



MEMBERS' DIALOGUE

The Members' Dialogue was held on 2 August 2016 at the Island Grand Ballroom and 198 members attended the session.

President's Opening Address

The following is the President's opening address at the Dialogue:

Dear fellow members all,

Let me commence by wishing you a very warm welcome and for your interest in the Club.

The GC and Management will present the state of affairs and provide insights on charting our future.

There are many questions on all our minds, such as:

- What will SICC be like after 2021 when we lose Sime Course and all facilities on Bukit Location apart from what is on our 5-acre freehold land and the Bukit Course only until 2030?
- How will the lost facilities be replaced? How much of our reserves will be spent and will we be asked to co-pay? What will the Club be like post 2030 and even post 2040?
- And perhaps, most important of all, what will happen to my membership value? Will it crash? Should I sell my membership now?

In reality, for quite some time, we have been using our reserves to cover operations and this may not be fully sustainable. However, our reserves are possibly able to allow a no co-pay basis option for re-development.

For us to be informed, Chairman, Management and GC commissioned a financial impact study, given our current and envisaged future changes and what it takes to bring us forward with the anticipated income, expenditure and redevelopment proposals. It is expected to allow us to be better appraised of viability and sustainability of changing operational scenarios. Results of this study are expected to be ready by September.

Over the past 2 years, the previous and current GC have

worked to define what the future SICC will look like in terms of facilities and the journey that will get us to 2021, then 2030 and beyond. As you are aware, design competitions have been conducted to develop our 5-acre freehold land at Bukit Location and the New/Millennium and Island courses at Island Location.

Post 2021, it is likely we will:

- Continue to have a wide range of country club facilities and best-in-class golf courses that fit our needs and compare favorably with our peers.
- Be the club of choice for all wishing to join a country club that is with golfing, thus protecting and enhancing our SICC membership value and, above all
- Be a club that is a second home to seniors, families as well as the up and coming younger generation.

I am glad to report that Management has also been looking into enhancing facilities and the Island Bar is one such new facility that has been well received. One thing we do know is that Island Location has been built to maximum GFA and we must be prepared to pay for extra GFA for add-ons.

Our pedigree is good and we have a proud golfing heritage. We still have much going for us to maintain our stature, indeed very much if we take into consideration the government envisaged overall golf and country club scene in Singapore. This is notwithstanding the eventual loss of 2 golf courses and all of Bukit Location apart from our very own freehold 5-acre land, upon which now stands the aged T&S Centre and BSP building.

We have location, facilities, adequate finance and a large membership. With that comes the duty to lead the country in our area of competence, i.e. being a best-in-class country club. It is not a matter of each fraternity making their demands at whatever expense but rather, together take a holistic view that keeps SICC in tune and mindful of the future.

All our sports facilities should be maintained and even enhanced – such as T&S and golfing. There is a global trend of golf losing popularity and we have to look into both tailoring to suit the trend as well as attempt to reverse it.



We will share with you, amongst other items, the current main pillars of the envisaged journey of transformation, i.e. the Bukit Town Club (BTC), Bukit buggy track and Golfing.

Much work has been done and much more needs to be done.

Let us focus on the big picture, collate the diversity of views into a best acceptable whole and get down to the real work. Let us look forward to an informative, constructive and amicable few hours ahead – and then to together enjoy the supper provided.

We ask for your support to make it happen. Thank you.

Update by the General Manager (GM) Desmond Tay

This write-up serves to set out the plans and updates for the land lease, BTC and Golf Course Redevelopment.

BUKIT LAND LEASE

Having obtained the mandate from the members at the Extraordinary General Meeting (EGM) on 27 April 2016, the Memorandum of Agreement (MOA) between the Club and its Trustees, on one part, and the Labour Movement (LM) was signed on 29 April 2016. The Club will now have to wait for the results of the Land Transport Authority's (LTA) Cross Island Line feasibility study, which is expected to be complete in 2018, before it can be issued its lease.

ISLAND LAND LEASE

In July 2014, the Club submitted its application for the renewal of the Island land lease. On 12 August 2015, the Club received an indicative valuation sum from the Singapore Land Authority (SLA). Based on the existing land area and Gross Floor Area (GFA), the indicative lease extension premium for SICC's Island location for a lease until 31 Dec 2040 is estimated to be \$85M. This indicative premium is subject to the outcome of Ministry of National Development (MND)'s and Ministry of Environment and Water Resources (MEWR)'s study on the safeguarding of reservoir edges and boundary survey.

The Club has been liaising with SLA, Urban Redevelopment Authority (URA) and National Parks Board (NParks) recently and has been advised that it will need to undertake the construction of the public access along the reservoir edge (next to Holes 15 and 16 of New Course) by 2025. The Club's lease would be renewed once the agreement for the construction of this public access has been signed by SICC and NParks. It is expected to take another 9-12 months to finalise the agreement and to obtain the Island lease premium. The Club has been made to understand that the premium of the Island lease will be set off against the premium of the land area occupied by this public access area.

CLUB'S FINANCIAL FEASIBILITY STUDY

As the Club prepares to embark upon its redevelopment plans, the Management has undertaken a financial feasibility study, with a key objective to appoint a consultant to review the Club's financials and to make recommendations for the



future financial viability and sustainability of the Club. This consultant has been appointed through a tender exercise. This review would include high-level analysis of infrastructure developments and operating conditions and financial results since 2008. The Consultant would be required to give the Club an opinion on the following:

- Whether the proposed Bukit Town Club is fit-for-purpose;
- The appropriateness of the options and the approach being pursued for redevelopment of the Golf courses at the Island location;
- The appropriate level of capital expenditure needed to realise the recommended developments; and
- The adequacy of Club's funds to meet the costs required to be committed.

The report from the Consultant is expected to be released at the end of August and will be reviewed by the relevant Committees, including the Club Chairman.

CURRENT CAPEX FOR REDEVELOPMENT

The total development budget planned for the redevelopment of the BTC and the Island Golf Courses is \$120M, subject to any recommendations by the Financial Consultant. Once the financial feasibility report is out and the recommended budget is set, Management will have to get approval for the budget for the total project costs of BTC and the Island Golf Courses from the Finance Committee, GC and Club Chairman. After which, the Club can proceed with an EGM for both redevelopment projects, for members' approval.

BUKIT BUGGY TRACK

The tender exercise for a new 7-kilometre long buggy track on the Bukit Course has just commenced, within the approved budget of \$2.1M. The key features of the project are:

- A new 2.4-metre width concrete carpath with lay bys, drainage and kerbs alongside;
- Starting from the existing buggy staging area to Tee Box 1 to serve all 18 holes;
- Provide convenient access to all tee boxes, including Ladies' tees, and to all greens;
- New drainage and sump pumps will be installed to address waterlogging issues; and
- A new 10-metre link bridge at Holes 2 and 3 will be built to provide adequate safe space for public joggers and buggies.

The tender for this project commenced at the end of July 2016 and Management is targeting to appoint the vendor by September 2016. Construction will be completed by April 2017.



BUKIT TOWN CLUB

As mentioned at the Annual General Meeting (AGM) on 25 September 2015, Club demographics, utilisation level of the facilities and services were reviewed to understand and anticipate usage patterns and how to cater to a wider cross-section of members. A design competition was launched to gather the best ideas from the industry on the BTC. In preparing for the development of the BTC, a total preparatory budget of \$654,741 was set and \$491,805 has been committed as at July 2016.

The winning design from Park + Associates for the BTC was then selected by an independent panel of external Assessors and endorsed by the then Planning and Redevelopment Committee (PRC) as well as the GC. The newly appointed PRC then looked into the feedback received at the AGM and the professionally conducted Members' Survey in mid-2015. One of the key items looked into was incorporating the tennis and squash facilities into the winning design and enhancing the facilities and outlets provided for. Many options were explored and many months were spent to work out the placement of the tennis and squash facilities and were eventually incorporated into the design. The visuals and conceptual designs of the various facilities and areas of the BTC were still work in progress. After obtaining members' approval at the EGM scheduled for late 2016, the final operational specifications will be further refined.

GM presented the draft floor plans and artists impressions of the BTC. A concept video was also shown. GM shared that the estimated construction costs, based on the last two quarters' industrial rate is \$60 – 65M, and that professional fees, site staff, authorities fees, operating equipment, mover and warehousing and contingency sum is \$15M, summing to a working budget of \$80M based on outline schematic drawings. This is still a working budget and subject to approvals by various Committees, Club Chairman and members.

REDEVELOPMENT OF GOLF COURSES

The lease for Sime Course will not be extended beyond 2021 and the lease for Bukit Course will be renewed up to 2030. Beyond 2030, the future of the Bukit Course is unknown. A golf course design competition was conducted and the Graham Marsh 27-Hole (GM27-Hole) layout was selected as the design of choice for implementation on the New and Millennium courses. A professional golf course project consultant, Qualitas Project Control (Qualitas) was appointed by the Club in December 2014 to assist the Club in implementing the GM27-Hole design. On 6 October 2015, the Planning and Redevelopment Committee (PRC)

was reconstituted to continue with the planning of the redevelopment of the golf courses. In preparing for the development of the golf courses, a total preparatory budget of \$640,700 was set and \$450,835 has been committed as at July 2016.

The Club faces the following uncertainties with regards to its golf course redevelopment:

- The Club has yet to obtain its Island land lease;
- The impact of the Cross Island Tunnel on the Island (Old) Course, which will only be known in 2018;
- The PUB pipelines will impact 6 holes of the Island (Old) Course;
- The presence of the TOL land on Island Course affects the Hole16 Fairway; and
- GM27-Hole conceptual design encroaches into the NPark's nature reserve (approximately 4.3 hectares) and is subject to NParks / URA / MND / AVA / MPA / NEA's approval.

In April through to June this year, after several GC discussions, the GC formed a Golf Redevelopment Planning Committee (GRPC) to oversee the redevelopment of the golf courses. Its main objective is to expedite the many streams of work that needs to be executed. The GRPC comprises of Club Captain, Mr Andrew Lim (Chairman), Mr Goh Ho Wee, Mr KC Leong, Mr Edwin Lee and Mr Ross Tan.

The GPRC is looking at a few possible options for the redevelopment of the courses, however, there are some issues the Club faces with each course:

Island (Old) Course

- Redevelopment of the Island (Old) Course as per the layout by GolfPlan in 2011

Issues faced

- The current GolfPlan drawings do not account for the buried PUB pipeline. Redesign will be necessary for 6 holes
- The proposed boring locations for the Cross Island Line tunnel may go under Holes 13, 16, 11 and 17. The ventilation shaft structure may also interfere with play. Actual locations will not be known till 2018. A risk assessment will be done before taking redevelopment decision
- A section of the TOL land encroaches into Hole 16 Fairway. If SICC loses access to the land, several holes will have to be rerouted. Several options are being looked at to resolve this issue.





New/Millennium Courses

- Development of an 18-hole championship course by an internationally renowned golf architect firm or
- Implementation of a rearranged GM27-Hole layout with a configured 18-hole championship course or
- Additions and alterations of the New Course, redoing the fairways, greens, tee-boxes, bunkers, etc. but retaining the present layout, which will save costs or; (where feasible, all the above options will include the redevelopment of the Millennium into a good-sized 6 hole course)
- Explore the feasibility of implementing a 3 X 6 or 4 X 6 layout.

Issues faced

- Currently, the GM27-Hole drawings encroach into 4.3 hectares of nature reserve. Various authorities' approvals will be necessary. Also, the area is under Category 2, which means a Biodiversity Impact Assessment will be required to assess the impact
- SICC is required to construct a new public park connector along reservoir edge by 2025.

FACILITIES ENHANCEMENT PLAN

With all these planned redevelopment plans, Management is looking at rationalising all other facilities, such as:

- Increase F&B dining capacity at Lookout and Eagle, to cater to the increased traffic during the construction of the new BTC;
- Upgrade and increase capacity of the Island driving range; and
- Relocation of facilities within the Island Clubhouse.

GM shared with members on the estimated timeline on the construction of the BTC and redevelopment of the golf courses, and emphasised to stagger the construction to minimise downtime and complete them by 2021.

OPERATIONS UPDATE

Island Bar

This outlet had its soft launch on 25 April 2016 and was officially opened on 20 July 2016, and well received by members. It allows members a dedicated sanctuary to chill and unwind at the Island location.

Bukit 19th Hole and Noodle House at BSP

Both Auntie Lily's and Peter's counters were add-on structures which was not done in accordance with requirements. The House and Bar Committee along with Management explored options to retain the counter in the vicinity but those options were not viable. Subsequently, the counter was relocated to the Noodle House at BSP and the rejuvenated outlet has seen improved patronage, with more families dining together, especially on weekends. The vacated space at Bukit 19th Hole made way for additional service station cabinets and seating areas, which has improved service efficiency and workflow. Moving forward, the Club will continue to improve the facility and menu items at the Noodle House at BSP.

Bukit Café

The ceiling in Bukit Café was badly stained due to condensation



of cool air caused by the temperature difference in the kitchen and dining area. Repeated applications of paint did not remove or conceal the stains. To stop the condensation, the Club has to balance the ventilation at the kitchen and reinsulate the ceiling. The existing ceiling will be replaced with waterproofed ceiling board and all current provisions, such as light fittings, will be made good. These works will take place between 10 – 24 August 2016.

LEVERAGING ON TECHNOLOGY

The new Golf Integrated System is currently in development and scheduled to go live in September 2016. The new electronic starter solution, enabling instant verification of golfers' identity and handicap index, will follow shortly. An online facilities booking system will allow members to monitor, edit and make electronic bookings for the Lifestyle events and Sports facilities, such as gym lessons, bowling lanes, tennis and squash courts and movie tickets. The Club is also reviewing an enhancement to the F&B Point Of Sales System to improve turnaround and efficiency at the Golfers' Terrace, with self-order options.

The General Manager concluded his GC-approved updates and then called upon the Club Captain to present his thoughts on golf redevelopment.

Presentation by Club Captain on Golf Redevelopment

Club Captain Andrew Lim thanked members for their presence and the opportunity to share the plans for Golf redevelopment. He mentioned that there is still a lot of room for views to shape golf in SICC post-2021 and encouraged members to share their thoughts.

Club Captain reiterated that by 2021, the Club will lose the Sime Course, Bukit clubhouse and the Driving Range. He added that the Club still has Bukit Course till 2030, but beyond that, its future is unknown. He added that a Golf Design Competition has been conducted by the last GC and the Graham Marsh 27-hole layout has been selected as the winning redesign for the New and Millennium courses.

He reminded that a buggy track will be constructed at the Bukit Course to cater for increased golfing traffic when the Club embarks on the Island golf course redevelopment projects. He shared that the tender process has just begun and that during the construction period, other improvement works at the Bukit course such as drainage work for the greens, construction of new tee boxes and bunker liners will also be carried out.



Club Captain shared that a new Golf Redevelopment Planning Committee (GRPC) was formed to focus on golf redevelopment at the Island location. He added that he is chairing the committee and is supported by members Ross Tan, the newly elected President of SGA, Edwin Lee, a PRC member, KC Leong, a Projects Committee member and Goh Ho Wee, a GC member and Deputy Chairman of PRC. He added that GRPC will report to the GC, and as the team progresses, project teams may be formed to expedite approved sub-projects.

Club Captain shared that GRPC has developed a draft 2021 SICC Golf Vision - "Transforming SICC golf courses to rival the Best in Singapore" and the vision is still work in progress.

He highlighted the once in a lifetime opportunity to reinvent and transform SICC golf, especially when SICC has all the ingredients – location, facilities, funds and membership quality to be the very top golf and country club, not only in Singapore but regionally in Asia. He emphasised the negative implications on membership value for inaction and that the next opportunity would probably be in 20 years' time.

Club Captain shared that most of the funds spent on SICC development over the last decade, up to \$123M, had been spent on erecting buildings, and that the Club has severely under-invested in the golf courses (under \$9M). He added that Bukit, Sime and Island courses have not had any major development over the past 40 years. He reminded that the Club has to act fast to close the widening gap between SICC and the best in Singapore, citing the redevelopment projects of the Tanjong and Serapong Courses at Sentosa and Tampines Course at TMCC.

Club Captain shared that the Club has worked out an indicative budget of \$60M for the development of the Island golf courses, and will use the amount as a guideline to plan the best possible options for golf at SICC. He encouraged members to dare to dream and think out of the box to ensure the golf courses can rival the best in Singapore.

Presentation by Mr Goh Ho Wee, Member of Golf Redevelopment Planning Committee (GRPC)

Mr Goh reiterated some of the uncertainties the Club is facing with regards to golf redevelopment, as outlined by GM earlier. He also mentioned that for SICC's golf courses to be ranked among the best in Singapore and the region, the Club should

not limit itself to merely replacing the number of holes that will be lost when Sime Course is handed over to the Labour Movement, by constructing the GM27-Hole course.

He opined that the Club needs a Golf Transformation Strategy to be the courses of choice in Singapore. Mr Goh presented the video of the redevelopment of the Island (Old) Course into a sand-based, all weather course, a proposal by GolfPlan in 2011. He mentioned that GolfPlan will be able to update the plan so as not to cause any damage to the PUB pipelines underneath the course. Mr Goh said that a project team will be put together to work out the detailed timeline, cost, the pros and cons of redeveloping the Island (Old) Course and is subject to approval by the GC, Club Chairman and the membership.

Mr Goh elaborated the various plans for the New and Millennium courses, as shared by GM earlier. He added that the committee will obtain members' feedback and get the professional views of world-renowned golf designers such as Fazio Design by Tom Fazio, Golf Plan and Graham Marsh on the various options. Mr Goh presented a video on the winning GM27-Hole design. He said that the nature of golf is changing and the Club has to study all options carefully before making any decisions.

Mr Goh mentioned that the GRPC is exploring proceeding with the redevelopment of the Island (Old) Course first for the following reasons:

- The statistics on golf course utilisation by golfers for the Island (Old) Course is low (30%) as it is a soil-based course;
- Renovating the course to a sand-based one will increase playability of the Island (Old) Course significantly. The utilisation rate of the New Course is approximately 70% as it is a sand-based course;
- The redevelopment works can commence soon, with the almost ready GolfPlan Design. The design is ready for submission with minor adjustments to be made to comply with PUB's requirement on the underground pipelines; and
- It will avoid massive disruption to SICC's overall business if Island (Old) Course is done first. The low utilisation of the Island (Old) Course will drive golfers over to the Bukit location, causing congestion in the event the New Course is done first.

The Chairman / President then opened the floor to a dialogue, starting with the two letters written in to Management.

LETTERS FROM MEMBERS

GM read out the first letter from Mr Hiro Bhojwani (B0422), who was not present at the dialogue:

I just have one concern which I felt needs consideration.

The club is considering the redevelopment at the Bukit Freehold land although we lose the second golf course 10 years after the first.



During this initial 10-year period, there may be value at the new facility but subsequently the usage will surely taper off quickly – isn't it better if we focus our funds and resources at Island location instead and avoid over-investing in a facility at Bukit which may well end up being under-utilised very quickly.

President stated as he is the Chairman of the Planning and Redevelopment Committee, he would share the reasons why the Club has chosen to build Bukit Town Club to serve the members' needs in the medium to long term.

President reiterated that the Bukit Course lease extension beyond 2021 was offered to allow the Club more time to prepare for transition and build capability to meet members' needs. He stated that it would be unwise not to improve the value of the freehold land.

As compared to the leasehold land at Island and Bukit locations, President shared that the 5-acres of freehold land is the only thing that the Club truly owns and has more autonomy in the development decisions. On the other hand, he highlighted the many compliance issues which needed to be resolved with the authorities before progress can be made on the Golf Course Redevelopment plans.

He emphasised the short timeframe to 2021 for the Club to reinvent itself by judicious use of the freehold land. He shared that BTC will take about 30 - 36 months to build and time is running out.

President shared that the previous GC held a design competition based on needs via a Members' Survey in mid-2015. He informed that the then winning design's estimated construction cost was approximately \$65M, but without a Tennis and Squash Complex. He shared that the current BTC cost \$65M, based on cost estimates by a quantity surveyor in 4Q 2015, and included a Tennis and Squash Complex. He clarified that the figure is the best estimate as the Club has not engaged a consultant to refine the figure.

President shared that the Club had explored the option of placing a Tennis and Squash Complex at Island Location instead but it would cost \$10-15M. In addition, he shared that the option entails a development charge of \$12-19M, depending on whether the premise is zoned for community or recreational use.

President informed that a third option - retaining the current Tennis and Squash Complex and either do renovation works or to rebuild the BSP building was also considered by the committee. He reminded that the Club needs a buggy store and staging area to support Bukit Course from 2021 - 2030, sufficient car parks, and replacement facilities at the ageing Bukit Leasehold Clubhouse such as changing rooms, golfing office, F&B outlets and bar. He opined that even if it is possible to include all mentioned, the existence of ageing and new facilities could pose an integration challenge and possibly cost more. He shared that the final product may look unsightly and the area will look like a Tennis and Squash Complex with hodgepodge around it.

President shared that members will still have access to the Bukit golf courses post-2021 and 2030 as members of the public, and the BTC will better serve their needs. President highlighted the huge Club membership of 18,000 with spouses and children, and that over 65% of Principal members are non-golfers, it is even more crucial to have a BTC in order not to overcrowd Island Clubhouse.

President explained that the BTC's Gross Floor Area (GFA) is over 12,000m² while the maximum permissible GFA is over 22,000m². He highlighted that the BTC is somewhat future-proofed for beyond 2030 by provision for change of use and addition of floors and facilities.

President opined that the BTC is non-ostentatious but, still elegant and unique. He shared that while the BTC is pragmatic, complementary, and befits the Club's stature, it caters to current and foreseeable membership profile changes and needs.

GM read out the letter from Mr Lau Liat Pheow (L0378) who was present at the dialogue:

I believe the Club is taking steps to turn the present walking-only Bukit Course into either a Buggy Course or a Buggy cum Walking course.

Before such a change is made, I suggest that the Club conduct a poll to find out the wishes of golfing members. I, for example would prefer that the Bukit Course remains as such, a walking-only golfing course.



This suggestion of mine could be put up at the dialogue session to gauge response from golfing members.

GM elaborated that the Bukit Course has a low utilisation rate and the construction of a buggy track will facilitate higher usage for the course. He shared that members, especially the older ones prefer to use buggies for their golf games. With the proposed upgrades and redevelopments at the Island golf courses and the handover of the Sime Course in 2021, GM highlighted that the buggy track at the Bukit Course will enable more golf rounds and accommodates the anticipated higher golfing traffic. GM highlighted that even with a buggy track on Bukit Course, members can choose to walk the course instead.

Mr Lau queried if a poll from members had been taken whether to change Bukit Course to a buggy cum walking course. He reasoned that when one grows older, it would be beneficial for him or her to walk more, and thus for the Bukit Course to remain as a walking-only course. President Ooi replied that the Bukit Course is very underutilised because many found it difficult to walk the whole course. He explained that the Club is merely providing an alternative for members who prefer to use buggies for their golf games. He added that the buggy track has to be constructed before any development of the Island golf courses can commence to cater to the increased golfing traffic.

Mr Lau felt that the Bukit Course always seemed to be closed and this could explain why the utilisation is low. He felt that a walking-only course has its own peace and charm, rather than having buggies whizzing around. He questioned how the use of buggies can accommodate more golfers while the pace of play remains the same. President Ooi explained that if the course is closed, there are usually reasons e.g. maintenance works, it is so. He reasoned that if buggies are allowed, the course can accommodate more golf rounds. GM elaborated on the utilisation rates for all golf courses by members. He shared that the utilisation rate for Bukit Course is 38% on weekdays and 64% on weekends.

ISSUES RAISED AND DISCUSSED

REDEVELOPMENT OF GOLF COURSES

Mr Paul Kwek (K1073) stated that the Club has spent more than \$400K in the preliminary planning of the redevelopment

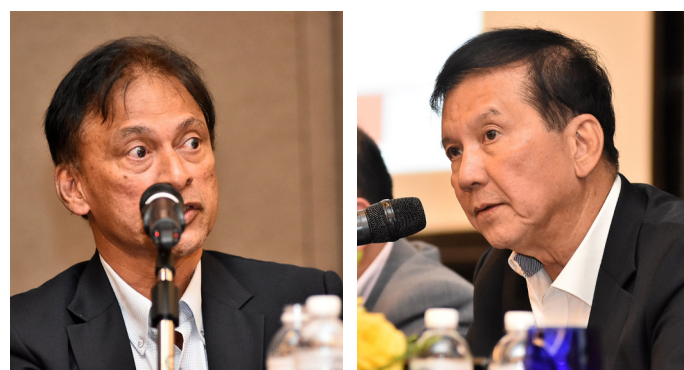
of Graham Marsh's 27-hole (GM27-hole) New and Millennium courses for more than two years. Mr Rayson Hazra (H1083) and Mr Kwek asked to clarify the decision to redevelop the Island Course first instead. Mr Henry Ling (L2205) asked if the golf redevelopment presentation by Captain has been endorsed by the GC.

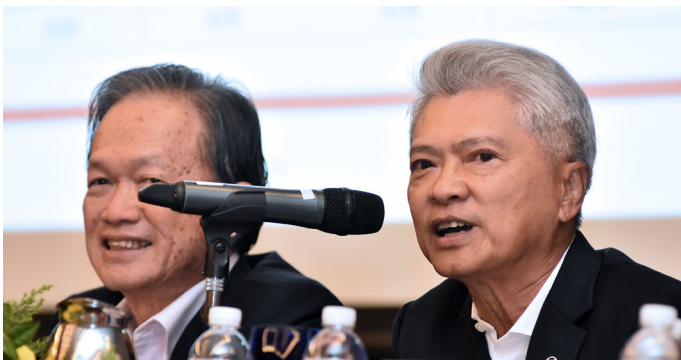
President shared that the Golf Redevelopment and Planning Committee (GRPC), headed by Club Captain Andrew Lim will oversee the development of the golf courses. He clarified that Captain and Mr Goh Ho Wee were just sharing the views of the GRPC from their recent meeting and these plans have yet to be approved by GC.

Captain elaborated that the GM27-hole conceptual design encroaches into 4.3 hectares of forested area and is subject to various authorities' approval. Captain urged members to think out of the box and not restrict the development to just the GM27-hole option. Captain explained that based on the current utilisation rates of courses, the Club may not need a 27-hole course as a replacement for lost capacity. He highlighted another option is to develop the New Course into a championship course that can rival the best in Singapore. Captain encouraged members to share their views on the matter. Captain also reiterated the justifications, raised by Mr Goh earlier why GPRC has recommended developing the Island Course first.

Mr TH Khor (K1439) concurred with Captain to go ahead with redeveloping Island Course and convert it to a sand-based course, without changing its character and landscape. Captain clarified that the proposed new design of Island Course is not much different from the current, but with improvements on certain holes that pose safety issues. He added that the routing of the course is almost the same.

Mr CP Lee (L0612) asked if the golf utilisation statistics shown were for weekdays or weekends, to which GM replied that it was for weekdays. GM also presented the utilisation statistics for weekdays, weekends and average. Mr Lee opined that sandcapping and flattening the Island Course will take away its unique playing characteristics that make it challenging and unique. Mr Lee expressed concern to remove the Serangoon grass, combined with the equilibrium of the topsoil that has worked well for the past years. Mr Lee added that it would be a pity if this historic course is dug up for redevelopment. Mr Lee also wanted to know how the sand capping will impact the characteristics and landscape of the Island course.





Dr Chew Beng Keng (C0241) thanked Captain for sharing his vision and development plans for the golf courses, but questioned if the Club should consider one or two championship courses. He opined that the golf courses should cater to members of different ages, with different proficiencies of golf. Dr Chew cautioned that there must be proper supervision during the construction to ensure quality and proper accountancy.

Captain thanked Dr Chew for his input and explained that a well-designed championship course is not only for champions, but would cater to all levels of golfers.

Mr Hazra was surprised that a golf vision and plan, not yet approved by the GC was presented at the dialogue. He disagreed with the plan to redevelop the Island Course first, especially so when the Club is not able to begin any work until 2018, with the uncertainty of the PUB pipelines underneath 6 holes, the ventilation shafts for the Cross Island Line (CIL), the TOL land on one of the fairways, and what the cut and fill of the landscape of Island Course will be like. Mr Hazra expressed his concern on the revised Island Course design, considering the factors above, and if the cost is covered in the current fees. Mr Hazra opined that for a vision that touts natural landscape, it was strange to begin by destroying it. Mr Hazra asked if the Club plans to host any major golfing tournaments and reminded that members' play should remain the Club's priority.

Captain replied that the planned timeline is based on the assumption that the authorities' approvals will be timely, according to what has been advised. Captain explained that the Club cannot be passive and has to start putting plans in place so they can be launched after the necessary approvals have been given. Captain stressed that current plans are merely conceptual and still subject to NParks' approval.

Mr Hazra reminded the committee that issues with the GM27-hole proposal such as the requirements of the boardwalk to have public access and the negotiation for the 4.3 hectares

of land the course encroaches on must be discussed with NParks and SLA in totality.

Captain clarified that the Management is currently in talks with the authorities on all these matters. He shared that the Club is currently exploring options in the best of members' interest, whether a 27-hole or 18-hole course. GM clarified that the results from the AECOM environmental study on the 4.3 hectares of nature reserves, just received the day before indicated that the area is classified Category 2 and requires a bio-diversity impact assessment. He added that the whole process would take about 9 – 12 months and the team will work closely with NParks on the matter.

Mr Bernard Yeo (Y749) suggested that a 27-hole course can also have a composite 18-hole course within it. He expressed his concern on the continuity with GRPC and suggested a longer tenure for GRPC to see this project through. Dr Chew agreed that that continuity is important and suggested to elect a committee which should remain in office until the project is complete. Mr David Sim (S1230) highlighted that with the Club reaching a significant milestone in its history and possibly a big expenditure in the pipeline, it is more important that the Club should unite as one to see the projects through. He shared that the Island Clubhouse project, which underwent three GCs and six project committees faced continuity and accountability issues and the Club should learn from the episode.

President pointed out that the Club's Constitution states that no sub-committee can outlive the tenure of the General Committee, and Management will ensure the continuity. President pointed out that our Audit Committee has reviewed problems noted on the construction of the Island Clubhouse and produced pertinent recommendations which future projects contemplated should observe.

Mr Gopal Banerji (B509) enquired on the status of the Island land lease renewal, which GM reiterated the state of affairs in his presentation earlier.

Ms Jeanette Foo (F0214) expressed her support for the redevelopment of the New and Millennium Courses into a composite 27-hole, and requested to leave the Island Course alone.

BUKIT TOWN CLUB

Mr Ling thanked President for the members' dialogue to exchange views on important issues. Mr Ling asked if the BTC project has been endorsed by GC, to which President confirmed the approval of the GC. Mr Chia requested the



BTC plans to be displayed at both Island and Bukit Locations and President assured that this will be done.

Mr Andrew Low (L1062) highlighted that with an approved Club development budget of \$120M, he could not reconcile the BTC development budget of \$80M with the proposed golf redevelopment budget of \$60M and questioned where the extra \$20M will come from. Dr Chew requested the budget for BTC to be tabled at an EGM or AGM for members' endorsement.

President clarified that the approved budget of \$120M was handed down by the previous GC and the Club is trying to work within this. He shared that the development plans and budget will be presented to membership for endorsement once they are ready. He added that the committee will seek the approval from Club Chairman if additional budget is required for the development.

Ms Jeanette Foo (F0214) asked for the timeline for the BTC project as she looks forward to using the new facilities. President replied that the BTC plans are almost ready for endorsement by membership. It is only pending the results of the business feasibility study due to complete in September.

PRAWN NOODLE AND LA MIAN COUNTER

Mr Chia shared the contents of the letter from Management to him, in response to his petition with regards to the relocation of the prawn noodle and *La Mian* counter to Noodle House at BSP. He expressed his disagreement with the decision and requested for the stall to be moved back to Bukit 19th Hole. Mr Chia insisted that there is space within Bukit 19th Hole to accommodate the counter and questioned why the area was not maintained properly. He highlighted that during weekends, there are members who sit for hours at the Noodle House, waiting for their kids who are in the pool. He shared that members who wish to eat the prawn noodles are unable to find tables. Mr Chia asked where the counter will be relocated to during the renovation of the Bukit freehold clubhouse.

President stated that it is unfair to blame Management as the leakage issue took them by surprise. GM explained that the Bukit 19th hole counter had to be demolished to find the exact cause and rectify the leak. He shared that it was discovered that the counter was just an add-on structure that was not done as required for operations. He shared that the a proper kitchen set up in that area would cost over \$150,000 and is subject to approval by the NEA. GM explained that the Club

explored for Auntie Lily to utilise the Club's current kitchen facility for her operations. He shared that this option is not viable as the inclusion of Auntie Lily, a third party vendor in the Club's kitchen facility may compromise the Club's food operating license and daily operations. GM shared that the Club explored staff to shuffle between Bukit 19th Hole and Noodle House at BSP to serve food, especially during rainy days and navigating slopes may contravene workplace safety and food handling practices.

GM opined that keeping the Prawn Noodle, *La Mian* and roast meat stall at Noodle House at BSP created a rejuvenated dining venue, which has seen improved patronage over the past weeks. He shared that at the same time, more seating capacity at Bukit 19th Hole is created and should be positioned as a Golfers' Terrace.

Mr Bernard Yeo (Y749) opined that the menu at Bukit 19th Hole is too extensive for a Golfer's Terrace and asked it to be reviewed. Mr Yeo concurred with Management's stand to divert traffic from the Golfers' Terrace and channel them to other outlets. He reminded Management to figure out how to create more seating at the Noodle House at BSP.

AMENDING CLUB RULE

Dr Chew shared that the Club Chairman can veto the decision by GC and members, and requested that this clause be removed before the Club signs the next land lease. Dr Chew elaborated that the Club did not have the reserves to pay the commercial rate for its land lease extension previously. He added that as a compromise to pay the reduced rate, the Club was required to have an appointed Chairman by PUB to ensure that the Club does not overspend. He felt that since now that the Club is paying the commercial rate for lease extension, the Club should be allowed to operate without an appointed Chairman.

Mr Rada clarified that Dr Chew was referring to Rule 4A, which came in 1992, where the Club accepted this constitution due to the reason set up above. Mr Rada replied that the Club will negotiate for the constitution to be amended when the next lease is signed.

President Ooi thanked members for their support of the Members' Dialogue and for their comments and valuable input.

The Members' Dialogue ended at 9.10pm.

