



MEMBERS' DIALOGUE

A members' dialogue was held on 6 June 2018 at the Island Grand Ballroom and 180 members attended the session.

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

Good evening Ladies and Gentlemen,

On behalf of my GC colleagues, thank you for coming and participating in tonight's dialogue.

Tonight's session is part of the GC's commitment to communicate openly with Members, to hear your views and feedback on several important matters. We want to keep you fully informed about them. They are about the progress of the land lease and our redevelopments plans for the Club, which the GC has worked tirelessly on for the last eight months. I am certain, through tonight's interaction, all of us will have a better understanding of the issues, which will help us arrive at the right decisions for the Club.

I will spend the next ten minutes to briefly touch on the key matters. Management will then make a more detailed presentation. For a fruitful and meaningful discussion, please be patient throughout the presentation. We will open the floor to questions and answers after the presentations.

Land Lease

We are making good progress in the application of the Island land lease after several rounds of discussions with the authorities. This is probably one of the most crucial matters in the Club's entire history. So, it is my great pleasure to inform you that the Club will be receiving the Building Agreement for the construction of the

park connector end of this month. This is an important milestone because the construction of the connector is one of the last conditions for lease renewal. Thereafter the Club can submit its application for the land lease extension.

As for the Bukit land lease, the timeline is dependent on the outcome of the LTA's Cross Island Line feasibility study due end of this year. Once it is completed, we will continue negotiations with the Labour Movement to finalise the Facilities Sharing Agreement and License Agreement. This is essential for the Club in securing the Bukit land lease.

Island Golf Course Redevelopment

I now come to a very important subject - our plans to redevelop the golf courses at the Island location. Why do we have to do this?





We have to increase the golfing capacity at Island to prepare for the time when we will lose Sime in 2022, and Bukit in 2031. If we don't do so, we will face a severe crunch in future which will seriously affect the value of the Club. Now is the best time to act on this plan when we still have four 18-hole courses. If we leave it too late, when we lose Sime and Bukit, we will regret not making the decision. But by then it would have been too late.

Next, having decided to increase the golfing capacity at Island, the question is what is the best way of doing so? The GRPC and the golf course consultant have reviewed many options. We went through every one of them, worked on them and improved the best option which is the one we are presenting today - which is redeveloping New Course and Millennium into a 27-hole golf course. After many rounds of meetings and consultations with the various stakeholders such as NParks, PUB and the NGOs, in January 2018, the authorities said that they had no objections to this 27-hole redevelopment plan.

I want to make another important point to explain why this redevelopment makes sense. One of the conditions of the Island land lease renewal is that we need to construct the boardwalk and the water management system. These development works directly affect the golf course itself. The works are significantly intensive and disruptive to the golf course, regardless of whether we proceed with redevelopment of the golf course. And they will cost the Club at least \$20m just to build an efficient water management system and another \$1m to construct the boardwalk.

It therefore makes more sense to undertake these works as part of the golf course redevelopment. We will achieve two objectives when we do so; we fulfill the requirements set out by the authorities; and we increase significantly our golfing capacity at Island.

At the same time, we are looking at other upgrading plans at the Island location, in anticipation of higher usage from 2022. The plans include:

1. Covered bays at the upper level of the Driving Range with F&B facilities;
2. A new linkway between the Main Clubhouse and the Driving Range, and at the same time expand the capacity of the Lookout; and
3. Improving the flow of the buggy movement.

Redevelopment of Bukit Freehold Clubhouse

I now turn to the Bukit Freehold Clubhouse project.

At the EGM held on 6 April 2017 where the Bukit Town Club "5 Acre Woods" design was presented, members present resolved that alternative design options be considered in addition to the "5 Acre Woods" design. A design competition to select design alternatives was held in October 2017 and I am pleased to share that two alternative designs have been chosen.

The GC and PRC2 share the same concerns as members regarding the Bukit Freehold Clubhouse project. We are mindful that the options presented should not be extravagant and excessive, as we will lose the Sime and Bukit courses in 2022 and 2031 respectively, and taking into account the needs, usage and lifestyle of our membership after 2031.

There will be another dialogue before we call an EGM on the Bukit Freehold Clubhouse development by Q3 2018. That said, you may still ask questions later.

Finances and Internal Controls

Can the Club afford the redevelopment projects? The KPMG financial studies concluded that the Club can undertake the proposed 27-hole redevelopment and the proposed Bukit Freehold Clubhouse within the \$130m budget combined. After payment for the two redevelopment projects and land lease premiums for both locations, the Club's future cash position will stand at \$220m. SICC Members will not be required to co-pay for these two projects. We should use this golden opportunity now to enhance our membership value.

We are mindful of the need to maintain good governance and proper internal controls to ensure best value for our purchases and services. The GC, Audit Committee and the Procurement & Tender Committee have made significant changes to strengthen the Club's policies and practices.





Review of Club Rules

As mentioned in my First Words, the Club Rules and Bye-Laws governing the running of this Club must remain practical and relevant to evolving needs. The GC and Constitutional and Legal Committee have received feedback from members, and are currently working on the various proposals put forth for the amendment of Club Rules. The GC will keep members apprised of the progress of the rules review.

I wish to thank everyone here for taking your invaluable time to be with us this evening. I want to express my appreciation to members of the Planning & Redevelopment Committee 2 (PRC2), Golf Redevelopment Planning Committee (GRPC) and Management who have worked tirelessly over the past months, and members who have constantly given me feedback and advice.

Thank you.

Updates by the General Manager (GM) Desmond Tay

Bukit Land Lease

The Memorandum of Agreement between the Club and its Trustees, and the Labour Movement was signed on 29 April 2016. The Club is still awaiting the results of the LTA's Cross Island Line (CRL) feasibility study, which is expected to be completed at the end of 2018, before it can be issued its lease.

Before the issuance of the land lease, any part of the Bukit land lease may still be affected by the CRL. Hence, the Club will have future discussions with the Labour Movement on the sharing agreement and license agreement before proceeding with Bukit's land lease renewal agreement.

Island Land Lease

As part of the lease renewal, the Club will need to undertake the construction of the park connector along the reservoir edge (next to Holes 15 and 16 of New Course to the TreeTop Walk) by 2025. The Club will be receiving the Building Agreement for the construction of the park connector by the end of June. The Club can then submit

its application for lease renewal while complying with the Singapore Land Authority's requirements. The Club could receive its Island Lease seven months thereafter.

Bukit Freehold Clubhouse Redevelopment

At the Extraordinary General Meeting held on 6 April 2017, members resolved that alternatives to the BTC "5 Acre Woods" design (hereinafter known as "Scheme 1F") be produced and offered to members for consideration. At the end of May 2017, the Planning & Redevelopment Committee 2 (PRC2) was formed and comprises the following members with professional expertise from various industries:

- Mr Edwin Lee (Developer) - Chairman
- Mr Tham Tuck Cheong (Architect)
- Mr Lee Choon Peng (Architect)
- Dr Richard Tan (Civil & Structural Engineer)
- Mr Tan Chee Meng, SC (Lawyer)
- Mr Ting Sa Tee (Engineer)

PRC 2 has since:

- Gathered statistics on facilities usage;
- Conducted Focus Group sessions with a cross section of members of different gender, interest and age groups;
- Visited a number of social clubs in Singapore to understand the facilities offered and what appeals to members;
- Debated and defined feasible alternative schemes; and
- Established the scope and design brief for each alternative scheme.

PRC 2 then looked at two alternative options:

- (i) Scheme 2 - Redevelopment of Bukit Freehold Clubhouse and Tennis & Squash Complex, Retaining and Upgrading/Retrofitting Three Covered and Two Open Tennis Courts.
- (ii) Scheme 3 - Addition and Alteration of the Bukit Freehold Clubhouse and Tennis & Squash Complex, and Retaining and Upgrading/Retrofitting the Existing Seven Tennis Courts.



MEMBERS' DIALOGUE

PRC2 established the scope and design brief for a design competition in October 2017 for the selection of the design alternatives 2 and 3. The design competition was open to both local and foreign design and architectural firms through advertisements and the Singapore Institute of Architects.

Ten architectural firms were shortlisted to participate in a design competition for each alternative. The judging criteria was established and a panel of 3 judges was appointed. After three rounds of presentations, the panel of assessors recommended the winning designs for Schemes 2 & 3 respectively. The proposed winning designs were presented to PRC 2, who endorsed the designs.

The Club has also engaged Quantity Surveyors (QS), through a tender process. This is to verify cost estimates of the various design proposals and to ensure the budget is realistic and sufficient. The QS will undertake the project till completion and closure of project final account.

PRC 2 is working closely with the QS and the architects to value engineer the three options to ensure that the designs comply with the needs of the Club, within the budget of \$60m as set by the Club Chairman. The alternatives will be ready for presentation to members by Q3 2018. Details of the designs will be shared with members soon, and the dialogue session will be held in due course.

Island Golf Course Redevelopment

The Golf Redevelopment and Planning Committee (GRPC) was set up to oversee the redevelopment of the golf courses at the Island location to ensure the Club can continue to meet our golfing needs when we lose the Sime Course by end 2021, and Bukit Course by 2030.

The GRPC comprises the following individuals:

- (i) Mr Kenneth Chen (Chairman)
- (ii) Mr Ivan Chua (Deputy Chairman and Club Captain)
- (iii) Mr Paul Kwek (Treasurer)
- (iv) Mr Jimmy Koh
- (v) Mr Lee Choon Peng
- (vi) Mr Kyi Hla Han

GRPC has worked on all the options and has recommended the 27-hole layout at the New and Millennium golf courses, with GC's endorsement.

Selection of Graham Marsh Golf Design was as follows:

- i. In July 2014, the Planning & Redevelopment Committee (PRC) was formed to look into the redevelopment plans.
- ii. Qualitas Project Control (Qualitas) was appointed by the Club in December 2014 to assist the Club in exploring the best golf course redevelopment option.

- iii. A design brief was developed and a golf course design competition was held in February 2015.
- iv. Out of 12 recommendations put forth, six were shortlisted.
- v. The list of six architects was then further narrowed down to three finalists – Fry/Straka Global Golf Course Design, Graham Marsh Golf Design (GM) and Faldo Design. Their conceptual designs were submitted in July 2015.
- vi. Qualitas recommended the GM 27-hole design and this was unanimously accepted by PRC and GC in August 2015.

For the last two years, the Committee looked at four other options available for the redevelopments.

Option A - (Three 9-Hole, 27-Hole configuration) encroaching onto 4.6 hectares of nature reserve

- Encroaches into 4.6 hectares of nature reserve
- Requires lengthy and costly Biodiversity Impact Assessment (BIA)
- Even with BIA, it is uncertain that NParks will approve it



Option B - (Three 9-Hole, 27-Hole Configuration) without encroaching onto 4.6 hectares of nature reserve

- Does not encroach into the 4.6 hectares of nature reserve
- All 3 nines only play to Par 35
- One starting tee and one finishing hole does not end at the Clubhouse

Option C - (18-Hole + Millennium 6, 24-Hole Configuration)

- This format of additional 6-hole play is of little merit as this is not how golf is traditionally played
- Does not adequately increase golfing capacity compared to 27-hole layout

Option D - (A&A to the existing New and Millennium Courses)

- Involves major renovation to the courses, while retaining existing layout
- Will not increase golfing capacity
- Nearly 16 years since last redevelopment undertaken
- Early estimates show that cost of this option is almost as much as that of the redevelopment of the 27-hole course

The Club worked on Option B and made several improvements to enhance the design e.g. three nines play to Par 36, Par 36 and Par 35. This design meets all three important criteria:



1. Meeting Requirements for the Renewal of Island Land Lease and Redevelopment Plans

A park connector to be built along the reservoir edge between Holes 15 and 16 of New Course to the TreeTop Walk, which would require the re-design of the existing Hole 16 of the New Course to ensure the safety of the public using the park connector.

A rainwater harvesting and water recycling system is to be constructed. The existing layout would require substantial civil works for the installation of the required infrastructure across the entire New Course. This inevitably entails the closure of the golf course.

Given the need to demolish much of the existing course to install the water management system, it is logical and more cost effective to seize this opportunity to redevelop the New and Millennium courses.

2. Increasing Golf Course Capacity and Enhancing Membership Value

The Club will lose Sime Course in 2021 and Bukit Course in 2030, and the Government is reducing the number of 18-hole golf courses from 20 in 2015 to 13 by 2030. There will be a severe shortage of playing times, especially on the weekends. With golf courses becoming scarce in Singapore, high quality golf courses will command a premium.

The Club will still be able to construct the 27-hole layout, by utilising the available land area without compromising the length or par.

The construction of a 27-hole course from the present New and Millennium courses will help to mitigate the loss of golf rounds when the land leases of Sime and Bukit courses expire.

	Bukit Location	Island Location	Total
Year 2018	159,744	159,744	319,488
After Construction of 27-Hole Course	159,744	206,464	366,208
Year 2022	79,872	206,464	286,336
Year 2031	0	206,464	206,464

Golf Course Capacity (Number of 18-Hole Golf Rounds) Over Time



3. Rejuvenating the New Course and Enhancing Golfing Experience

The New Course was last developed in 2002, with minor works done thereafter. The irrigation and drainage systems are in need of major replacement and upgrading works. The greens profile and drainage system have deteriorated, and the turfgrass and fairways have become contaminated with a mixture of undesirable grasses.

For future sustainability, all grasses need replacement with new varieties that will require reduced chemical, fertiliser and water inputs. The period from now till 2021 presents an excellent window of opportunity to upgrade our golf courses at the Island location while the Club has four courses available for members' play.

While other private clubs required their members to co-pay for their golf course redevelopments and land lease renewals, no co-payment is required from SICC members for the redevelopment of the 27-hole golf course, Bukit freehold clubhouse and the land lease premiums.

Venue	Course	Lease Expiry / Extension	Number of Holes	Renovation Cost	Last Renovated	Co-Payment
Sentosa Golf Club	Tanjong	2040	18	\$32m. Completed in 2017	2006	\$32,500
	Serapong	2030	18	Planned in 2019	2006	
Tanah Merah Country Club	Tampines	2040	18	\$35m. Complete in 2017	2009	\$19,000
	Garden	2035	18	Planned in 2019	2004	
Seletar Country Club		2040	18	\$29m. Planned in 2019	1998	\$8,346
Singapore Island Country Club	New and Millennium	2040	27	\$40-\$50m. Planned in 2019	2002	\$0
	Island (Old)	2040	18			
	Bukit	2030	18			
	Sime	2021	18			



Presentation by Graham Marsh Golf Design

Graham Marsh introduced his passion for golf and past experiences regarding golf course designs all over the world. He then elaborated on the growth and changes in agronomic technology which have changed the way golf courses are designed today. Nonetheless, Graham maintained that a golf course with good playability all year round would still require a good foundation at the end of the day.

Graham elaborated on his proposed 27-hole design to the dialogue including signature holes that would require creative and accurate shots, but the configuration still remains a manageable course for golfers of all proficiencies.



The following members participated in the Q&A session:

- Chia Ping Kheong
- Erich Schneider
- Giam Choo Hoo
- Goh Ho Wee
- Goh Kok Leong
- How Seen Yong
- Lee How Giap
- Michael Chia
- S. Radakrishnan
- Terence Ng
- Ting Sa Tee
- Wee Heng Kok

SUMMARY OF DISCUSSIONS DURING Q&A SESSION

PROPOSED 27-HOLE CONFIGURATION FOR NEW AND MILLENNIUM COURSES

Would the 27-Hole golf course be a walkable course? And will golfers be allowed to walk the course?

Yes, the 27-hole configuration will be a walkable golf course. The proposal to allow walking on the course will be taken into consideration, but until then the status quo of buggy use on the New Course will remain.

Would the golf course conditions of the new 27-Hole configuration be comparable to that of the top golf courses in Singapore?

SICC golf courses have the potential to match the best in Singapore with the right choice of grasses and good maintenance practices, best suited to the micro-climate in the Singapore central catchment area where we are located.

Are there renovations or upgrading plans for the Island Course?

Renovations or upgrading works for the Island Course is dependent on the outcome of the feasibility study of the Cross Island Line (CIL) from the Land Transport Authority (LTA), which is slated to be released later this year. The Club will wait for the outcome of the study before proposing any plans.

The Island Course is now focused on good maintenance practices of its bunker drainage, which has seen recent improvements since works started earlier this year. Actual improvements to golf course conditions will take time to show as disruptions to play are being minimised.

Could we consider installing lights at the finishing holes to increase golfing capacity?

As the Club is situated near the nature reserves, the usage of lights at night will disturb wildlife and the request has previously been rejected by the authorities. However, the Club is exploring to install lights near the finishing holes to enable more golfers to finish their game.

What is the impact on golfing capacity following the redevelopment to ensure that we can cater to the increased golfing demand?

Referring to the following table, the construction of a 27-hole course from the present New and Millennium courses (adding 46,720 golf rounds) will help to mitigate the loss of golf rounds when the land leases of Sime and Bukit Courses expire. In addition, there is an average of 30 new members to the Club every month and who are likely to be golfers that will benefit from this redevelopment.

	Year 2018	After Construction of 27-Hole Course	Year 2022	Year 2031
Sime	79,872	79,872	0	0
Bukit	79,872	79,872	79,872	0
Bukit Location	159,744	159,744	79,872	0
New	79,872	126,592	126,592	126,592
Island	79,872	79,872	79,872	79,872
Island Location	159,744	206,464	206,464	206,464
Total	319,488	366,208	286,336	206,464





GOLF COURSE MAINTENANCE

Will the playability of the golf course be improved after the redevelopment?

Agronomic technology is advanced now with more grass types and varieties available to suit various climates. With the right knowledge and choice of grass types used throughout the golf course, it will provide better playability all year round.

In addition, there are fewer restrictions on the types of fertilisers that can be used now to maintain good quality of grasses. The improved maintenance practices would also contribute to better playability.

How would the issue of grass contamination be mitigated given that the golf course is located next to the nature reserve which contribute fungus and mould?

There are fungus spores spread across the golf courses due to the high humidity and weather around, and they germinate when the conditions are right. The team has embarked on an improved maintenance regime and practices which will help to nurture and assure better playability. After researching on new and improved grass types that suit the micro-climate our golf courses are currently in, the team has chosen suitable grasses for use. In addition, with a better management control programme in place now, the problem of contamination will be reduced.

Will there be any action taken against members found to have deliberately damaged the golf courses?

Caring for the golf courses is a culture that needs to be in-built and the Golfing department is working on communications to golfers on proper golf etiquette. All golfers can do their part in leading by example to start inculcating good practices.





WILDLIFE MANAGEMENT

What wildlife management practices will be carried out to manage the damages by wild boars and monkeys to the golf courses?

Various deterrent options have been implemented including flashing lights in the night, ultrasonic sounds and repellents, all of which have worked to a certain amount of success. A consultant has been engaged to conduct an assessment on the wild boar population in the areas surrounding the golf courses. A wild boar taskforce comprising relevant authorities and organisations came together to discuss viable solutions to control and manage the wild boar issue in Singapore, and managing their impact on human activities. It was concluded that the most effective measure was to construct fencing at the perimeter, preventing the wild boars' entry to the golf courses.

Research has shown that oil palm trees in the nature reserves provide a source of food for the wild boars, and the relevant government bodies are working to remove these oil palm trees to curb the population.



BUKIT FREEHOLD CLUBHOUSE

Is the Club still on track with the Bukit Freehold Clubhouse (BFC) project?

Yes, the BFC project is still on track and details of the plans will be shared with members in due course.

AGM 2017

When will the minutes of the AGM be shared with members?

The meeting minutes will be shared with members once it is ready.

Some members suggested amendments to the constitution at the meeting). What is the status of these suggestions?

The proposed amendments to the Constitution are currently under review and details will be shared with members in due course.

Thereafter, President Low thanked everyone for their participation and the dialogue ended at 8:50pm.

