



EXTRAORDINARY GENERAL MEETING

REDEVELOPMENT OF THE BUKIT FREEHOLD LAND

The Extraordinary General Meeting (EGM) on the redevelopment of the Bukit Freehold Land (BFL) was held on Friday, 29 January 2021 through electronic means, due to regulations in place due to COVID-19. A total of 14 voting Members registered at 6:30pm and the EGM was adjourned to 7:00pm, where 60 Members joined in then. Club President Andrew Low, Vice President Han Fook Kwang, Treasurer Paul Kwek, Club Captain Vincent Wee, Chairman of the Planning & Redevelopment Committee 2 (PRC2) Edwin Lee, Members of the PRC2, Ting Sa Tee and Tham Tuck Cheong were present at the Island Ballroom along with General Manager Desmond Tay. The rest of the GC Members joined in the EGM remotely by observing and listening to the proceedings of the meeting.

The following is the transcript of Club President Andrew Low's opening address:

Good evening Members,

On behalf of my GC colleagues, thank you for participating in this virtual EGM. While Members decide on the Resolution at hand, I would like to re-emphasise the importance of this project and to why the additional budget is required.

This project requires two milestones of thoughts: (1) With the existing Bukit Course till 2030 (2) Without the Bukit Course beyond 2030.

Up till 2030, the design plan has to include all the golfing facilities so that the golfing operations is not disrupted and can continue. Beyond 2030, this clubhouse has to re-position itself to be more social-centric as we will not own any golf course at the Bukit location then.

The Club was unable to finalise the design earlier due to the discussions with Labour Movement where the Labour Movement proposed that the Club run the Sime Course as a public golf course and with Keppel Club finally taking over the site.

With the Members' approval of the project in April 2019 EGM, the team has further refined the design from the various feedback received, resulting in additional costs required. Part of the enhancement plan will include indoor golfing-related facilities such as golf simulators and putting green.

The authorities have also imposed additional construction requirements and COVID-Safe measures, which has significantly increased the project costs.

From the tender submissions, it is clear the project cost has risen because of reasons beyond our control and as a result of design enhancement.

Today, we have come to an important juncture of the project. The GC, with the advice from PRC2 is recommending to the membership to approve the additional budget of \$12.082m to include the authorities' requirements and design enhancement. This brings the total project cost to \$66.432m.



The Club has to make a decision on whether to increase the project budget and provide Members with a Clubhouse which befits SICC; or stick with the previous budget where part of it has to be set aside for COVID-19 related costs and new authority's requirements. This would result in a scaled-down design of the Clubhouse which may not serve Members' needs adequately.

I understand that the foremost concern of Members may be the health of the Club's financials after approving the additional budget. I would like to reassure you that SICC's financial position will remain healthy even after paying for the land lease premiums for locations, the 27-hole golf course and this Clubhouse. We are unique among the Clubs here that we are able to make this investment without Members' co-payment.

Therefore on behalf of the GC and myself, I would like to urge Members to give due consideration for the increase in budget in building a well-serving Clubhouse for all Members and the generations to come.

Thank you.

I will now invite Chairman of PRC2, Mr Edwin Lee to update on the Redevelopment of the Bukit Freehold Land.



The following is the transcript of Chairman of the PRC2, Edwin Lee's address:

Good evening fellow Members,

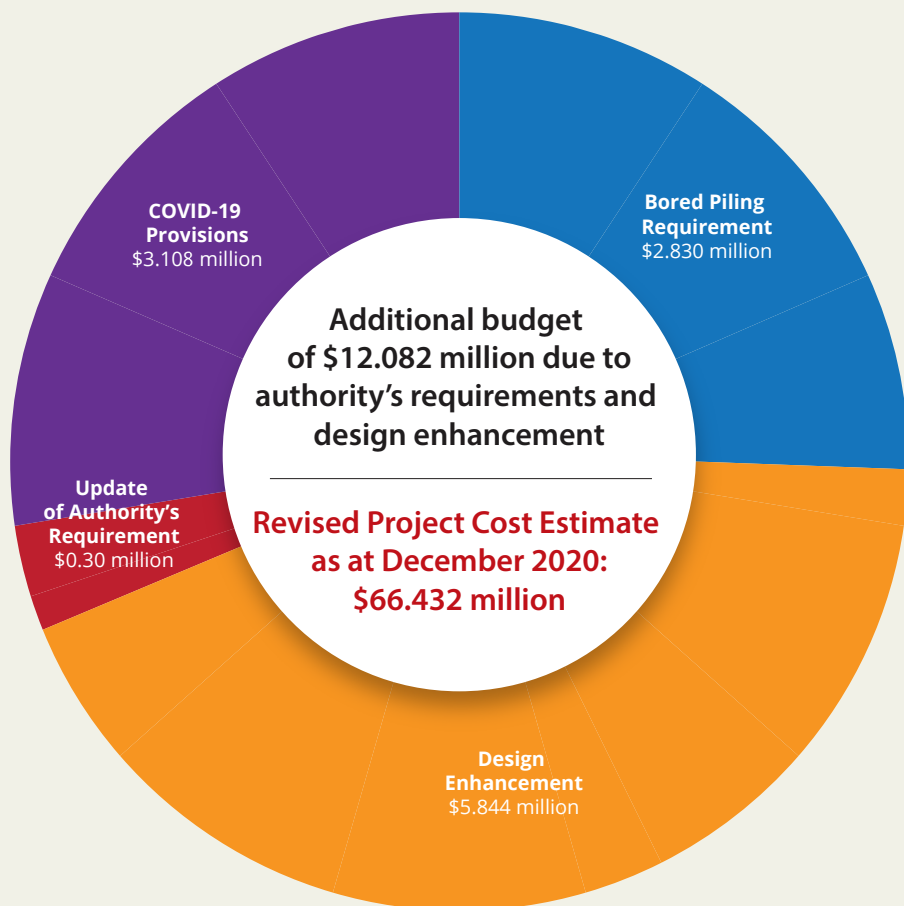
The Project & Redevelopment Committee 2 (PRC2) has over the last 36 months worked on adjustments and refinements to the Club's redevelopment plan. It has been a challenge for both our project consultants and PRC2 having to change gears throughout the whole of last year with the outbreak of the pandemic coupled with ongoing discussions with the Labour Movement. Much of our work had to be redone and then put on hold pending the outcome. One of our concerns was the duplication and over provision of F&B facilities. As you all know, it is now confirmed that Labour Movement is not taking over Sime Course, the 19th Hole and the OKA Japanese Restaurant, and with Keppel Club taking over instead, the PRC2 had to rethink the whole F&B strategy to ensure sustainability of Bukit Town Club in years to come.



At this evening's EGM, we have our lead and supporting consultants to elaborate further on the cause and quantum of the budget increase due to COVID-19 and further design enhancements. Resulting from these events, PRC2 is recommending for membership to support and approve a 20 per cent increase from the budget approved at the EGM held in 2019.

Members can be rest assured that nearly every stone has been turned over by the consultants and the PRC2 to ensure that there are no unnecessary expenditure yet maintaining the high quality standards expected by our members.

Mr Tan Chee Kiang, DP Architects and the consultants Ms Helen Smith Yeo, STX Landscape Architects (Landscape Consultant), Mr Kwan Yuet Leong, Surbana Jurong (Quantity Surveyor), Ms Cheng Li Kiang, P&T Consultants (Civil and Structural Engineer) and Ms Lam Siew Ping, Conceptia (Mechanical and Electrical Engineer) presented the components of the additional budget of \$12.082 million.



1. COVID-19 Provisions (\$3.108 million)

- Cost escalation due to shortage of migrant workers and loss of productivity arising from COVID-Safe management measures
- Higher cost of worker quarters and transportation due to compliance with safe distancing measures
- Additional cost arising from deployment of Safe Management Officer and Safe Distancing Officer
- Other COVID-Safe Worksite requirements (temporary screening facilities, contact tracing and safe distancing measures)

Swab tests for workers are excluded. The Government will fund the costs until end September 2021, assuming swab tests are not required after September 2021.

2. Bored Piling Requirement (\$2.830 million)

In the competition scheme, the first storey covered carpark blueprint was smaller and is located at the lower terrain of the site. As the first storey is almost the same as the existing ground level, there were no tension piles required, hence RC driven pile system was adopted for the foundation.



For the current scheme, the first storey covered carpark is expanded towards higher ground. Tension piles are required for the expanded basement. The Building and Construction Authority (BCA) was consulted and had commented that RC driven pile system is not suitable to be used for tension pile and requested to consider other pile types.

On the contrary, the bored pile system can be used as easily and effectively as tension pile. It is non-displacement pile which generates less noise, vibration and movement to the surrounding structures. As such, the number of bored piles required is less than RC driven piles.

3. Update of Authorities' Requirement (\$0.30 million)

There is an updated authority requirement on Sewerage and Sanitary Works (COPSSW) that took effect on 1 July 2019 after the April 2019 EGM. The new requirements mandated a change in the specifications of the piping and waste sump that increased expenses.

Preliminary Design during Competition

- a. No waste sump at certain interval in the kitchen at above ground level.
- b. Pipe sizing of 150mm provision for waste and soil wastepipe.

Extracted New Clause in COPSSW 2nd Edition 2019

- c. For ground level, the size of the drain line between waste sumps; waste sump and screen chamber, ICs, IC and screen chamber at upstream of grease trap shall not be smaller than 250mm in diameter.
- d. For above ground level, the size of the discharge stack and discharge pipe between waste sumps, waste sump and discharge stack, discharge stack and IC at upstream of grease trap shall not be smaller than 250mm.
- e. A waste sump shall be provided at interval of five stall length.

4. Design Enhancement (\$5.844 million)

- a. Enhanced design of the swimming pool deck for lush planting and various types of swimming pools for all age groups.
 - i. Based on the overall landscape surface area, the current landscape design shows a slight 2.4 per cent increase in area compared to the competition scheme.
 - ii. Based on the number of facilities, the quantity and range of facilities has been expanded from six to 16, there are more pools with different depths and integrated water features for different usages and various demographics:
 1. The walking pool specifically for the mature demographic
 2. The lap swimming area for intensive exercise
 3. The quiet jacuzzi area for repose
 4. Various children's play pools

- iii. There is significant increase in tree planting at the pool deck to provide well-shaded spaces for user comfort in this hot climate. This reinforces the competition concept of "Our Family Forest" hence, the landscape design introduces a resort character to the Club with a series of organic terraces, sinuous pools, alfresco facilities, lush planting, children's play areas and multi-purpose decks for a rich all in one experience.

- b. First storey carpark expanded for:
 - i. Provision of more covered carpark lots
 - ii. Shifting of club rooms to carpark level for more privacy and bringing courtyard down to bring natural light to the clubroom and carpark
- c. Improvement of arrival experience with a separate slip road and entrance to allow a different access for golfers and multi-purpose hall users. This is in order to reduce likelihood of traffic congestion at the main drop off during peak period.
- d. Diversion of Sime Road which is encroaching into the Freehold Land.
- e. Changed two lifts to glass lifts at the courtyard as part of enhancement of the arrival experience.

In the competition scheme, the lifts were designed in an enclosed lobby and the courtyard was on the second storey. As the design was developed with PRC2 the Club rooms were shifted from the second storey to the first storey carpark for greater privacy based on the comments received. The landscaped courtyard was lowered to the first storey to bring light and ventilation into the carpark and the Club rooms. The lifts are now located in the courtyard and changed to a glass lift design overlooking the courtyard as part of the enhancement to Members' experience.



- f. MINGLE@Bukit: Various rooms (Boardroom, co-working and theatre) were integrated with the corridors into an air-conditioned open plan space for a more flexible, compact and efficient layout.
- g. Provision of Jumbo Double size squash court and bigger viewing gallery.

A Jumbo Doubles Squash Court requires higher headroom clearance and the floor slab to be lowered, resulting in requirement for platform lift to comply with BCA Accessibility Code. The viewing gallery's width has been increased from 5 metres to 8.5 metres. The front wall finishing has been changed from hard plaster to a sand filled system.





- h. Provisions of dedicated changing rooms and larger area for the gym. The overall increase in space is from 450m² to 640m².
- i. Inclusion of Sports Theme Restaurant and enlargement of Club Bar (Additional 994m² of GFA). There is a total of three dining facilities and one club bar in the whole redevelopment.
- j. Inclusion of hot and cold pools at golf changing rooms.
- k. Additional buggy parking spaces.
- l. Water monitoring system for tennis courts.
- m. Golf simulators.
- n. Increase of overall Gross Floor Area from 7,995m² to 8,625m².

Below are the summary of questions received prior to the EGM and the Club's responses:

Feedback dated 13 January 2021 from Mr Lee Moh Ming queried when the Island and Bukit Bars reopen.

Feedback dated 24 January 2021 from Mr Felix Fong queried when Members would be able to use the 50-metre swimming pool.

Feedback dated 27 January 2021 from Mr Alex Eow on whether there was a plan to ensure playability of the Island location golf courses after heavy downpours.

As these feedback are not related to the redevelopment of the Bukit Freehold Land, the Club has contacted the Members directly on their feedback.

Feedback dated 13 January 2021 from Mr Lim Choo Beng enquired on further delays to the project completion date given the additional changes and a cost breakdown of the design changes.

The details of the design enhancement have been included in the updated FAQs dated 18 January 2021.

If the tender is awarded in Q1 2021, the project is expected to be completed in Q4 2022.

Design Enhancements	Cost
Swimming Pool Deck	\$200,000
Carpark (lots and guard room)	\$500,000
Additional Slip Road	\$40,000
Diversion of Sime Road	\$140,000
Glass Lifts	\$130,000
MINGLE@Bukit	\$300,000
Jumbo Double-sized Courts	\$260,000
Dedicated Changing Rooms	\$150,000
Sports Themed Restaurant and Club Bar	\$3,200,000
Hot and Cold Pools	\$404,000
Buggy Parking Space	\$120,000
Water Monitoring System	\$200,000
Golf Simulators	\$200,000

Feedback dated 14 January 2021 from Mr Tan Teck Kiam enquired if further design changes can be prevented, with the exception of authority compliance.

The general layout of spaces and facilities around the pool area has not deviated much from the competition scheme.

The Club was unable to finalise the design earlier due to discussions with the Labour Movement (LM) where the LM proposed that the Club run the Sime Course as a public golf course and with Keppel Club taking over the site.

With the finalisation of the party taking over the Sime Course and Clubhouse, the Club does not foresee any further changes in design as we embark on the construction to ready the new clubhouse by end 2022.

Feedback dated 15 January 2021 from Mr Nigel Yeo enquired on a real demand for a doubles squash court.

SICC and Tanglin Club are the only clubs in Singapore with Jumbo Doubles courts and many regional and international tournaments have been held here.

Feedback dated 18 January 2021 from Mr Ong Kian Huat Kenneth to decouple the voting of changes to the swimming pool, glass lifts design from the increase in carpark lots.

The team has taken all feedback into consideration and these enhancements are for the benefit for the entire Membership.



Having an a la carte voting of design change means the team will need more time to finalise the design and delay the construction.

Members can either vote for or vote against the additional budget of \$12.082 million which is already set out in our resolution in our notice of the Extraordinary General Meeting.

Feedback dated 20 January 2021 from Mr Gay Choon Hooi proposed the inclusion of hot and cold pools for the new Bukit Clubhouse.

The hot and cold pools are included in the design enhancement.



Feedback dated 22 January 2021 from Mrs Leow-Ng Bee Luan Irene enquired on the design and landscaping of the swimming pool, clubhouse facilities, and whether the sustainability of the F&B outlets with less Members visiting the Bukit Clubhouse.

The pool filtration system has inlets in the floor which constantly pushes water up and outwards, towards the collecting overflow drains whereby SS mesh baskets are placed within to trap and collect leaves.

It is not necessarily true that more greenery attracts monkeys as it has been seen at the Club that monkeys also encroach into areas where there are either very little or no greenery, like at the tennis court and around the rooftop of Bukit 19th Hole.

SICC is a full golf and country club with an extensive range of food and beverage outlets and sports and recreational facilities. Beyond 2030, the Bukit location will be standalone without golf courses and should continue to cater to the 17,244 extended membership (FY 2019/2020), 70 per cent of which are non-golfing.

Enhancement plans have been made at the Island location to ensure facilities at Island do not become overcrowded. Members can decide on whether to increase the project budget and provide Members with a Clubhouse which befits SICC; or stick with the previous budget where part of it has to be set aside for COVID-19 related costs and new authority's requirements. Sticking with the previous budget would result in a scaled-down design of the Clubhouse which may not serve Members' needs adequately.

The tender has been called and the lowest tender submission is within and in line with the Consultants' pre-tender estimate. Breakdown of the COVID-19 cost impact is as follows:

	Items	S\$
1	Cost escalation due to shortage of migrant workers and loss of productivity arising from COVID-Safe management measures	1,424,000
2	Higher cost of worker quarters and transportation due to compliance with safe distancing measures	980,000
3	Additional cost arising from deployment of Safe Management Officer and Safe Distancing Officer	504,000
4	Other COVID-Safe Worksite requirements (temporary screening facilities, contact tracing and safe distancing measures)	200,000
	Total	3,108,000

Feedback dated 24 January 2021 from Mr Lee Yi Shyan enquired on indoor training facility at the Bukit Location.

We have catered budget for golf simulators and will further refine the layout within the clubhouse.

Feedback dated 24 January 2021 from Mr Andrew Wong commented that the details of the new Clubhouse should be reviewed due to new developments.

The design enhancements were made after taking all feedback from Members. The details and rationale are shared in the collaterals, and the team has elaborated these changes during the last Members' dialogue.

Members can either vote for or vote against the additional budget, and the Club can thereafter start the construction and complete the clubhouse by end 2022.

Feedback dated 25 January 2021 from Mr Low Mun Cheng enquired suspending tennis activities to facilitate construction works.

Yes, we agree that construction site safety is of paramount importance, especially so in our case when there are ongoing tennis activities nearby. Since the demolition works started, the team has been receiving Members' feedback and is making adjustments to ensure efficiency, productivity as well as safety of the project.



A Design for Safety (DfS) Professional has been engaged for this project to conduct a DfS review at every stage of the construction project to identify potential safety and health risks, and to address them. A pre-construction review will be conducted with the awarded main contractor to identify risks and prescribe best practices to mitigate and eliminate risks associated with the construction process.

As we proceed with the next phase of construction works, we will review the situation and may consider ceasing the tennis activities there if safety is compromised.

Below is a summary of discussions during the Questions & Answers session:

Design and Facilities

What is the cost of maintaining an additional number of pool features in the landscape design? Is there a large difference in maintenance costs compared to the previous simpler design?

The maintenance costs for the swimming pool do not vary much as the amount of water that needs to be maintained is relatively similar. In addition, the amount of maintenance costs depends on how contiguous the swimming pool is. Even though the design is stretched out to form different pool zones, most of the larger water area is one integrated body so as to save cost by relying on one set of filtration system, pumps and balancing tank in as much as a simpler pool design would have.

For the redesigned lap pool, could the curvature be reduced on the south side of the lap pool to increase the pool's effective width, and thus increase the number of lanes for swimmers? Even enabling just two or three more swimmers to be able to do laps would be greatly beneficial on a practical basis.

The team aims to save as many existing trees as possible at the south side of the pool. Therefore one of the narrowest areas is where the pool pulls in to try to do that. The team will review this on site to verify the existing tree position to see if any more width of the pool can be achieved.

Are there shower facilities for tennis and squash users?

Yes, shower facilities have been provided at the swimming pool changing room and it is located beneath the gym's changing rooms.

How many toilet and shower cubicles, by gender, have been allocated to each sporting facility?

The number of toilet and shower facilities will be in compliance with the code requirements dictated by the Environmental Health Institute.



A jacuzzi normally has to be separated due to the greater pressure from the water jets which produces a lot more debris. For hygiene purposes, it needs to be separate from the lap pool which is connected in this design.

Where a jacuzzi is incorporated in swimming pools, the jacuzzi water jets are not turned on all the time as it waste energy, and therefore a user-on-demand button is provided nearby for activation of jets. Hygiene is important and is ultimately dependent on the turnover of the water and verified by regular water quality tests with test kits. Integrated jacuzzis in this manner are considered quite standard in the industry.

What are the plans for the continuity of Members being able to play tennis at the Bukit location in view that there are new junior programmes and the needs of existing players?

The team will look into this with the tennis fraternity.

Was there a survey or study done on the need for golf simulators at Bukit? These golf simulators might be better patronised if located at Island Driving Range.

The PRC2 has considered this feedback but the simulators will be better utilised at Bukit location. The golf professionals at the Island Driving Range use the Trackman technology for coaching, and the team will look into providing more equipment at the Island Driving Range.

Will the new building be more operationally efficient, such as less manpower for dispensing towels and locker keys? Is there a consideration towards self-service dispensers and return via machines?

The new Clubhouse is designed to be operationally efficient. The overall layout is separated into two pods - sports and recreation, and F&B whereas the teams supporting each pod can operate independently and efficiently within the pod.



Are the restaurants able to leverage on a central kitchen facility?

There is a central kitchen and loading bay in between the three dining outlets and one bar. This planning and design will increase operational efficiency and reduce the manpower needed to support each outlet.

Is the cost for the central kitchen separate from the sports theme restaurant? Why does the sports theme restaurant cost \$3 million?

The central kitchen cost is not separate from the sports theme restaurant. The \$3 million cost is due to the size increase of the area and includes a satellite kitchen to facilitate services such as food-warming for the restaurant.



Financials

What is the impact of the additional enhancements on depreciation, additional maintenance and then onto future financials and the monthly subscription fees over the next 10 years?

The Club does not foresee that the maintenance costs will be substantially more than the existing Clubhouse. Based on the past years, the golf course maintenance costs form the largest component. Depreciation costs would increase with new enhancements and capital expenditure. The Club financials remain healthy after the redevelopment. At the moment, the Club does not foresee any increase in monthly subscription fees.

For COVID-19 additional cost provision, Government subsidies for Safe Management Officers and Rapid Response Programme is up to March 2021 and some subsidies have been extended to September 2021. Has this been taken into consideration in the additional cost provision?

Swab test costs for construction site personnel are funded by the government up to 31 March 2021, and now extended to end September 2021. The COVID-19 cost estimates do not include swab tests for workers beyond September 2021, assuming the tests are not required then.

Others

How will the safety of Members be taken care of during the construction period? Construction vehicles, Members' cars, golf buggies and pedestrians share the Sime Road, which is narrow. Pedestrians have to walk to tennis courts and carparks as the shuttle service ends early, and the situation is worse when it is raining, as there are no pedestrian shelters.

The current demand for shuttle service is low, but the team is looking into extending the buggy service beyond the current shuttle service hours.

Club President Andrew Low hence read out the resolution for the evening:

RESOLUTION

That the General Committee be authorised to implement the redevelopment of the Bukit Freehold Land at the Singapore Island Country Club, Bukit Location in accordance with Option 2 (which obtained the most votes from and was thereby selected by Members pursuant to the Extraordinary General Meeting on 8 April 2019) with additional capital expenditure of up to \$12.082 million (bringing the overall budget to \$66.432 million).

As the counting of votes was ongoing, Club President Andrew Low thanked Members for attending the EGM remotely, and ended the meeting at 8:00pm.

The voting results were posted on the Club website later in the evening on Friday, 29 January 2021 and is available on the next page.

