



# MEMBERS' DIALOGUE

A members' dialogue on the redevelopment of the Bukit Freehold Land was held on 17 September 2018 at the Island Grand Ballroom with a total of 182 members present.

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

*Good evening Ladies and Gentlemen,*

*On behalf of my General Committee (GC) and Planning & Redevelopment Committee 2 (PRC2) colleagues, thank you for coming and participating in tonight's dialogue.*

*As shared in our previous dialogues, Islander publications and regular communications, the Club has been working on two major projects – Redevelopment of the 27-hole golf course and redevelopment of the Bukit Freehold Land, to upgrade and replace our assets and facilities.*

*I wish to convey my appreciation to members for your overwhelming support (91.1% favourable vote count) for the Island Golf Course Redevelopment (IGCR) project. The Golf Redevelopment Planning Committee (GRPC) is working with the golf architect and consultants on the details and we hope to start construction in Q2 2019.*

*Tonight, we will be giving an update on the other major project – Redevelopment of the Bukit Freehold Land, a project which is capped at \$60million. I acknowledge that this update should have taken place earlier as members should be kept abreast of the development of this project. However, I feel it is more appropriate and timely to provide an update only when preparations are ready.*

*With us tonight is the Chairman of PRC2, Edwin Lee, who will provide a presentation on the project. After which, members can hear from the three architects on the design proposals and we will have sufficient time at the end of the presentation for questions and answers.*



*With the resolutions passed at the Extraordinary General Meeting (EGM) held on 6 April 2017, the current GC is bound by the said resolutions. Given this, the GC is left with the two or three voting mechanisms, for example the simple majority basis or the French system of voting. Both methods hold their respective strengths and weaknesses. This manner of voting is unprecedented in the Club's history, where members are given three options to choose from as opposed to projects in the past where members would vote on a design recommended by the GC, where all design options have been considered carefully. The GC is still weighing all circumstances to ascertain which voting mechanism would be in the Club's best interest.*

*The GC would like to hear members' views on this as well as the designs presented by the architects tonight. Through tonight's interaction, all of us will have a better understanding of the issues, which will help us arrive at the right decisions together for the Club.*

*The GC also welcomes further feedback from members after this Dialogue. You are most welcome to share your views with us, through the Management.*

*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 PRC2 and Management who have worked over the past months.*

*Thank you.*





## Update on Redevelopment of Bukit Freehold Land by PRC2 Chairman, Edwin Lee

The Chairman of the PRC2, Edwin Lee, then presented the background of the BFL redevelopment project. He reminded members on the EGM held on 6 April 2017, where members resolved for alternative options be presented to them for consideration in addition to the “5 Acre Woods” which was selected from a design competition in 2017.

Mr Lee informed members about the approach and concept behind the various options being offered. As the arrangements with the Labour Movement (LM) had not been finalised and due to the rapid changing lifestyles and members’ demands, two alternatives were added:

- A) Partial demolition and rebuild
- B) Two-phased approach Addition & Alteration (A&A)

The perimeters of the freehold and leasehold land were highlighted to members with a visual representation of the facilities and space that will be lost post-2021. The redevelopment of the BFL is driven by three compelling reasons:

### 1) Meeting Members’ needs Post-2021 and Beyond 2030

Post-2021: There is a need to expand and upgrade the capacity of changing room and F&B facilities on our BFL to cater for golfing needs during the nine years of Bukit Course extension.

Beyond-2030: To ensure that facilities at the BFL are still relevant to the membership (or at least certain segments of it) to attract continued visits and usage, and hence avoid over-crowding and congestions at the Island location.

### 2) Preserving Membership Value

The BFL gives us the ability to preserve SICC’s uniqueness of a Club with two locations. The need to expand the facilities on the BFL to make up for the loss of the Bukit main golfing clubhouse provides an excellent opportunity for the Club to reinvent and rejuvenate the outdated 29 year-old facilities on the BFL to cater for the evolving needs of our members going forward, and to differentiate the character and appeal of the two locations.

### 3) Enhancing Operating Efficiencies

The redevelopment of the BFL will allow us to introduce operationally and environmentally sustainable solutions to address the increasing maintenance costs of the current outdated facilities.



Mr Lee then elaborated on the concept for the two alternative options for members’ consideration:

- Option 2 – A family lifestyle centre which entails partial demolition and rebuild
- Option 3 – A look-and-see two-phased approach: A&A and add-ons at a later stage

One winner was selected out of the 10 designs submitted for each of Options 2 and 3. All three winning architects of the three redevelopment concepts then presented their designs after a brief introduction by Mr Lee on the approach within their respective briefs.





## Presentation by the architects

### **Option 1: "5 Acre Woods"**

**by Park + Associates**



*Lim Koon Park from Park + Associates*

Presented by Lim Koon Park, Principal Architect from Park + Associates, he started off explaining that the firm had been improving the design and facilities over the past few years to meet the budgeted amount for the project. Even upon selection of design, design development will be carried out through working closely with SICC to make changes where necessary.

Mr Lim explained that the firm had the advantage of planning a design without any constraints of existing structures to work with. He then elaborated that the Bukit clubhouse location was unique to a country club in Singapore on being located around a nature reserve, and wanted to capitalise on that. Mr Lim addressed the initial concern of walking long distances and having one all facilities inside a monolithic mass on five acres of land. The firm addressed this by breaking from the conventional single-building clubhouse type, and instead spread facilities into four carefully-planned pods.

Various artist impressions of the different areas were then presented including the various level floor plans, drop-off area, the flying deck, swimming pool, atrium, golfers' terrace, gymnasium, club bar, buggy drop-off area, festive deck and changing rooms. Addressing concerns for driving rain for walkways, Mr Lim added that there will be rainscreen installed at the strategic locations.

The presentation by Park + Associates then concluded with Mr Lim summarising the firm's confidence in their design with its functionality, blending in with its surroundings and relatable to members' lifestyles now and as the club evolves in the future.

### **Option 2: "Our Family Forest"**

**by DP Architects**

DP Architects' design concept, "Our Family Forest", was presented by Mr Zic Chen, Associate from DP Architects. Mr Chen presented the proposed design concept which revolved around the clubhouse being an interconnected lifestyle centre for multi-generational members. The compact and flexible design and strategy aims to maximise space and provide room for future expansion when members' needs are clearer.



*Zic Chen from DP Architects*

Mr Chen went on to elaborate on the three main drivers for their design – family, nature and future, and shared the various artist impressions of the main facilities. He added that the firm's design not only provides functionally but also socially – to build a stronger community of members, as various interest groups can be in closer proximity to each other. Their compact design surrounded by nature goes beyond passive design and takes into consideration the use of new technologies to achieve cost-savings for the club in a sustainable manner. Lastly, the design concept also allows for future add-ons of facilities and expansion when the need arises to cater to evolving needs and trends.

### **Option 3: "Town Club in the Forest"**

**by ECO-ID Architects (Retrofit Phase 1)**

The third option concept was presented by Reinaldi Tamin from ECO-ID Architects, who explained that the entire project split into two phases allows for a quicker and more affordable construction and renovation scheme.

The first phase, which only covers retrofit work, focuses on upgrading members' experience by integrating the Club with the surrounding natural environment while preserving the current facilities such as the tennis and squash courts, gym and courtyard. The retrofit phase would also maximise the remaining space with a new axis established towards the south, and re-orientate to face the deep forest reserve. The arrival experience will be enhanced with a bigger lobby and canopy with natural ventilation and a view towards the rainforest courtyard. By doing so, the retrofitted clubhouse enables future requirements to be met.

The expansion phase will be implemented in the future, or when members' needs arise or become clearer. This phase sees the upgrading of the forest courtyard, construction of a function lawn and activity rooms for multi-generational usage, including a unified family activity zone. Other facilities for consideration in this phase are the resort pool zone, a dining pavilion and a new co-working space.



*Reinaldi Tamin from ECO-ID Architects*





**The following members participated in the Q&A session:**

Amberly Woo  
 Chan Hui Eng Elizabeth  
 Chia Ping Kheong  
 Dadlani Tilak  
 Eddie Yong Chee Hiong  
 Goh Ho Wee  
 Gopal Banerji  
 John Lyn  
 Khor Tong Hong  
 Lee Choon Peng  
 Liew Yeng Chee  
 Lim Choo Beng  
 Michael Aw  
 Nelson Ng Kok Cheng  
 Nicholas Ng Kok Yin  
 S Radakrishnan  
 Schwencke Manfred  
 Tay Joo Thong Philip  
 Tham Chee Soon  
 Vincent Wee  
 Yeo Jih-Shian

## **Key Summary of Discussion During Q&A Session**

### **Proposed Designs by Architects**

**The initial estimated cost for Option 1 was at \$80m, reduced to \$70m and finally to \$59.97m. What are the measures put in place to ensure that the cost does not exceed the \$60m budget?**

The PRC2 had worked with the architect and Club-appointed Quantity Surveyor (QS) to value engineer the design to fit the budget of \$60m. The QS has also included built-in sums for escalation and contingencies to prevent an overrun of the budget.

**All three architects were given different project briefs with different budgets, how are members to make a fair comparison of these proposals?**

After an open tender and invitation, a total of 10 architect firms were shortlisted to submit their design tenders for all three options in a blind design competition. The designs presented to members are winners from each project brief.

**There is a relatively large amount of wood presented in the designs, are maintenance costs going to be high and sustainable?**

The proposed construction of the building uses concrete and timber-like coating. Timber is only used in the paving on the second floor connecting the buildings for Option 1's proposed design.

Club operations will be optimised to ensure that maintenance is kept within operational budget along with good management of its maintenance and housekeeping team.

**The design presented in Option 3 does not show much of the plans for Retrofit Phase 1. What would the members get if they vote for the option?**

The works for Option 3 - Retrofit Phase 1 focuses on the arrival experience at the porch area, relocating F&B outlets and amenities on the ground level currently. A cost-effective approach is backed up by an efficient operations plan to operate this Clubhouse.

**Will the bin centre be relocated so that they are situated away from the main entrance?**

Options 1 and 2 have included the plan to relocate the bin centre and back-of-house area to the back of the Clubhouse.

### **On Facilities and Project Costs**

**Could we consider having more function rooms to accommodate for social activities such as Bridge, Mahjong rooms, multi-purpose hall and a conference room?**

The committee will take this into consideration in the design options.



**Are we able to have a roof garden in the Clubhouse?**

The Committee will review and include a roof garden in the chosen design option.

**There is no provision of a golf pro shop for the redevelopment. Hence, the Bukit Clubhouse would be without a pro shop for nine years. Is this a requisite set by the Management or due to design constraints?**

The Committee is aware of that and will review the need for it.

**For Option 3 – Retrofit Phase 1, the number of carpark lots is reduced by more than half the existing lots. Would there be sufficient lots for members and guests?**

A utilisation study has been conducted to estimate the future demand and the number of carpark lots proposed should be sufficient.

**Would there be any open or sheltered carpark lots for Option 3 - Expansion Phase 2?**

The carpark would consist of 60% sheltered and 40% surface lots.

**The current children's pool gets really cold. Are we able to have it heated in future?**

The children's pool in Options 1 and 2 will be located at ground level and open, which would heat up the

pool naturally. For Option 3, the pool will remain as it is during the Retrofit Phase 1, but elevated in the Expansion Phase 2.

**What happens if there is no clear majority among the three options?**

The GC is weighing all circumstances to ascertain which voting mechanism would be in the Club's best interest among the two or three voting mechanisms, for example the simple majority basis or the French system of voting. The French system of voting consists of two voting rounds – first round to determine the top two popular choices, followed by the second round to determine a clear winner.

**Since the GC is conversant with the project, are they able to provide guidance to members on a recommended Option?**

The purpose of this members' dialogue is to get an understanding of members' thoughts and acknowledgement. The GC is bound by the resolution passed on the 6 April 2017 EGM to provide alternative options for members' to choose from.

After receiving much feedback at the dialogue, the PRC2 will review the design options again and put forth their arguments for a recommended design option. Both GC and PRC2 will then make a recommendation to members, but all design options will still be put up for members' voting.

**How are our F&B outlets to compete with the offerings at the public clubhouse after 2021?**

The F&B options at the public clubhouse are likely to be outsourced and the pricing may not necessarily be subsidised as much as it is in our Club. The Club is continually reviewing our food offerings to bring in popular dishes and to keep operations efficient and prices affordable.

**There is a possibility that the Labour Movement may not take over the Sime Course and Bukit Main Clubhouse. What is the contingency plan if the redevelopment of the Bukit Freehold Land proceeds and the Club has to manage two clubhouses and two golf courses at Bukit location?**

By May 2019, the Labour Movement (LM) would have to make a decision if they wish to take over the Sime Course and Bukit Main Clubhouse. Either way, the authorities have previously made known that for equitable reason, the leasehold land on where the Sime Course and the Bukit Main Clubhouse sit will no longer belong to the Club post-2021. Therefore, preparations to redevelop the Bukit Freehold Land will have to proceed as planned.