 4th Quarter of 2017.

The HRIS is an off-the-shelf web-based software that will be able to: generate bank-ready payroll, benefits and compensation schedule/payment of employees; provide access to employee's information page; and management level dashboard that will provide quick reports and statistics. The HRIS will be integrated with the Corporate Intranet and the accounting system (Acumatica ERP).

### 7. Develop a Quality Management System (ISO 9001:2008) for all processes

EO No. 605 and Administrative Order No. 161 (series of 2006) institutionalized Quality Management Systems in Government. Agencies were required to adopt QMS to enhance public sector performance. BCDA has been consistent in acquiring the ISO Certificate since 2013. In 2017, BCDA was able to acquire its ISO 9001:2008 recertification.

### 8. Establish a competency-based framework for BCDA personnel

The Competency-based Human Resource System will serve as the corporate standard for implementing HR policies and systems, which shall be the basis for the following: Recruitment and Selection, Learning and Development, and Performance Management.

For 2017, BCDA implemented Phase 2 of the project composed of the following activities:

- a. Review of competency catalogue, corporate framework and comparative tables developed
- b. Conduct of orientation/training
- c. Competency Model Writing
- d. Final Report

# THE STORY BEHIND THE NUMBERS

## 2017 Financial Highlights

### STATEMENT OF FINANCIAL POSITION

As of December 31, 2017 and 2016

|                                     | 2017                   | 2016<br>(as restated) |
|-------------------------------------|------------------------|-----------------------|
| <b>Current Assets</b>               | <b>16,691,251,8699</b> | 17,032,321,077        |
| <b>Non-Current Assets</b>           | <b>142,724,811,513</b> | 110,849,301,298       |
| <b>TOTAL ASSETS</b>                 | <b>159,416,063,382</b> | 127,881,622,375       |
| <b>Current Liabilities</b>          | <b>8,026,839,379</b>   | 8,186,598,161         |
| <b>Non-Current Liabilities</b>      | <b>30,085,799,464</b>  | 29,372,659,887        |
| <b>Equity</b>                       | <b>121,303,424,539</b> | 90,322,364,327        |
| <b>TOTAL LIABILITIES AND EQUITY</b> | <b>159,416,063,382</b> | 127,881,622,375       |

### CY2017: FINANCIAL POSITION

BCDA's total assets stood at Php159.42 billion as of 31 December 2017, consisting of land and other properties held either for lease and/or capital appreciation at Php75 billion, service concession asset at Php28 billion, and investment in affiliates at Php18 billion. Current assets totalled Php16.69 billion comprising mostly of cash and cash equivalent, while current liabilities amounted to Php8.03 billion, of which 80% pertain to trade and inter-agency payables.

Increase of 34% in equity from Php90 billion in 2016 to Php121 billion in 2017 is attributable to the appraisal of properties at New Clark City.

In entirety, BCDA posed a strong financial position with a current ratio of 2:1, Debt to Equity ratio at 31% and Debt-to-Total Assets ratio of 24%.

By virtue of the laws governing the sharing of asset disposition proceeds, BCDA follows a unique accounting and business model which is not easily discernible from the traditional financial statements presentation. Depending on the applicable law (RA No. 7227, as amended by RA No. 7917 or EO No.

309), BCDA distributes from 50% to 72% of the net proceeds from its asset disposition activities to the different beneficiaries stated in the applicable law, but mainly to the AFP for its modernization program. The remaining BCDA share is used to fund the conversion and viable development of the former military baselands undertaken by its subsidiaries or by BCDA itself, such as financing partly the construction and maintenance of the Subic-Clark-Tarlac Expressway (SCTEX).

As a further complication, RA No. 7227 provides that BCDA record its share in the net disposition proceeds as additional paid-up capital from the National Government if the asset disposition activity is an outright sale. If the transaction is a lease or joint venture other than sale, proceeds are recorded as revenue in its Income Statement. In view of this, the Income Statement of BCDA reflects only a portion of the disposition activities of BCDA, while the rest have to be gleaned from the changes in the Equity in the Balance Sheet and the Statement of Cash Flows.

## STATEMENT OF INCOME

For the years ended December 31, 2017 and 2016

|   | 2017                   | 2016<br>(as restated) |
|---|------------------------|-----------------------|
| <b>REVENUES</b>                                 |                        |                       |
| Lease revenue                                   | 918,505,443            | 920,811,093           |
| Concession fee                                  | 1,075,025,660          | 904,059,493           |
| Revenue from JV Arrangements                    | 794,517,314            | 843,865,835           |
| Interest income                                 | 368,099,746            | 288,554,008           |
| Dividend revenue                                | 483,121,308            | 30,980,125            |
| Sales revenue                                   | 8,614,017              | 17,455,164            |
| Other business revenue                          | 5,620,209,421          | 611,121,964           |
| <b>TOTAL REVENUES</b>                           | <b>9,268,092,909</b>   | <b>3,616,847,682</b>  |
| <b>EXPENSES</b>                                 |                        |                       |
| Personal Services                               | 251,881,336            | 280,473,938           |
| Maintenance and Other Operating Expenses (MOOE) | 5,167,003,603          | 2,339,407,327         |
| <b>TOTAL OPERATING EXPENSES</b>                 | <b>5,418,884,939</b>   | <b>2,619,881,265</b>  |
| <b>NET OPERATING INCOME</b>                     | <b>3,849,207,970</b>   | <b>996,966,417</b>    |
| <b>OTHER INCOME (EXPENSES)</b>                  | <b>(1,751,913,061)</b> | <b>(284,520,052)</b>  |
| <b>INCOME BEFORE INCOME TAX</b>                 | <b>2,097,294,909</b>   | <b>712,446,365</b>    |
| <b>INCOME TAX BENEFIT</b>                       | <b>(217,281,528)</b>   | <b>387,975,326</b>    |
| <b>NET INCOME*</b>                              | <b>1,880,031,381</b>   | <b>1,100,421,691</b>  |

\*Net income excludes the unrealized (paper) foreign exchange loss of Php0.84 billion in 2017 and Php1.67 billion in 2016.

## CY2016: RESULT OF OPERATION

BCDA's revenues are derived mainly from lease, concession fees and income from joint venture arrangements. Income from leases and concession fees provide a steady stream of cash as these contracts are long-term in nature. For the year 2017, BCDA generated Php9.27 billion in revenues, an increase of 156% from the Php3.62 billion in 2016. The increase was attributed to the collection of Php5.4 billion settlement from the BG Companies representing additional proceeds from sale of FBDC's and BCDA's lot at the North Central Business District and City Center within Bonifacio Global City.

Total operating expenses registered at Php5.17 billion for the year ended 2017, an increase of Php2.8 billion over 2016, due to the increase in BCDA's contribution to the AFP as a result of increase in BCDA's revenues.

BCDA's improved operating profit margin at 41% of revenues stemmed from the 156% increase in BCDA's revenues from 2016. Excluding unrealized foreign exchange loss of Php0.84 billion in 2017, BCDA registered a net operating income of Php1.88 billion. This is equivalent to a growth of 71% from the previous year's result of operation.

## STATEMENT OF CASH FLOWS

For the years ended December 31, 2017 and 2016

|   | 2017                   | 2016<br>(as restated) |
|---|------------------------|-----------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>     | <b>3,965,566,384</b>   | (1,107,371,441)       |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>     | <b>866,446,681</b>     | 1,312,689,780         |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>     | <b>(1,243,971,677)</b> | (1,485,104,007)       |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b> | <b>6,108,454,474</b>   | 2,520,422,518         |

## CY2017: CASH POSITION

BCDA's total cash position amounted to Php15.80 billion in 2017 and Php13.91 billion in 2016. These amounts consisted of cash and cash equivalents of Php6.11 billion and Php2.52 billion for 2017 and 2016, respectively. The remaining balance of Php9.69 billion in 2017 and Php11.39 billion in 2016 were placed in short- and long-term instruments (i.e. treasury bills and government bonds) with government financial institutions to maximize earnings.

### OPERATING

Sale, joint venture projects, concession and leasing activities generated cash of Php9.86 billion in 2017 and Php3.480 billion in 2016. The 2017 cash inflows included the Php5.9 billion proceeds from business resolution agreement with the Fort Bonifacio Development Corporation. Collections from lease and joint venture contracts soared to a 228% increase, or an equivalent Php5.78 billion increase compared to CY2016 figures at Php2.5 billion.

### INVESTING

Cash flows from investing activities resulted in a net cash inflow of Php0.87 billion attributable mainly from the net proceeds of maturing and/or disposal of investments and interest earned.

### FINANCING

This year's financing activities resulted in a net cash outflow of Php1.24 billion due to the remittance of amortization payment for the JICA loan of Php1.07 billion, Php250 million guarantee fees to the Bureau of Treasury, and dividend remittance to the National Government of Php130 million.

## PARENT COMPANY STATEMENTS OF CHANGES IN EQUITY

For the years ended December 31, 2017 and 2016

|                                   | 2017                   | 2016<br>(As restated) |
|-----------------------------------|------------------------|-----------------------|
| <b>CAPITAL</b>                    | <b>105,505,448,937</b> | 75,327,951,616        |
| <b>RETAINED EARNINGS</b>          | <b>15,797,975,602</b>  | 14,884,824,205        |
| <b>OTHER COMPREHENSIVE INCOME</b> | <b>0</b>               | 109,588,506           |
| <b>TOTAL</b>                      | <b>121,303,424,539</b> | 90,322,364,327        |

In 2017, the equity dramatically increased by 34% from Php90.32 billion in 2016 to Php121.30 billion in 2017 resulting primarily in the appraisal increase of properties at New Clark City and adjustment in the value of certain parcels of land located at Camp John Hay.

## ASSET DISPOSITION PROGRAM: CONTINUED GROWTH

BCDA's total proceeds from its Asset Disposition Program for the period May 1993 to December 2017 amounted to Php91.45 billion, up by Php11.57 billion or 14% from the previous year's Php79.88 billion level.

Said increase is primarily attributed to the receipt of Php6.05 billion from joint development projects with Fort Bonifacio Development Corporation, Php4.70 billion proceeds from the existing joint ventures and lease agreements, and Php826 million proceeds from sale of Metro Manila camps.

The Php91.45 billion gross proceeds consisted of Php38.24 billion from sales, Php29.32 billion from joint venture, Php8.43 billion from lease and Php15.46 billion from other receipts.

### Distribution of proceeds

The AFP Modernization Program had the biggest share of the disposition proceeds, receiving 40% or Php36.31 billion of the total Php91.45 billion. Said amount consisted of Php25.22 billion for the AFP Modernization Program and Php11.09 billion for the replication of military facilities.

The share of BCDA accounted for 26% or Php23.58 billion, while the share of other beneficiary agencies represented 9% or Php8.02 billion of the total. Local government units also benefited from the asset disposition program with receipt of Php510 million of the proceeds.

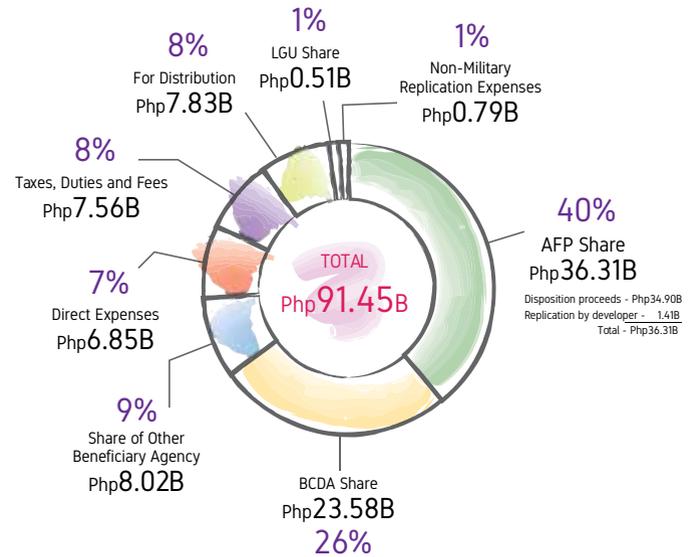
Disposition-related expenses deducted from the gross proceeds included: Php6.85 billion for direct expenses on site development and infrastructure projects, relocation of informal settlers, survey, titling, appraisal and administrative expenses; Php7.56 billion for taxes, duties and fees; and Php790 million for the replication of non-military facilities.

BCDA remits the proceeds from the disposition program annually to the National Treasury. After remittance, it is the responsibility of the Department of Budget and Management to release the respective shares of beneficiary agencies based on the budget execution guidelines and the approved fiscal programs of the government.

\*National Housing Authority, National Home Mortgage Finance Corporation, Home Insurance and Guarantee Corporation; Philippine Health Insurance Corporation; Department of Public Works and Highways and Department of Transportation; Philippine Veterans Affairs Office; Commission on Higher Education; Department of Science and Technology; Office of the Secretary, Department of Justice and the Ombudsman; National Bureau of Investigation, Bureau of Corrections, Philippine National Police, and the Bureau of Jail Management and Penology; Supreme Court of the Philippines and the Lower Courts, Sandiganbayan, Court of Appeals and Court of Tax Appeals; Department of Education and Department of Social Welfare and Development; Department of Labor and Employment; Mount Pinatubo Assistance, Rehabilitation and Development Fund; and, Philippine Economic Zone Authority.

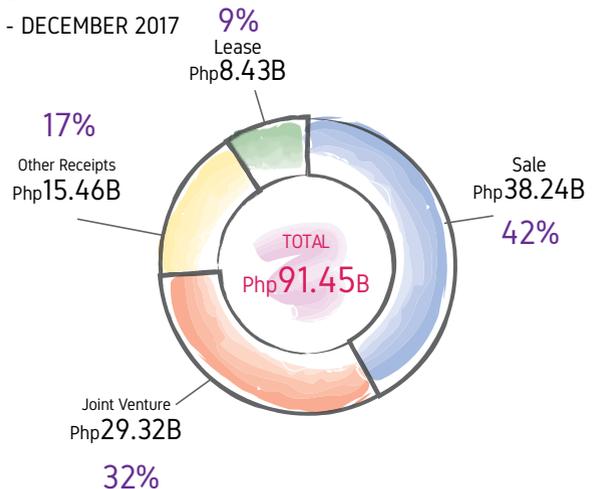
## BREAKDOWN OF DISPOSITION PROCEEDS

MAY 1993 - DECEMBER 2017



## GROSS DISPOSITION PROCEEDS

MAY 1993 - DECEMBER 2017

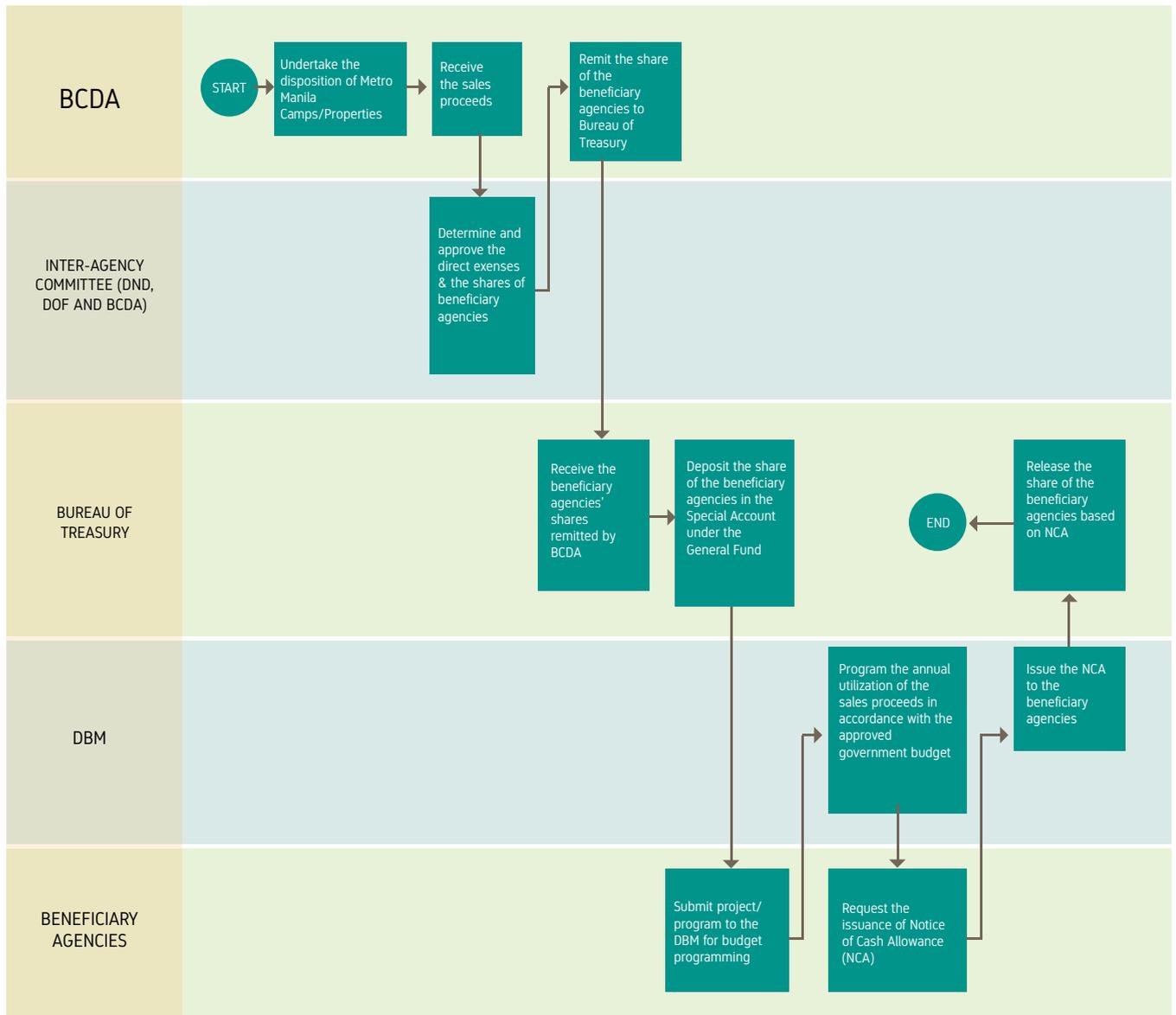


## Flow of Disposition Proceeds

BCDA adopts two different procedures in the determination and remittance of disposition proceeds, depending on whether the disposition is in the nature of sale transaction or non-sale transaction, e.g. joint venture, leases. The determination of expenses related to non-sale transactions is jointly approved by the BCDA and the Department of National Defense (DND). On the other hand, expenses related to the sale transactions are determined and approved by the Inter-Agency Committee (IAC) created under Administrative Order No. 236 (1996) composed of representatives from DND, BCDA and the Department of Finance (DOF). The following shows the processes involved:

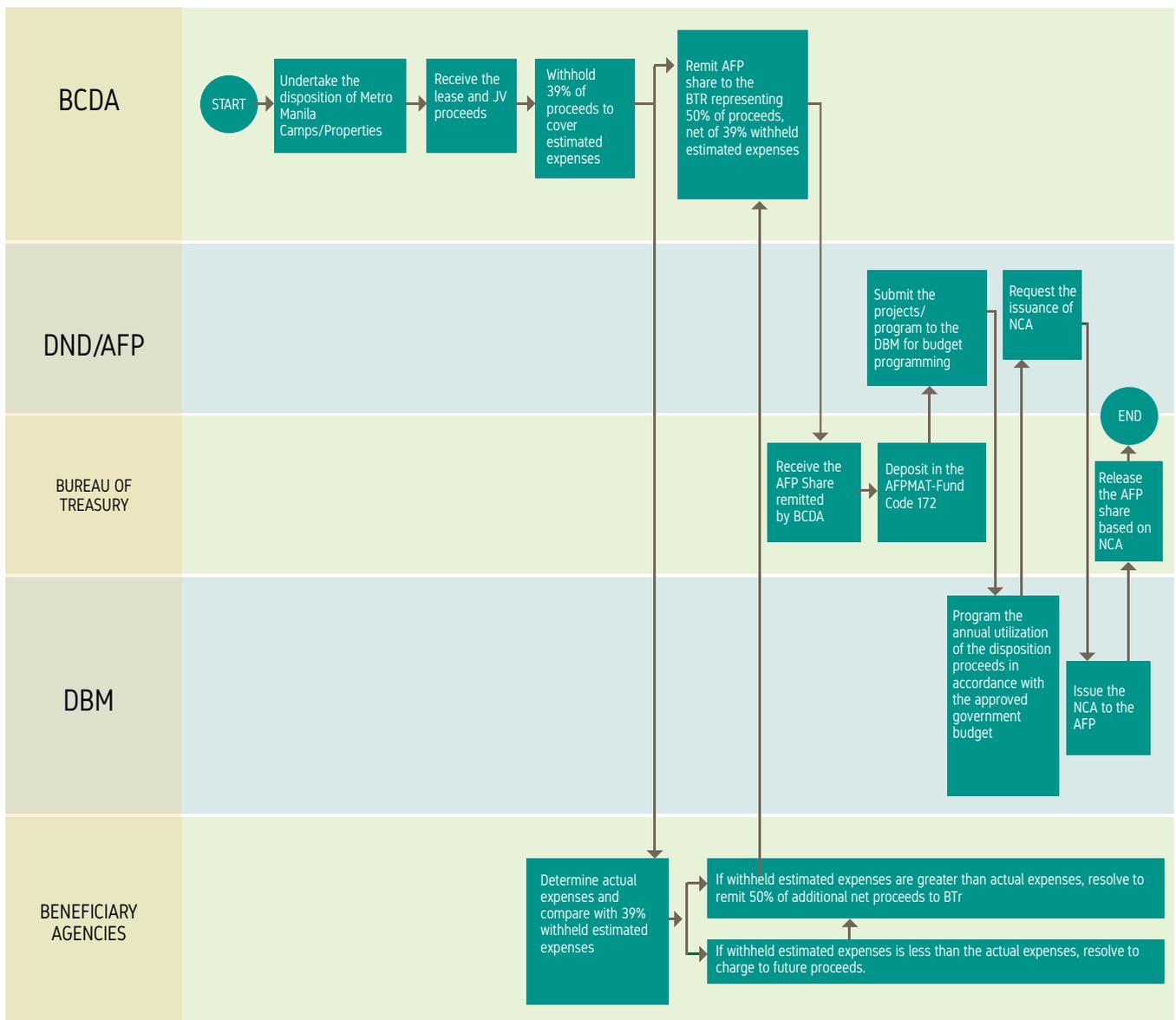
### SALE TRANSACTIONS

Based on Administrative Order No. 236, January 8, 1996 (Prescribing Rules and Regulations on the Collection, Remittance and Utilization of Sales Proceeds under RA No. 7917)



## NON-SALE TRANSACTIONS

Based on Executive Order No. 309, November 2, 2000 (Prescribing Rules and Regulations for the Distribution of Proceeds of Leases, Joint Ventures, and Transactions other than Sale Involving Portions of Metro Manila Military Camps under Republic Act No. 7227, as amended by Republic Act No. 7917)



# OUR LEADERS

Board of Directors



**GREGORIO D. GARCIA III**  
Chairman

74, Filipino, was appointed chairman of the Board of Directors of BCDA on August 10, 2016. He took his oath of office on August 11, 2016.

He is concurrently the chairman of the Board of Trustees of the Heritage Park Management Corporation. He is likewise director of various affiliates of BCDA such as Fort Bonifacio Development Corporation, Bonifacio Estates Services Corporation, Bonifacio Global City Estates Association, Bonifacio Communications Corporation, Filinvest BCDA Clark, Inc., and Philippine Japan Initiative for GCG, Inc.

Mr. Greg Garcia is a marketing and communications professional with a strong exposure in banking and real estate development.

He is a leading marketing and political consultant.

Mr. Garcia has a well-earned marketing and branding reputation and was chairman and chief executive officer of Leo Burnett Advertising, a key position he held for 20 years. Leo Burnett Philippines is one of the biggest advertising agencies in the country. It has handled Procter and Gamble, McDonald's, Phillip Morris, Kimberly Clark, Unilab, among others.

Earlier in his career, he worked for Ace Compton as Creative Head and moved on to work for Mr. Tomas Aguirre, founder of Banco Filipino where he held the position of vice president.

He was founding director of the Advertising Board of the Philippines, founding chairman of the Creative Guild of the Philippines, and founding director of Bank Marketing Association of the Philippines.

He is a recipient of the Lifetime Achievement Award of the Creative Guild and the Maverick Award of the Association of the Philippine Advertising Agencies.

#### Trainings:

- Enhancing Audit Committee Effectiveness
- Gender and Development (GAD) Program: Talk on Sexual Harassment



**VIVENCIO B. DIZON**  
President and Chief Executive Officer

43, Filipino, was appointed as a member of the Board of Directors and president and chief executive officer of BCDA on August 10, 2016. He took his oaths of office for these positions on August 11, 2016 and August 15, 2016, respectively.

Concurrently, Mr. Dizon serves as the vice chairman of the BCDA Board and director of various subsidiaries and affiliates of BCDA, such as Fort Bonifacio Development Corporation, Bonifacio Estates Services Corporation, Bonifacio Global City Estates Association, Bonifacio Communications Corporation, Bonifacio Water Corporation, Filinvest BCDA Clark, Inc., and Philippine Japan Initiative for GCG, Inc. (PJIC). He is also the chairman of the Subic-Clark Alliance for Development (SCAD) and the vice chairman of the Clark International Airport Corporation (CIAC).

Mr. Dizon is formerly a consultant to Senate Majority Leader Alan Peter Cayetano.

In 2011, he was appointed Undersecretary for Political Affairs under the Office of the President.

He holds a Master of Science degree in Development Economics at the University of Reading in the United Kingdom. Finishing his degree with distinction, he was a recipient of the British CHEVENING Scholarship Awards, which is granted to outstanding emerging leaders and enabling them to pursue a master's degree at any UK university. He received his Bachelor of Arts degree in Economics and Bachelor of Science in Commerce degree in Management and Financial Institutions from the De La Salle University in Manila, Philippines. Subsequently, he joined the DLSU faculty as Assistant Professor in Economics.

He joined the team of Senator Edgardo J. Angara as his Chief of Staff in 2002.

In 2005, he worked as a senior lecturer in Economics, Finance and Statistics for the Bachelor of Science in Business Administration program of the Northern Virginia, Prague Campus.

He was also formerly the vice president for Corporate Communications of the Strategic Alliance Holdings, Inc. – Technologies (SAHI-TECH), a post he held for four years.

#### Trainings:

- Training on Risk Management
- Gender and Development (GAD) Program: Talk on Sexual Harassment



### ATTY. ARISTOTLE B. BATUHAN

51, Filipino, was appointed as a member of the Board of Directors of BCDA on October 14, 2016. He took his oath of office on October 19, 2016.

He concurrently serves as director of various affiliates of BCDA such as Fort Bonifacio Development Corporation, Bonifacio Water Corporation, Filinvest BCDA Clark, Inc., and Philippine Japan Initiative for GCG, Inc.

He was born on September 7, 1966, in Cebu City, Philippines. He obtained his Bachelor of Laws from the University of the Philippines in 1992, and his Master of Laws from Harvard Law School, Cambridge, Massachusetts, U.S.A., in 1995. At Harvard, his areas of concentration included constitutional law and public international law. Upon graduation from Harvard, he worked briefly as a visiting foreign attorney at the prestigious law offices of Hale & Dorr in Boston.

From 1996 to 1999, Mr. Batuhan worked as a senior associate at Sycip Salazar Hernandez & Gatmaitan, the largest law firm in the Philippines. His practice areas included corporations, foreign investments, project finance, public utilities [telecoms and water], banking, securities and privatization. He also has experience in corporate, civil and criminal litigation, and has argued cases before labor and other administrative tribunals.

Mr. Batuhan was tapped to join the Presidential Management Staff, Office of the President in April 1999, with the rank of presidential assistant. He was

tasked to review foreign-funded projects and government infrastructure contracts. He resigned his post in October 2000. Mr. Batuhan also served as senior legal consultant at the Office of the Presidential Chief of Staff in January 2006 to early 2007.

Mr. Batuhan co-founded Batuhan Blando Concepcion Law Offices in October 2001 and was its Managing Partner until July 20, 2010, when he was appointed Undersecretary of the Department of Transportation and Communications (DOTC).

He resigned from DOTC on October 15, 2011 and resumed his private practice as Special Counsel at Batuhan Blando Concepcion & Trillana Law Offices.

Mr. Batuhan serves as president and chief executive officer of Motoring Ventures Phils., Inc.

#### Trainings:

- Enhancing Audit Committee Effectiveness
- Gender and Development (GAD)  
Program: Talk on Sexual Harassment



### VICE ADMIRAL FERDINAND S. GOLEZ (RET)

63, Filipino, is a member of the Board of Directors of BCDA since 2011. He was reappointed to the position by President Rodrigo Roa Duterte on June 16, 2017. He took his oath office on June 29, 2017. Mr. Golez holds directorships in the following affiliates of BCDA, namely, Fort Bonifacio Development Corporation, and Bonifacio Water Corporation.

Mr. Golez has a highly accomplished and well-decorated career in the naval profession. He has profound experience in the leadership and management of major commands of the Navy—the most recent of which was his almost two-year tour of duty at the helm of the Philippine Navy as its Flag Officer-in-Command—the highest and most coveted position in the Navy.

He rose to the top command as manager and leader of a 23,000-strong sailor and marine force. His expertise spans naval and maritime operations, intelligence and strategic planning, national security administration, resource allocation, and organizational development. Among his major achievements are his establishment and institution of the Philippine Navy Board of Advisers (a multi-governance sector coalition composed of experts and leaders in various sectors of society), the conduct of Maritime Security Forums from 2008-2010 in different Naval Forces around the archipelago, and all relevant activities to jumpstart the future Navy everyone in this maritime nation can be proud of.

After his naval career, he joined the Energy Development Corporation as Head of its Security Department since August 2010, where he planned, devised and implemented a working security system to ensure uninterrupted power production in all areas where all renewable power is generated.

#### Trainings:

- GE Digital Transformation Roadmap
- Gender and Development (GAD)  
Program: Talk on Sexual Harassment



**COL YUSOP A. JIMLANI (RET) PA**

66, Filipino, was appointed as a member of the Board of Directors of BCDA on November 28, 2016. He took his oath of office on December 6, 2016. He is also a director of the Fort Bonifacio Development Corporation, one of BCDA’s affiliates.

As a college student, Mr. Jimlani was a government scholar; as a military student, he received two awards for academic excellence. He also earned 45 units in post-graduate study leading to a Masters in Business Administration.

When he was a captain, he served as an instructor in the Philippine Army Training Command (TRACOM). He received an award for best instructor from the TRACOM.

He’s the only Muslim officer who served as an aide-de-camp during the time of President Corazon C. Aquino, as assigned to foreign presidents.

A proud Muslim, Mr. Jimlani wrote a book titled *Soldiers Handbook to Understand Muslim*—the first-ever handbook aimed at educating soldiers on Muslim cultures and traditions especially those assigned in Mindanao.

His distinguished military career is capped with 79 awards and decorations, 79 commendations and honors, and 2 awards for academic excellence.

Mr. Jimlani organized and led the United Muslim Council for Peace and Development (UMCPD), with more than 200,000 members. The UMCPD—which was adjudged by the Philippine Army as the best NGO—built eight mosques and three madrasas without government funding.

He was a team leader of the Ad Hoc Joint Action Group (AJAG) of the government panel in the GRP-MILF peace process.

He was hired as consultant then eventually appointed as government officer by former Davao City Mayor and now President of the Philippines Rodrigo Roa Duterte, who called him “the third most important person in the city government” in a statement published in Sunstar Davao on July 26, 2013.



**P/C SUPT JOSE C. PALLARCA (RET)**

69, Filipino, was appointed as a member of the Board of Directors of BCDA on January 27, 2017. He took his oath of office on February 2, 2017. He is also a director of BCDA’s affiliate, the Fort Bonifacio Development Corporation.

Mr. Jose C. Pallarca is a retired police chief superintendent of the Philippine National Police (PNP) and an enlisted man of the Philippine Army.

As a law enforcer, he has handled various assignments all over the country, as the Provincial Director of the Palawan Provincial Police Office; Chief of the Pasay City Police Chief of Weapons

Transportation and Communication Division of the PNP Office of Directorate for Research and Development; Comptroller of the PNP Narcotics Command, and, office of the PNP Traffic Management Group.

A soldier, he was formerly Commanding Officer of the 2nd Company Military Police Battalion in Davao City.

He gained his military/police education from the Philippine Public Safety College, the Philippine Constabulary Training Command, and the Intelligence Service of the of the Armed Forces of the Philippines (ISAFP), among others. Mr. Pallarca received his master’s degree in Public Administration from the Manuel L. Quezon University. He has a degree in BS Commerce from Jose Rizal College.

Trainings:

- Corporate Governance Orientation Program for GOCCs
- Gender and Development (GAD) Program: Talk on Sexual Harassment



**MGEN ROMEO V. POQUIZ (RET)**

59, Filipino, was appointed as a member of the Board of Directors of BCDA on November 28, 2016. He took his oath of office on December 6, 2016. Mr. Poquiz is also a director of BCDA’s affiliates, namely, Fort Bonifacio Development Corporation and Bonifacio Transport Corporation.

Mr. Poquiz is a multi-awarded military officer, aviator, ground combat commander, leader and manager who served with distinction in the Armed Forces for 37 ½ years. He retired in 2014 as commander of the 2nd Air Division (Air Force in the Visayas). His other positions in the service include, among many others: Air Force Inspector General, Commander of the Air Force Special Operations Wing, Commanding Officer of the Air Force Finance Center and Commanding Officer of the AFP Pension Management Center. He also served as trustee of the AFP Savings and Loan Association, which has resources of about Php40 billion.

He is widely known in the entire AFP as the Air Force officer and military pilot who commanded a newly-created Air Force ground counter insurgency unit which fought many battles against the communist terrorists.

He graduated in 1981 from the Philippine Military Academy and acquired his Master's in Management, major in Finance, from the Naval Postgraduate School in the U.S.A. in 2000. His skills were further honed in various other courses, trainings and seminars, among which are: Project Management Course and Senior Executive Management Seminar from the Asian Institute of Management; Negotiation Skills Seminar from the Ateneo Graduate School of Business; and Corporate Governance Seminars from the Institute of Corporate Directors in 2006 and 2017.

In the U.S.A., he took up the International Defense Management Course in 1996 and the International Defense Resources Management Applications Course in 1998. He also took up the North Atlantic Treaty Organization (NATO) Codification Systems Seminar in 1999.

Mr. Poquiz was formerly the president of BioSyn PowerGen Inc., a technology architecture company in the power industry. He currently holds the following positions: Regional Manager, Asia Pacific, of Rescue Global, a London-based not-for-profit Disaster Risk Reduction and Response organization; Board Director of BioSyn Central Power, Inc.; and Consultant of the Philippine Economic Zone Authority.

**Trainings:**

- Enhancing Audit Committee Effectiveness
- Gender and Development (GAD) Program: Talk on Sexual Harassment



**GERARD R. SENO**

58, Filipino, was appointed as a member of the Board of Directors of BCDA on September 22, 2015. He took his oath of office on October 7, 2015. He is also a director of BCDA's affiliates, the Fort Bonifacio Development Corporation.

Mr. Seno is a labor rights advocate and an educator. His expertise ranges from project development, monitoring and implementation in the fields of union organizing, workers' education, construction health and safety, promotion and management of cooperatives, policy research and advocacy, industrial relations and collective bargaining, among others.

He is currently the national executive vice president of the Associated Labor Unions (ALU). He is also Labor Sector representative of various groups which include the Tripartite Efficiency and Integrity Board (TEIB); the Tripartite Industrial Peace Council (TIPC); Bank Industry Tripartite Council (BITC), and the Construction Industry Tripartite Council (CITC). He is also Mill Worker Sector representative of the Sugar Tripartite Council (STC), among other key positions. He is a co-convenor of Nagkaisa, a broad coalition of labor centers, national federations, Industry unions in private and public sector,

informal sector, and other organizations aimed to promote trade union unity, decent work, security of tenure, among others.

He was first appointed to BCDA as director in 2001, a position he held until 2010. As such, he served on the boards of BCDA's subsidiaries and affiliates which include the BCDA Management and Holdings, Inc., the John Hay Management Corporation, the Bataan Technology Park, Inc. and the Fort Bonifacio Development Corporation.

He was one of the delegates to the International Labor Conference in Geneva, Switzerland held June 01-13, 2015. Among conferences attended since June 2012-2015 were the European and Global Lafarge-Holcim Conference, held June 16-17, 2015 in Zurich Switzerland; the International Transport Workers' Federation 43rd Congress in Sofia, Bulgaria; the Japan Autoworkers Union 43rd Convention in Haneda, Japan (2014); and the Workshop on Labor Management Relations with Special Focus on the Automobile Industry sponsored by Asian Productivity Organization in Tokyo, Japan (2013).

He graduated with Bachelor of Laws and Bachelor of Science in Business Administration degrees from University of San Carlos, Cebu City in 1986 and 1981, respectively.

**Trainings:**

- Enhancing Audit Committee Effectiveness
- Gender and Development (GAD) Program – Talk on Sexual Harassment

## Top Management and Officers



**Vivencio B. Dizon**  
President and Chief Executive Officer



**Aileen Anunciacion R. Zosa**  
Executive Vice President



**Engr. Joshua M. Bingcang**  
Vice President  
Business Development  
and Operations Group



**Atty. Nena D. Radoc**  
Vice President  
Finance Group and Chief Finance Officer



**BGen Carlos F. Quita (Ret.)**  
Vice President  
Corporate Services Group



**Atty. Elvira V. Estanislao**  
General Counsel  
Legal Services Department

## BCDA Management Directory

### OFFICE OF THE CHAIRMAN

Gregorio D. Garcia III  
Chairman  
Tel. No.: (632) 575-1702  
Tel./Fax No.: (632) 816-0935

**Corporate Board Secretariat**  
Atty. Elvira V. Estanislao  
Corporate Secretary  
Tel. No.: (632) 575-1736

**Internal Audit Services Office**  
Dean Montalban  
Officer-in-Charge  
Tel. No.: (632) 575-1740  
Tel./Fax No.: (632) 816-0938

### OFFICE OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Vivencio B. Dizon  
President and Chief Executive Officer  
Tel. No.: (632) 575-1703  
Tel./Fax No.: (632) 816-0915

Atty. Joanna Eileen M. Capones  
Head Executive Assistant  
Tel. No.: (632) 575-1704

**Information & Communications  
Technology Department**  
Virgil M. Alvarez  
Department Manager  
Tel. No.: (632) 575-1744

**Public Affairs Department**  
Leilani P. Barlongay-Macasaet  
Department Manager  
Tel. No.: (632) 575-1733

**Marketing Unit**  
Christian Paolo R. Quillamor  
Officer-In-Charge  
Tel. No.: (632) 575-1721

### **OFFICE OF THE EXECUTIVE VICE PRESIDENT**

Aileen Anunciacion R. Zosa  
Executive Vice President  
Tel. No.: (632) 575-1707  
Tel./Fax No.: (632) 816-0962

**Legal Services Department**  
Atty. Elvira V. Estanislao  
General Counsel  
Tel. No.: (632) 575-1728

**Planning Services Department**  
Eduardo G. Policarpio Jr.  
Project Manager  
Tel. No.: (632) 575-1729

**Subsidiaries, Affiliates & Projects  
Monitoring Department**  
Atty. Maria Soledad C. San Pablo  
Department Manager  
Tel. No.: (632) 575-1722

### **BUSINESS DEVELOPMENT AND OPERATIONS GROUP**

Engr. Joshua M. Bingcang  
Vice President  
Tel. No.: (632) 575-1747  
Tel./Fax No.: (632) 816-1089

**Business Development  
Department**  
Arrey A. Perez  
Head  
Tel. No.: (632) 575-1757  
Tel./Fax No.: (632) 816-1043

**Land & Assets Development  
Department**  
Engr. Richard Brian M. Cepe  
Officer-In-Charge  
Tel. No.: (632) 575-1755

**Project Management Department**  
Engr. Jovito M. Sunga  
Officer-In-Charge  
Tel. No.: (632) 575-1760

**New Clark City Project  
Management Office**  
Engr. Joshua M. Bingcang  
Head  
Tel. No.: (632) 575-1747  
Tel./Fax No.: (632) 816-1089

### **FINANCE GROUP**

Atty. Nena D. Radoc  
Vice President & Chief Finance  
Officer  
Tel. No.: (632) 575-1764  
Tel./Fax No.: (632) 816-1052

**Budget Department**  
Hedda Lourdes Y. Rulona  
Department Manager  
Tel. No.: (632) 575-1775

**Finance Management Services  
Department**  
Clemencia P. Vicente  
Officer-In-Charge  
Tel. No.: (632) 575-1766

**Treasury & Investments  
Department**  
Norma S. Pabustan  
Department Manager  
Tel. No.: (632) 575-1769

### **CORPORATE SERVICES GROUP**

BGen Carlos F. Quita  
Vice President  
Tel. No.: (632) 575-1777  
Tel./Fax No.: (632) 816-1004

**Premises Administration and  
Transportation Services Division**  
Eduardo R. Rosqueta  
Head  
Tel. No.: (632) 575-1790

**Security Services Unit**  
RAdm Zyril D. Carlos (Ret)  
Head  
Tel. No.: (632) 575-1792

**Records Management and Office  
Services Division**  
Aristotle E. Guerrero  
Chief Administration Officer  
Tel. No.: (632) 575-1788  
Tel./Fax No.: (632) 816-0996

**Organization Development  
& Management Department**  
Patrick Roehl C. Francisco  
Department Manager  
Tel. No.: (632) 575-1794

**Procurement and Property  
Management Department**  
Nancy V. Paje  
Department Manager  
Tel. No.: (632) 575-1783

### **COMMISSION ON AUDIT**

Lourdes D. Benitez  
Supervising Auditor  
Tel. No.: (632) 575-1717  
Tel./Fax No.: (632) 816-1344

Cecilia N. Chan  
Audit Team Leader  
Tel. No.: (632) 575-1718

## Directory of the BCDA Group



### CLARK DEVELOPMENT CORPORATION

Bldg. 2122, Elpidio Quirino St.  
Clark Freeport Zone  
2023 Pampanga, Philippines  
Tel.: (63) (45) 599-9000 | 599-2092  
Fax: (63) (45) 599-2507  
E-mail: [info@clark.com.ph](mailto:info@clark.com.ph)  
Website: [www.clark.com.ph](http://www.clark.com.ph)

Jose P. De Jesus  
Chairman

Noel F. Manankil  
President and CEO



### JOHN HAY MANAGEMENT CORPORATION

JHMC Office Complex  
John Hay Special Economic Zone  
Camp John Hay, Baguio City 2600  
P.O. Box 1088  
Tel./Fax: (63) (74) 444-5823  
E-mail: [mgmt@jhmc.com.ph](mailto:mgmt@jhmc.com.ph)  
Website: [www.jhmc.com.ph](http://www.jhmc.com.ph)

Silvestre C. Afable Jr.  
Chairman

Allan R. Garcia  
President and CEO



### NORTH LUZON RAILWAYS CORPORATION

3rd Floor, Engineering Building  
MWSS Compound, Katipunan Road  
Balara Filter, Pansol, Quezon City  
Philippines 1108  
Tel.: (632) 709-1150-51  
Fax: (632) 709-1152  
E-mail: [public\\_affairs@northrail.com.ph](mailto:public_affairs@northrail.com.ph)  
Website: [www.northrail.com.ph](http://www.northrail.com.ph)

Atty. Arthur P. Tugade  
Chairman

Conrad K. Tolentino  
President and CEO



### PORO POINT MANAGEMENT CORPORATION

Poropoint Freeport Zone  
Gov. Joaquin L. Ortega Ave. (Formerly  
Pennsylvania Ave.) San Fernando City,  
2500  
La Union, Philippines  
Tel.: (63) (72) 242-4016  
Fax: (63) (72) 242-0683  
E-mail: [poropointfreeportzone@gmail.com](mailto:poropointfreeportzone@gmail.com)  
Website: [www.poropointfreeport.org](http://www.poropointfreeport.org)

Sherwin S. Rigor  
Chairman

Atty. Felix S. Racadio  
President and CEO

## Affiliates

### Bonifacio Art Foundation, Inc.

The Mind Museum  
JY Campos Park, 3rd Avenue  
Bonifacio Global City, Taguig City, Philippines  
Tel.: (632) 909-6463 | Fax: (632) 909-6461  
E-mail: [inquiry@themindmuseum.org](mailto:inquiry@themindmuseum.org)  
Website: <http://www.themindmuseum.org>

### Bonifacio Communications Corporation

c/o Philippine Long Distance Company  
Ramon Cojuangco Bldg., Makati Ave., Makati City  
Tel.: 171 or 1-800-1888-9090  
Fax: (632) 844-6654

### Bonifacio Estate Services Corporation

2/F, Bonifacio Technology Center  
31st St. corner 2nd Ave.  
Bonifacio Global City, Taguig City, Philippines  
Tel.: (632) 816-2372 | Fax: (632) 818-1603  
Website: <http://www.besc.bgc.ph>

### Bonifacio Water Corporation

38th Drive, University District  
Bonifacio Global City, Taguig City, Philippines  
Tel.: (632) 818-3601

### Fort Bonifacio Development Corporation

2/F, Bonifacio Technology Center  
31st St. corner 2nd Ave.  
Bonifacio Global City, Taguig City, Philippines  
Tel.: (632) 816-3601  
E-mail: [info@bgc.com.ph](mailto:info@bgc.com.ph)  
Website: <http://www.bgc.com.ph>

### Subic Bay Metropolitan Authority

Administration Building  
Bldg. 229, Waterfront Road  
Subic Bay Freeport Zone, Philippines  
Tel.: (63) (47) 252-4000 | 252-4004 | 171  
1-800-1888-9090  
Fax: (632) 844-6654  
Website: [www.mysubicbay.com.ph](http://www.mysubicbay.com.ph)

### Subic Clark Alliance for Development

Ground Floor, Building 2127  
CDC Corporate Headquarters  
E. Quirino corner C. Garcia Streets  
Clark Freeport Zone, Philippines  
Tel.: (63) (45) 599-7418 | Fax: (63) (45) 599-7499  
E-mail: [mail@scadcouncil.com](mailto:mail@scadcouncil.com)  
[scadcouncil@yahoo.com](mailto:scadcouncil@yahoo.com)  
Website: <http://www.scadcouncil.com>

## Annual Report Acknowledgment Directory

Aqua Planet Clark  
Ayala Land, Inc.  
Bataan Technology Park  
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Clark International Airport Corporation (CIAC)  
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Hansa Creations, Inc.  
Hilton Hotels & Resorts Clark  
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Shangri-La at the Fort  
Singapore School Clark  
The Net Group of Companies  
Uptown Mall  
Venice Grand Canal Mall  
Widus Hotel and Casino Clark

## Publications Team

**Creative Directors:** Gregorio D. Garcia III  
**Chairman**

Vivencio B. Dizon  
**President and CEO**

**Editorial Director:** Aileen Anunciacion R. Zosa  
**Executive Vice President & COO**

**Editorial Team:** Isabel Templo, **Managing Editor**  
(A Story of Modernization)  
Ret Sakay (A Story of Transformation)  
Jocelyn de Jesus (A Story of Investments)  
Carol Pajaron (A Story of Service)

### Public Affairs Department:

Leilani Barlongay-Macasaet, **Head**  
Maricar Gay Savella-Villamil  
Michelle San Juan-De Vera  
Kathrina Charmaine R. Alvarez  
Garry A. Cativo  
Patricia Ruth B. Cailao  
Lanquin Seyer R. Gacusan  
Samuel Luke M. Galivo  
Mareynel B. Toquero

**Design, Copy,  
and Printing:** Mode Matrix Manila, Inc.



BCDA Corporate Center  
2/F, Bonifacio Technology Center  
31st Street corner 2nd Avenue  
Bonifacio Global City, Taguig City,  
Philippines

Tel. No.: (632) 575-1700  
Fax No.: (632) 816-0996  
Email: [bcda@bcda.gov.ph](mailto:bcda@bcda.gov.ph)  
Websites: [www.bcda.gov.ph](http://www.bcda.gov.ph)  
[www.build.gov.ph](http://www.build.gov.ph)

  theBCDAGroup  
bbbphilippines