

FREQUENTLY ASKED QUESTIONS (FAQs) FOR REDEVELOPMENT OF THE BUKIT FREEHOLD LAND PLANNING

UPDATED 22 FEBRUARY 2019

P1. Post-2021 when the Sime Course and the Bukit Main Clubhouse are returned to the government, how do we maintain the exclusivity of SICC properties on the Bukit Freehold Land (“BFL”)?

The access from Sime Road into the SICC BFL premise will be separated from the public facilities. The proposed redevelopment of the Bukit Freehold Land (“BFL”) will be self-contained.

P2. When we lose the Sime Course and the Bukit Course in 2022 and 2031 respectively, will the provision of golfing related facilities at the SICC’s BFL become redundant or excessive?

In the event that the land lease for the Bukit Course is not renewed beyond 2030, the golfing related facilities in these options will be converted to other uses.

P3. Are we replicating the facilities and services that we already have in the Island location?

No. A fundamental guiding objective of the BFL redevelopment is to create a different club experience from the Island location that would appeal to all segments of the membership, to avoid over-crowding and congestion at the Island Clubhouse post-2021, and especially post-2030 when we no longer have golfing facilities at Bukit.

P4. What is the preparatory work prior to the Club proposing these three options?

Following the members’ resolution passed at the 6 April 2017 EGM asking for more alternatives to the “5 Acre Woods” design be produced, the Planning & Redevelopment Committee 2 (“PRC2”) was set up in June 2017 to produce the alternatives options and oversee the redevelopment to final completion. As a start, the PRC2 reviewed past and present statistics on the usage of facilities at the Club, conducted focus group sessions with members to garner members’ views on how we should approach the project as well as their needs, and visited a number of social clubs in Singapore to survey the facilities offered and explore new ideas which may potentially appeal to SICC members, current and future.

The PRC2 then reviewed the “5 Acre Woods” design presented at the 6 April 2017 EGM, which involved the total demolition and rebuilding of all the structures and facilities on the BFL and utilising the entire CAPEX budget, and several other possibilities. The PRC2 finally decided that members will be offered three alternative approach and concept options to the redevelopment:

Option 1: Total demolition and rebuild

Option 2: Partial demolition and partial rebuild

Option 3: Two phase Retrofit and subsequent add-ons.

Design briefs were drawn up along the above guidelines and in October 2017, a design competition to select the designs for Options 2 and 3 was held. The PRC2, with the assistance of a panel of mostly independent external assessors, drew up a list of pre-established criteria for consideration. Eight architect firms participated in over three rounds of stringent interviews and examination.

In April 2018, the winning designs for Options 2 and 3 were selected. The Club also engaged a reputable and experienced Quantity Surveyor (“QS”) through an open tender process to verify and perform market benchmarking of the cost estimates of the various design proposals. This was to ensure that the design firms’ quoted costs were realistic and within the Club’s budget.

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With input received at the Members' Dialogue held on 17 September 2018, the Annual General Meeting on 28 September 2018 and through the various feedback channels, the PRC2 and the various architects discussed and reviewed the design options to address members' key concerns. The options now are:

Option 1: Total demolition and rebuild

Option 2: Partial demolition and partial rebuild with enhancements

Option 3: A blend of new and existing facilities with single phase construction

P5. Are the design and composition of the facilities fixed?

The winning designs under each of the three options offered to members are conceptual designs. Once members have made the selection through their votes, the PRC2 and Management will work closely with the architect to fine tune the details, taking into account relevant comments from members.

P6. Have we explored sharing facilities e.g. changing rooms and buggies with Labour Movement ("LM") at their clubhouse, rather than building our own?

As much as possible, we would like to keep our facilities exclusive for the enjoyment of our members.

P7. Can we delay this project till we have secured the extension of the Bukit land lease and finalised the sharing agreement with the LM?

The extension of the Bukit land lease and the finalisation of the facilities sharing agreement with the LM are expected to complete in 2020. It will be too late then as the construction will take at least 30 months. We have to ready the new Clubhouse before the Sime Course and Bukit Main Clubhouse are handed to the LM by end 2021.

P8. What is the impact to the Club if we remain status quo?

The Club will not have sufficient carpark lots, changing rooms, F&B facilities, storage and other ancillary golfing facilities of our own to support the nine years of Bukit Course extension.

P9. Will the new or refurbished facilities on the Bukit Freehold Land be family and senior-friendly? Is there a co-working space to cater to the growing demand of telecommuting?

Yes. The aim is to create a resort setting designed to facilitate multi-generational family integration where facilities are not fragmented and dispersed; a place for family bonding on weekends, and quiet relaxation and social or business networking for older members on weekdays.

P10. Will the redeveloped or refurbished Clubhouse on the BFL be an environmentally-friendly building?

Environmental impact and sustainability were all key considerations factored into the design options. However each option will have its own impact and limitation in implementing these green measures.

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P11. How are our F&B outlets going 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 yet maintain value pricing for members.

P12. Why does Option 1 differ from the one presented at the 6 April 2017 EGM?

After reviewing the original design with the architect and QS, it was found that the \$59.3m budget presented at the April 2017 EGM was no longer realistic. The Club-appointed QS assessed the cost to be \$72m instead. The main reasons for the difference was that the original cost of \$59.3m did not include required works such as sewerage diversion, new consumer switch room (to serve the new facilities), and the power and telecommunications pipeline extension from Adam Road. Escalation costs and contingencies sum were also not factored in the original costing.

In view of the \$60m cap stipulated by the Club, the PRC2 and the Management worked with the architect and QS to value engineer the design, and spent a considerable amount of time from April to August 2018 to finally bring the cost down to \$59.97m. This table shows the items changed from the reduction of costs from \$72m to \$59.97m.

S/No.	Item
1	The original subterranean tennis courts were raised closer to road level to reduce cost of excavation works
2	Reallocation of buggy staging area from L1 to L2 to save on excavation, structure and softscape area
3	Reduction of carpark lots from 300 to 200
4	Reduction of facilities floor space
5	Original six tennis courts (three indoor and three open) were reduced to four tennis courts (two covered and two open)
6	Reduction of circulation areas like walkway, corridors, etc.

P13. The Option 3 presented at the Members' Dialogue held on 17 September 2018 and the Annual General Meeting on 28 September 2018 consisted of two phases: Retrofit Phase 1 and the Expansion Phase 2. Why has it changed to only one phase?

Members had feedback and asked for a single phase project to minimise disruption to club operations, and the design option was revised to address members' key concerns.

FREQUENTLY ASKED QUESTIONS (FAQs) FOR REDEVELOPMENT OF THE BUKIT FREEHOLD LAND CONSTRUCTION

UPDATED 22 FEBRUARY 2019

C1. What are the measures to prevent disruption to existing sports, lifestyle and F&B facilities and services currently enjoyed by members?

Under Option 1, none of the existing facilities at the BFL will be available for usage during the construction period. For tennis and squash facilities, we are currently exploring the rental of facilities with peer clubs and sports centres to accommodate our members' sports activities during the construction period. Under Option 2, some existing tennis courts may be made available, subject to safety measures being implemented.

Under Option 3, only the Bukit Swimming Pool complex will be shut down. The Tennis & Squash facilities will continue to be available.

C2. What is the timeline for the development?



C3. Based on past experience, how will the committee prevent cost overrun and significant design changes during construction?

Efforts will be made to minimise variation orders by strict compliance with the new project management processes and controls guidelines issued recently by the Audit Committee.

The PRC2 will see through the planning, design and construction till completion of the project. This will minimise changes to the design and variation orders.

C4. How will the upcoming construction of the Cross-Island Line ("CRL") impact the Clubhouse?

The announcement by the Land Transport Authority (LTA) on 25 January 2019 indicated that the Phase 1 of CRL (until Bright Hill station) will be operational by 2029. There was no update on subsequent phases of CRL and if it will impact our Bukit Course.

C5. What is the resource management plan during the construction?

The manpower plan has been drawn up which caters for the redeployment or re-designation of affected staff to other available positions within the Club.

FREQUENTLY ASKED QUESTIONS (FAQs) FOR REDEVELOPMENT OF THE BUKIT FREEHOLD LAND FINANCES

UPDATED 22 FEBRUARY 2019

F1. How do we compare our project cost to clubs that have undergone renovation recently?

The SAFRA Punggol Clubhouse (five-storey, 19,430 sqm) was completed in April 2016 at a project cost of \$64.4m.

F2. How does the committee ensure that this investment will be sustainable in the long term?

- KPMG was previously engaged by the Club to perform a financial sustainability study in 2016. The study focused on the financial impact of the two development projects, namely the redevelopment of the Bukit Freehold Land ("BFL") and Island Golf Course Redevelopment ("IGCR").
- The study indicated that a lower CAPEX spend for the two development projects in the range of \$90 - \$130m, supported by subscription and price adjustments would reduce the strain on operating results and drawdown of reserves.
- With the current Club's financial position at \$440m, the Club's future cash position will still be healthy at \$220m after payment for the two redevelopment projects and land lease premiums for both locations.
- A CAPEX budget of \$120m on the BFL and IGCR does not require co-payment from the members and does not require creation of a tier membership structure. This helps to keep the implementation complexity low.

F3: Is there a need for co-payment by members for the redevelopment of the Bukit Freehold Land?

No member co-payment is required.

F4. Will subscription fees and pricings for F&B outlets, lifestyle, and sports facilities be increased to sustain this redevelopment?

The 2016 KPMG Financial Sustainability Study recommended that the Club implement an increase in monthly subscription fees of SICC Principal Member by \$10 from \$150 to \$160 with effect from 1 March 2017, and subsequent increase of \$10 each year from Year 2018 to Year 2021.

The stipulated increase in monthly subscription fees for the period of 1 March 2018 to 1 March 2019, and subsequently 1 March 2019 to 1 March 2020 were deferred due to the delay in construction timeline for both redevelopment projects, amongst other reasons.

Considering the range of facilities at the Club, the Club's existing monthly subscription fees is one of the lowest as compared to its immediate peers. It is noteworthy that the offerings at SICC are much more than those offered by other golf and country clubs in Singapore, where members can enjoy an array of golfing, dining and recreational facilities under one roof.

For any feedback and suggestions, you can email your feedback to bfl@sicc.org.sg.

Alternatively, you can complete and submit the feedback forms provided at the exhibit areas at both Island and Bukit locations. You may also check the display boards and website regularly for updates to the FAQs.