

Republic of the Philippines  
Office of the President

**BCDA**  
Bases Conversion and  
Development Authority

# Building Better @ 30

BCDA 2022 ANNUAL REPORT





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## **BUILDING BETTER @ 30**

BCDA 2022 ANNUAL REPORT



### **ABOUT THE COVER**

New Clark City River Park, pictured here, is a refreshing sight—4.5 hectares of lush greens, rich biodiversity, leisure, and art. New Clark City itself is a breath of fresh air amid the common woes plaguing city dwellers. In this green issue of the BCDA Annual Report, we highlight the smart, environmentally friendly, inclusive, and disaster-resilient features of not only New Clark City, but all our projects. Since 2012, when the master planning of New Clark City began, we have been building better, integrating sustainability into our developments.

Republic of the Philippines  
Office of the President

**BCDA**  
Bases Conversion and  
Development Authority





## MESSAGE FROM THE PRESIDENT OF THE REPUBLIC OF THE PHILIPPINES

**M**y warmest greetings to the **Bases Conversion and Development Authority (BCDA)** on the publication of your **2022 Annual Report**.

With the creation of the BCDA through Republic Act No. 7227 in 1992, the government made a significant step towards its goal of transforming former military bases into drivers of social and economic development. Thankfully, three decades later, the BCDA remains a staunch promoter of inclusivity and sustainability in these places, making space for the progress of communities and for the realization of the dreams of many.

As such, I recognize all your officials and employees for being faithful to your duty by building dynamic areas for growth and prosperity. With all the success of the previous year chronicled in this report, we look forward to even more innovative ideas, more responsive plans, and more passionate collaborations that these triumphs can help inspire in the BCDA.

May this publication then remind everyone of the great purpose that your organization serves, especially now that we, as a nation, are called upon to reinforce the values, practices, and systems that raised us in

the first place. Let it also inspire you to keep upholding the gold standard of stewardship and public governance so that we may keep the trust and confidence of our investors and our people.

Congratulations and I wish you all the best as you keep pursuing your mandate to “build better more” for the current and next generations.



**FERDINAND R. MARCOS, JR.**  
President  
Republic of the Philippines





# **BUILDING MODERN COMMUNITIES AND STRENGTHENING THE AFP**

## **DELFIN N. LORENZANA**

Chairman  
Bases Conversion and Development Authority

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**C**ongratulations to the men and women of the Bases Conversion and Development Authority (BCDA) on its 30<sup>th</sup> anniversary.

As we look back to 1992, the year BCDA was created, it is both inspiring and gratifying to see what we have accomplished so far. I am therefore honored and privileged to be part of BCDA to celebrate this milestone.

The BCDA's first foray into real estate development was the 240-hectare Bonifacio Global City (BGC) in Taguig. It became the template of succeeding real estate development projects, such as

McKinley Hill and Newport City. At present, BCDA is developing the 9,450-hectare New Clark City in the former U.S. Air Force base in Pampanga. It will be the most modern city in the Philippines—sustainable, people- and business-friendly, and smart. The world-class infrastructure that BCDA is building in New Clark City is attracting investors. In 2022, investment proposals worth Php95.51 billion were received. As we continue to develop the infrastructures of New Clark City, many more locators will come.

One of the mandates of the BCDA is to contribute to the

modernization of the Armed Forces of the Philippines (AFP). From 1993 to 2022, BCDA generated a total of Php134.66 billion for the government, of which Php56.40 billion was for the modernization of the AFP. This amount may seem modest compared to what the government has spent for AFP modernization in the same period, but nonetheless a substantial amount and most appreciated by the AFP.

As we develop modern communities in former military camps, the AFP facilities affected by the development must be replicated and modernized in





Photo courtesy of the Philippine Air Force

**Taking off.** These are two of 16 S701 Black Hawk helicopters procured by the Philippine government in 2021. In 2022, the Department of National Defense signed a contract for 32 more helicopters worth USD624 million as part of AFP modernization efforts.

other areas. Examples are the facilities of the Philippine Army in what is now BGC, and the Philippine Air Force in what is now Newport City. Recently, the Army Support Command moved to their new home in Camp Aquino Tarlac from Fort Bonifacio, freeing up 11 hectares for commercial development. BCDA is likewise constructing the facilities for the Philippine Marine Headquarters and its support units in Morong, Bataan to free up their area at the Bonifacio Naval Station for mixed-use development. Since 1993, BCDA has spent Php11.12 billion from BCDA funds for replication and

implemented replication projects amounting to Php8 billion from the General Appropriations.

As we look forward to the next several decades, let us focus on the primary task placed on our shoulders: to convert and develop former military camps into modern communities that are people- and business-friendly, sustainable, and smart. Our success in this means more businesses built, more employment, and more revenues to the government. In the final analysis, this was what BCDA was created for. Let us therefore join hands and do our best to fulfill our mandate.

**“As we look forward to the next several decades, let us focus on the primary task placed on our shoulders: to convert and develop former military camps into modern communities that are people- and business-friendly, sustainable, and smart.”**





# CHANGING THE GAME

**AILEEN ANUNCIACION R. ZOSA**  
President and Chief Executive Officer  
Bases Conversion and Development Authority

**A**mong the many accomplishments of the Bases Conversion and Development Authority (BCDA) since it was established 30 years ago, I consider revenue generation for government projects, including contributions to the Armed Forces of the Philippines (AFP) Modernization Program, to be the most significant. From 1993 to 2022, BCDA generated Php134.66 billion from its Asset Disposition Program (ADP).

Thanks to these efforts, BCDA has enjoyed good financial health through the years, and has put in place the conditions that have made it possible for us to initiate and implement our projects. The fact that BCDA has managed to sustain a solid financial performance despite the economic disruption caused by the COVID-19 pandemic is a testament to the success of our revenue generation.

## Evolving

In my 27 years in BCDA, I have seen how BCDA has evolved to fulfill its mandate, stepping into the various roles that were required of us. In the 1990s, we were real estate developers. Our focus then was on transforming Fort Bonifacio and Villamor Air Base into economic centers to generate revenue. Bonifacio Global City (BGC) and Newport City turned out to be the first of our game changers. In developing them, our partnership with the private sector was crucial. It was through these early partnerships that we learned and honed the qualities that have made us a public partner of choice—integrity, transparency, and accountability, but above all, openness. Though BCDA is a government institution, we are open to ideas, open to innovation, open to learning and

understanding the business, and open to learning from our private partners.

In the early 2000s, when we had achieved a solid financial position, we became infrastructure developers, building the Subic–Clark–Tarlac Expressway (SCTEX) to make Clark more accessible. The SCTEX has been a game changer for Central Luzon, so much so that in 2021, according to the Philippine Statistics Authority, the region had a poverty incidence of 8.3 percent, the fourth lowest in the country; while Pampanga had a poverty incidence of 2.9 percent, the lowest in Central Luzon. The 2017 Annual Financial Report of the Commission on Audit also listed Pampanga as the 10<sup>th</sup> richest province in terms of assets. In 2022, traffic volume on SCTEX even exceeded pre-pandemic levels, with 70,894 vehicles using the SCTEX everyday, resulting in Php3.26 billion





**“Sustainability is no longer a luxury nor an add-on. It is now built into all BCDA development projects.”**

**Transformed.** This is the now-familiar skyline of Bonifacio Global City, the first of BCDA’s developments, transformed from the sale a 440-hectare portion of Fort Bonifacio.

in toll revenues—the highest since it opened in 2008.

Throughout the initial years, BCDA invested Php4 billion in the development of Clark Freeport. We then embarked on a new development frontier: New Clark City. The lessons we learned in developing BGC and Clark Freeport drove us to conceptualize and develop New Clark City into a smart, green, sustainable, disaster-resilient, and socially inclusive metropolis. We became builders of sports facilities—and in record time, too—as the New Clark City Sports Complex was the venue for the 30<sup>th</sup> South East Asian (SEA) Games in 2019, putting the Philippines on the map as a venue for international sporting events.

Having invested another Php4 billion in the Clark Civil Aviation Complex since the start, we then went further to become airport terminal builders, constructing the

Clark International Airport New Passenger Terminal Building (NPTB). The NPTB, which cost more than Php10 billion, opened in 2022 and was used by 768,826 passengers—an increase of 299 percent from 192,652 passengers in 2021—on 5,664 flights, 137 percent more than 2,386 in 2021. Moreover, BCDA tapped the National Government budget to modernize airport equipment, such as the Clark terminal radar system and airfield ground lighting system.

**Continuing and Sustaining**

This is by no means the end of the development for the former bases and camps, or of the work my predecessors started. In fact, the conversion program charted by the Legislative-Executive Bases Council, the precursor of BCDA, is ongoing. As the President and CEO of BCDA, my main focus is to continue and sustain the gains we have already made.

During the administration of the late President Fidel V. Ramos, when BCDA was newly operationalized, the buzzword was “world-class.” Thirty years since then, we have proven time and again that we are capable of achieving that standard. From being mere developers, we have become game changers. We are not only contributing to nation building; we are also helping to future-proof the nation through projects that are disaster resilient, socially inclusive, and sustainable, fueled by clean and renewable energy sources.

Our mandate remains the same—to build great communities while helping strengthen the Armed Forces—but we are building to better standards, the standards of the future. Sustainability is no longer a luxury nor an add-on. It is now built into all BCDA development projects. Looking ahead, we will continue to evolve to meet the demands of the times and to fulfill our mandate.





# Building Better @ 30

## CREATING SUSTAINABLE AND INCLUSIVE COMMUNITIES

**W**hether it's flourishing new cities, world-class military facilities, unprecedented infrastructure development, or public-private partnerships, the Bases Conversion and Development Authority (BCDA) has built it.

Throughout our history, our commitment to fulfilling our mandate has made us a reliable participant in nation building. Taking the flagship government initiative Build Build Build program to the next level as Build Better, More, we build on the gains

we have made, to build great cities while strengthening the country's armed forces.

On our 30<sup>th</sup> year, we expand our focus to doing our share to rebuild the planet. We reaffirm our commitment to good stewardship—not only of national resources, but more importantly, of natural resources. Now more than ever, the BCDA is committed to promoting ecological reconstruction, as well as sustainability, resilience, and inclusivity.





# We build great communities while we help strengthen our armed forces.

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## BCDA Mandate

**T**he Bases Conversion and Development Authority (BCDA) is a government-owned and -controlled corporation (GOCC), which lives by its core mission: to build great communities while helping strengthen the armed forces.

It is vested with corporate powers under Republic Act (RA) 7227 or the Bases Conversion and Development Act of 1992: “An Act Accelerating the Conversion of Military Reservations into Other Productive Uses, Creating the Bases Conversion and Development Authority for This Purpose, Providing Funds therefor and for Other Purposes,” which mandates BCDA to accelerate the sound and balanced conversion of former military bases into productive civilian uses and to enhance the benefits to be derived from said properties in order to promote economic and social development of Central Luzon in particular, and the country in general.

RA 7227 was signed into law by then President Corazon C. Aquino on March 13, 1992. The BCDA Charter was amended by RA 7917 in 1995, and further amended by RA 9400 in 2007.

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## Corporate Values



**Integrity**



**Innovation**



**Excellence**



**Stewardship**

**BONIFACIO HIGH STREET.** This one-kilometer-long boulevard in Bonifacio Global City is the first shopping district in the country to introduce the main street concept. It houses exceptional dining, shopping, and entertainment options you can enjoy, all just a few steps away from each other.



# Game-Changing Solutions

**T**he need for development and the concerns brought about by urbanization, a growing population, and climate change require outside-the-box thinking. The response of the Bases Conversion and Development Authority (BCDA): game-changing solutions.

The Clark International Airport (CRK) is one of these solutions. Beyond a greater capacity and a better passenger experience, CRK delivers sustainability. With energy savings equivalent to more than 41,000 tons of carbon dioxide emissions over a 22-year period, CRK contributes to Sustainable Development Goal

(SDG) 9: Industry, Innovation, and Infrastructure.

The New Clark City is another game changer. As the country's first smart, resilient, and green metropolis, it reverses the 60:40 ratio of built area to open space provided by the National Building Code, to 40 percent built area to 60 percent open space (forests, parks, and road networks).

A partnership with the UK Foreign, Commonwealth and Development Office (FCDO) Global Future Cities Programme provides technical assistance that encourages sustainable development. New Clark City thus contributes to SDG 11: Sustainable Cities and Communities.







CLARK

# Redefining *the* Passenger Experience

**T**he wait is finally over.

Envisioned as Asia's next premier gateway, the new passenger terminal building (NPTB) of Clark International Airport (CRK) has welcomed its first batch of passengers. Following the transfer of all arriving and departing flights from the old terminal, the NPTB began operations on May 2, 2022.

This modern, state-of-the-art facility is ready to receive 8 million passengers annually,

which is double the old terminal's capacity of 4 million per annum.

The airport is operated and maintained by the Luzon International Premiere Airport Development (LIPAD) Corporation, a consortium of Filinvest Development Corporation, JG Summit Holdings, Inc., Philippine Airport Ground Support Solutions, Inc. (PAGSS), and Changi Airport Philippines Pte. Ltd., a wholly owned subsidiary of Changi Airports International.





## TRANSFER of AIRPORT OPERATIONS *from* OLD TERMINAL

May 2, 2022

**F**or the people behind this game-changing project, the opening of the new terminal is a dream come true.

A joint project of the BCDA and the Department of Transportation (DOTr), and built with the Duterte administration’s mantra “A comfortable life for all” in mind, the terminal is a world-class facility of which Filipinos all over the world can be very proud.

Of course, there is nothing more fulfilling than finally seeing the terminal come to life after working so hard to build it—surviving even the uncertainties brought by the COVID-19 pandemic. The warm smiles, and looks of awe and wonder on the passengers’ faces, are the priceless rewards of building the facility.

## GRAND OPENING

September 28, 2022

**D**uring the grand opening, President Ferdinand R. Marcos, Jr. cited the project as a “perfect example of what [the] government and [the] private sector can do.” With private partners Megawide-GMR Construction Joint Venture, Inc. (engineering procurement and construction provider) and LIPAD Corporation (operations and maintenance partner), the project has broken barriers in public-private partnerships and produced a world-class airport.



The terminal’s first passengers lined up at the check-in counters after operations were transferred from the old CRK terminal.

## EMBARKING on a SUSTAINABLE JOURNEY

**B**anking on minimizing climate-related threats, LIPAD Corporation signed a facilities management and energy efficiency performance agreement with the Professional Operations and Maintenance Experts Incorporated (PROMEI) and Philippine DCS Development Corporation (PDDC) for the comprehensive maintenance of CRK. PROMEI and PDDC are both joint ventures of ENGIE Services Philippines and Filinvest Development Corporation (FDC), which aim to provide energy-efficient options, guaranteed savings on energy costs, and a reduced carbon footprint.

Under the facilities management contract, PROMEI will conduct a routine and planned maintenance and repair of electrical systems, mechanical plant and ventilation systems, plumbing systems, the building, and the hard infrastructure of the airport.



“**This facility is a very strong signal that yes, indeed, we are open for business.**”

—President Ferdinand R. Marcos, Jr. (Grand opening of CRK-NPTB, September 28, 2022)

Meanwhile, under PDDC’s energy efficiency performance pact, PDDC will fund, build, and operate the terminal’s entire chilled water plant with a total installed capacity of 3,000 tonnes of refrigeration under a build, own, operate, and transfer model.

## CRK FAST FACTS



### SUSTAINABILITY FEATURES

**41,000 tons**

of guaranteed carbon dioxide (CO<sub>2</sub>) emissions saved

**11,230 tonnes**

potential additional CO<sub>2</sub> savings from proper systems maintenance

**1.6M trees**

approximate number of trees that can capture the CO<sub>2</sub> emissions saved in the sustainability partnership



### INCLUSIVE FEATURES

- All-gender restrooms
- Nursing stations
- Multi-faith prayer rooms
- OFW Lounge  
*The first in the country*



### SAFETY AND SECURITY FEATURES

- Contactless facilities
  - Self-service check-in kiosks
  - Self-bag drop stations
- Integrated security screening





# THE NEW CRK

Clark International Airport

## TRAFFIC HIGHLIGHTS



**5,664 FLIGHTS**

**137% increase** vs. 2021's 2,386  
**4,138** international flights  
**1,526** domestic flights



**768,826 PASSENGERS FLOWN**

**299% increase** vs. 2021's 192,652  
**628,578** international passengers  
**140,248** domestic passengers

## UPDATED FLIGHT SCHEDULE (December 2022)

### Domestic Operations



CRK-CEB daily



CRK-CEB daily



CRK-MPH daily



CRK-MPH 3x weekly



CRK-ENI 3x weekly



CRK-USU  
 Dec. 16, 19, 23, 26, 27, 30

### International Operations



CRK-DOH daily



CRK-DXB daily



CRK-SIN daily



CRK-SIN 6x weekly



CRK-ICN daily



CRK-ICN daily



CRK-ICN daily  
 and 13x weekly effective Dec. 30



CRK-PUS daily



CRK-PUS daily



FLY GANGWON  
 CRK-YNV 2x weekly

## NEW FLIGHTS & AIRLINE LAUNCHES

(as of December 2022)

### Domestic



CRK-ENI  
 October 27, 2022



CRK-MPH  
 October 30, 2022



CRK-USU  
 December 16, 2022

### International



CRK-YNV  
 July 25, 2022



CRK-PUS  
 July 28, 2022



CRK-ICN  
 July 29, 2022



CRK-ICN  
 CRK-PUS  
 November 10, 2022

## LOCATORS & CONCESSIONAIRES



**28 Current Locators**



**13 Food and Beverage Outlets**

Bluesmith · Peri-Peri ·  
 Quick Bites · Tom n Toms ·  
 TGM/Root98 · Barcino ·  
 Mary Grace · Gong Cha ·  
 Eat-with-us · Meat Depot ·  
 Lola Nors · Jamaican's ·  
 Susie's Cuisine



**15 Service Concessionaires**



**3 Retail Shops**

Atin Ito · Narda's · Travel Free Shop



**11 Transport Service Concessionaires**

Tourists Transport · Blue Taxis · Victory Liner · Genesis Bus · Avis Car Rental · Hertz Car Rental



**Plaza Premium Lounge**

# A Model *for* Climate-Smart Development

**A**s our cities continue to be plagued by urban issues, our quality of life also suffers. This, exacerbated by the effects of climate change, poses the need for sustainable urban planning and development.

Built for people, crafted from scratch, New Clark City in Capas, Tarlac is the BCDA's answer to these challenges.

This modern metropolis embraces the concept of smart living, inclusivity, sustainability, and adaptability, so that residents and employees will enjoy a life of comfort, convenience, and long-term prosperity.

A model city, New Clark City was built according to a master development plan anchored on

the principles of sustainable development, and bolstered by strategies to improve mobility, conserve resources, strengthen responsiveness to crises, and promote growth in all sectors of society.

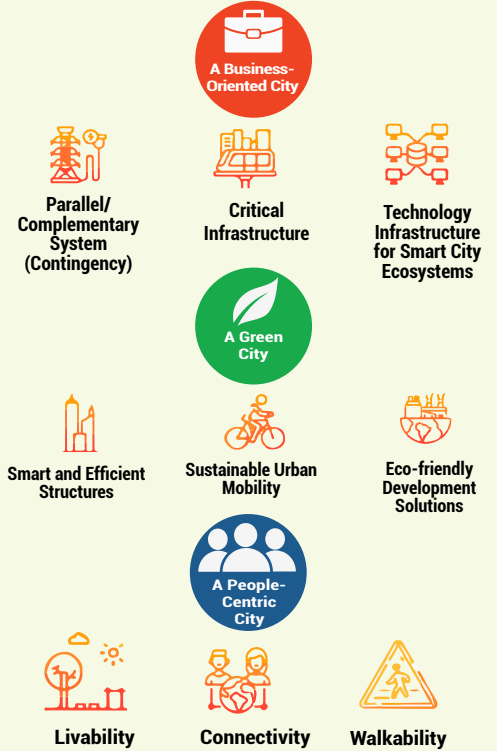
Of the 9,450-hectare land area, only 40 percent will be built on, while the remaining 60 percent is reserved for forests, open spaces, and upland farming.

All locators are required to comply with New Clark City's Design Standards and Guidelines, which integrate components of smart technologies, green practices, inclusive design, and disaster resiliency.





# Overall Sustainability Framework for New Clark City



## Development Partners

- Japan Overseas Infrastructure Investment Corporation for Transport and Urban Development
- Surbana Jurong
- Asian Development Bank
- MTD Philippines, Inc.
- Nippon Koei
- AECOM
- UK Foreign, Commonwealth & Development Office
- Widus Philippines, Inc.
- Meralco
- Filinvest Development Corporation
- Marubeni
- Hann Development Corporation
- The Kansai Electric Power Co., Inc.
- Chubu Electric Power
- PrimeWater

**Php95.51B**  
Investments committed by locators as of December 31, 2022

**Php12.59B**  
Investments infused by locators as of December 31, 2022



CLARK

# NEW CLARK CITY RIVER PARK







CLARK

# New Clark City Biodiversity

PROFILE

## Fauna Vertebrates

78%

are *Philippine endemics*

77 birds  
10 reptiles  
5 lizards  
5 snakes  
13 mammals  
6 amphibians



## Invertebrate Fauna

103 insects  
8 arachnids

## Flora

20 endemic species  
156 native species  
40 new province records  
29 threatened species



## Freshwater / Riverine

12 fish species  
11 endemic species



Credits to Asian Development Bank, Pro-Seeds  
Development Association, Inc., Dr. Anna Pauline O.  
De Guia, Mr. Juancho B. Balatibat, Mr. Bonifacio Labatos



# The GREEN HEART of NEW CLARK CITY

With green design and sustainability at the core of New Clark City's identity, there is nothing more fitting than having a 44.8-hectare park in the heart of this rising metropolis.

The Central Park will be the crown jewel of New Clark City—one of the largest parks to be built in the Philippines over the last 50 years since the completion of the Rizal Park in Manila.

An icon of sustainability, the Central Park will be an exhibit of New Clark City's commitment to leading a greener future. It will be a model for the planning and development of future open spaces in the country.

In December 2022, the Central Park was recognized for its sustainable and inclusive design, bagging the SEMEC Gold Award in the Analysis and Planning Category of the 2022 Singapore Landscape Architecture Awards.

## Key design strategies

- Adapting to the existing site, including biodiversity, topography, and site features
- Connecting to future context and creating a park accessible to all
- Creating a retention lake as part of an integrated and sustainable water strategy
- A variety of functions and uses



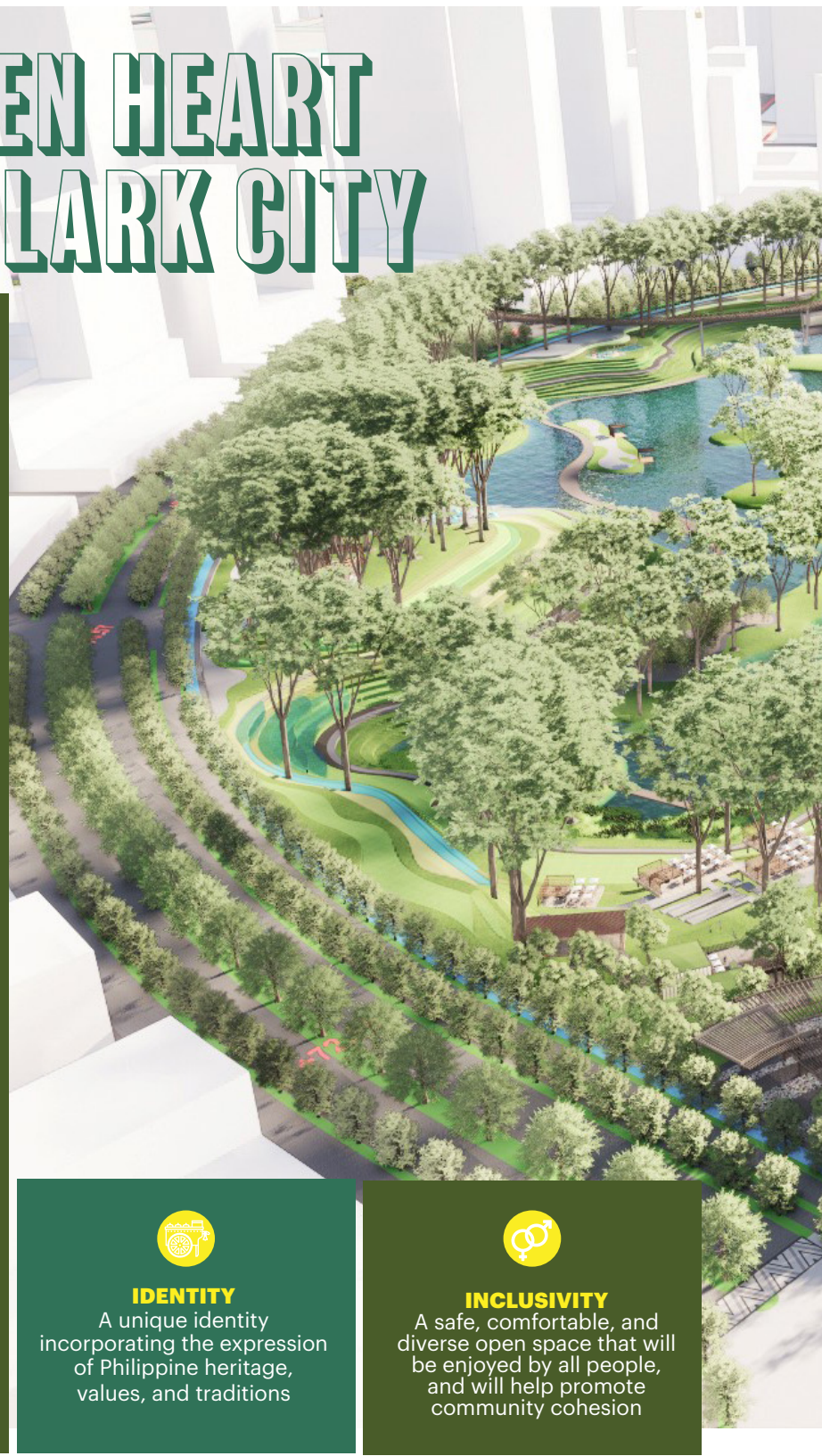
### IDENTITY

A unique identity incorporating the expression of Philippine heritage, values, and traditions



### INCLUSIVITY

A safe, comfortable, and diverse open space that will be enjoyed by all people, and will help promote community cohesion







**ENVIRONMENTAL RESILIENCE**

A responsible design for water and energy efficiency, as well as the preservation of important ecological areas and native habitat



**CONNECTIVITY**

Comfortable and continuous access to walking, cycling, and both public and private modes of transport



**ECONOMIC SUSTAINABILITY**

Realistic and sustainable economic foundations



**LIVABILITY**

An engaging space that enables all stakeholders to participate in a wide range of activities, contributing to people's physical and mental well-being, and therefore, providing a high quality of life



**DESIGN INNOVATION**

High-quality, human-scale, and visually interesting places and spaces, including multifunctional, flexible, and climate-responsive design solutions



**EASE OF MAINTENANCE**

Long-term functionality and sustainability





Artist's render of New Clark City Pilot Affordable Housing project

# AFFORDABLE HOUSING

As more government agencies, institutions, and businesses locate in New Clark City, the demand for housing will grow.

Looking ahead to address the needs of existing and future communities, the BCDA has completed the UK Foreign Commonwealth and Development Office (FCDO)-assisted mixed-income housing model for a 34.6-hectare affordable, multi-tenure, and climate-resilient project in New Clark City.

This housing project will cater to all residents and employees in New Clark City, regardless of their age, background, or income—contributing significantly towards the city's goal of becoming an inclusive and people-centered community.

With available housing options for all, everyone is part of the growth story of New Clark City.

## INTEGRATED DESIGN AND SUSTAINABILITY STRATEGIES

- Locally sourced and durable materials (e.g., lahar, bamboo)
- Bioswales
- Renewable energy
- Rainwater harvesting
- Greywater reuse
- Recycling and waste management
- Low carbon-emitting materials
- Meaningful building-landscape relationship
- Sympathy with the local ecology and natural environment
- Dedicated pedestrian and cycle paths
- PWD-inclusive facilities

## EIGHT DESIGN PILLARS

-  Affordability
-  Mobility
-  Economic resilience
-  Safety and security
-  Community and inclusivity
-  Access
-  Climate and environment
-  Healthy design





## Turnover of Final Reports from UK FCDO

For its vision of becoming a model of sustainability, New Clark City was chosen as one of the pilot areas of the UK FCDO Global Future Cities Programme (GFCP).

In May 2022, the British Embassy in Manila turned over the GFCP final reports to the BCDA, paving the way for the implementation of an integrated sustainability plan in New Clark City. This plan includes the Central Park design, an affordable housing project, and the establishment of a sustainability unit in BCDA.



Photo courtesy of the Presidential Coverage Office of the Undersecretary for Content Production - Presidential Communications Office

## Signing of Agreement with Enterprise Singapore

The visit of President Ferdinand R. Marcos, Jr. to Singapore in September 2022 proved to be productive as it helped strengthen relations between the two countries.

Among the agreements signed during the state visit was BCDA's memorandum of understanding with Enterprise Singapore (EnterpriseSG) to foster greater collaboration for the development of New Clark City and other special economic zones.

### Scope of coverage

- Affordable housing
- Estate management
- Transportation
- Solid waste management and waste-to-energy
- Smart cities
- Sustainability
- Green data centers
- Lifestyle and consumer areas



Knowledge-sharing and awareness-building activities



Business matching and access facilitation for Singapore companies



Scoping and facilitation of suitable modes of partnership

**“With Singapore as a global frontrunner in the area of smart city development, we at BCDA are very fortunate to have EnterpriseSG as our partner to facilitate knowledge exchange and link us with Singaporean firms that have the experience and expertise in the field.”**

— **Aileen Anunciacion R. Zosa**  
BCDA President and CEO





# PRIVATE SECTOR PARTNERS

## MTD PHILIPPINES, INC.

### NGAC Phase 1A:

An active, distinctive, and innovative civic and cultural hub

One of New Clark City's completed projects and proof of concept is the National Government Administrative Center (NGAC) Phase 1A, a 40-hectare complex developed in partnership with MTD Philippines Inc.

Constructed in only 18 months, NGAC is geared to serve as a recovery and back-up administrative hub for government operations in times of disasters and emergencies, pursuant to Executive Order 119 by then President Rodrigo R. Duterte. It is also a vibrant cultural and sports district that embodies the unique spirit and identity of the Filipino people.

After two years of restricted access due to the pandemic, NGAC once again bustled with life as New Clark City finally reopened to the public in May 2022.



### INTEGRATED GOVERNMENT ADMINISTRATIVE CENTER

- Built to withstand a magnitude 8.5 earthquake
- Ensures continuous government operations in case of disasters in Metro Manila



### RIVER PARK

- A 1.4-kilometer corridor with bikeways, jogging paths, amphitheatres, and spots for wellness activities
- Hosts rich flora and fauna along the riverbanks with installation artworks by Filipino artists



### ATHLETICS STADIUM

- Certified Class 1 by the World Athletics (formerly known as the International Association of Athletics Federations)
- Features a nine-lane 400-meter track and field, and a four-lane warm-up track
- Design inspirations:
  - » caldera or crater of Mt. Pinatubo
  - » contours of the Sierra Madre range
  - » *parol* or Christmas lantern of Pampanga



### AQUATICS CENTER

- World Aquatics-certified facility
- Features a 10-lane competition pool, eight-lane training pool, and a diving pool
- Design inspirations:
  - » coastal heritage of the Filipino people
  - » weaving patterns of the *baklad* or woven fish nets
  - » capiz shells



### ATHLETES' VILLAGE

- With 525 units, serves as billeting for athletes during training and sports events
- Features a gym, basketball court, swimming pool, lounge, and other recreational facilities
- Includes PWD-friendly rooms



### THE RESIDENCES

- Condominium-type dwelling with 516 units built for government employees and locators
- Offers security and modern conveniences for workers, employees, officials, and entrepreneurs in New Clark City





Phase 1 (of the Filinvest Innovation Park) is now ready to accept locators looking to construct their own facilities, particularly, companies involved in the fields of logistics, e-commerce, light manufacturing, and data center operations.”

—Francis V. Ceballos  
FLI Senior Vice President

Artist's render of the Filinvest Innovation Park

## FILINVEST LAND, INC.

Filinvest New Clark City:  
A world-class township community

Embracing the concept of livable, multifunctional, and all-inclusive spaces, a 288-hectare mixed-use township project is set to rise in New Clark City through a partnership between the BCDA and Filinvest Land, Inc. (FLI).

This masterplanned community is envisioned to be a sustainable, future-ready, and smart development, complete with intelligently designed living spaces enveloped by nature.

Of the total land area, 100 hectares has been developed as an industrial zone called the Filinvest Innovation Park, Phase 1 of which is now ready to accept locators, particularly those in priority sectors—manufacturing, logistics, e-commerce, and information and communications technology.



### Smart and Sustainable

- Promotes sustainable growth
- Minimizes environmental impact
- Respects the natural slope of land
- Ensures disaster resilience
- Is designed according to local climate and culture
- Implements smart phasing and planning for future development



### Green and Tropical

- Healthy living
- Smart city living
- Environmental, social, and economic sustainability
- Township management
- Renewable energies
- Blue-green water management



### Pedestrian- and Cycle-Focused (Car-lite)

- Efficient public transport
- Ease of movement
- Safe and secure cycling network
- Smart mobility
- Pedestrian-priority street
- Universal design





Artist's rendering of the Hann Lux Resort

## HANN DEVELOPMENT CORPORATION

Hann Reserve:  
The ultimate luxury playground

World-renowned hospitality brands, luxury spas, and professional golf courses. These are just some of the things that Filipinos can anticipate with the development of Hann Reserve in New Clark City.

Set to be the biggest ultra-luxe integrated golf resort in the country, this 450-hectare leisure spread will bring the first-ever Banyan Tree hotel to the Philippines, as well as other resort brands, such as the Westin and Luxury Collection by Marriott. It will also feature three 18-hole championship golf courses designed by the world's leading golf course design company, Nicklaus Design, and professional golfers KJ Choi and Sir Nick Faldo.

The project broke ground in November 2022, with the first phase of development (covering 149 hectares) expected to be completed by the fourth quarter of 2025.

Hann Reserve's design was carefully crafted to support local ecology and better manage water resources.

Hann Reserve will implement a sustainability plan to:



### LAND

- Incorporate the existing topology and characteristics of the site to the design
- Employ a proper waste management and segregation scheme
- Minimize disturbance through the efficient planning and execution of land development, and the avoidance of soil removal
- Enhance and protect surrounding vegetation



### WATER

- Maintain natural watercourses
- Introduce additional tree plantations
- Conduct a hydro-geological study before the construction of wells
- Develop a water management strategy that will consider storage ponds; treated effluent, rain, and surface water harvesting; and usable stream flow



### AIR

- Establish comprehensive management systems
- Integrate climate-related risks and mitigation measures into business operations
- Initiate cross-industry collaboration on regional adaptation strategies
- Optimize equipment and vehicle loadings, and maximize fuel efficiency
- Monitor air quality regularly



### PEOPLE

- Prioritize the hiring of qualified locals for all aspects of work, from construction to operations
- Observe proper solid waste collection, handling, and disposal at all times
- Create and strictly implement a traffic management plan to mitigate traffic congestion
- Coordinate with BCDA and the National Commission on Indigenous Peoples on issues affecting indigenous people
- Schedule construction activities to avoid disturbances to neighboring communities





# GOVERNMENT PARTNERSHIPS

## BANGKO SENTRAL NG PILIPINAS

BSP Complex: State-of-the-art currency production facility

As proof of its confidence in New Clark City’s potential as a new center of economic growth, the Bangko Sentral ng Pilipinas (BSP) is setting up a 31.3-hectare modern complex in this greenfield development.

This smart, green, and resilient campus will feature state-of-the-art banknote-printing and coin-minting facilities, a data center and command center, and office spaces armed with iron-clad security and robust cybersecurity systems.

But the BSP Complex is envisioned not only as an office space and currency production plant. It will also be a place built for people—where employee wellness is prioritized, culture and heritage are celebrated, and the environment is taken care of.

In February 2022, the BSP signed a contract with Aidea Inc. for architectural and engineering design services for the BSP Complex. Aidea’s design for the facility was later recognized as among the best in the world under the Architectural Design-Institutional Architecture category of the 2022 Architecture Master Prize Design competition.

BSP’s target is to develop the first Philippine government facility and complex to be Leadership in Energy and Environment Design (LEED)- and WELL-certified.



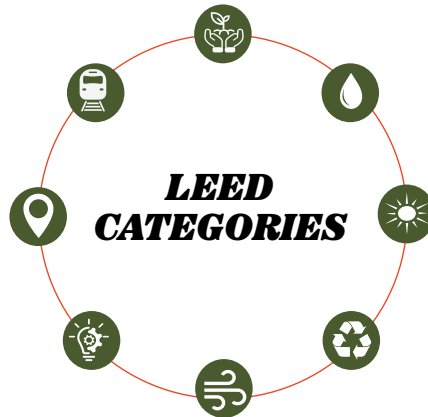
Artist's rendering of the Bangko Sentral ng Pilipinas Complex



**31.3 HECTARES**  
Total Land Area



**FEATURES**  
Currency production facility |  
Coin-minting facility | Office space  
| Command and data center  
| Academic building | Sports  
complex | Museum | Amphitheater



- Location and transportation
- Sustainable sites
- Water efficiency
- Energy and atmosphere
- Materials and resources
- Indoor environmental quality
- Integrative process
- Innovation
- Regional priority

**“WE HAVE ALREADY DECIDED TO LOCATE A VERY IMPORTANT FACILITY HERE (IN NEW CLARK CITY), AND THAT’S HOW MUCH WE THINK THAT THIS CITY WILL PLAY [A ROLE] NOT JUST FOR THE CENTRAL BANK, BUT FOR THE COUNTRY AS A WHOLE. THIS WILL BE TRULY A NEW IMPORTANT CENTER OF ECONOMIC, FINANCIAL, AND OTHER ACTIVITIES.”**

—Felipe M. Medalla  
BSP Governor

## THE WELL BUILDING STANDARD

Seven Concepts for Healthier Buildings

- Air** **Water**
- Nourishment** **Light**
- Fitness** **Comfort**
- Mind**



## Virology and Vaccine Institute of the Philippines

Research facility toward a healthier, more resilient Philippines

In 2022, the BCDA signed an agreement with the Department of Science and Technology for the allocation of a five-hectare lot in New Clark City for the Virology and Vaccine Institute of the Philippines (VVIP).

The VVIP will be the country’s premier research and development institute in the field of virology, encompassing all areas in viruses and viral diseases in humans, plants, and animals.

A priority project of the Marcos administration, it is expected to improve the country’s overall resilience to and preparedness for future pandemics.



Artist’s render of the Virology and Vaccine Institute of the Philippines



### 5 HECTARES

Total Land Area



### FEATURES

- Administration building
- Lecture hall
- Good manufacturing product building
- Human and animal virology laboratory
- Plant virology laboratory
- Animal isolation
- Biosafety level 3 and 4 laboratory building
- Plant cultivation area
- Dormitory
- Power station
- Sewage treatment plant

## Smart Technologies and Sustainability Measures



Interactive video system



Building management system



Biosecurity systems



Photovoltaic glass for solar power



Rainwater and greywater recycling



Building management units



Eco-friendly elevators





Artist's rendering of the University of the Philippines in New Clark City

# LEARN, EXPLORE, INNOVATE

**C**reating an inclusive, people-centered community entails not only providing job opportunities, but also ensuring that everyone has equal access to education. This is why the BCDA has partnered with various educational institutions to establish campuses inside New Clark City.

Putting up a learning hub will also help produce a talented pool of workers with skills needed by investors and development partners in New Clark City.

## UNIVERSITY OF THE PHILIPPINES

Center for academic integration and innovation

Among BCDA's first locators in this growing city is the University of the Philippines (UP), which broke ground for its first campus in New Clark City in December 2022.

The 3.4-hectare site will serve as a UP satellite campus. This will establish UP's early presence in New Clark City while its main university area—to be located on a 76-hectare property also within the rising metropolis—is in the pipeline.

Once completed, UP's main campus and satellite campus in New Clark City will serve as an academic hub offering inter-, multi-, and transdisciplinary studies that will help catalyze national development.

UP's New Clark City campuses are seen to boost the state university's position as a world-class institution through joint programs with top universities around the globe.

## Design Principles



### Versatile

Embodies multifunctionality and flexibility of space to provide opportunities for future development



### Engaging

Incorporates spaces for speech and discourse in various settings, sizes, and forms all throughout the premises



### Restorative

Implements sustainable interventions:

- Creation of a design plan that respects the topography and environment
- Use of alternative sources of energy
- Adoption of environmentally sustainable and non-motorized transportation systems
- Utilization of bioswales and land depressions to collect excess water



### Guided

Follows sustainable and green building design principles as embodied in the UP Master Development Plan: Development Principles and Design Guidelines (2014)



**CLARK**



Artist's render of the Philippine Science High School Inifinitum Learning Center

**PHILIPPINE SCIENCE HIGH SCHOOL**

**Inifinitum Learning Center for future professionals**

The Philippine Science High School (PSHS) has identified New Clark City as the site of its 4.6-hectare Inifinitum Learning Center, which will serve as a campus for its senior high school students, and a resource center for teachers and professionals. The facilities broke ground in October 2022.

The campus is envisioned to become the center for 21<sup>st</sup>-century learning and service continuity for the entire PSHS system. It aims to supplement PSHS's continuing modernization efforts, equipped with state-of-the-art facilities, laboratories, academic spaces, and training venues to encompass an immersive learning environment.

 **Low Impact Development**—permeable spaces maximized to lower water runoff

 **Energy, Water, and Materials Efficiency**

- Low-E glass
- LED lighting
- Water conservation
- Non-volatile organic compound material

 **Waste Reduction**

 **Operations and Maintenance Optimization**

**80%**

Open space

**20%**

Built-up area



At a time when Central and Northern Luzon are primed for growth, the rise of the state-of-the-art PSHS Inifinitum Center in New Clark City—a technology, innovation, and training hub—will enable us to provide more opportunities for quality education to the next generation of leaders here. This way, we can ensure that, in decades to come, the next generation can sustain—or even surpass—the growth we are helping to build here.”

—**Aileen Anunciacion R. Zosa**  
BCDA President and CEO





## NATIONAL ACADEMY OF SPORTS

Home of budding Filipino athletes

True to its vision of becoming the future home of Filipino athletes, New Clark City places importance on the training and education of promising young sports talents. That is why the National Academy of Sports (NAS) was built just a stone's throw away from the existing sports facilities in New Clark City.

NAS was created by virtue of Republic Act 1140, with the mandate of implementing a quality and enhanced secondary education program integrated with a special curriculum on sports.

The school opened its classes in 2021 remotely, providing scholarships to deserving student-athletes.

The construction and fit-out of the first phase of the NAS campus was completed in June 2022, while the procurement of goods and equipment is underway.

Then President Rodrigo R. Duterte led the inspection of the NAS campus in June.



**“This National Academy of Sports is envisioned to be a world-class facility that would serve in the forefront in our efforts to provide a conducive environment for the academic and sports training and character development of our young athletes. It is therefore my hope, and maybe my prayer, that the pioneer batch of student-athletes become well-rounded Olympians and champions.”**

—**Rodrigo R. Duterte**  
Former President of the Republic of the Philippines

### *An icon of sustainability*

-  Designed with the objective of reducing net carbon footprint
-  Capitalizing on the best, affordable materials that are locally available
-  Adaptable and scalable, with design flexibility that allows multiple options for upgrades and alterations
-  Creation of green and healing spaces
-  Use of natural light and energy-efficient illumination
-  Encouraging healthy, learning, and inspiring spaces
-  Implementing measures for the admission of qualified students from all sectors, including indigenous peoples, persons with disabilities, and other marginalized groups





# NEW CLARK CITY REOPENING

**A**s the country continued to heal from the COVID-19 health crisis, movement restrictions were slowly eased, and New Clark City finally reopened to the public.

More than 4,500 guests, athletes, runners, bikers, government officials, and military troops in May 2022 joined the grand reopening celebration, which was filled with food, music, art, and fitness activities.

With world-class sports facilities, which were used during the 2019 South East Asian (SEA) Games, and sustainable features, such as jogging trails, biking lanes, parks and green spaces, New Clark City proved to be a vibrant sports and outdoor destination that is made accessible to the public once again.



1

To kick off the festivities, hundreds of participants danced and grooved during a free Zumba class, getting their hearts pumping and ready for a day full of fun and activities.



BCDA Senior Vice President for Corporate Services Arrey Perez and MTD Philippines President Patrick Nicholas David led the unveiling of the ceremonial banner commemorating the reopening of New Clark City.

2

They were joined by Department of Tourism Region 3 Supervising Tourism Officer Chriselle May Yambao, Clark Development Corp. President and CEO PBGen. Manuel Gaerlan (Ret.), NGAC Phase 1 Joint Venture General Manager Rear Admiral Miguel Jose Rodriguez (Ret.), Tarlac Second District Representative Christian Yap, and South East Asian (SEA) Games triathlon gold medalists John Leerams “Rambo” Chicano and Nikko Huelgas.



3

Local bands and performers from Central Luzon took center stage at the “Twilight Delight” concert, treating visitors to an evening street party, while food trucks lined the venue to keep the crowd satisfied.





4

The highlight of the reopening event was the Ceremonial Bike and Fun Run, joined by elite and amateur athletes, guests, and soldiers from the Philippine Army.



5

Visitors also flocked to New Clark City's open spaces and facilities to exercise, jog, stroll, or just simply bask in the beauty of nature with friends and family.

The 1.4-hectare River Park became a favorite among visitors, as they got to see the rich plantlife in Capas, Tarlac, while also enjoying the art installations made by Filipino artists.

6

The celebration was capped off with the first New Clark City Cycling Race on May 29, organized by cycling apparel brand Twin Cycling Gear (TCG). This signaled New Clark City's rise as a choice venue for many sports organizations and athletes.







NEW CLARK CITY  
**SPORTS**

22

Training  
camps

26

Sporting  
events





# Major sporting events

## Spartan Stadion PH

June 10-11, 2022 | Approximately 1,600 participants



## United City Football Club games

October 22, 2022 | UCFC vs. Azkals Development Team  
November 5, 2022 | UCFC vs. Stallion Laguna Football Club



"It has the best facilities I have ever seen. It's breathtaking. The view and the location—I have no words. When you're actually in the facility itself, it just has everything you need."

—Kayla Sanchez  
Two-time Tokyo 2020 Olympic Games Medalist



## National Duathlon Championships

December 4, 2022 | Approximately 500 participants



## PSI Swimming Series

**PSI Grand Prix CNL-CAR Qualifying Series Competition**  
August 27-29, 2022 | More than 400 participants  
**PSI Grand Prix National Championships**  
October 13-16, 2022 | 470 participants



## GoClark Multisports Events

**NCC Duathlon**  
July 17, 2022 | Approximately 600 participants  
**GoClark Classic and Gravel Race**  
August 27-28, 2022 | Approximately 100 participants  
**NCC Triathlon**  
September 24-25, 2022 | Approximately 700 participants





# Pitching New Clark City to the World

As the world continues to ease travel restrictions, the Bases Conversion and Development Authority (BCDA) took the opportunity to conduct roadshows abroad and host business missions in the country to showcase New Clark City as the Philippines' first smart, resilient, and green metropolis.

These trade-boosting roadshows aim to position New Clark City as the country's next frontier of development with its vast investment opportunities.

Here's a rundown of successful inbound and outbound business missions conducted throughout the year.

## INBOUND MISSIONS

1

### 21<sup>st</sup> World Travel and Tourism Council (WTTC) Global Summit

April 2022

One of the key investment destinations showcased to the attendees of the WTTC Global Summit was New Clark City, where more than 30 international and local travel and tourism industry leaders gathered to have a look at the promising tourism potential of the rising metropolis. This tour also kickstarted the reopening of New Clark City to visitors after several lockdowns.

2

### 2022 Urban Land Institute (ULI) Philippines Conference

June 2022

New Clark City welcomed delegates and guests from the 2022 ULI Philippines Conference, entitled "Past, Present & Future—Evolution of Cities," who biked around, explored, and studied the sustainable principles of its world-class and climate-responsive facilities and public spaces. The conference featured the metropolis as a model and benchmark for the country's future cities, after a course on sustainability.

3

### Pacific Business Mission to the Philippines

August 2022

Over 50 delegates from Australia and New Zealand toured New Clark City to explore growth opportunities for the automotive, agribusiness, tourism, and renewable energy industries, among others. The Pacific Business Mission was jointly organized by the Philippine Trade and Center in Sydney,

the Philippine Board of Investments (BOI), the Export Marketing Bureau, the Philippine Economic Zone Authority, the Subic-Clark Alliance for Development Council, and the freeport and economic zones in the Subic-Clark-Bataan Corridor.

4

### Filipino Chamber of Commerce of Hawaii 30<sup>th</sup> Goodwill and Trade Mission to the Philippines

October 2022

Over 40 Hawaii-based Filipino entrepreneurs and investors took a tour of Clark and New Clark City, as part of the 30<sup>th</sup> Goodwill and Trade Mission to the Philippines, organized by the Filipino Chamber of Commerce of Hawaii. This leg of the trade mission is aimed at positioning Clark and Central Luzon as prime investment destinations for the Filipino business community in Hawaii.

5

### Department of Foreign Affairs Economic Diplomacy in Clark

December 2022

Recognizing the significant role of diplomats in promoting the Philippines to the international community, the Department of Foreign Affairs Office of International Economic Relations, in coordination with the BCDA, Clark Development Corp., and MTD Philippines, Inc., organized a tour of New Clark City to over 60 consuls, chargés d'affaires, and economic officers assigned in Philippine embassies and consulates abroad to equip them with knowledge on the country's investment environment and foster an appreciation for this growing business hub.







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## OUTBOUND MISSIONS

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1

### **Connecting Minds, Creating the Future: World Expo 2020-Dubai, United Arab Emirates**

February 2022

BCDA participated in World Expo 2020 hosted by Dubai, UAE, which showcased the products and innovations of 192 participating nations, and at the same time, inspired collective action to address pressing issues affecting the globe.

BCDA established relationships with the Filipino business community in Dubai and with other government agencies, such as the Philippine Trade and Investment Council (PTIC) Dubai—an important step in boosting BCDA's promotion of investment opportunities, especially in New Clark City.

2

### **New Clark City: The Sustainable Futurecity of the Philippines—BCDA-Filinvest Land, Inc. Roadshow in Singapore**

June 2022

Together with Filinvest Land, Inc. (FLI), the developer of the Filinvest Innovation Park—a 288-hectare mixed-use, industrial township project being developed within New Clark City—BCDA wooed Singaporean business leaders to set up shop for business expansions in the Philippines. This was well-received by over 50 Singaporean investors, with some expressing interest to tour New Clark City. It

was a collaborative effort by the BCDA, FLI, PTIC-Singapore, Philippine Embassy in Singapore, Singapore Business Federation, and Singapore Chinese Chamber of Commerce and Industry.

3

### **Philippine Investment Forum in Taiwan**

October 2022

Over 200 Taiwanese businessmen were urged to consider New Clark City as their future home in the country, with the Filinvest Innovation Park presented as one of the potential investment locations. The forum was organized by the Department of Trade and Industry (DTI)-BOI, in collaboration with the PTIC-Taipei, Manila Economic and Cultural Office, and Taipei Economic and Cultural Office.

4

### **Central Luzon Outbound Trade and Investment Mission to Korea**

November 2022

A delegation from the Central Luzon region joined an outbound business mission to South Korea hosted by the Central Luzon Growth Corridor Foundation, Inc. to attract Korean investors by introducing the region, including New Clark City, as an ideal destination for their investment needs. BCDA conducted business-to-business (B2B) meetings with four Korean companies. Over 60 representatives from 12 companies attended the investment seminar.

5

### **B2B Meetings in Singapore**

November 2022

After signing a memorandum of understanding with Enterprise Singapore during President Marcos, Jr.'s state visit in September, BCDA representatives led by PCEO Zosa conducted a second round of B2B and industry-focused meetings in Singapore with some of the region's urban development leaders. BCDA met with seven Singaporean companies involved in the fields of diversified environmental services, engineering, information and communications technology, aviation solutions, and smart city technologies.

6

### **The Philippines' Sustainable Futurecity and Green Investment Destination—Forum of BCDA and UK FCDO New Clark City pitch in London**

November 2022

With BCDA's development partner UK Foreign, Commonwealth and the Development Office (FCDO), an investment briefing on New Clark City as the next investment location for British investors was held for over 60 participants at the Regent's University in London. The audience was involved in several priority industries, such as information and communications technology, hospitality, transportation, and research and development.







# UNMATCHED CONNECTIVITY

In business, a delay in transport of one minute can have a massive impact. To prevent this, an integrated transport network to and from Clark was built, ensuring the timely and efficient delivery of goods, as well as smooth business transactions.

In keeping with its sustainability thrust, BCDA's transport infrastructure projects adopt green practices and technologies to reduce carbon footprint and mitigate the environmental impact of transportation. From underground utilities and solar-powered lamps to green walkways and bikeable paths, these projects truly lead the way to a more sustainable future.



The 94-kilometer Subic-Clark-Tarlac Expressway



**Sidewalk**



**Bike lanes**



**Solar street lights**



**Interconnectivity**

## CLARK INTERNATIONAL AIRPORT TO NEW CLARK CITY ACCESS ROAD



- 19.83 kilometers
- 6-lane road network
- **Php7.62 billion** total project cost
- **Second quarter of 2023** target completion

## NEW CLARK CITY TO SUBIC-CLARK-TARLAC EXPRESSWAY ACCESS ROAD



- 112 kilometers
- 8-lane access road
- 2.80-kilometer bicycle lane
- 2 interchanges (SCTEX and MacArthur Highway, Tarlac), 3 bridges, pedestrian lanes, linear parks, and roadway lights
- Reduces travel time from SCTEX to Capas, Tarlac from 40 minutes to 10 minutes

## CLARK FREEPORT TO NEW CLARK CITY ROAD NETWORK AND UTILITY CORRIDOR



- **New Clark City Connecting Road Package 1**
- Construction of the 5.81-kilometer road with bicycle and pedestrian lane, and roadway lighting
- **Php1.03 billion**
- **95.36 percent** constructed
- **First quarter of 2023** target completion

## Underground Utility Corridor in New Clark City

- Construction of 9-kilometer power lines conduit, 6-kilometer water lines, and 5-kilometer sewer lines
- **Php725.54 million** project cost
- **78.12 percent** constructed
- **Second quarter of 2023** target completion

## SEAMLESS TRAVEL VIA NLEX AND SCTEX LINK

- Two major expressways that link Metro Manila to Northern and Central Luzon
- 190 kilometers from NLEX to SCTEX
- Accommodates more than 200,000 motorists per day

## NORTH-SOUTH COMMUTER RAILWAY PROJECT



- **147-kilometer** railway system from Clark to Calamba, Laguna
- **3 interconnected railway systems** North-South Commuter Railway–Clark Extension (Malolos, Bulacan to New Clark City), North-South Commuter Railway Phase 1, North-South Commuter Railway–Calamba Extension



# National Fiber Backbone

## Phase 1



PHP1.02B  
PROJECT COST



73.56%  
CONSTRUCTED



Q2 2023  
TARGET COMPLETION  
OF PHASE 1

### COMPLETED

- Completion of design of the National Fiber Backbone Phase 1
- Completion of delivery of transponder
- Ongoing fiber-optic cable build
- Ongoing optical transport network build

### ONGOING

- Construction of middle mile infrastructure to BCDA ecozones and two national government data centers of the Department of Information and Communications Technology
- Rollout of fiber-optic cable backbone network from Laoag, Ilocos Norte to Quezon City in NCR
- Optical Spectrum equivalent to 2,000,000 Mbps international operating capacity in exchange for the use of the infrastructure (500 Mbps for BCDA use)

## Luzon Bypass Infrastructure Project

### COMPLETED

- Fronthaul of the cable network corridor
- Cable landing stations with modular information technology facilities in Poro Point, Bataan and in Baler, Aurora.
- Four repeater stations in San Jose and Brgy. Marikit in Nueva Ecija, Sta. Maria in Pangasinan, and Rosario in La Union.
- 240-kilometer cable network corridor

### ONGOING

- Facebook cable installation—awaiting the full system end-to-end testing

### Acronyms:

**CLS** - cable landing station

**NGCP** - National Grid Corporation of the Philippines

**RS** - repeater station

### PORO POINT, LA UNION

CLS  
International Gateway

### BALER, AURORA

CLS  
International Gateway





# Building *for the* Inclusive Future

**A**t the Bases Conversion and Development Authority (BCDA), sustainability is not just a buzzword.

Special economic zones can be a driving force for increased trade, investment, and economic reform. Our five special economic zones are more than that. Together, they comprise the BCDA Ecozones, with one comprehensive and integrated master development plan showcasing the very best of each zone.

Sustainability is built right in—from the buildings, transportation, and infrastructure,

to water management and green spaces. This makes each zone a model of sustainable development and climate-smart solutions, contributing to Sustainable Development Goal (SDG) 11: Sustainable Cities and Communities, SDG 7: Affordable and Clean Energy; SDG 9: Industry, Innovation, and Infrastructure; SDG 13: Climate Action; SDG 15: Life on Land; and SDG 17: Partnerships for the Goals.

By adopting a comprehensive and integrated approach, we create positive impact within the zones and beyond.





# CLARK FREEPORT AND SPECIAL ECONOMIC ZONE

MANAGED BY CLARK DEVELOPMENT CORPORATION



## FINANCIAL PERFORMANCE

**Php3.56B**

TOTAL REVENUE

**Php2.19B**

NET INCOME

**Php7.57B**

CASH POSITION

**Php6.78B**

CASH DIVIDENDS PAID

**127,074**

EMPLOYMENT

**1,096**

LOCATORS

**\$5.47B**

EXPORTS

**\$4.88B**

IMPORTS



## TOURISM HIGHLIGHTS

**2,551,918**

TOTAL TOURIST ARRIVALS

OVERNIGHT GUESTS ◇◇◇◇◇ 1,245,647

SAME-DAY GUESTS ◇◇◇◇◇ 906,671

AIRPORT ARRIVALS ◇◇◇◇◇ 399,600



## INFRASTRUCTURE PROJECTS

**Php81.65M**

11 COMPLETED PROJECTS

**Php677.86M**

9 ONGOING INFRASTRUCTURE PROJECTS



## CORPORATE SOCIAL RESPONSIBILITY

- 2 HEALTH-RELATED PROJECTS
- 13 EDUCATION-RELATED PROJECTS
- 19 LIVELIHOOD-RELATED PROJECTS
- 9 PARTNERSHIP-RELATED PROJECTS
- 10 SPECIAL PROJECTS





# CLARK CIVIL AVIATION COMPLEX

MANAGED BY CLARK INTERNATIONAL AIRPORT CORPORATION



## FINANCIAL PERFORMANCE

**Php761.33M**

TOTAL REVENUE

**3,398** (leases and sub-leases within CCAC)

NEW EMPLOYMENT GENERATED

**51**

LEASE AGREEMENTS



## ADMINISTRATIVE PERFORMANCE

**ISO 9001:2015**

CERTIFICATION

**88.37%**

SATISFACTION OF CUSTOMERS (LOCATORS)



## TRAFFIC HIGHLIGHTS

**768,826**

TOTAL PASSENGERS

(299% increase from 2021 figures)

**5,664**

TOTAL AIRCRAFT OPERATIONS

## AIRCRAFT MOVEMENT

**4,138**

INTERNATIONAL AIRCRAFT MOVEMENT

**1,526**

DOMESTIC AIRCRAFT MOVEMENT

## PASSENGER MOVEMENT

**628,578**

INTERNATIONAL PASSENGER COUNT

**140,248**

DOMESTIC PASSENGER COUNT



## PROJECTS COMPLETED

- REHABILITATION AND UPGRADING OF AIRFIELD GROUND LIGHTING SYSTEM INCLUDING NEW AIRFIELD GROUND LIGHTING POWERHOUSE FOR CRK
- CIAC BUSINESS TRANSACTION SYSTEM
- RECORDS MANAGEMENT INFORMATION SYSTEM
- HUMAN RESOURCE INFORMATION SYSTEM
- ASSET MANAGEMENT INVENTORY SYSTEM
- ELECTRONIC PROCUREMENT MONITORING SYSTEM
- UPDATING OF THE MASTER DEVELOPMENT PLAN AND PREPARATION OF A DETAILED SITE DEVELOPMENT PLAN FOR SELECT AREAS WITHIN THE CCAC (96.28% underway)









# PORO POINT FREEPORT ZONE

MANAGED BY PORO POINT MANAGEMENT CORPORATION



## FINANCIAL PERFORMANCE

**Php101.4M**

TOTAL ZONE REVENUE

**Php7.61M**

TOTAL NET INCOME

**Php6.84B**

ACTUAL CUMULATIVE INVESTMENT

**1,907**

JOBS GENERATED

**16**

LOCATORS



## AIRCRAFT AND PASSENGER MOVEMENT

**33,001**

AVIATION TRAFFIC  
GENERATED

**89,094**

PASSENGER TRAFFIC

**16**

AVIATION SCHOOLS USING  
SAN FERNANDO AIRPORT

**23**

CHARTERED/AIR TAXIS  
USING SAN FERNANDO  
AIRPORT



## SEAPORT STATISTICS

(Soiltech Pier)

**Php2.64M**

TOTAL PORT FEES AND CHARGES COLLECTED

**6**

INTERNATIONAL VESSELS

**15**

DOMESTIC VESSELS



## TOURIST ARRIVALS

**143,440**

JOGGERS, BIKERS, AND OTHER TOURISTS  
AT THE PORO POINT BAYWALK

**16,370**

ATTENDEES DURING BAYWALK EVENTS

**74,588**

THUNDERBIRD PILIPINAS HOTELS  
AND RESORTS, INC. HOTEL  
OCCUPANCY



## CERTIFICATION

**ISO 9001:2015**

QUALITY MANAGEMENT SYSTEM





# BATAAN TECHNOLOGY PARK

MANAGED BY BASES CONVERSION AND DEVELOPMENT AUTHORITY



## UNIQUE OFFERINGS

- Eco-tourism (e.g. glamping)
- Heritage spot
- View overlooking the West Philippine Sea
- Monuments and shrines built by Vietnamese, Lao, and Cambodian refugees



## IMPORTANT LANDMARKS FROM MOTHER COUNTRIES OF REFUGEES

- Freedom Plaza
- Indochina Map
- Buddhist Temples
- That Luang
- Image of the Blessed Mother
- Vietnamese Monument
- Bayon Monument



## CURRENT LOCATORS

- The Equinetsupport, Inc. operates the Camp Kanawan (formerly Atmanda Ecopark), where the Kai Lodge and Sage Leaf Hotel are located.
- Philippine Marine Corps— construction of headquarters and officer facilities is ongoing
- Morong Power and Water Corporation



## QUICK FACTS

Bataan Technology Park (BTP) is:

- the main zone of the Morong Special Economic Zone and site of the former Philippine Refugee Processing Center
- a histo-cultural destination
- located 20 minutes away from Subic and 2.5 hours away from Manila via the SCTEX
- a potential retirement haven, corporate training center, and tourism center
- an unmatched zone for environment-friendly small- and medium-scale industries
- an ideal location for eco-tourism and a light industrial zone with a national defense component



# Sustaining Modernization



**A** modern Armed Forces of the Philippines is “a world-class AFP, source of national pride.” (AFP Vision 2028)

Since 1993, the Bases Conversion and Development Authority (BCDA) has been helping to strengthen the AFP, our major stakeholder, as mandated through Republic Act No. 7227. One of the ways we do this is by replicating their facilities—an important part of military modernization that ensures effective operations. As of December 2022, we have contributed a total of Php56.4 billion to the AFP, Php11.1 billion of which has been allocated toward replication. Through our replication and asset disposition activities, we help sustain the modernization efforts of the military.

**“ I CAN SEE A VERY ROBUST RELATIONSHIP BETWEEN THE ARMED FORCES OF THE PHILIPPINES AND BCDA, ESPECIALLY SINCE WE ARE THE DIRECT BENEFICIARY OF ALL [YOUR] ACTIVITIES. THIS WOULD BE A BIG HELP, PARTICULARLY IN PURSUING OUR MODERNIZATION.... WE ARE VERY GRATEFUL FOR THE SUPPORT YOU HAVE ACCORDED US.”**

—AFP Chief of Staff **Lt. Gen. Bartolome Vicente O. Bacarro** (Forum with AFP Chief of Staff, Major Services, and Unified Command, September 19, 2022)



## Progress and Peace through Sustainable Partnership

**P**ace is another key component of sustainability. At the heart of BCDA's sworn mandate is its commitment to building great communities while helping strengthen the armed forces. This two-pronged mandate resonates with the symbiotic relationship between economy and defense.

The BCDA's efforts toward the modernization of the armed forces benefit not only the AFP—the vanguards of the sovereignty of the State and of the integrity of our national territory—but equally the nation as a whole, now and beyond.

### SUSTAINABILITY FEATURES IN BCDA'S REPLICATION PROJECTS

-  Solar-powered street lights
-  LED street lights
-  Green spaces
-  Sewage treatment plant  
For proper treatment of domestic sewage prior to discharge
-  Detention pond  
For flood mitigation
-  Gutterless roof  
For less maintenance
-  Energy-efficient air conditioning system



#### Army Support Command (ASCOM) Facilities

Strategic relocation of ASCOM from Bonifacio South Pointe in Taguig to Camp Servillano Aquino in Tarlac

**Land area:** 29.8 hectares (44 structures)

**Project cost:** Php1.66 billion

**Status:** 36 out of 44 facilities partially turned over

**Target completion:** Q2 2023



#### Special and Technical Staff Building for SSC-DACC

A five-storey building housing the Special and Technical Staff of the Special Services Center (SSC) and the Division Administrative Command Center (DACC), relocated in the Philippine Army Retention Area in Fort Bonifacio, consisting of helipad, roofdeck, lower ground parking, and bridge connecting to the Philippine Army Headquarters

**Project cost:** Php283.4 million

**Target completion:** Q4 2023





## ASSET DISPOSITION PROGRAM



Artist's render of the **Philippine Marine Corps (PMC) Headquarters** in Bataan Technology Park



Artist's render of **PMC Grandstand**

### **Philippine Marine Corps Headquarters (Phase 1)**

Replication of affected PMC facilities to Bataan Technology Park in Morong, Bataan to implement the planned development of Bonifacio South Pointe

#### **PACKAGE 1 (Site development)**

**Project cost:** Php1.01 billion

**Target completion:** Q3 2024

#### **PACKAGE 2 (34 facilities)**

**Project cost:** Php2.58 billion

**Target completion:** Q3 2024

#### **PACKAGE 3 (22 facilities)**

**Project cost:** Php2.38 billion

**Target completion:** Q3 2024



### **Philippine Air Force (PAF) Steel Parking**

Three-level parking facility consisting of 106 parking slots, with additional five slots for persons with disabilities inside Villamor Air Base in Pasay City

**Floor area:** 4,311 sq.m.

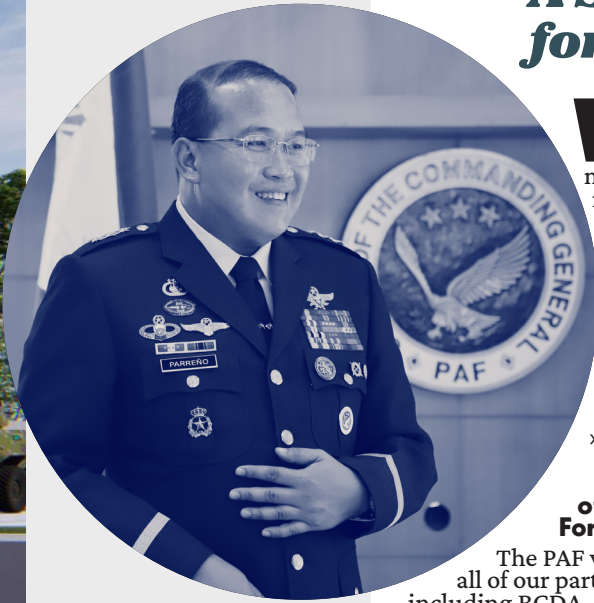
**Project cost:** Php72.4 million

**Project completion:** Q2 2022





# A Shared Vision for Sustainable Development



**W**ith the shared vision of economic development and national security, Philippine Air Force (PAF) Commanding General Lt. Gen. Stephen P. Parreño is confident that the partnership between the PAF and BCDA will significantly contribute toward uplifting the lives of Filipinos.

## » How do you see BCDA as a partner and stakeholder of the Philippine Air Force?

The PAF values and appreciates all of our partners and stakeholders, including BCDA, as you serve as a great enabler for us to push on with our day-to-day operations. As both organizations are mandated by law to support the government's thrust in uplifting the lives of Filipinos, we see BCDA as a partner in promoting national development, in the same way that we commit ourselves to be credible, agile, adaptable, and responsive to national and regional security development.

## » What is the impact of the partnership of the PAF with BCDA in line with the military modernization program?

The PAF greatly appreciates the support of former President and CEO Vivencio B. Dizon and current President and CEO Aileen Anunciacion R. Zosa, for prioritizing BCDA's programs for revenue generation to support the AFP Modernization Program. BCDA extended its support to our troops who served as frontliners during the COVID-19 pandemic. BCDA also contributed much to the recovery of the AFP personnel who were injured during the Marawi siege. The impact of this partnership has allowed us to overcome challenges and largely contributed to the PAF's focus areas, which are: public value; accountability, good governance, and safety; force and capability development.

## » How do you feel about the recent initiatives by the BCDA to replicate military facilities?

We know that BCDA has committed to strike a balance between economy and security by relocating and replicating existing military facilities to equally suitable areas. The PAF values greatly its bases and facilities for these serve as staging areas for our air operations. The efforts of BCDA to replicate military facilities, promising high-quality and

modern facilities, are laudable and commendable. We hope to see the fruition of these programs in the future.

## » What is the vision for modernization projects? How will our partnership benefit internal stakeholders and our countrymen in general?

Modernizing the AFP—and in particular, the PAF—is an important step to ensure that our fellow Filipinos are safe from external and internal security threats. The PAF also needs to establish presence in all areas of the country to respond to threats anywhere and anytime. The vision under the Flight Plan 2040 is to be “a credible and agile Air Force, adaptable to modern warfare and responsive to national and regional security development.” We know that BCDA programs and initiatives [benefit] different stakeholders and Filipinos in general [especially] in modern cities; however, growth and development in these areas also greatly rely on the assurance of security and business continuity for our investors. Therefore, BCDA and the AFP must work together to ascertain our presence in the archipelago.

## » Where do you see your partnership with BCDA headed in the future?

BCDA mentioned in the 2020 Annual Report that “great partnerships are built on shared visions.” Both organizations' vision to promote development for our nation, be it economic development or ensuring security, must serve as a call [to] action for us to sustain the tempo of our operations while pressing forward.

## » What is the gap that BCDA fills in the modernization program of the PAF?

BCDA, being a prime mover of national development, has aided the AFP in its modernization program by raising funds for it. This goes alongside their efforts to provide for the welfare of troops, as human resource management, morale and welfare included, is part and parcel of modernizing the AFP. With all the support [of] our stakeholders, we will gradually reach our desired force characteristics—capable, credible, and sustainable in all operations.

**“ [L]ET OUR PARTNERSHIP ACCELERATE OUR VISION TO AID THE COUNTRY'S DEVELOPMENT AND DO IT WITH EXCELLENCE, ALL FOR THE BENEFIT OF OUR FELLOW FILIPINOS.”**







# THINKING GREEN *and* SMART *with* FORT BONIFACIO *and* NEWPORT CITY

**I**n Metro Manila, Bonifacio Global City, Newport City, McKinley Hill, Bonifacio South, and Bonifacio North are shaking up urban planning by combining public and private expertise to prove that building successful, innovative, and economically vibrant cities can also be sustainable and people-centric.

From promoting active transport by offering dedicated walkways and bike lanes to utilizing renewable energy and incentivizing waste reduction, these five eco-friendly estates implemented initiatives and programs to reduce carbon footprint, improve air quality, protect water supplies, and more importantly, improve the quality of life of those living and working in these communities.

## BONIFACIO GLOBAL CITY (BGC)

**A**bout two decades since BCDA forged a partnership with the consortium of Ayala Land, Inc. and the Campos Group's Evergreen Holdings, Inc., BGC, once a US military camp, is now one of the Philippines' top lifestyle and business destinations.

Adding to the list of top multinational and local companies located in BGC are Meta (Facebook), American Express, Kimberly Clark, DB Schenker, Infosys, and CIMB (Commerce International Merchant Bankers) Philippines, fueling growth in BGC's office business with about 36,000 square meters of new leases signed and sealed in 2022.

The Fort Bonifacio Development Corporation (FBDC), BCDA's development partner for BGC, also announced that its retail business came back strongly in 2022, with over 30 new stores opening across the metropolis.

One of the most walkable cities in the country, BGC makes sure to elevate every pedestrian's experience by offering ample, green open spaces and introducing public artworks. In 2022, BGC launched the Philippines' biggest "naked eye" 3D LED display at One Bonifacio High Street. This game-changing, immersive attraction tripled the sales of weekend pop-ups in the area.





# Sustainability Programs of FBDC and Bonifacio Estate Services Corporation (BESC)

The BGC master plan is anchored on five pillars:

- ▶ as a city that works
- ▶ as a city with a soul anchored on a rich science and art program
- ▶ as a city that is strategically located and accessible
- ▶ as a city built with a sense of place through integrated mixed-use developments
- ▶ as a financial district offering sustained investment value over time.



## 11 FBDC BUILDINGS

converted to renewable energy under the Department of Energy's Green Option Program. In addition to the **significant reduction in BGC's carbon footprint**, this is also expected to **generate Php11 million in savings** in 2022 compared to existing utility rates.

## BGC URBAN FARM

provides employment for displaced farmers, and since its launch in 2022, has had over 400 BGCitizen participants so far volunteering their time.

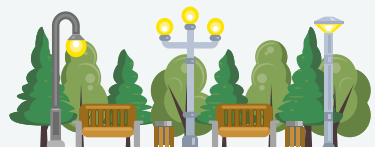


## 150,000 KG OF DEBRIS

were collected and Php315,000 worth of mulch and compost were produced so far as part of the **BGC Yard Waste Conversion** project—an environmentally friendly way of disposing of yard waste and an alternate source of organic material for landscaping.

## USE OF RECYCLED WASTEWATER

for irrigation is an important part of BGC's sustainability campaign as it reduces dependence on finite groundwater sources and allows us to conserve our natural water supply. During a trial, **900/1,236 cubic meters** were collected, while **Php79,000** was saved in 2022.



**98% OF LAMP POSTS** use light-emitting diodes (LEDs).



## FBDC BREACHING PRE-PANDEMIC GLORY

- ▶ **Over 30 new stores opened in 2022**, equating to 6,000 square meters or 3% of BGC's total gross leasable area.
- ▶ **December 2022 foot traffic** in malls and spaces was already **128% vs. pre-pandemic levels**.
- ▶ **36,000 square meters of new office business leases** were signed in 2022, with big brands, such as Meta (Facebook), American Express, Kimberly Clark, DB Schenker, Infosys, and CIMB now calling BGC home
- ▶ **Home of firsts and flagships:** the Philippines' one-and-only Muji Café and the largest Nike Store in Southeast Asia.





## Working toward a **MORE INCLUSIVE** **BGC**

**J**onalyn Bitan, along with many other Benguet farmers, saw harvest demand dwindle dramatically during the height of the recent pandemic, causing huge income losses and at times, bankruptcy.

“During the 2020 lockdown, we had a problem with the oversupply of strawberries in Baguio. Non-tourists were the ones going up [back then] to Benguet, so the harvests were mostly thrown away. We usually sold our harvests in Baguio at a very, very low price. Many had given up, not wanting to produce crops again. Tons and tons [of harvests] were wasted. Aside from strawberries, there were many other fruits and vegetables being mass-produced in the highland areas that had to be sold at low prices,” Ms. Bitan said in Filipino, as she recalled her struggles when the government enforced lockdowns to address the spread of COVID-19.

To help the struggling farmers of Benguet recover, the Fort Bonifacio Development Foundation, Inc. (FBDFI) reached out to Ms. Bitan and her group, Benguet Collective Producers, to offer them free retail space along Bonifacio High Street.

“With the help [of FBDFI], the morale of the Benguet farmers was boosted. Our products didn’t have to go through many traders and we were able to sell at a fair price. We have also opened a physical store in Baclaran where we sell our products daily. In BGC, every weekend, we hit 350 kilos [in sales],” Ms. Bitan added.



**JONALYN BITAN**, a Benguet farmer selling her produce at Bonifacio High Street every weekend

From seeing tons of wasted harvest to breaching their target sales and supplying many known brands in BGC, Benguet Collective Producers is now planning to franchise its produce, Ms. Bitan said.

Benguet Collective Producers is just one of the many social enterprises being helped by FBDFI under its Project Buyanihan program by offering free retail spaces along Bonifacio High Street. Mask For A Cause PH, Diwatang Maria, San Antonio Natural Farmers, the Bureau of Jail Management and Penology’s Persons Deprived of Liberty, Ba-coor Collective Producers, as well as Homegrown Harvest are some of the other beneficiaries of Project Buyanihan.

This goes to show that the economic growth being experienced in the metropolis is being felt not only by large corporations but also by micro and small entrepreneurs who are striving to grow and prosper in these trying times.



# Expanding BONIFACIO NORTH

The presence of property giants Megaworld Corporation and Federal Land, Inc. has further strengthened Fort Bonifacio as an investment and lifestyle destination in the country.

Thoughtfully planned from its architecture to its finishes, Grand Central Park in Bonifacio North is aligned with Federal Land's commitment to provide holistic, interconnected, and vibrant everyday living experiences that are faithful to the needs and wants of today's modern city dwellers.

## NEW DEVELOPMENTS

Patterned after the dynamic and diverse urbanscape of New York City, the 10-hectare Grand Central Park is home to:

### Hotel Developments

- \* Grand Hyatt Manila, a five-star luxury hotel

### Retail Developments

- \* Mitsukoshi BGC, the first of its kind in the Philippines; it held its soft opening in November 2022
- \* The Shops at Grand Central Park, commercial center offering retail and dining options to Grand Central Park residents and guests
- \* Food, lifestyle, and retail options at the Ground Floor of Park West

### Residential Developments

- \* Grand Hyatt Manila Residences, first Grand Hyatt-branded residences in Southeast Asia
- \* The Seasons Residences, first residential development with distinct Japanese concept
- \* Park West, move-in ready residence modeled after the New York lifestyle
- \* Central Park West, New York-style contemporary condominium
- \* Madison Park West, high-rise residence offering an upscale New York living experience
- \* Time Square West, New York-inspired lifestyle condominium at North BGC
- \* Park Avenue, premier BGC condo patterned after cosmopolitan New York City



More than structures, Grand Central Park combines residential and commercial developments to provide a complete live-work-play experience, nurture a community, stimulate the local economy, and generate jobs.

After the community quarantine in 2021, the easing of quarantine restrictions, higher mobility, and economic reopening provided Federal Land the opportunity to soft-open the highly anticipated Mitsukoshi BGC on November 18, 2022.

Grand Central Park retail sections provide its residents and guests convenient access to retail and dining options. Primary locators were a pharmacy, banks, convenience stores, a coffee shop, and restaurants, among others.

## 2022 BY THE NUMBERS



**TOTAL JOBS GENERATED  
IN GRAND CENTRAL PARK**

<b>3,143</b>	<b>71</b>	<b>33</b>
Construction	Retail Tenants	Property Management



**FOOT TRAFFIC**

**454,970\***

\*November–December figures only



**NUMBER OF LOCATORS**

**15**  
Grand Central Park





In Bonifacio North,  
a door to  
**JAPAN**



### MITSUKOSHI BGC DEVELOPMENT TIMELINE

After eight years of planning and familiarization, Federal Land, in partnership with Isetan Mitsukoshi Holdings, Ltd. and Nomura Real Estate Development Co., Ltd., has finally opened the country's first Mitsukoshi, Japan's oldest and most venerated department store, right in the heart of Bonifacio North.

Federal Land in November 2022 held the soft opening of Mitsukoshi BGC. The four-storey mall brings to the country premium commercial spaces that feature a mix of local and global brands anchored by two iconic Mitsukoshi experiences: Mitsukoshi Fresh and Mitsukoshi Beauty.

- **July 2023:** Grand launch of Mitsukoshi BGC
- **November 2022:** Soft launch ceremony opens the shopping mall to the public in time for Christmas
- **April 2018:** Concrete pouring ceremony representing the first concrete pour of the project site
- **May 2017:** Groundbreaking ceremony signifying the beginning of project construction

*Bringing TASTE and PRECISION with this NEW MIXED-USE DEVELOPMENT*

First launched in 2018, The Seasons Residences is a mixed-use development by Federal Land in collaboration with its partners Nomura Real Estate Development Co. Ltd. and Isetan Mitsukoshi Holdings Ltd. The development offers upscale Japanese-inspired residences, wellness amenities, and Mitsukoshi BGC at its podium level.

The Seasons Residences marries the Japanese tradition of innovation and excellence with the Filipino sense of community. The development is part of Federal Land's Grand Central Park—a master-planned community in BGC and an integrated-use development that is home to Grand Hyatt Manila.



PHOTO COURTESY: FEDERAL LAND, INC.





PHOTO COURTESY: FEDERAL LAND, INC.

## ASSET DISPOSITION PROGRAM

# FEDERAL LAND IN BONIFACIO NORTH BY THE NUMBERS

Federal Land believes that creating a core mix of residential and commercial properties can make self-sustaining communities that are dynamic and attractive places to provide an unparalleled living experience that will let you enjoy life to the fullest.

### GRAND HYATT MANILA

- ▶ Five-star hotel
- ▶ 66 storeys
- ▶ 461 rooms

### GRAND HYATT MANILA RESIDENCES

- ▶ 50 storeys
- ▶ 241 residential units
- ▶ South Tower to be completed in 2023

### MADISON PARK WEST

- ▶ High-rise residential condominium
- ▶ 42 structural floors
- ▶ 43 marketing floors
- ▶ 677 units

### PARK WEST

- ▶ High-rise residential condominium
- ▶ 39 structural floors
- ▶ 40 marketing floors
- ▶ 692 units

### CENTRAL PARK WEST

- ▶ High-rise residential condominium
- ▶ 35 structural floors
- ▶ 36 marketing floors
- ▶ 356 tower units
- ▶ 7 bi-level villas

### TIMES SQUARE WEST

- ▶ High-rise residential condominium
- ▶ 42 structural floors
- ▶ 43 marketing floors
- ▶ 712 units

### PARK AVENUE

- ▶ High-rise residential condominium
- ▶ 36 physical floors
- ▶ 36 marketing floors
- ▶ 35 construction floors
- ▶ 427 units

PHOTO COURTESY: FEDERAL LAND, INC.

## THE SEASONS RESIDENCES DEVELOPMENT TIMELINE

- **December 2027:** Completion and handover date for fourth tower, Fuyu
- **June 2026:** Completion and handover date for third tower, Aki
- **December 2024:** Completion and handover date for second tower, Natsu
- **December 2023:** Completion and handover date for podium levels and first tower, Haru
- **July 2022:** Topping off ceremony for Natsu Tower celebrating the structural completion of Tower 2
- **December 2021:** Topping off ceremony for Haru Tower celebrating the structural completion of Tower 1
- **October 2019:** Topping off ceremony for the podium level celebrating the structural completion
- **April 2018:** Concrete pouring ceremony representing the first concrete pour at the project site
- **May 2017:** Groundbreaking ceremony signifying the beginning of project construction



BUILDING BETTER @30 | 57



*Prioritizing*

**CONNECTIVITY**

*and* **WALKABILITY**

*at* **UPTOWN BONIFACIO**

**M**egaworld Corporation clearly raised the bar anew for Uptown Bonifacio for creating an elaborate network of bridges, underground passages, and elevated walkways that offer the utmost convenience to residents, workers, and visitors of the township. Most importantly, Megaworld is providing adequate breathing space to live, work, and play.

Uptown Bonifacio—a Php65-billion residential and commercial lifestyle destination—sprawls across a 15-hectare expanse in Bonifacio North.

It houses Uptown Mall, Megaworld’s five-level lifestyle mall; and Uptown Parade Mall, a luxury dining hub.

It also houses three high-end residential condominiums:

**Uptown Park Suites**, with 50 storeys of one- to four-bedroom units;

**Uptown Ritz Residences**, with 45 storeys of two- to four-bedroom units; and

**One Uptown**, a 45-storey residential development with 8 to 12 units per level (for turnover in 2024).

Soon, the township will also be connected to a subway, once this key public infrastructure project is completed.







**McKinley West.** Megaworld's ultra-high-end township filled with green spaces.

## GIVING RISE TO GREEN, SUSTAINABLE BONIFACIO SOUTH AND BONIFACIO EAST

Two other sustainability developments in the area are Bonifacio Capital District (Bonifacio South) and Bonifacio East, of which at least 15 percent of the land is allocated to green, open spaces.

### BONIFACIO CAPITAL DISTRICT (BONIFACIO SOUTH)

Megaworld's pioneer townships McKinley West and McKinley Hill have brought economic gains to the greenfield area.

- **McKinley West** is a 34.5-hectare enclave for upscale residential and office spaces. It includes Park McKinley West, St. Moritz Private Estate, and The Albany Yorkshire Villa.
- **McKinley Hill** serves as a hub for foreign embassies, education, business process outsourcing (BPOs), and high-end residential developments. It houses the BPO office tower Campus Place, international schools, and the embassies of the United Kingdom, South Korea, the United Arab Emirates, and Italy.

Bonifacio Capital District will be the future home of the **Senate of the Philippines**.

- The green four-tower **New Senate Building** is rising on a 18,320-square-meter lot at the Navy Village. Since 1996, the Senate has been a temporary tenant at the building of the Government Service Insurance System in Pasay City, and has been renting its parking space from the Social Security System.

### 60-HECTARE BONIFACIO EAST (JV OF NHA, PRIMELUX HOLDINGS, AND BCDA)

The Bonifacio East Property will soon give rise to a green and sustainable landmark in Metro Manila. The 60-hectare property located along C-5 Road is envisioned to have mixed institutional, commercial, and residential areas—with a socialized housing component.

It will be jointly developed by BCDA, the National Housing Authority, and Primelux Holdings Development, Inc., a special purpose subsidiary of Shanghai Nanjiang Co. Ltd.



Artist's render of the **Senate Building** soon to rise in Fort Bonifacio



# PRACTICING Sustainability *in* Manila's Aerotropolis

It used to take flight attendant Chesca Garcia over an hour to get to Newport City in Pasay City from Ninoy Aquino International Airport (NAIA) Terminal 3. This was before the Runway Manila—a 24/7 220-meter ultra-modern, air-conditioned footbridge—was built by the Travelers International Hotel Group. Now, with the presence of Runway Manila, Ms. Garcia is able to get to Newport City from NAIA in less than 15 minutes.

The rapid expansion of airport-linked Newport City and the development of Runway Manila have made it possible for travelers like Ms. Garcia to work, shop, eat, sleep and be entertained without experiencing or contributing to traffic from NAIA Terminal 3.

Located at the back of Belmont Hotel, Runway Manila was built under the government's public-private partnerships.

On setting foot in Newport City—a 25-hectare integrated tourism township launched by Megaworld Corporation in 2005—travelers and locals alike may enjoy and explore the state-of-the-art, 1,000-seater Newport Performing Arts Theater; the country's largest hotel ballroom, the Marriott Grand Ballroom; international hotel brands; world-class residences, and more.



**RUNWAY MANILA.** Connecting NAIA Terminal 3 to Newport City within 15 minutes



## HOTEL BRANDS IN NEWPORT CITY

- ▶ the **Maxims Hotel**, with its 172 all-luxury suites
- ▶ the **Marriott Hotel Manila**, a five-star lodging brand
- ▶ **Hilton Manila**, an international hotel brand known for its history of innovating hospitality standards
- ▶ the highly stylized **Sheraton Manila Hotel**
- ▶ the 10-storey, 4-star **Belmont Hotel**
- ▶ the 684-room **Savoy Hotel Manila**
- ▶ the 737-room **Holiday Inn Express Manila Newport City**
- ▶ the newest **Hotel Okura Manila**

## RESIDENTIAL ADDRESSES IN NEWPORT CITY

- ▶ 150 Newport Boulevard
- ▶ 101 Newport Boulevard
- ▶ 81 Newport Boulevard
- ▶ Palmtree Villas 1 & 2
- ▶ Parkside Villas
- ▶ The Residential Resort





“ THE 20TH CENTURY  
WAS ABOUT CITIES  
BUILDING AIRPORTS. THE  
21ST CENTURY WILL BE ABOUT  
AIRPORTS BUILDING CITIES.”

—American economist  
**John D. Kasarda**



Hotel Okura  
Manila

PHOTO COURTESY: HOTEL OKURA MANILA

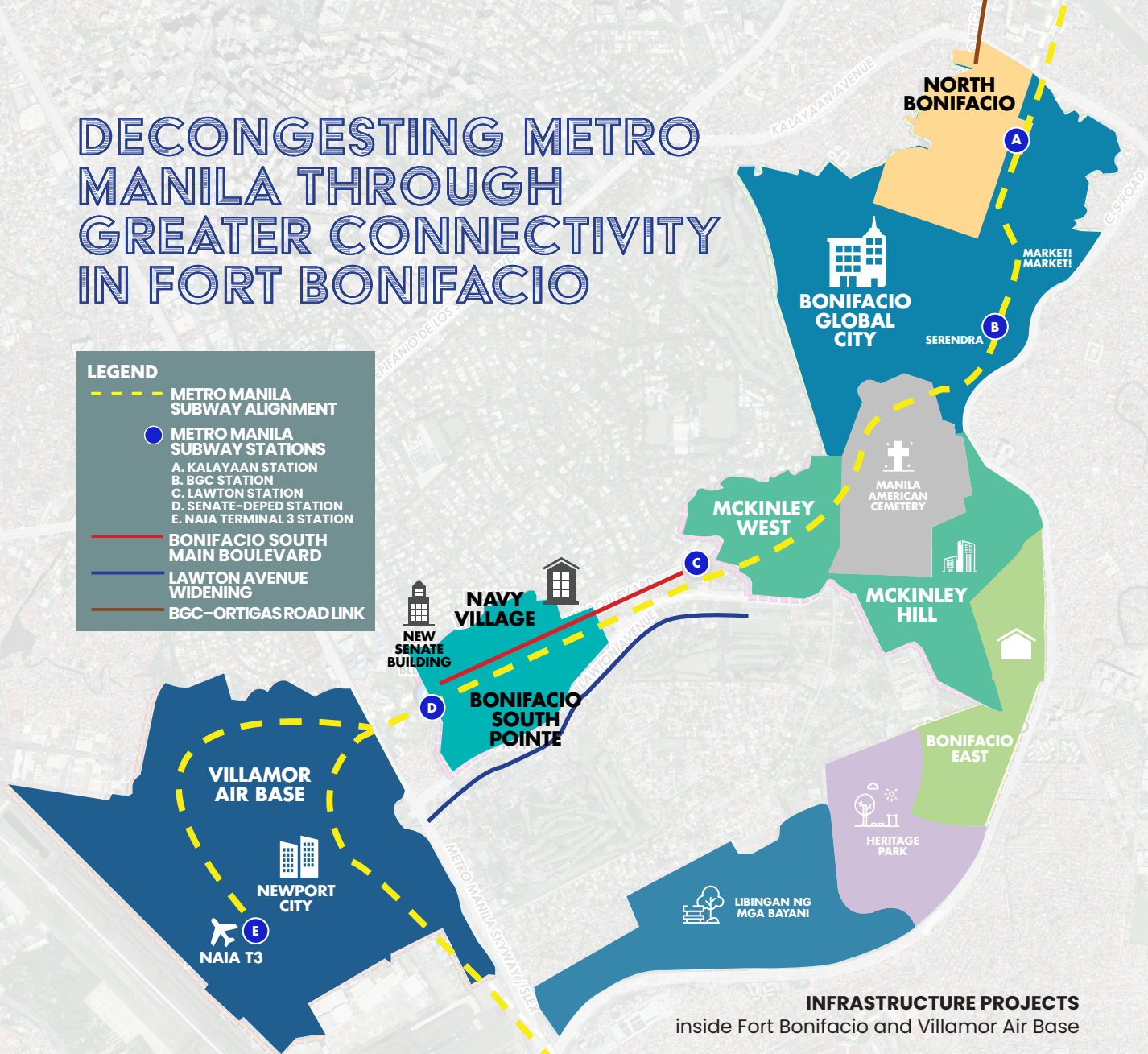
Newport World Resorts, formerly known as Resorts World Manila, on May 19, 2022 launched its umbrella program unifying all its sustainability campaigns, called “I love Earth.” The program ensures that responsible and sustainable waste material handling will be implemented across its portfolio, including Marriott Hotel Manila, Holiday Inn Express Manila Newport City, Hilton Hotel Manila, Sheraton Manila Hotel, and Hotel Okura Manila.

Other sustainability campaigns include solar installation, district cooling (an energy infrastructure that reduces the strain on the electric grid caused by air conditioning), and the use of cage-free eggs.





# DECONGESTING METRO MANILA THROUGH GREATER CONNECTIVITY IN FORT BONIFACIO



**M**odern societies thrive when the fruits of economic development are spread to help improve quality of life. For this to happen, governments provide infrastructure support to allow better mobility, promote security, ensure movement of businesses and trade, and give comfort and convenience. To ensure this connectivity of people and businesses, BCDA remains at the forefront of providing greater access options by helping the national government build more roads, railway stations, and other transport modalities inside Fort Bonifacio in Taguig City. These infrastructure projects are

also being prioritized to link this premier location to the rest of Metro Manila, to aid in decongestion efforts and stimulate economic activity.

In 2022, BCDA entered a joint technical cooperation project with the Japan International Cooperation Agency (JICA) for transit-oriented development (TOD) in the Philippines. The preparatory study for the project began in July 2022 and the project proper shall commence in the second half of 2023. This project shall result in a conceptual and business plan for the subject areas and a TOD guideline that may be applied to other transport projects within the country.



# BCDA'S MASSIVE ROAD *and* TRANSPORT PROJECTS

## 1 BGC-ORTIGAS CENTER ROAD LINK (WITH DPWH)

Road component works were completed and inaugurated in 2021 after four years of construction, enabling the opening of the entire 1.48-kilometer Bonifacio Global City (BGC)-Ortigas Center Road Link. This project also covers the rehabilitation and widening of the 362-meter Brixton Street, from the corner of Reliance Street to Fairlane Street.

### 12 mins

The time it now takes to and from BGC and Ortigas Center, down from an hour using a longer alternative route

### 4 lanes

The width of the BGC-Ortigas bridge (a vital part of the Road Link) easing traffic from Santa Monica Street in Pasig City to Lawton Avenue in Taguig City

### 20%

The reduction in traffic volume from nearby EDSA and C5 road sections through the Road Link, furthering decongestion in these areas

### 1 viaduct

The BGC Kalayaan Viaduct, now complete, is the last component of the Road Link that connects Lawton Avenue to 8<sup>th</sup> Avenue in BGC

## 2 WIDENING OF LAWTON AVENUE (WITH DPWH)

With the completion of the two remaining construction phases of the project in May 2022, this fully-widened road infrastructure will complement the BGC-Ortigas Center Road Link, improving accessibility to and from the cities of Mandaluyong, Pasig, Makati, and Taguig.

### 6 lanes

The total number of lanes after two lanes were added and converted from the widening of the thoroughfare

### 3.15 km

The total coverage length of Lawton Avenue (also known as the Fort Bonifacio-Nichols Field Road) where the widening works were completed, helping decongest traffic on nearby EDSA, SLEX, and C5

### 12 mins

The estimated travel time from BGC to NAIA upon completion of the project

## 3 METRO MANILA SUBWAY (WITH DOTr)

Under the BCDA's joint technical cooperation project with JICA for TOD in the Philippines, the Metro Manila Subway Project (MMSP) stations within the BCDA area shall be the forefront case studies.

The first subway project of the national government, the 17-station MMSP will have four stations passing through Fort Bonifacio, and a station located at the Ninoy Aquino International Airport (NAIA) Terminal 3 (T3), a property complex that is currently being leased by the BCDA to the Manila International Airport Authority (MIAA). The Department of Transportation (DOTr) will start the construction of these stations in 2024.

Once fully operational, the Metro Manila Subway will cut across eight cities, reducing travel time from Valenzuela City to NAIA in Pasay City to just 45 minutes.

### 4 stations

The Kalayaan and BGC stations will be located in BGC, while the Senate-DepEd and Lawton Avenue stations will rise within the Bonifacio Capital District

### NAIA T3 station

The end of the underground rail system where the rail line will also traverse a BCDA-owned property currently being leased to MIAA

### Php488B

The total project cost for this massive infrastructure project, funded through the official development assistance (ODA) from the Japanese government and through the Philippines' general appropriations

### 33 km

The length of the rail line, stretching across eight cities—namely, Valenzuela, Quezon City, Mandaluyong, Pasig, Makati, Taguig, Paranaque, and Pasay

## 4 BONIFACIO SOUTH MAIN BOULEVARD (WITH DOTr)

Jointly constructed by the DOTr and BCDA, the Bonifacio South Main Boulevard will ease traffic in Fort Bonifacio. BCDA's portion of the project, consisting of the construction of Executive Access Road and the Pasong Tamo road widening, was at 28 percent completion as of December 2022. Meanwhile, DOTr will commence the construction of the Main Boulevard after the completion of the Senate-DepEd and Lawton Avenue stations of the Metro Manila Subway Project.

### 2.45 km

The total coverage length of the road network that is envisioned to provide alternate access to BGC from NAIA and decongest Lawton Avenue

### 6 lanes

The total stretch of the road project, which will also feature dedicated bicycle lanes on each side of the boulevard, along a linear park



**WE HELP  
STRENGTHEN  
OUR ARMED  
FORCES WHILE WE  
BUILD GREAT  
CITIES.**

# From Good Intentions to Great Impact

Mighty trees come from tiny seeds. We at the Bases Conversion and Development Authority (BCDA) know that the seeds we plant today through our corporate social responsibility activities will bear fruit one day. Whether we are building stronger ties with the Armed Forces of the Philippines (AFP), donating books to indigenous children, or planting trees, we aim to create the most impact.





# Forging Stronger Ties with the Armed Forces



**T**he BCDA is mandated to help strengthen the AFP through the generation of funds for its modernization.

BCDA implements “Saludo sa Sundalo,” a stakeholder engagement program aimed to build a stronger relationship with the armed forces through communication and engagement activities.

A key activity is the AFP Forum, which highlights the role of the BCDA in the AFP Modernization Program. It is a venue for BCDA to engage with its military stakeholders, provide information, and clarify issues, as raised.

**“I express my wholehearted gratitude to the management of the BCDA for your invaluable contribution to building a stronger, more credible, and more capable Armed Forces.”**

**- Lt. Gen. Bartolome  
Vicente O. Bacarro**  
AFP Chief of Staff

In 2022, BCDA conducted three fora for the following AFP stakeholders:

**AFP CHIEF OF STAFF LT. GEN.  
BARTOLOME VICENTE O. BACARRO,  
GENERAL HEADQUARTERS, MAJOR  
SERVICES AND UNITED COMMANDS  
FORUM AND TOUR OF NEW CLARK  
CITY AND CLARK**

August 25, 2022  
Over 100 participants

**7<sup>TH</sup> INFANTRY (KAUGNAY) DIVISION,  
PHILIPPINE ARMY FORUM AND TOUR  
OF NEW CLARK CITY**

September 19, 2022  
Over 100 participants

**PHILIPPINE ARMY CIVIL-MILITARY  
OPERATIONS REGIMENT AND CIVIL  
MILITARY OPERATIONS SCHOOL**

November 24, 2022  
Over 100 participants





## Giving Back to Communities

### **“MASAYANG BATA SA PASKO, MASAYANG PAMILYA NG SUNDALO”**

In celebration of the yuletide season, the BCDA participated in a gift-giving activity themed “Masayang Bata sa Pasko, Masayang Pamilya ng Sundalo,” distributing toys amounting to Php50,000 to 150 children of personnel of the Philippine Army Civil-Military Operations Regiment, and to disadvantaged kids.

### **THE PHILIPPINE ARMY’S “BATTLE OF THE BANDS”**

The Philippine Army’s “Battle of the Bands” held in December 2022 was also supported by the BCDA. Food and beverages were provided to at least 200 military troops to ensure the success of the event.

### **DONATION OF HYGIENE KITS**

Hygiene kits consisting of bath soap, face towel, and alcohol were given to 500 indigenous people and farmers of Sitio Kalangitan, Capas, Tarlac in December.

### **DONATION OF BOOKS, CLOTHING, AND TOYS**

Benefiting the said donation were 210 indigenous children and youth from Brgy. Sapang Bato, Angeles, Pampanga in December.

### **DONATION OF 4 PRINTERS**

In collaboration with Superlife World Philippines, the BCDA donated four printers to Tarukan Elementary School in Brgy. Sta. Juliana, Capas, Tarlac in November.





# Building a Greener Future

BCDA approaches its business activities with a corporate sustainability mindset. We consider the ethical, social, environmental, cultural, and economic impacts of engaging in business, while creating lucrative job opportunities for the country in a sustainable manner.

As part of its Corporate Social Responsibility efforts, BCDA participated in a series of tree-planting activities in 2022, to help mitigate the effects of infrastructure developments and the environmental impact of climate change on project-affected areas.

## EARTH DAY 2022

As part of BCDA's reforestation and greening campaign, 500 seedlings—consisting of bamboo, narra, molave, and calantas—were planted within New Clark City in April, in partnership with the Abacan River and Angeles Watershed Advocacy Council, Inc. (ARAW-ACI) and other private sector groups, and the Asian Development Bank.



These soldiers are among volunteers from the Department of Interior and Local Government, Department of Environment and Natural Resources, and the Department of Agriculture who participated in a tree-planting activity in New Clark City in September 2022.

## BCDA AND PTC-WEN TREE-PLANTING ACTIVITY ALONG NEW CLARK CITY BAMBAN INTERCHANGE

About 120 molave trees were planted along the newly built New Clark City–Bamban Interchange in April. This initiative was undertaken by women engineers and scientists of the Women Engineers' Network of the Philippines Technological Council.

## TREE-PLANTING ACTIVITY IN BATAAN TECHNOLOGY PARK IN JUNE 2022

This activity is part of the Comprehensive Integrated Master Development Plan designating the northern part of the Bataan Technology Park as a conservation area.

## “BUHAYIN ANG PANGANGALAGA SA KALIKASAN (REVIVE CARING FOR NATURE)”

In September 2022, the BCDA, Fort Bonifacio Development Corporation (FBDC), and the Bonifacio Global City Estate Association (BGCEA) planted about 500 indigenous trees in Bonifacio Global City in Taguig and New Clark City in Tarlac, as part of an initiative by the Department of Interior and Local Government, in collaboration with the Department of Environment and Natural Resources and the Department of Agriculture, to plant 128,000 trees nationwide simultaneously.





# 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 of the Philippines, and other government beneficiaries.

The BCDA moved swiftly in 2022 to dispel questions on the procurement of construction and supply projects by reorganizing the Bids and Awards Committees and their Technical Working Groups and Secretariats.



Newly appointed BCDA Chairman Delfin N. Lorenzana (center), together with MTD Philippines Chairman Isaac S. David (left), and BCDA Senior Vice President for Corporate Services Arrey A. Perez (right), inspects sports facilities in New Clark City.

## GOVERNANCE FRAMEWORK

BCDA adopts the Governance Commission for Government-Owned and –Controlled Corporations’ (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.

The BCDA Board of Directors sets policies to guide Management in carrying out its duties and responsibilities with integrity and transparency, which only affirms the Authority’s full compliance with the Code of Corporate Governance. 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.

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. 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.

## 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 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 in 2016. The code, which incorporates the organization’s Whistleblowing Policy, sets forth the principles, corporate values, and rules of conduct that both officers and employees must observe in carrying out their official duties and responsibilities. This includes the policies instituted by the Civil Service Commission (CSC) relating



to integrity, transparency, and accountability in government.

*b. Whistleblowing Policy*

The BCDA’s Whistleblowing Policy promotes responsible reporting and disclosure of vital information related to 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 Board, management, and employees that are deemed illegal and unethical—or those which are in violation of good governance principles and entail unhealthy business practices that are grossly disadvantageous to the government.

*c. No-Gift Policy*

The 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 expecting any undue favor or reward.

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

Further, the BCDA adheres to Republic Act (RA) No. 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 Human Resource Management Department (HRMD).

*e. Transformation and Core Values Program*

From 2019 to 2020, the BCDA Corporate Planning Department (CPD) conducted a series of training workshops on Transformation and Core Values for employees across the BCDA Group. The objectives were: 1) to transform the employees of BCDA into self-leaders by discovering themselves; and 2) to create a set of core values that would shape the BCDA culture. The three tracks of the program had

the following themes: Build Self, Build Strength, and Build Synergy.

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

The BCDA considers the sustainability of the project in the development of each master-planned community and in the construction of major infrastructure—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 steward of state resources, BCDA complies with relevant laws and regulations in the implementation of

its projects and in its asset disposition activities. This is to ensure that they are environment-friendly and consistent with the organization’s sustainable development goals.

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

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, which was 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 formulation of a separate JV company. The appropriate JV mode,

A bird’s eye view of the National Government Administrative Center in New Clark City







BCDA President and CEO Aileen Anunciacion R. Zosa briefs delegates from the Philippine Chamber of Commerce and Industry in Japan on BCDA projects in the pipeline.

to be determined according to which are the most efficient and viable financial arrangements for BCDA and the JV partners, will be created. The Guidelines were approved by the Board through Board Resolution No. 2017-09-148. The Board likewise 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 to direct project implementation and ensure the optimization of land development. The master plan and design guidelines follow relevant laws and regulations, such as RA No. 6541 or the National Building Code of the Philippines, and directives of the Department of Environment and Natural Resources (DENR) and

the Civil Aviation Authority of the Philippines (CAAP).

*b. Corporate Social Responsibility*

BCDA’s stakeholder engagement activities are guided by the BCDA Corporate Social Responsibility (CSR) Philosophy, which states: “We at BCDA are committed to fulfill our mandates to our stakeholders by improving the quality of life and giving dignity to our workforce, our families, and the communities that we develop 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,

the internal organization, the environment, and victims of natural calamities.

**INSTITUTIONAL MECHANISM**

To ensure compliance with the corporate governance principles, the Board has created committees to support itself in the performance of its functions. The following are the BCDA Board Committees:

- 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 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 which are relevant to the internal audit activities, and that the activities are free from interference.

For the past year, the BACGC reviewed the audit reports on the BCDA Procurement System, BCDA Property Management System—Movable Contents of Infrastructure Projects, Terminal Audit Report, Serendra Retail, and CY 2023 Audit Plan of the Internal Audit Services Department (IASD).

The Committee recommended solutions to the BCDA Board that would address the audit findings, and ensured that the solutions, as concurred in by the BCDA Board, were promptly acted upon by Management. Further, the Committee ensured that the IASD 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 for compliance with both internal financial management policies and pertinent accounting standards, including regulatory requirements. The Committee also ensured that the IASD monitored and evaluated the adequacy of BCDA's internal control systems, and that proper coordination was made with the Commission on Audit (COA).

Furthermore, BCDA continues to improve its internal processes by seeking certification for its Quality Management System, pursuant to Executive Order No. 605, which institutionalizes standards and mechanisms in implementing the government quality management program. To date, BCDA is ISO 9001:2015 certified for its Provision of Conversion and Development

Services, Real Estate Management, and Engineering for Land and Assets under the jurisdiction and control of the BCDA. This was conferred by third-party auditor TÜV Rheinland Philippines, Inc.

The ISO 9001:2015 is an internationally accepted standard for quality management and compliance with customer and regulatory requirements.

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, risk management measures, and public affairs issues to ensure that risks are identified and addressed immediately and accordingly.

The Committee undertook the following in the past year: 1) reviewed and recommended for Board approval the legal strategies on various cases filed by or against BCDA; 2) assessed the information provided by Management on risk exposures and risk management activities; 3) reviewed and recommended measures on legislative proposals affecting BCDA; 4) assessed the Annual Planning Program of the CPD as it relates to risk management; 5) 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.

To ensure that risk factors encountered by the organization are adequately identified, accurately assessed, and prioritized, BCDA

developed the BCDA Corporate Risk Registry. The risk registry was developed through the concerted effort and inputs of the different BCDA departments and units after a series of pre-work activities held in 2021 headed by the Regulatory, Compliance, and Risk Management Department (RCRMD).

The BCDA 2022 Risk Registry is a compilation of the 21 risks from the different departments with high and very high risk ratings. It is a tool for the organization to track and monitor the occurrence of risk. It includes the identified risks, controls to manage the risk, level of severity/impact to the organization, and the risk treatment plan in addressing the risk. It is a living document, which means that it should be periodically reviewed, revised, and updated. Specifically, the occurrence of the risk effectiveness of the risk treatment plans needs to be assessed. Ideally, the risk rating of each risk entry should decrease over time.

The BCDA 2022 Risk Registry was approved by the BCDA Board of Directors on November 23, 2022 through Board Resolution No. 2022-11-176.

# 100%

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## CUSTOMER SATISFACTION RATING

among joint venture partners, lessees, and property buyers



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BCDA Chairman Delfin N. Lorenzana (4<sup>th</sup> from left) receives from GCG Chairperson Alex L. Quiroz (3<sup>rd</sup> from left) the certification naming the Bases Conversion and Development Authority as one of the top-ranking government-owned and -controlled corporations in 2021. Witnessing the ceremony are (from left) GCG Commissioners Atty. Gideon DV. Mortel and Atty. Geraldine Marie Berberabe-Martinez, BCDA Director Reghis M. Romero III, and BCDA Officer-in-Charge Executive Vice President and Chief Operating Officer Atty. Gisela Z. Kalalo.

Further, the RCRMD was created in 2019 through the organizational restructuring approved by the GCG. The RCRMD is a newly created department by virtue of the GCG Memorandum Order No. 2019-07. The RCRMD is the chief compliance office of BCDA that ensures that BCDA is in compliance with the rules and regulations of regulatory agencies, that company policies and procedures are being followed, and that behavior in the organization meets BCDA’s Code of Conduct. Specifically, it “monitors, and as necessary, coordinates compliance and risk activities of other departments to remain up to date on the status of all compliance activities.”

In 2021, RCRMD developed a Compliance Monitoring Notification System, with the

objective of ensuring that BCDA, through its appropriate departments, is compliant with regular and new requirements from regulatory agencies. The department also serves as the chief risk office of BCDA responsible for overseeing the Risk Management Program across the organization.

### 3. Fiscal Management

The Board Committee on Finance and Investments reviews the financial feasibility of the disposition of BCDA properties through sale, lease, or joint venture agreement, as endorsed by the Business Development Department (BDD).

The Committee identifies issues, provides guidance, and proposes solutions, as well as formulates policies and guidelines for the annual and supplemental budgets

of the BCDA and its subsidiaries, for the Board’s approval. It exercises oversight function in the fiscal management of BCDA resources, and financial oversight on BCDA subsidiaries and affiliates, including a review of the proposed budgets and the financial performance of the subsidiaries and affiliates. The Committee likewise provides guidance for the investment of corporate funds and reviews the profitability of investments, for the Board’s approval.

### 4. Business Development

The Business Development Committee reviews the strategies and policies which affect the investment climate, marketing, and after-sales service programs of BCDA. It conducts periodic review and validation to determine the viability



of the assets for disposition, as well as regular validation and review of the Comprehensive Integrated Master Development Plan (CIMDP) of BCDA properties to determine how suitable they are with current real estate trends.

The Committee also maximizes benefits from the disposition and development of land and other assets through the formulation of a sound and 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 efficiently lead the implementation of good governance principles.

The BCDA arranges and funds seminars and training sessions attended by the Board of Directors. The Directors are also regularly updated of laws, rules, and regulations that are applicable to BCDA.

For the past year, the BCDA Board members attended various webinars and online courses offered by the Institute of Corporate Directors. Among the training programs they attended were as follows: “Corporate Governance Orientation Program for Government-Owned and –Controlled Corporations” and a webinar series entitled “Pilipinas: Aspire, Rise, Sustain.” The BCDA Board also attended a seminar on Ethical Leadership in the Public Sector; 2022 Manila Forum on Competition in Developing Countries sponsored by the Philippine Competition Commission; Belt and Road Summit,

an online event organized by the Hongkong Trade Development Council; and Singapore International Transport Congress and Exhibitions and Networking and Pitching Event or Marketing Roadshow organized by the Enterprise Singapore.

### 6. BCDA Freedom of Information

In compliance with EO No. 2, s. of 2016, which upholds transparency measures in the Philippine government, BCDA supports Freedom of Information (FOI) by having its own People’s FOI Manual.

FOI supports the constitutional right of the Filipino people to access information on matters that are of public concern. The public may request for any information or document regarding BCDA and its projects via the FOI portal.

### BOARD APPRAISALS

The Board recognizes the importance and benefits of conducting regular evaluation to determine its effectiveness. In 2022, the Board conducted self-assessment to evaluate the performance of the Board as a whole and that of the Board Committees. The Members of the Board and of the Board Committees accomplished their Self-Assessment Questionnaire which had the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting, and Disclosure.

### ATTENDANCE

The Board conducted 24 meetings during the year. The high attendance record of the Board members in 2022 demonstrated the Board’s strong commitment to devote sufficient time and attention to perform their duties and responsibilities.

# 2022 AWARDS

- **Top Performing GOCC for 2021**  
Corporate Governance Scorecard of GCG
- **Special Recognition for Public Facility**  
10<sup>th</sup> PropertyGuru Philippines Property Awards
- **“Top Most Green Companies”**  
9<sup>th</sup> Golden Globe Tiger Awards
- **SEMEC Gold Award for Analysis and Planning**  
2022 Singapore Landscape Architecture Awards
- **Quill Award of Merit for Governmental Communication: “Building the Philippines’ International Gateway: A Public Relations Campaign on the Clark International Airport”**  
19<sup>th</sup> Philippine Quill Awards
- **Quill Award of Merit for Publications: “We Heal As One: BCDA 2020 Annual Report”**  
19<sup>th</sup> Philippine Quill Awards
- **Quill Award of Merit for Special and Experiential Events: “Sports Bubble: The New Normal for Professional Sports”**  
19<sup>th</sup> Philippine Quill Awards





# Financial Highlights

The Bases Conversion and Development Authority (BCDA) was able to sustain strong and stable financial operations in 2022 despite the traces left by the adverse impact of the COVID-19 crisis globally. This was mainly driven by revenue streams from existing leases, joint ventures, concession agreements, and other income-generating activities of BCDA.

## I. Statement of Financial Position

BCDA's total assets slightly decreased by 0.08%, from Php208.200 billion in 2021 to Php208.037 billion in 2022, due to timing difference in the collection of the receivables and increase in the depreciation of newly completed infrastructure projects. BCDA's total liabilities also decreased by 14.41%, from Php43.494 billion in 2021 to Php37.227 billion in 2022, due to the payment of the Japan International Cooperation Agency loan, remittance of the Armed Forces of the Philippines and beneficiaries' share to the Bureau of the Treasury (BTr), and utilization/return of funds from/to other government agencies. On the other hand, BCDA's total equity reached Php170.810 billion in 2022 from Php164.707 in 2021 driven by the strong results of operations.

**Table 1. Statement of Financial Position**

(in billions)

	<b>2022</b>	<b>2021 Restated</b>
Current Assets	31.833	36.236
Non-Current Assets	176.204	171.964
<b>TOTAL ASSETS</b>	<b>208.037</b>	<b>208.200</b>
Current Liabilities	8.494	12.646
Non-Current Liabilities	28.733	30.848
<b>TOTAL LIABILITIES</b>	<b>37.227</b>	<b>43.494</b>
Equity	170.810	164.706
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>208.037</b>	<b>208.200</b>

### Current Assets

The decrease in current assets by 12.15%, from Php36.236 billion in 2021 to Php31.833 billion in 2022, was primarily due to the remittance of the beneficiaries' share from asset disposition in the amount of Php6.375 billion to the BTr. Nevertheless, BCDA's current ratio improved from 2.8:1 in 2021 to 3.7:1 in 2022, indicating BCDA's ability to pay off short-term liabilities.

### Non-Current Assets

Non-current assets reached Php176.204 billion in 2022 or 2.47% higher compared in 2021 due to the recognition of Php2.535 billion, representing the cost of the taxiway and apron project in the Clark International Airport New Passenger Terminal Building.



## II. Statement of Comprehensive Income

The results of operations of BCDA in 2022 posted a bottom line figure of Php6.676 billion. The 208.24% growth from Php2.166 billion in 2021 was due to an increase in the net subsidy income from the National Government of Php6.354 billion.

<i>(in billions)</i>	<b>2022</b>	<b>2021 Restated</b>
Revenues	5.996	6.554
Operating Expenses	(3.026)	(2.464)
<b>Income from Operations</b>	<b>2.970</b>	<b>4.090</b>
Income Tax (Expense)/Benefit	(0.327)	0.397
Subsidy/(Financial Assistance/ Contribution), net	4.033	(2.321)
<b>Total Comprehensive Income</b>	<b>6.676</b>	<b>2.166</b>

### Revenues

BCDA revenues slightly decreased from Php6.554 billion in 2021 to Php5.996 billion in 2022 due to the decrease in the remittance of the joint venture proceeds. On the other hand, toll revenues from the SCTEX operation rose by 41%, from Php1.284 billion in 2021 to Php1.811 billion in 2022, primarily driven by the increase in traffic volume despite the effect of the pandemic. Concession agreement with Luzon International Premier Airport Development (LIPAD) Corporation for the operation and maintenance of Clark International Airport also contributed revenues of Php124.613 million in 2022, showing a 75% growth from the previous year.

### Expenses

BCDA incurred operating expenses of Php3.026 billion in 2022, which is 22.81% higher compared to those of 2021 due to the increase in depreciation expense attributable to the completion of infrastructure projects.

### Subsidy/(Financial Assistance/Contribution), net

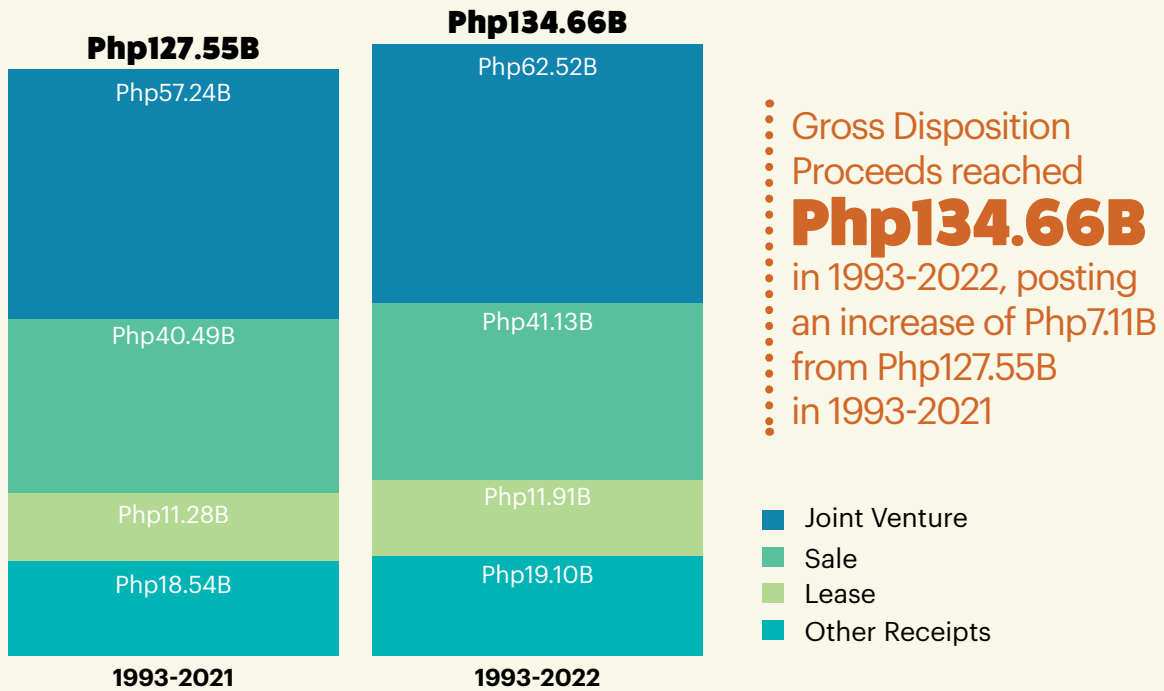
BCDA posted a positive net subsidy income from the National Government of Php4.033 billion in 2022 due to the receipt of National Government subsidies of Php7.254 billion to finance the payment of multi-year obligations for infrastructure and military replication projects. The net subsidy income is already net of the AFP contribution of Php3.092 billion remitted to the BTr.

**Truthfulness and fairness/fair representation of the 2022 Annual Financial Statements/Report included in this publication:**  
The BCDA Management, led by its President and CEO, has authorized the publication of the said Annual Financial Statements/Report. This is evidenced in Board Resolution No. 2023-06-087.





# ASSET DISPOSITION PROCEEDS



## Gross Disposition Proceeds

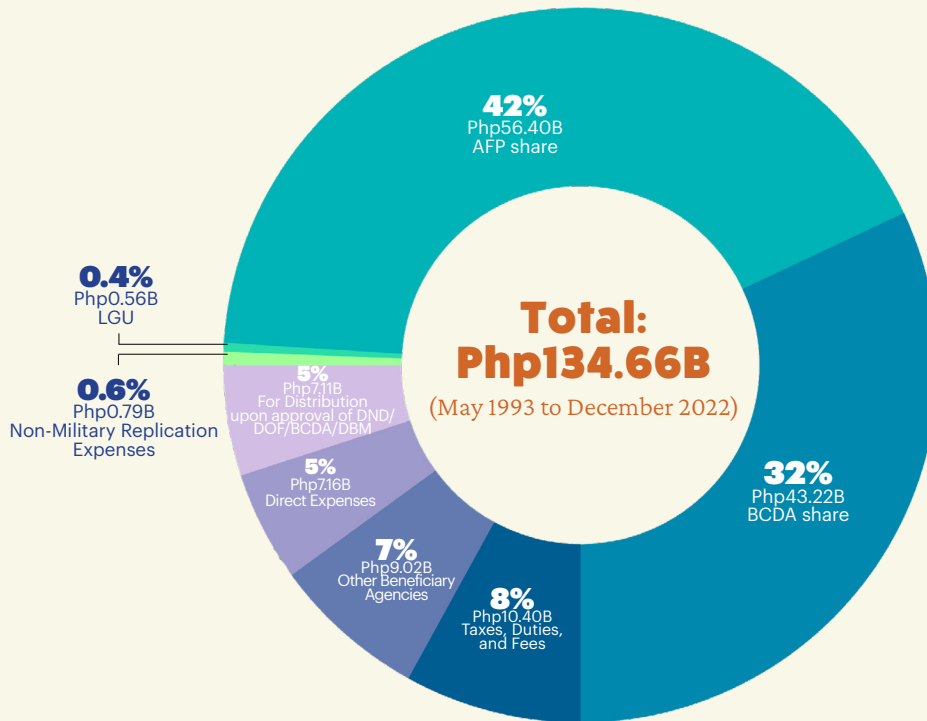
The total gross proceeds generated by BCDA from May 1993 to December 2022 arising from the disposition of Metro Manila camps covered by Republic Act 7227 has reached Php134.66 billion. The proceeds increased by 6% compared to the 1993-2021 level of Php127.55 billion.

The main drivers for the 6% increment were the receipt of disposition proceeds in the amount of Php3 billion from the joint venture with SM Prime Holdings, Inc. for the Bonifacio South Pointe property, Php1.06 billion from the joint venture with Serendra Project, Php425 million from the Department of Public Works and Highways representing the final payment of the right-of-way of the Ninoy Aquino International Airport Expressway Project, and Php540 million

dividends from Fort Bonifacio Development Corporation. Other contributors to the growth were the proceeds from existing lease and joint venture agreements totaling Php2.089 billion.

The Php134.66 billion total disposition proceeds consist of Php62.52 billion from joint ventures, Php41.13 billion from sales, Php11.91 billion from leases, and Php19.10 billion from other receipts. This is based on actual cash generated, except for replication projects undertaken by the developer and recorded as part of the gross proceeds (e.g. the replication of Philippine Air Force facilities in Villamor Air Base; replication of Philippine Army, PAF, and Philippine Navy facilities in the Joint United States Military Advisory Group property and Villamor Air Base; and so on).





### Breakdown of Gross Disposition Proceeds

The AFP is the biggest beneficiary of the disposition proceeds, receiving Php56.40 billion or equivalent to 42% of the total disposition proceeds generated since 1993. The AFP share consisted of Php45.28 billion for the AFP Modernization Program and Php11.12 billion for the replication of military facilities in Fort Bonifacio and Villamor Air Base. The replication projects of Php8.88 billion funded by the General Appropriations Act are not yet included in the AFP share.

The share of BCDA accounted for 32% or Php43.22 billion, while the share of other beneficiary agencies represented 7% or Php9.02 billion of the total gross disposition proceeds. The Local Government units also benefited from the asset disposition program with the receipt of Php560 million of the proceeds.

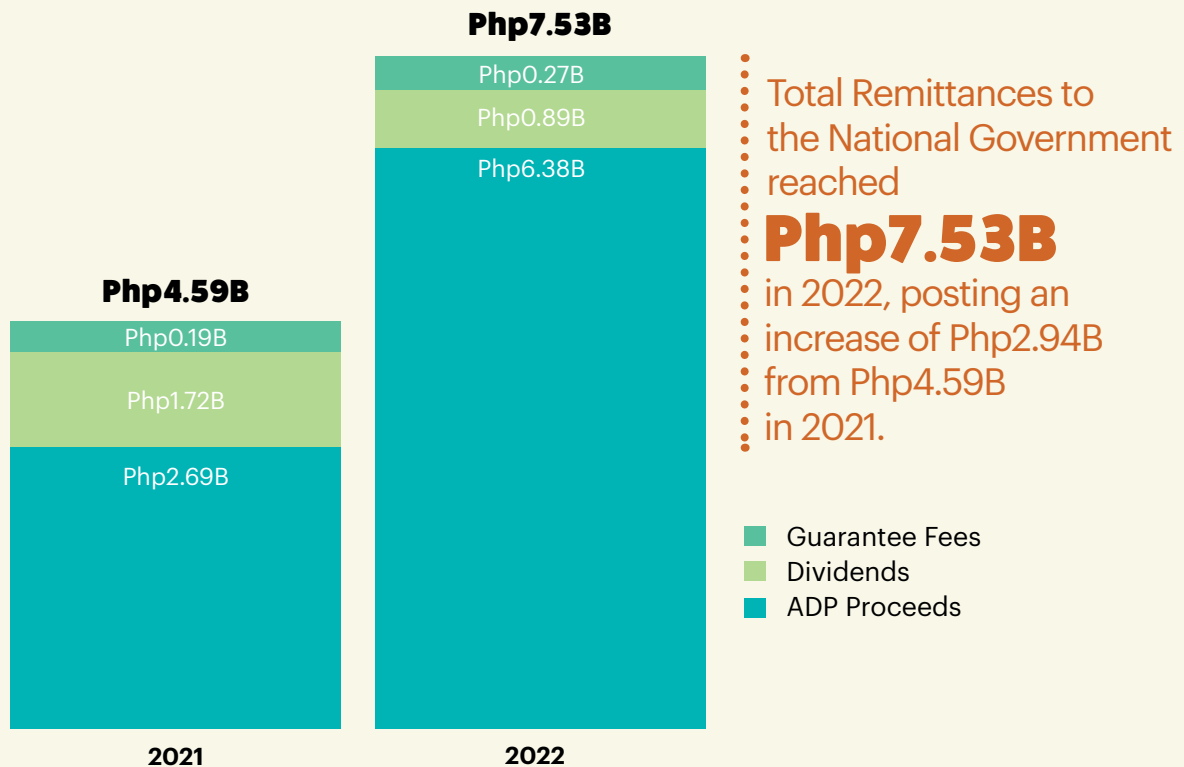
Disposition-related expenses deducted from the gross proceeds include Php7.16 billion in direct expenses for onsite development and infrastructure projects, relocation of informal settlers, survey, titling, appraisal, and administrative expenses; Php10.40 billion for taxes, duties, and fees; and Php790 million for the replication of non-military facilities.

On the other hand, Php7.11 billion, received in 2022, representing 5% of the total gross disposition proceeds, is for distribution to the AFP and other beneficiary agencies upon approval of the Department of National Defense (DND), BCDA, Department of Finance (DOF)-BTr, and Department of Budget and Management (DBM), and remittance thereof in the second quarter of 2023.

By law, the AFP’s share comprises 35% of sale transactions and 50% of non-sale transactions. The BCDA share of 27.5% from sale transactions and 50% from non-sale transactions is being used to fund its operations, develop former military bases, and construct infrastructure projects to enhance its properties.

BCDA remits the proceeds from the disposition program annually to the BTr. After remittance, it is the responsibility of the DBM to release the respective shares of the beneficiary agencies based on the budget execution guidelines and the approved fiscal program of the government.



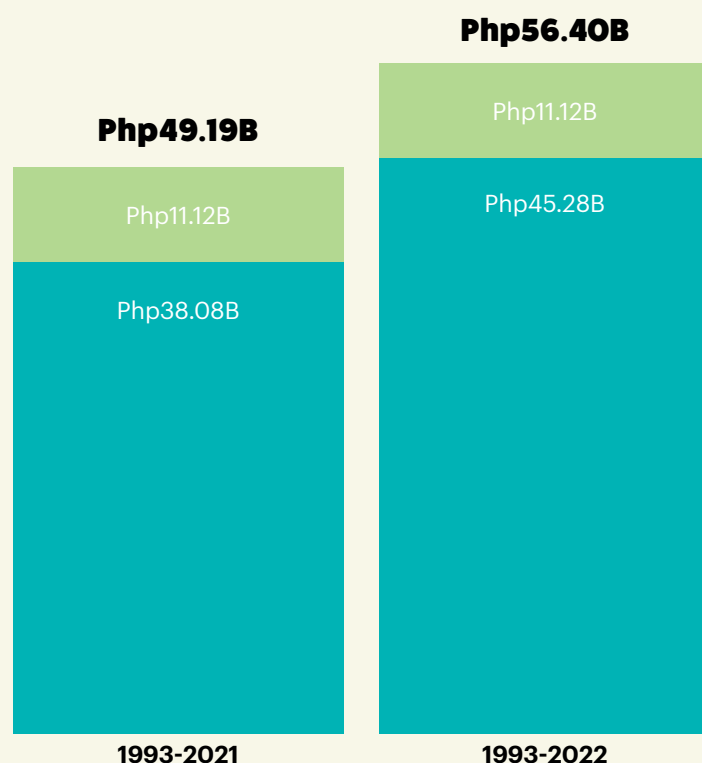


### Remittances to the National Government

The BCDA remitted Php7.53 billion to the National Government (NG) in 2022 to augment the national budget while significantly contributing to the modernization of the country’s armed forces. The Php7.53 billion represented an

increase of Php2.94 billion in 2022 or 64% compared to the previous year of Php4.59 billion. The BCDA also sustained its efforts in implementing aggressive policies to collect more revenues from its business contracts.





AFP share in the disposition proceeds reached **Php56.40B** in 1993 to 2022, posting an increase of Php7.21B from Php49.19B in 1993-2021.

■ Military Replication Projects  
■ AFP Modernization Program

### Contribution to the Armed Forces of the Philippines

The BCDA takes pride in being able to contribute to the military, its major stakeholder, through the share of the AFP in the BCDA disposition proceeds. In 2022 alone, BCDA contributed Php7.21 billion to

the AFP as share in the disposition proceeds. Coming from BCDA’s Asset Disposition Proceeds, the share of the AFP from 1993 to 2022 has already reached Php56.40 billion, which consists of the following:

Particular	Amount (Php Billion)
AFP Modernization	45.28
Replication of Military Facilities	11.12
<b>Total AFP Share</b>	<b>56.40</b>





# BOARD OF DIRECTORS



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1

**DELFIN N. LORENZANA**

74, Filipino

Date of Appointment: July 4, 2022

Date of Oath of Office: July 7, 2022

Maj. Gen. Delfin N. Lorenzana (Ret.) became Chairman of the Bases Conversion and Development Authority (BCDA) when he took his oath of office before President Ferdinand R. Marcos, Jr. on July 7, 2022.

Chairman Lorenzana is the immediate past Secretary of National Defense serving from June 30, 2016 to June 30, 2022. He brought to the Defense department his expertise in national defense and security, special operations, foreign affairs, public diplomacy, veterans affairs, and strategic leadership.

Chairman Lorenzana was born in Midsayap, Cotabato, on October 28, 1948 of migrant Ilocano parents. He was raised in the town of Parang, Cotabato where he finished his primary and secondary schooling. After high school, he spent two years at the Notre Dame University in Cotabato City. In 1969, he entered the Philippine Military Academy, graduated four years later, and was commissioned as a Second Lieutenant in the Philippine Army.

Over the course of 35 years in uniform, Chairman Lorenzana commanded army infantry units from platoon to brigade, an armor brigade, and the Army Special Operations Command. He also served in staff positions at Battalion and Brigade Headquarters, Army Headquarters, and General Headquarters. His last posting as an active military officer was as Defense Attaché in Washington DC from 2002 to 2004, after which he retired from active military service.

Upon retirement, he was designated as the Head of the Office of Veterans Affairs at the Philippine Embassy in Washington, DC, a designation he held until

June 2016. He played an important role in lobbying for the passage of two landmark US legislations for Filipino veterans who served under the US Army during World War II: the Filipino Veterans Equity Compensation Fund in 2009, awarding USD265M to surviving World War II veterans; and the Congressional Gold Medal to Filipino World War II veterans in 2016.

2

**AILEEN ANUNCIACION R. ZOSA**

60, Filipino

Date of Appointment: July 4, 2022

Date of Oath of Office: July 19, 2022

Aileen Anunciacion R. Zosa, the first woman President and Chief Executive Officer of the BCDA, dedicated 27 years of service to the state-run firm prior to her appointment. She was sworn in by President Ferdinand R. Marcos, Jr. on August 11, 2022, in Malacañan Palace. She first took her oath of office before Information and Communications Technology Secretary Ivan John E. Uy on July 19, 2022.

Passionate about sustainability, diversity, and inclusion, Ms. Zosa was also designated as the Chief Sustainability Officer of the BCDA in June 2022. As the CSO, she is tasked to provide guidance and direction in the design and implementation of a sustainability strategy for BCDA, as well as its subsidiaries and affiliates.

Aside from 27 years of institutional knowledge with the BCDA, Ms. Zosa also brings to the table the know-how in the fields of business development and public policy, and more than a decade's worth of experience in various academic and bureaucratic positions in the public sector, including the Senate, the Office of the President, and the Commission on Audit.

Climbing the career ladder, Ms. Zosa started in BCDA in June 1995 as a manager for Corporate Planning and Project Development. She was then promoted to Vice President for Planning and Business Development in January 1997, and went on to be

the Executive Vice President and Chief Operating Officer of the state firm from February 2010 to July 2022.

Ms. Zosa started her career in government service in the Commission on Audit in 1984 under then Commission Secretary Leonor M. Briones, former Department of Education (DepEd) Secretary. She also worked in the Office of Senate Majority Leader Teofisto Guingona, Jr., where she undertook policy and legislative support functions, and actively participated in the research, formulation, and deliberations on the Bases Conversion Law and the Special Economic Zones Law, which eventually laid the foundation for the BCDA.

Also an academic, Ms. Zosa held teaching positions at the University of the Philippines College of Public Administration from June 1987 to March 1992 in the fields of statistics and public fiscal administration. She also had a teaching stint as a mathematics instructor at the University of San Carlos (Cebu City) after graduating Magna Cum Laude in Bachelor of Science in Mathematics from the same university in 1982.

Born on March 26, 1962 in Cebu City, Philippines, Ms. Zosa obtained her Master of Arts in Economics degree with Merit Award for Academic Excellence from the University of the Philippines in Diliman, Quezon City.

Ms. Zosa replaced Atty. Aristotle B. Batuhan, who served as Officer-in-Charge of the BCDA Office of the President and CEO from October 2021 to July 2022.

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**ATTY. ARISTOTLE B. BATUHAN**

56, Filipino

Date of Appointment: October 14, 2016

Date of Oath of Office: October 18, 2016

Aristotle B. Batuhan was appointed by former President Rodrigo R. Duterte as a member of the Board of Directors of BCDA on October 14, 2016. On October 18, 2021, he was appointed by then President



## BOARD OF DIRECTORS

Duterte as Officer-in-Charge of BCDA until his replacement on July 19, 2022.

He concurrently serves as a director of a BCDA subsidiary, the North Luzon Railways Corporation, and various affiliates of BCDA, namely, the Fort Bonifacio Development Corporation (FBDC), Bonifacio Water Corporation (BWC), Bonifacio Communications Corporation (BCC), Filinvest BCDA Clark, Inc. (FBCI), and Philippine Japan Initiative for CGC, Inc.

Born on September 7, 1966, in Cebu City, Philippines, Mr. Batuhan 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 at 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, power, toll facilities, 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 from 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 as Undersecretary of the Department of Transportation and Communications (DOTC). At DOTC, he served as Alternate Chairman of the Maritime Industry Authority, the Philippine Ports Authority, the Cebu Ports Authority, and the Mactan-Cebu International Airport Authority.

He resigned from DOTC in December 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., a holding company with interests in various industries, including automotive, logistics, e-commerce and data analytics, PR or talent management, and real estate.

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### **VICE ADMIRAL FERDINAND S. GOLEZ (RET.)**

68, Filipino

Date of Appointment: June 16, 2017

Date of Oath of Office: June 29, 2017

Vice Adm. Ferdinand S. Golez (Ret.) has been a member of the BCDA Board of Directors since 2011. He was reappointed to the position by former President Duterte on June 16, 2017. Mr. Golez holds directorship positions in the following affiliates of BCDA, namely, FBDC, BWC, BCC, and Bonifacio Estates Services Corporation (BESC). He is also a director of NLRC, a subsidiary of BCDA.

With a highly accomplished and well-decorated career in the naval

profession, Mr. Golez has profound experience in the leadership and management of major commands of the Philippine Navy, most recent of which was his almost two-year tour of duty at the helm of the Navy as its Flag Officer-in-Command—the highest and most coveted position in the Navy.

He rose to 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 the 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 to 2010 in different Naval Forces around the archipelago, and relevant activities that served to invigorate 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 in August 2010. He planned, devised, and implemented a working security system to ensure uninterrupted power production in all areas where all renewable power are generated.

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### **LT. GEN. GLORIOSO V. MIRANDA (RET.)**

61, Filipino

Date of Appointment: January 8, 2018

Date of Oath of Office: January 24, 2018

He was appointed by former President Duterte as a member of the Board of Directors of BCDA on January 8, 2018. He is also a Director of BCDA's affiliates, namely, the FBDC and the BWC.



Mr. Miranda had a distinguished military career. He has expertise in combat, personnel management, operational research, strategic planning, national security administration, and strategic management.

He served as the Commanding General of the Philippine Army from December 9, 2016 to October 5, 2017. As such, he organized combat operations, prepared national defense plans, and trained army reserve units.

Prior to this, he also served as Acting Chief of Staff of the Armed Forces of the Philippines from April 22 to June 30, 2016, and Vice Chief of Staff of the AFP from March 8 to December 9, 2016.

As one of the country’s valiant soldiers, he served as Commander of the Northern Luzon Command in Tarlac City; Commander of the 7<sup>th</sup> Infantry Division in Nueva Ecija; Commander of the 102<sup>nd</sup> Infantry Brigade in Sarangani Province; Commander of Anti-terrorism Joint Task Force GENSAN in General Santos City; Battalion Commander of the 25<sup>th</sup> Infantry Battalion in Maguindanao; and Task Force Commander of the 602<sup>nd</sup> Infantry Brigade also in Maguindanao.

He obtained his military education in 1983 from the Philippine Military Academy. He holds two master’s degrees: one in National Security Administration from the National Defense College of the Philippines, and another in Business Administration, from Isabela Colleges.

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**DAVID L. DIWA**

73, Filipino

Date of Appointment: February 7, 2018

Date of Oath of Office: February 13, 2018

He was appointed by former President Duterte as a member of the Board of Directors of BCDA on February 7, 2018. He is also a

director of one of BCDA’s affiliates, the FBDC, and of the NLRC, a BCDA subsidiary.

Much of Mr. Diwa’s work has been devoted to advocating labor rights and trade unions, a passion he inherited from his father who worked in a fishing village in Catbalogan, Samar.

In 2010, he was appointed as labor representative for the National Tripartite Industrial Peace Council under the Department of Labor and Employment (DOLE)–Bureau of Labor Relations. During this time, Mr. Diwa helped improve the formulation of labor and employment policies as part of the said advisory council. He also served as a commissioner of the National Wages and Productivity Commission, also an attached agency of DOLE.

In 1992, Mr. Diwa was elected General Secretary of the Caucus of Independent Unions on the Public Sector, the largest federation of government employees’ unions at that time.

He worked as a consultant for the Philippine Postal Corporation and various non-government organizations, which led him to be involved in other specializations, such as social welfare, trade and investment policy, energy, environment, and consumer protection. His training at the Center for Research and Communication (now the University of Asia and the Pacific) proved helpful in his engagement in the field of policy research and advocacy.

In 2005, he was elected Vice Chairman of Lakas Manggagawa Labor Center, a moderate group. He participated in national and international conferences on labor and trade relations, such as the 8<sup>th</sup> ASEAN Regional Tripartite Social Dialogue Conference held in Manila; the Regional Conference on Economic Integration and

International Trade in Bangkok, Thailand; a leadership program in Nanyang Polytechnic University in Singapore; International Labor Organization Regional Seminar on Wage Policy in Bali, Indonesia; and the 7<sup>th</sup> World Assembly, World Movements on Democracy in Lima, Peru. He also participated in study tours about public sector unions in Norway, Sweden, Germany, and Switzerland.

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**GERARD M. CAMIÑA**

69, Filipino

Date of Appointment: May 5, 2018

Date of Oath of Office: May 15, 2018

He was appointed by former President Duterte as a member of the Board of Directors of BCDA on May 5, 2018. He is also a member of the Board of Directors of BCDA’s affiliates, namely, FBDC and FBCI, and a member of the Board of Directors of NLRC, a BCDA subsidiary.

Director Camiña served as the Regional Director of the Land Transportation Office (LTO) Region VI from July 2001 to October 2013. During his term, he was commended as the Most Outstanding Regional Director for three consecutive years, from 2010 to 2012.

Mr. Camiña’s leadership in the LTO enabled him to implement effective quality management system standards in the business processes and frontline services of the Region VI office, which resulted in commendations from various government agencies.

In 2015, Mr. Camiña contributed to the restoration of the 153-year old ancestral home in Arevalo, Iloilo City called the Avanceña Camiña Balay nga Bato, and its conversion into a museum. The National Commission for Culture and the Arts, through the National Museum, considered the house an important cultural property and a historical landmark in Iloilo City, which supports his vision



## BOARD OF DIRECTORS

to transform the ancestral home into a place of pride in Iloilo City.

Mr. Camiña is also a passionate farmer. He has helped the locals in his province increase their income through his conceptualization of “farm-to-fork tourism” in Sibunag, Guimaras. In 2014, his advocacy was recognized by the Canadian Government by way of a cash grant to fully promote the said project in Guimaras, and heighten its impact among the beneficiaries. The Iloilo Provincial Government likewise named Mr. Camiña’s farm in Guimaras a model farm in the province.

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### **BERNARDO JORGE B. MITRA**

57, Filipino

Date of Appointment: March 9, 2022

Date of Oath of Office: March 9, 2022

He was appointed by former President Duterte as a member of the Board of Directors of BCDA on March 9, 2022.

Mr. Mitra is a professional public servant who gets things done.

Besides his involvement in BCDA, he is the founder and a member of the Board of the Hydrocephalus Foundation of the Philippines. He owns the Blue Beach Home, a classic beach house in Batangas. He is also the owner of PalawanBeaches.com, the premier gateway to owning a piece of paradise in Palawan.

His work experience in the public sector includes serving seven consecutive presidents. He last worked for the government from 2008 to 2016 as the Managing Director for Tourism of the Manila Economic and Cultural Office, which promotes trade, investments, tourism, labor, and scientific and cultural cooperation in Taiwan in coordination with the Philippine government agencies and the private sector.

Mr. Mitra significantly contributed to Philippine agriculture by serving as Agricultural Analyst and Agribusiness Attaché at the Embassy of the Republic of the Philippines in Washington, DC from 1989 to 1994. He then became

the Chief of Staff at the Office of the Secretary of Agriculture in 1995.

From 1995 to 1999, Mr. Mitra served as the first Commissioner-at-Large at then newly created National Youth Commission under the Office of the President.

As the President of the Livelihood Corporation (LiveCor), a position he held from 2001 to 2008, Mr. Mitra created and launched, together with farmers, the National Agribusiness Equipment Leasing Program. The former flagship program of the Department of Agriculture’s LiveCor empowered farmers to modernize any kind of agricultural equipment or machinery through rent-to-own schemes.

From October 2002 to May 2008, Mr. Mitra was the Chairman of the Board of Directors of Northern Food Corporation (NFC), where he spearheaded initiatives that spurred the revitalization of the Philippine tomato industry. Among these initiatives were enhancing NFC’s global competitiveness, developing and expanding the market, and implementing strategic development and business plans.

Mr. Mitra graduated with a Bachelor of Science degree in Commerce, Major in Business Management from the De La Salle University, Manila in 1989. Subsequently, he took his post-graduate studies in International Relations at Georgetown University, Washington, DC in 1994. He also received a full scholarship to study in the prestigious Center for Advanced Studies in International Negotiations in Geneva, Switzerland.

A seasoned leader in varied industries in the private sector, Mr. Mitra has notable experience in the areas of business process outsourcing, information technology, education, tourism, media, agriculture, and food, to name a few.

He is the former Managing Chairman and Resort Manager of Blue Palawan Beach Club; Blue Kiteboarding; Robere and Associates Philippines, Inc., the Philippine counterpart of the leading consultancy and training company

in Southeast Asia; Chairman of Informatics-Caloocan (IntelliCollege), an internationally recognized school whose goal is to train the nation’s manpower in the required technical skills for national development; and Founder and Full Partner of Art OnLine, Inc., touted as the first virtual art gallery in the Philippines.

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### **REGHIS M. ROMERO III**

61, Filipino

Date of Appointment: July 4, 2022

Date of Oath of Office: July 26, 2022

Mr. Romero was appointed by President Ferdinand R. Marcos, Jr. as a member of the Board of Directors of BCDA on July 4, 2022.

His professional career started at Business Day as researcher and photographer. He then worked at Concept Builders as Project Coordinator, followed by Hydro Pipes Philippines, Inc. as Vice President for Sales. After that, he served at the Office of Representative Orlando Mercado as Chief of Staff. From there, he moved to Pentad Development, where he worked as Assistant Vice President, and finally, to R-II Builders, Inc.

Mr. Romero joined R-II Builders in 1991, when it was barely in its third year, virtually making him one of its pioneers.

He worked as the President and CEO of R-II Builders for 15 years, directly supervising all department heads to attain growth targets and meet the needs of employees, clients, and other stakeholders.

Mr. Romero’s sterling performance prepared him to assume the Vice Chairmanship of R-II Builders in 2006. Over the past 16 years, he has been successful at making the company’s operations profitable while maintaining its Quadruple A status as a topnotch construction firm.

Mr. Romero has a master’s degree in Business Economics from the University of Asia and the Pacific, and Bachelor of Science degrees in Journalism from the University of the Philippines, and in Commerce, major in Management from the Philippine Women’s University.





# TOP MANAGEMENT AND OFFICERS



**AILEEN ANUNCIACION R. ZOSA**  
President and Chief Executive Officer



**ATTY. GISELA Z. KALALO**  
OIC Executive Vice President and COO,  
OIC General Counsel and Senior Vice  
President for Legal Services



**ENGR. JOSHUA M. BINGCANG**  
Senior Vice President  
for Conversion  
and Development



**HEDDA LOURDES Y. RULONA**  
Senior Vice President  
for Investment and  
Financial Management



**ARREY A. PEREZ**  
Senior Vice President  
for Corporate Services





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E-mail: info@clark.com.ph  
Website: www.clark.com.ph  
Atty. Edgardo D. Pamintuan, Chairperson  
Atty. Agnes VST. Devanadera, President and CEO

### CLARK INTERNATIONAL AIRPORT CORPORATION

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Civil Aviation Complex  
Clark Freeport Zone  
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Secretary Jaime J. Bautista, Chairperson  
Mr. Darwin L. Cunanan, Officer-in-Charge  
President and CEO

### JOHN HAY MANAGEMENT CORPORATION

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John Hay Special Economic Zone  
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Website: www.jhmc.com.ph  
PMGen Rufino G. Ibay, Jr., Acting Chairperson  
Mr. Allan R. Garcia, President and CEO

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Republic of the Philippines  
Office of the President

**BCDA**  
Bases Conversion and  
Development Authority

# Building Better CHANGING THE GAME @ 30

A HISTORICAL TIMELINE





# 30 Years of Accomplishments

## *Before the BASES CONVERSION and DEVELOPMENT AUTHORITY*

**T**he Republic of the Philippines–United States (RP–US) Military Bases Agreement (MBA), signed on March 14, 1947, was ending in 1991. This would leave the US bases—the two biggest installations being the Clark Air Base in Angeles City, Pampanga; and the Subic Bay Naval Complex in Olongapo City, Zambales—unused and inutile.

The Legislative-Executive Bases Council (LEBC) was thus formed in 1989 to come up with alternative uses for the bases. The LEBC submitted to then President Corazon C. Aquino in 1990 a detailed program proposing the alternative uses of Clark Air Base, Subic Naval Base, and all US military baselands in the country. Fort Bonifacio and the other Metro Manila camps were included in the program.

On March 12, 1992, President Aquino signed Republic Act No. 7227, or the Bases Conversion and Development Act of 1992, creating the Bases Conversion and Development Authority, then known as Basecon—the government agency in charge of managing the execution of the LEBC’s conversion program.

## **THIRTY YEARS later**

**T**he BCDA has a long string of impressive accomplishments to its name. The successful transformation of Clark and Subic into vibrant economic centers. Smart, sustainable, and inclusive new cities. Record remittances to the government. World-class military facilities. Remarkable infrastructure development. Rewarding public–private partnerships. And a proven track record in nation building.

All these, to fulfill its mandate—to build great cities while helping strengthen the armed forces.

“

**The conversion program for the former US military bases is, undoubtedly, a huge success. We can just look at Subic, Clark, (Fort) Bonifacio. The country benefited from their rapid development, and many benefited from the income they generated after their conversion.”**

—**Dr. Jose V. Abueva** Chairman, Legislative–Executive Bases Council (1989) President, University of the Philippines (1987–1993), from *Rising to the Challenge, BCDA @20: Building Communities, Development for All* (BCDA 2012 Annual Report)





1988. Fort Bonifacio

## 1992 Creation of BCDA

President Corazon Cojuangco Aquino signs Republic Act No. 7227 or the *Bases Conversion and Development Act of 1992*.

## 1993 Creation of CDC and JHDC

Clark Development Corporation (CDC), through Executive Order No. (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. 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.

## First sale of land

BCDA makes its 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.

## 1994 Launch of Heritage Park

BCDA starts on the Heritage Park Project, an exclusive memorial park in Fort Bonifacio. The first tranche of this project generates a total of Php2.5 billion.

## Creation of CIAC and JHSEZ

Clark is designated as the 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.

## 1995 Privatization of Fort Bonifacio

“The 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 is subsequently renamed BCDA Management and Holdings, Inc. (BMHI).



## Completion of housing for project-affected families

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

## Replication of Villamor Air Base taxiways

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

## 1996 Conversion of PRPC to BTP

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

## 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.

## 1997 Turnover of Poro Point Seaport to BCDA

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

## Construction of Clark and Kalayaan/EDSA-Buendia Roads

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).

## Creation of Bonifacio Communications Corp.

BCDA signs a memorandum of agreement with FBDC and Smart Communications, creating the Bonifacio Communications Corporation, which will undertake communications infrastructure in the BGC.

## Transfer of PRPC 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.

## 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 Clark International Airport (CRK) is completed. It can accommodate up to 350 passengers per hour.

## Turnover of San Fernando Airport to BCDA

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

## 1999 Turnover of VOA in CJH

BCDA signs an agreement with the US Embassy for the turnover of the 31.83-hectare Voice of America (VOA) property in Camp John Hay.

## Turnover of 63.3-ha 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 Ninoy Aquino International Airport (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 and development of Poro Point infrastructures

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.

## 2000 Lease of 9.8-ha BGC property to Ayala

BCDA makes another landmark deal for the 25-year lease of a 9.8-hectare lot in 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. ALI pays an advance of Php700 million.

## 2001 Signing of loan agreement with JBIC for 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), which calls for the alignment of long-term development goals of the Subic and Clark economic zones.

## 2002 Lease of BGC institutional area

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





**Receipt of USD3.3M for VOA Lease**

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

**Creation of PPMC and JHMC**

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

**Start of UPS operations in Clark**

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

**Completion of Sampaguita East on and off ramps**

BCDA completes the Sampaguita East on and off ramps. These two road connections provide access to and from BGC and C-5 Road.

**Turnover of 96.08 ha 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.

**2003 Acquisition of BGC by ALI, Greenfield**

ALI and Greenfield Development Corporation buy out Metro Pacific Corporation (MPC) as majority private partner of BCDA in the development of BGC.

**Partnership with AGGI for Lawton Parkway**

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.

**Award of 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.

1996. Conversion of PRPC to BTP



2002. Receipt of USD 3.3M for VOA Lease





2005. Groundbreaking for SCTEX



**Development of 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 in replication expenses for affected Philippine Air Force (PAF) facilities and community facilities.

**Re-establishment of CIAC as BCDA subsidiary**

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

2006. Turnover of replicated facilities to PAF



**2004 Award of 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 and Development Authority (NEDA).

**Groundbreaking for DMIA and Serendra projects**

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 BGC.

**Sale of BCDA 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 Lot to Megaworld Corporation for Php487 million—all in the first quarter.

**Opening of Market! Market!**

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

2008. Opening of SCTEX





## **CL Development Summit on Global Gateways**

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

## **2005 Groundbreaking for SCTEX**

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

### **Launch of low-cost airlines in DMIA**

The DMIA launches full-scale operations of low-cost carriers, such as Tiger Airways, Air Asia Berhad, and Asiana Airlines, which conduct regular flights to major destinations, including, Singapore, Macau, Malaysia, Korea, Taipei, Hong Kong, and China.

### **MOA signing for PAF facilities replication**

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

## **2006 Turnover of 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 dormitories, and a 3-storey Women's Auxiliary Corps dormitory.

### **Groundbreaking for TOCB; installation of giant steel beams at SCTEX**

The Toll Operations Center Building (TOCB) in Mabalacat, Pampanga breaks ground on June 9. 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.

## **Signing of lease agreement with Thunderbird Hotel**

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

### **Recovery of 35.5-ha JUSMAG area**

BCDA recovers the 35.5-hectare JUSMAG area in Fort Bonifacio following the Supreme Court (SC) reversal of a Court of Appeals (CA) decision that 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.

### **Designation of 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.

### **Revision of 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."

### **Launch of Serendra Hub**

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

## **2007 Enactment of RAs 9399, 9400**

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

## **2008 Opening of SCTEX**

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

### **Partnership with Genting Berhad Group for Newport City**

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

### **Launch of IHG Reservations Center in John Hay**

The InterContinental Hotels Group (IHG) formally launches its 5,000-square meter Global Reservations Center in the JHSEZ on March 11.

## **2009 Generation of over Php70 billion in investments**

BGC now hosts 77 buildings, with another 56 ongoing vertical developments, including the St. Luke's Medical Center and the 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.

### **Opening of three new interchanges in 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.

### **Full operations of Newport City**

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.



## **Upgrade of San Fernando Airport**

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

## **Opening of Ayala Technohub in 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 buildout.

## **Start of Texas Instruments operations in Clark**

In April 2009, Texas Instruments (TI) Dallas announces that TI Clark is already operational. TI Clark, which is built on an 35.2-hectare area, is TI's first facility to put semiconductor assembly, testing, bumping, and multi-probe functions under one roof.

## **2010 Disposition of JUSMAG property**

BCDA disposes of the 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.

## **Opening of Floridablanca Interchange at SCTEX**

The SCTEX-Floridablanca Interchange officially opens.

## **Award of SCTEX O&M to MNTC**

BCDA awards the SCTEX operations and maintenance (O&M) contract to the Manila North Tollways Corporation (MNTC). The agreement is signed by BCDA and MNTC.

## **Recognition of CFZ as most cost-effective freeport in the world**

fDi Intelligence 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.

## **Groundbreaking for the Fort Bonifacio Flyover**

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

## **2011 Donation of land 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.

## **Start of AirAsia operations at 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.

## **Inauguration of Blessed John Paul II Shrine at BTP**

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

## **Signing of BOA for SCTEX**

Under the business operating agreement (BOA), MNTC will operate and manage SCTEX for 33 years, while relieving BCDA of the heavy financial burden of paying the Japan International Cooperation Agency (JICA) loan. True to the parties' agreement, BCDA is provided with sufficient funds to repay its JICA loan through revenue sharing and agreed-on advances during short falls. The agreement satisfies BCDA's requirement to cover the state firm's debt service obligation to JICA.

## **Opening of Phoenix Semiconductor PH Corp. in Clark**

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

## **Forging of new platform for development**

BCDA holds a 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.

## **2012 Start of master planning for Clark Green City Project**

BCDA starts master planning of 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.

## **Receipt of first revenue share from 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.

## **Completion of Housing Replication 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.

## **Launch of 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.

## **2013 Naming of nine camps 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.

### **Completion of PPFZ master plan**

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

## **2014** **Awarding of deed of occupancy to UP College of Law**

On August 22, BCDA awards a Deed of Occupancy to the UP College of Law for the establishment of its UP Dili-man Extension Program in Pampanga.

### **Approval of CGC Master Development Plan**

The master development plan on the Clark Green City (CGC) is approved by the NEDA Board chaired by President Benigno S. Aquino III on May 29, paving the way for the full implementation of the project. In addition, Clark Green City garners the support of the House of Representatives by way of House Resolution No. 944 passed by the House Oversight Committee on Bases Conversion.

### **MOA signing for Clark Green City access roads**

A 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.

### **Approval of Megaworld development projects in BGC**

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

## **2009. Upgrade of San Fernando Airport**



## **2011. Donation of land for UP Professional Schools Signing of Memorandum of Agreement with Deed of Conveyance**



## **2012. Completion of Housing Replication Project for Active Soldiers**





**2015. Forging of partnership between BCDA and JOIN to develop Clark Green City**



**Launch of Sundalo Ko, Bayani Ko Project**

On March 22, the *Sundalo Ko, Bayani Ko* (SKBK) (My Soldier, My Hero) program is launched. Under the SKBK, soldiers and their dependents can avail of promos and discounts from participating BGC establishments. The program is a joint CSR project between BCDA and its private partners—FBDC, ALI, and Station Square East Commercial Corporation.

**2015 Awarding of rights to develop property in Clark Green City to FLI**

Property developer giant Filinvest Land Inc. (FLI) 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.

**Signing of MOU to build UP Clark Green City Campus**

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

**Start of construction of access roads to Clark Green City**

BCDA, together with the DPWH, starts building the MacArthur Access Road and the Clark-Bamban-Capas Access Road leading to Clark Green City.

**Forging of partnership between BCDA and JOIN to develop Clark Green City**

The Government of Japan, through the Japan Overseas Infrastructure Investment Corporation for Transport and Urban Development (JOIN), signs an agreement with BCDA to help the Aquino administration develop and build Clark Green City as a major economic center in the ASEAN bloc.

**Groundbreaking of Supreme Court Building in Fort Bonifacio**

The Supreme Court of the Philippines (SC) breaks ground on its new building within the Fort Bonifacio property. The ceremony is led by President Benigno S. Aquino III and Chief Justice Maria Lourdes Sereno. The 21,463-square meter property was purchased from BCDA by the SC, through the Department of Budget and Management (DBM), at a cost of Php1.28 billion.

**2016. Groundbreaking for Clark Green City**



**2017. Naming of BCDA as one of core agencies in Build Build Build**





## Turnover of SCTEX to MNTC

President Aquino III approves the supplemental toll operations agreement (STOA) for the SCTEX, among BCDA, MNTC, and the Toll Regulatory Board (TRB) on October 16. 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 turns over the SCTEX to the MNTC on November 5.

## Hosting of first APEC-SOM in Clark

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

## Launch of 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 Signing of 50-year JV agreement with Filinvest

Filinvest and BCDA sign a 50-year joint venture (JV) agreement. This marks the beginning of development on a 288-hectare area within the Clark Green City, along with the remittance to BCDA of Php160 million from Filinvest for development rights.

## Groundbreaking of Clark Green City

President Aquino graces the groundbreaking ceremony of Clark Green City on April 11. The ceremony signals the transition from vision to reality of the country's first modern city.

## Launch of Build Build Build Program

Build Build Build (BBB), an ambitious infrastructure plan of the Duterte administration, is launched through a press conference in November. The plan lists big-ticket projects that will decongest urban centers. Clark Green City is renamed New Clark City during the launch.

## 2017 Groundbreaking of CRK-NPTB

BCDA breaks ground on the Clark International Airport–New Passenger Terminal Building (CRK-NPTB), an airport with a modern Filipino design, which will accommodate an additional 8 million passengers every year, besides easing congestion at the NAIA.

## Naming of BCDA as one of the core agencies of Build Build Build

The Duterteonomics Forum identifies BCDA as one of the core implementing agencies of Build Build Build, an ambitious infrastructure plan that will usher in the Philippines' "golden age of infrastructure." BCDA will build the country's first and only smart and green metropolis, the 9,450-hectare New Clark City located in Capas, Tarlac.

## MOA signing to fast-track the AFP Modernization Program

The AFP, DND, and BCDA forge a MOA to designate BCDA as one of the disposition entities for unused military camps or reservations identified by DND and AFP to fast-track the AFP Modernization Program. This supports Republic Act 10349, or the *Revised AFP Modernization Act*, providing the AFP Modernization Act Trust Fund, which may be sourced from the proceeds of the sale, lease, or joint development of military reservations, as may be authorized by the President.

## Groundbreaking of Lawton Avenue Widening Project

The Build Build Build team leads the groundbreaking ceremony of the Php458 million project for the widening of Lawton Avenue in Taguig City. A joint project of the BCDA and the DPWH, Phase 1 of the road project will cover 1.34 kilometers of the total 3.54-kilometer Lawton Avenue. Once completed, it will complement the Bonifacio Global City–Ortigas Center Link Road project.

## Ang Huling Tikas Pahinga Exhibit

BCDA mounts *Ang Huling Tikas Pahinga: Isang Pagpupugay sa mga Bayani ng Marawi* (The Final Parade Rest: A Tribute to the Heroes of Marawi), an interactive art installation exhibit commemorating the heroism of the soldiers and police officers killed in action during the Marawi siege. The exhibit runs from November 21 to December 5 at the Bonifacio High Street in BGC.

## Revolving Fund for wounded soldiers

BCDA signs a MOA with the AFP, the DND, and St. Luke's Medical Center in BGC, establishing a Php5-million revolving fund for soldiers wounded during the Marawi siege. Through the program, St. Luke's would provide discounted services to soldiers endorsed by the AFP, and BCDA would pay for these services. A total of Php3.56 million is utilized for the treatment of 52 soldiers in 2017.

## 2018 Groundbreaking of NGAC

New Clark City's National Government Administrative Center (NGAC) breaks ground on January 23. It establishes backup offices of various agencies to ensure continuous operations and services in case of disaster or natural calamities. NGAC is part of the Php13.6-billion Phase 1A of the entire New Clark City.

## Unveiling of Alab ng Puso sculpture

The *Alab ng Puso* (Flame of the Heart) sculpture is unveiled in BGC, with AFP Vice Chief of Staff Lt. Gen. Salvador Melchor Mison, Jr. representing President Rodrigo R. Duterte. The sculpture pays tribute to the gallantry of soldiers in keeping our nation free. The project is a collaboration among the BCDA, Fort Bonifacio Development Corporation, Bonifacio Art Foundation Inc., and the City of Taguig intended to serve as a morale booster to our men and women in uniform.

## Signing of JV agreement with SM Prime Holdings, Inc.

BCDA and SM Prime Holdings, Inc. (SMPH) sign a joint venture partnership to develop the 33.1-hectare Bonifacio South Pointe in Taguig City. BCDA receives Php2 billion upfront cash in this agreement.

## Jobs Jobs Jobs x Build Build Build Caravan

The Build Build Build team holds a Jobs Jobs Jobs Caravan, with the promise of more employment opportunities under the government's infrastructure buildup. It is the largest event of its kind, with 17,000 job openings from contractors of the administration's Build Build Build Program.



## **Expansion of BCDA operations to Clark**

In line with the Duterte administration's vision of spurring growth and investment in the region, BCDA inaugurates its new corporate office at the One West Aeropark Building, Clark Global City. Part of the agency's operations moved to Clark to closely monitor and supervise BCDA's big-ticket projects in the area, such as the CRK-NPTB and New Clark City.

## **Start of countdown to 30<sup>th</sup> SEA Games**

The one-year countdown to the hosting of the 30<sup>th</sup> South East Asian (SEA) Games begins on November 30, with the lighting of the countdown clock at the Bayanihan Park in Clark, Pampanga. The ceremony signals the start of a series of activities leading up to the SEA Games in November 2019. With the theme "We Win As One," the 30<sup>th</sup> SEA Games promises to be the biggest yet, with New Clark City and Clark Freeport Zone as among the venues for major sporting events.

## **2019 Signing of concession agreement for CRKO&M**

The Luzon International Premier Airport Development (LIPAD) Corporation signs the 25-year concession agreement granted by BCDA for the operations and maintenance of the Clark International Airport. The consortium is made up of Filinvest Development Corporation, JG Summit Holdings, Inc., Philippine Airport Ground Support Solutions, Inc., and Changi Airports Philippines Pte. Ltd.

## **Launch of Bonifacio Capital District**

BCDA and Megaworld Corporation sign a MOA to create a planning review board that will set the design standards and guidelines for the Bonifacio Capital District, a development that will integrate existing townships and other properties inside Fort Bonifacio. The district will soon house major government institutions, such as the Senate of the Philippines, the Court of Appeals, and the Supreme Court, which will be complemented with mixed-used developments, such as residential, commercial, and recreational facilities, to make the district a truly dynamic and sustainable community.

## **Groundbreaking for the new Senate building**

The groundbreaking for the new building of the Senate of the Philippines is held on March 18. Located at the Naval Village in Fort Bonifacio, Taguig City, the 131,500-square meter building will have four new towers with 11 floors each and three-level parking that can accommodate at least 1,200 vehicles.

## **Groundbreaking for the replicated SSC-DACC facility**

The Php283.4-million Special and Technical Staff Building of the Special Services Center (SSC) and Division Administrative Command Center (DACC) breaks ground at its relocation site inside the Philippine Army retention area in Fort Bonifacio as part of the relocation and replication efforts of BCDA.

## **Signing of JV agreement for power distribution in New Clark City**

BCDA and the Manila Electric Co. (Meralco)-Marubeni consortium sign a JV agreement for the development of the electric power distribution system in New Clark City. The JV company will be responsible for developing and undertaking the financing, design and engineering, establishment, construction, development, and operation and maintenance of the electric power distribution system.

## **Signing of MOU for the 5.8-ha Judiciary Complex area in NGAC**

BCDA and the SC sign an MOU for the allocation of a 5.8-hectare Judiciary Complex area inside the National Government Administrative Center (NGAC) in New Clark City, which will jumpstart the development of new facilities, including a new SC regional office with an archive center, data center, and a training center with living quarters for its attached agencies, such as the Philippine Judicial Academy, the Judicial and Bar Council, and the Mandatory Continuing Legal Education Office.

## **Signing of MOU for the transfer of BSP's currency production facility to New Clark City**

The Bangko Sentral ng Pilipinas (BSP) signs an MOU with BCDA to transfer its Currency Production Facility to

New Clark City. Under the MOU, the two government agencies will work towards the establishment of the new production facility on a 29.22-hectare property within New Clark City.

## **Groundbreaking for Supreme Court's first Judiciary Regional Center**

The SC breaks ground on its first 5.8-hectare Judiciary Regional Center in New Clark City. This is in line with the vision of building alternative cities to help decongest Metro Manila and spur growth in areas outside of the capital.

## **Signing of lease agreement for Php12-B Hann Luxury Mountain Resort**

The Widus Group (now Hann Group) signs a lease agreement with BCDA for the development of Hann Lux, a luxury mountain resort in New Clark City. Among the establishments to be developed are global hospitality brands, such as Banyan Tree Hotel, Angsana Hotel, and Westin and Luxury Collection by Marriott. Under the agreement, Widus will lease 450 hectares of land with an investment commitment of Php12 billion.

## **MOA signing for autonomous vehicles**

BCDA signs a memorandum of agreement with COAST Autonomous for the deployment of autonomous vehicles in New Clark City. The vehicles will provide transportation to athletes during the 30<sup>th</sup> SEA Games.

## **Hosting of the 30<sup>th</sup> SEA Games in New Clark City**

One of the major sporting events in the region, the 30<sup>th</sup> SEA Games is hosted by the Philippines in November 2019. New Clark City plays an important role, with track-and-field events taking place at the Athletics Stadium, and swimming events at the Aquatics Center. Athletes participating in sporting events held in Pampanga and Tarlac are billeted at the Athletes' Village. The closing ceremony featuring the Grammy Award-winning group, Black Eyed Peas, is also held at the Athletics Stadium.



## 2020 Designation of New Clark City as quarantine site

During the height of the COVID-19 pandemic, the BCDA steps up to the challenge and declares New Clark City, specifically the Athletes' Village, as the site to be used for quarantine facilities, for our *kababayans* repatriated from China and other parts of the world. Built as a resilient metropolis, New Clark City is ready for any situation including those concerning public health. BCDA is one of the government agencies that take the lead in constructing and establishing the "We Heal As One" Center, a quarantine facility for COVID-19-positive persons, and COVID-19 testing centers.

### Creation of the VVIP in New Clark City announced

The government announces the establishment of the country's premier research institute in the field of virology in New Clark City. The Virology and Vaccine Institute of the Philippines (VVIP) will prioritize research on infectious diseases and establishing bio-safety laboratories.

### Ceremonial water cannon salute for the first Emirates flight to CRK

World-class airline Emirates operates its first A380 commercial flight to Clark International Airport (CRK). The first flight to Clark is a special flight carrying 405 passengers, including overseas Filipino workers from Dubai.

### Awarding of lease agreement for Camp John Hay special economic zone property to Filinvest consortium

BCDA and JHMC award the Filinvest Consortium a 25-year lease agreement over a 5,700-square meter property in the heart of the Camp John Hay in Baguio City. This agreement allows Filinvest to develop a new 200-room hotel and strengthen its presence in Northern Luzon.

2018. Groundbreaking for NGAC



2019. Hosting of 30<sup>th</sup> SEA Games in New Clark City



2020. Designation of New Clark City as quarantine site







2021. Development of three AFP facilities

**Signing of MOA for agri-business hub in New Clark City**

The Department of Agriculture (DA) and BCDA sign a MOA to develop the first site of the Agro-industrial Business Corridor and Seed Technology Park in New Clark City. This is an inclusive agribusiness hub planned to be established across different regions to attract more investments in the agriculture sector.

**Signing of EO 119**

The Duterte administration orders the establishment of National Government Administrative Center (NGAC) in New Clark City, which will provide an integrated government center outside National Capital Region and business continuity center in case of disaster, and directs the whole-of-government to establish satellite offices in New Clark City.

**2021 Development of three AFP replication projects**

In keeping with its mandate, BCDA marks the year of developing military facilities with three new projects. BCDA breaks ground on the Philippine Army, Army Support Command (ASCOM) facilities in Camp Servillano Aquino, Tarlac and the Philippine Marine Corps (PMC) Headquarters in Morong, Bataan; and holds a capsule-laying and site inspection of the Philippine Army Special Services Center (SSC) and the Division Administration Command Center (DACC) in Fort Bonifacio, Taguig.

**Handover of CRK-NPTB**

Megawide-GMR Construction Joint Venture, Inc. (MGCJV) hands over the certificate of completion of the CRK-NPTB engineering, procurement, and construction (EPC) works to the Department of Transportation (DOTr) and BCDA. Subsequently, the DOTr and BCDA turn over the operations and maintenance of the terminal to the Luzon International Premier Airport and Development (LIPAD) Corporation for final fit-out prior to opening and full operations.

**Final inspection of CRK-NPTB with PRRD**

President Rodrigo R. Duterte leads the inspection of the newly completed 110,000-square meter Clark International Airport-New Passenger Terminal Building (CRK-NTPB).



2022. Reopening of New Clark City



2022. Grand opening of CRK-NPTB



## **Unveiling of New Clark City Central Park marker**

BCDA and the British Embassy Manila unveil the New Clark City Central Park symbolic marker. The park is envisioned to be a sprawling 44.8-hectare green and sustainable open recreational space inspired by global best practices and Philippine heritage, which will rise at the heart of the rising metropolis.

## **Hosting of PSI National Selection Bubble**

New Clark City hosts the 2021 Philippine Swimming Inc. (PSI) National Selection Bubble. This reopens the doors of the metropolis to Filipino athletes after the disruption of sports activities due to COVID-19. A total of 71 local swimmers joined the national tryouts at the world-class Aquatics Center in a bid to qualify for the 15<sup>th</sup> Federation Internationale de Natation (FINA) Swimming Championships 2022 in Fukuoka, Japan.

## **Groundbreaking for the Philippine Marine Corps Headquarters replication project**

The PMC breaks ground on its new PMC headquarters and operational facilities on a 100-hectare property at the BCDA-administered Bataan Technology Park. Phase 1 of the project, at Php7.5 billion, is targeted for completion in 2024.

## **2022 Transfer of operations to CRK-NPTB**

CRK transfers its operations from the old passenger terminal to the 110,000-square meter new passenger terminal building. The airport opens its doors to eight million local and international passengers.

## **Reopening of New Clark City**

After closing due to the COVID-19 pandemic, BCDA reopens New Clark City to the public via “Bike and Run, Weekend Fun,” hitting the ground running with a variety of weekend activities.

## **Implementation of sustainability plan in New Clark City**

The British Embassy Manila turns over its Global Future Cities Programme (GFCP) final reports to BCDA, paving the way for the implementation of an integrated sustainability plan in New Clark

City. During the ceremony, the architectural scale model for the sustainable and climate-responsive New Clark City Central Park—which will become one of the largest public parks in the country—was also presented.

## **Groundbreaking for Filinvest Group’s Grafik Baguio in CJH**

A new world-class, sustainable 240-room hotel is set to be developed by the Filinvest Group in Camp John Hay, Baguio City. Grafik Baguio is ready to reassert CJH’s position as a leading destination and hub for leisure and business in the country.

## **Hosting of first Spartan Stadion in the Philippines**

New Clark City hosts the first Spartan Stadion in the country, marking the first major sporting event in the Athletics Stadium after it reopened its doors to the public. Spartan is a series of obstacle races of different lengths and difficulty levels ranging from five kilometers to marathon distances.

## **Final inspection of NAS with PRRD**

President Duterte leads the site inspection of the National Academy of Sports (NAS) in New Clark City. The said facility will serve as a learning and training center for deserving Filipino scholar-athletes.

## **Signing of MOA for the VVIP construction**

The Department of Science and Technology (DOST) and BCDA sign a memorandum of agreement to construct the country’s premier virology research institute in New Clark City. The Virology and Vaccine Institute of the Philippines will be constructed on a five-hectare lot in New Clark City as part of the government’s efforts to strengthen protection against infectious diseases.

## **Signing of MOU with Enterprise Singapore**

BCDA inks an MOU with Enterprise Singapore (EnterpriseSG) during the state visit of President Ferdinand R. Marcos, Jr. to Singapore. The MOU aims to foster greater collaboration in the development of New Clark City.

## **Forum with the AFP Chief of Staff in New Clark City**

During the AFP Forum with AFP Chief of Staff Lt. Gen. Bartolome Vicente O.

Bacarro, BCDA declares unwavering support and partnership to the AFP through revenue generation for the AFP Modernization Program, and replication of military facilities, in line with the mandate of building great communities while helping strengthen the armed forces.

## **Grand opening of CRK-NPTB**

The CRK-NPTB officially opens to the public, with President Ferdinand R. Marcos, Jr. leading the unveiling of a marker. The CRK-NPTB doubles passenger capacity to 8 million annually, signifying a milestone for Philippine air travel.

## **Groundbreaking for PSHS in New Clark City**

Envisioned as the 21<sup>st</sup>-century learning hub, the Infinium Campus of the Philippine Science High School (PSHS) breaks ground in New Clark City. This 4.6-hectare facility will serve senior high school students, and will be a resource center for teachers and professionals.

## **Signing of MOA for the hosting of the 11<sup>th</sup> Asian Age Group Swimming Championship 2023**

BCDA signs a MOA with the Asian Swimming Federation (AASF), naming the New Clark City Aquatics Center as the host venue for the 11<sup>th</sup> Asian Age Group Swimming Championships. The Philippine Olympic Committee will be the main organizers of the competition, which will highlight aquatic sports—swimming, diving, water polo, and artistic swimming.

## **Groundbreaking for Hann Reserve**

Hann Reserve, envisioned to be the country’s biggest ultra-luxe golf resort, breaks ground in New Clark City. This 450-hectare resort will house reputable names, luxury facilities, a golf academy, and driving ranges that are Professional Golfers’ Association-brand quality.

## **Turnover and blessing of replicated ASCOM facilities**

BCDA completes 21 Army Support Command (ASCOM) facilities worth Php1.66 billion, as part of efforts to relocate the army unit’s headquarters to a 29.8-hectare property in Camp Servillano Aquino in Tarlac.

## **Groundbreaking for the UP New Clark City campus**

The University of the Philippines (UP), in partnership with BCDA and the DPWH, breaks ground for the construction of the 3.4-hectare UP New Clark City Satellite Campus, a hub for education, research training, and collaboration, focusing on sustainable development.





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