

## **Feedback on proposed Perisher lodge capital works received by 24 April 2024 (in order received)**

### **1. Sarah Brake**

I would like to provide feedback on the proposed renovations to the basement area of the Perisher lodge.

My preference is for the downstairs shared space to be increased in size from existing – allowing for a full-size pool table as well as other activities such as potentially foosball, ping pong etc. I would also like to see more seating available than currently so that people can watch sport, movies etc in larger groups. During my experience as a junior member, from about 10 years old, the downstairs basement area was frequently used by myself and my peers, it allows for greater noise than the upstairs kitchen area so we did not disturb other members who wanted early nights. Especially with the addition of noisy activities such as pool, televised sport (often at less than sociable hours e.g. overseas sporting events), kids playing video games or watching movies on a big screen, increasing the size of this space will make it a more attractive place for younger members to spend time, thus also improving the experience for older members who don't want to be disturbed when using the existing upstairs lounge space.

The proposed plans from the architect are suitable, but, if there is a push for more space provided for showers, laundry etc. from other members I would prefer to lose the sauna over the increased space in the lounge area.

### **2. Andrew and Jenny Cupit**

We support the capital works proposal, and would prefer a measured and staged approach. We prefer the club borrows the least amount of money as possible. We suggest the club establish a permanent sinking (building) fund to manage ongoing building maintenance and improvement projects.

We believe priority should be given to ensuring the existing Perisher building is structurally sound and waterproof. There are water leaks around skylights and originating from the windows in the upstairs managers flat. The window frames in the managers flat have deteriorated significantly and need replacing. If not repaired soon, this could lead to damage to internal walls and subsequent structural damage, costing more to repair in the longer term. This work will likely require scaffolding which can be expensive and difficult to acquire.

At the same time, further investigation could be undertaken on the top of the granite stone walls under the flashing on both main ridge lines. While undertaking the repair to the stone walls it was discovered these walls may not have been properly capped and waterproofed. One area of flashing could be removed and investigated, if scaffolding is acquired for these other jobs.

Our preference would be to stage the capital works program. First stage would be to construct the new dining room and undertake repairs to the upper windows as mentioned above, because both jobs require scaffolding. The kitchen maybe completed at this time, subject to finances.

Stage two would be to renovate the downstairs area, subject to the financial status of the club.

We are concerned that the club may create financial stress if the club has to borrow too much, given

income from bookings is not assured from year to year and is very dependent on good snow/ ski seasons. By staging the capital improvements until significant funds are available in cash, would allow improvements to take place gradually without a significant mortgage repayment plan taking years to pay off (and wasting money on excessive bank interest repayments).

We hope these comments are of use.

### 3. Emily Frain

I have been inactive in the club for over a decade, so not really entitled to comment on the perisher works. But I will anyway, because I can. I would like to object to any, but also such and obscenely large, movie screen in the lodge. You know my reasons, you have heard them over the years. Everything that morphs Canberra Alpine Club from a club lodge into a hotel is a little loss from the culture I grew up in, and formed me. Someone's gotta tilt at those windmills.

### 4. Steve Crossley

The only comment I have is if funds are limited, whether it is feasible to do all of the excellent 'internal' works within the Perisher Lodge, but without proceeding with a new dining room extension? To me this should be an alternative option, taking into account the two points below.

- I have not observed a complete exhaustion of dining spaces under the existing arrangements, while recognising that it can get a little bit 'squishy' on the long table.
- Another thing to consider is the potential change to the 'social dynamics' if a new separate dining area is created. I think that one of the strengths of Perisher is that all the members 'have to' interact in a collaborative and social manner *because of* the space limitations. This gives the Perisher Lodge a very positive and welcoming 'social feel'.

I will not be available to attend the stakeholder forum since I am flying to the UK on 21 May, but perhaps these thoughts could be conveyed if appropriate.

I am in admiration of the amazing and dedicated work that is done by the CAC Committee. My comments are intended to be nothing other than constructive! :-)

Good luck and thanks to you and the other Committee members.

### 5. Femke Rensen

First of all, congratulations to all of you for an amazing effort pulling this together - it's a huge task. I was very impressed with Dean's presentation material and his calm confidence in responding to members' queries at the AGM - most likely due in part to good briefing by your team!

I've had a look at the design and have a few questions, most likely already covered in your early design work...just tossing comments in for discussion.

#### **BASEMENT**

##### **POOL TABLE**

- takes up a lot of space when in use (would it get a lot of use?)
- consider another location - it's in the middle of a thoroughfare
- easily damaged, losing stuff, maintenance cost?

Low tables and chairs for games, casual laptop work/play instead or as well?

STUDY DESK location - more pleasant outlook upstairs?

Do people want study desks - or do people prefer laptop at casual tub style seating?

Adjacent to (noisy?) pool table + groups?

3 X WC (2 x std + 1 x acc)- do we need 3, or would 2 be enough (1 x std, 1 x acc)?

CHANGE/BOOT/DRYING

Feels a bit small, narrow? Would be useful to compare with current storage space (lineal metres), circulation - check a few typical scenarios / walk throughs - as circulation seems tight?

## KITCHEN

4 stations interesting idea - wonder how this compares with pros and cons of current model - which 'groups' the food prep and cooking.

Not much bench space in each station or central? - where would you put a buffet? But maybe that's atypical?

Access to pots, pans, utensils, crockery - from 4 stations?

1170mm back-to-back is tight when opening oven etc

There's not a lot of detail from me, work is a bit hectic - but I'll look forward to engaging further at the club forum on 23 May.

## 6. Chrissie Young

My feedback on Perisher works.

### Basement

- Sauna is in a great location. Not an issue that it's via the laundry, great that it's close to the exit door.
- The laundry is an adequate size, suggest if more space is required that we put a shelf above the bench.
- There needs to be a tap for filling buckets under the laundry bench.
- Hooks outside sauna on wall for towels or vertical heated towel rails?
- Boot drying rack is great, recently used one. If there is room in that space, there are also similar smaller ones for gloves, just a thought.
- Equipment store - need to make sure that any racks we get also fit snowboards. The club has a lot more snowboarders these days, so we need to make sure that racks work for both.
- The basement lounge space is great! There needs to be another larger, user-friendly, space for people to congregate. By user friendly I mean having more than a couple of small couches crammed in, that potentially only seat 4-6 people. The space AMC has provided for a usable pool table, desks, space for kids to play and a space to watch a big screen for larger groups, ie. for kids movies or major sporting events, is a great use of that space. I think it needs to be noted that at the last member consultation process, having a larger space in the basement was the preferred option.

### Dining area

- Not sure if it's the right place for a fireplace, would it be better suited in the lounge area.
- Floor to ceiling glass windows are amazing

### Kitchen

- Removing the wall and having a designated glasses/bar/coffee/tea space is going to free up a lot of space in the kitchen.
- Do we need 6 sinks? 3-4 would be plenty, more prep space would be preferable
- Do we need the additional bar area located in the bay window space, as we still require room for the 'table of knowledge', having both might be a bit crowded.

## 7. Amanda East

Thank you to all those who have worked to put together a promising package of changes for the future. The AMC architectural designs have, in large met the brief as specified by the club.

### Comments Basement Refurbishment

Existing: We have clear problem areas within the current basement, and it does not meet today's amenity standards.

- Wasted space with a large tool room, the contents of which could be located outside the building plus a recreation space that is a busy thoroughfare. A new location is not shown
- Old and antiquated storage space, with poorly functioning drying rooms.
- Many 'pinch' points causing congestion and inconvenience within the space.
- Old and underutilized wet areas.
- Insufficient washing and drying facilities, especially to future proof the club so it can provide a linen service.

Proposed: The AMC design fails to improve the usage flow, retaining existing pinch points

#### Storage and Drying

- The storage of skis space is virtually unchanged. It is unclear where the movable racks to be located, noting they are not recommended, as they take up equal space, have a tipping problem, require maintenance and are likely to be a play items for children.
- There is only one door in and out of the drying room.
- The boot room is affecting the main corridor for the winter entrance through which you must pass to enter the building, and likely to be a trip hazard.

#### Wet Areas

- The refurbished wet areas, have a completely new layout, eliminating any savings anticipated by locating them in the same space to reuse the existing waste points.
- There is no privacy to the new wet areas, which are self-contained bathrooms, with no external handbasin provided.
- The new laundry is smaller than the existing allocated space and has no room for expansion however it does enjoy unnecessary natural light.

#### Other

- There is no space provided for freezers should it be considered they do not fit well into the new kitchen.
- The wax bench, used only periodically has plenty of space provided, similar to the existing.
- The airlock to the difficult entry has been removed and the door enlarged. Snow regularly accumulates in this space, and the door is often left open. It may be difficult to keep the new door closed in storms even with a good self-closer. If the airlock is considered too difficult to provide, it may need to be shielded by a screen. Without an airlock, conditioning the ski storage space is not warranted.
- The recreation space is an irregular shape and seems to be a split in half. The second seating space is a thoroughfare to the wet areas, a dark unappealing corner.

On reflection, I considered we have placed too much emphasis on the need for a large recreational room, and in particular, I do not consider space for a billiards table is critical for the Perisher lodge. It is a maintenance nightmare, with lost balls and ruined felt unless properly supervised. We will always have young children using it with inappropriate play. I agree, we have a need for an overflow space, extra seating for bounding teenagers to watch videos or for loud play or used as a quiet study retreat. The space needs to be no larger than the current Jindabyne games room. It will not be suitable for young children as they need to be supervised at all times, and we cannot have them wandering off out of the building alone. Providing sufficient and functional space for our core activities should be the focus and any space left over can be dedicated to the recreation space.

### **Comments Kitchen Refurbishment**

#### Existing

It is recognised the kitchen, now 15+ years old is in desperate need of refurbishment. The 2013 approved dining room addition was to allow for the expansion of the kitchen and the separation of individual food storage away from the function of the kitchen, with an open plan link to the new dining room.

#### Proposed

There being no detailed brief to AMC for the new kitchen, they have designed us a commercial, food preparation kitchen with 4 workstations for individual chefs. It is very similar to the original design being a semi open kitchen with personal dry food storage outside the kitchen space.

- Integral to the club's existence is the communal preparation of meals, and sharing of the new workstations is possible, possibly eliminating the need for several sinks. While it is recognised that better safety standards are needed it should not be done at the expense of the convivial nature of the club.
- The design seems to assume that the club facilities are always at operating at capacity. The lodge is full for a mere six weeks of the year. We only use the freezers for three months of the year. They take up valuable bench space. Better a well-timed visit to freezers elsewhere.
- The new design fails to effectively allow for clear head height clearance from the overhead A-frame beams in the new kitchen circulation spaces. This protection is currently provided by the existing food, preparation benches.
- A Bar is proposed within the 'bay window' of the communal table which may detract from the current meet and greet function. If the Bar fridges are to replace the outdoor fridge, will they be available on a first in basis?
- The coffee machine is located conveniently in what is affectingly the breakfast room.

### **Comments Addition of a Sunroom/Dining Room.**

The challenge is providing for sufficient seats for a full lodge of persons while moving away from bench seating. Individual seats and small tables take up more space but does allow members and guests to avoid mixing with others.

The proposed dining now covers the entire existing south deck, although there does seem to be confusion on the full length of the existing, as the new dining room seems to be falling 250mm short of the end. The natural outdoor fridge has been sacrificed for more internal space. A funky, contemporary design may appeal to many, however there is some concern it will not meet the section J energy requirements, or provide for adequate ventilation, and comes at a 10%+ increase in costs. We can not be sure if it will be considered as a minor variation from of the approved design, which was designed to complement, not contrast with the architecture of the existing building.

## 8. Lindy Down

Below are my comments on the proposed plans for the Perisher upgrade.

### Basement

- Having the sauna near a shower and the exit door is good.
- The access to the undercroft space is much better.
- There needs to be vanity space and basins not in the toilets. This is the only bathroom space rooms 1-7 have besides disabled bathroom upstairs. Maybe take the basins out of the toilets to gain a bit of space for this.
- There is not much bench space in the laundry - may need to check with Jill. The plan also assumes we will have stacking washers and dryers.
- Not much clothes and towel hanging space for people using the sauna.
- Clash points with drying room and boot room doors (already noted).
- Current ski and board equipment store does not work, with too many choke points. Current layout does not encourage optimum use of racks. We may be able to leave the existing E-W wall in place from the eastern external wall to the boot room, losing some desk space. Then swap over the equipment store and waxing area. That may also give more space to avoid a clash with the doors from drying and boot rooms. Removal of the airlock is a good idea.

### Kitchen & Dining

- Great that there is sufficient space for the dishwasher to allow it to operate properly as a pass through.
- The proposed plan does not protect people from hitting their heads on the A-frame.
- We currently have 3 fridges, 2 freezers and overflow space on the south deck. The proposed plan has the same number of fridges and freezers but we have lost the overflow space. Will the fridges and freezers be larger to cope with the demand? Also where will we keep our empty eskys?
- Not sure why there are openings between the kitchen and the bar area. Leaving the solid wall intact would allow extra space for overhead cupboards and keep the kitchen noise and cooking smells a bit more contained.
- Please do NOT put anything in the bay window!!! The space is too valuable as a gathering and conversation space for all ages, and many people also like being able to stand up close to look out. In addition, having something in the window would push the table (non-negotiable) out into the line of traffic between the kitchen/bar area and the lounge.

## 9. Roger Brake

### Recommendations

1. The proposed kitchen and dining area be undertaken as a matter of priority. This should be funded either through accumulation of cash reserves over the next 3-5 years, or if members are willing to pay more, through borrowings subject to a maximum loan amount which can be repaid based on conservative revenue assumptions, and a sizeable buffer against unexpected adverse developments.
2. The proposed basement work be undertaken as a lesser priority.

3. Assuming the current level of fees is appropriate, once the improvements are in place, fees should be increased to reflect depreciation of the improvements over a reasonable period.
4. The Club should create a strategic asset plan, covering both lodges.

There are 3 key issues in considering the proposed capital works.

1. Are the improvements good use of Club money?

There is considerable benefit from the key elements of the proposal. There are no other significant improvements being proposed, however it is clear that urgent maintenance should be afforded priority (and this is happening with Jindabyne). As the investment horizon for these improvements is 15 years or thereabouts, we should consider whether there are other investments that should occur in that time horizon, so they can be properly taken into account. To that end, it would be useful for the Club to have a strategic asset plan.

2. How should the improvements be funded?

The proposed works can be funded from borrowing and/or accumulated cash flow. In theory, they could also be funded from upfront payments from members but the amounts involved are too large for this to be realistic (equating to over \$3000 per member). The Club does not have the cash reserves to fund improvements at present.

In looking at these options, consideration should be given to cost, risk and benefits. It is reasonable to consider these over a 15 year period, as some of the work will have a longer lifespan, but others (eg some fittings) will not.

As a principle, the costs and benefits of the proposed works should be borne and enjoyed by the membership over the lifespan of the works. In particular, costs should not be left for future members.

Were the \$2m of costs depreciated over a 15 year horizon, that equals \$133,333 depreciation per year, or \$220 per member per year. Over a 20 year period, the depreciation amount would be \$100,000 per year, or \$167 per member per year.

As depreciation is an expense for the club, this should be reflected in higher fees (assuming the current level of fees is appropriate).

If the Club borrows for the improvements, this should also be reflected in fees (ie, fees should be set a little higher than what would be warranted from the depreciation amount alone).

While there is a range of uncertainty due to unknown future revenues, if the projects were funded through cash flow (no borrowing) it is likely that half of the capital works could be undertaken in 2029 (eg kitchen and dining) and the remainder of the works in 2035.

Alternatively, the Club could borrow to fund the works. It would be prudent to build in a buffer to absorb any shocks (eg the lodge being closed for a winter or a Jindabyne-like problem being found at Perisher). Assuming a \$500,000 buffer and plausible, conservative revenue assumptions and a fixed 8% interest rate, the Club would seem to be able to comfortably borrow \$1m for capital works. This would enable the kitchen/dining work to

commence ASAP (2025?) with the remaining work being undertaken once the buffer (\$500,000) has been repaid.

In general, it is cheaper to save and pay for things up front, rather than buying now and borrowing. A \$2.0m loan with an interest rate of 8% paid off over 15 years would cost around \$3.0m in today's dollars, discounted at 2.5%. The key point is that for depreciating assets, buying them now does not increase their lifespan, but does increase their cost.

A variant of borrowing would be for the Club to borrow some or all of the money from members. This would be better financially for the Club and its members, as most members would be paying less than 8% on their home loan or deriving less than 8% fixed on their investments. Were the Club able to borrow from members at say 6.5%, this could be a win-win versus borrowing from a commercial lender. However, this may be complex and legally challenging so is not pursued further in this submission.

### 3. Design detail and prioritisation

The biggest pinch point for the Perisher lodge is the kitchen area, where the work flow is awkward, bench space for food preparation is limited and there can be queues to use various appliances. It is particularly problematic for anyone whose food cupboard is near the coffee machine. My first priority therefore would be expanding and improving the functioning of the kitchen. This then necessitates redesign of the dining area. It is rare that the existing amount of dining space is a problem and so I do not see an expansion as such as a priority, but obviously the deck needs to be enclosed to facilitate the expanded kitchen. Perhaps some arm chairs can be placed in the covered deck, which can be removed on those occasions where the dining room is full. The existing lounge space seems adequate for the current occupancy. Given the lack of amenity in the existing kitchen layout, I think some borrowing to fast track this project is warranted.

The basement redevelopment would improve amenity for users, including the ski storage area and a secondary lounge space. I am happy with the proposed plan with the proposed number of toilets, washing machines etc seeming reasonable and consistent with current usage.

I would not prioritise a sauna, but if there is to be one, I think consideration could be given to housing this under the enclosed dining area, as this would enable it to have a more pleasant aspect.

There are pros and cons of doing all the development at once or having it staged. On balance, I think a staged approach involves less risk (particularly of missing out on a winter season) and should be adopted unless there is a compelling cost advantage, particularly given that it would require a delay in the more important kitchen/dining work.



## **Additional feedback on proposed Perisher lodge capital works received between 25 April and 5 May 2024 (in order received)**

### **10. Andrew and Shirley-Anne McIntyre**

We would like to provide some further feedback regarding the proposed Perisher capital works.

Firstly, I would like to remind people that the cost redevelopment of Jindabyne was significantly covered by increased bed nights.

In the 3 years prior to redevelopment the average bed nights per year was 1200. In 2023 the bed nights were 2735 a difference of 1535 at \$50 means an increase of \$76k per year. This would have significantly eased the burden of paying back the loan.

In contrast any development at Perisher is unlikely to have a significant impact on bed nights therefore all costs would need to be covered by increased accommodation costs.

With the current large increase in building costs and the increased scope of works, we prefer a staged approach with the main focus for now, the continued progress on the maintenance of fabric of the building, ie the managers flat windows and walls. Also, we would support the dining room extension which could leverage on having the trades and scaffolding on site for the building work.

We think that further work on the kitchen and basement should be deferred until a time when finances and building costs mean that this work will not require an extensive loan which, to repay, would undoubtedly impact on costs of staying at the lodge.

### **11. James Hansen**

I fully support the proposed capital works for the Perisher Lodge. I believe they layout achieves an appropriate allocation of space and provides a functional layout for members and guests.

Thank you for all the hard work and commitment to modernising the club assets and supporting the long term viability of the club.

### **12. Miriam Rihani**

My thoughts below

1. I think the priority should be for downstairs renovation if it is being undertaken in stages. We already have a functioning kitchen and dining space but the downstairs is completely underutilised and we don't have a space for the kids to hang out where they don't disturb the adults. Recently it has been at the top of the stairs above the kitchen which is less than ideal as it's under the apartment, very cramped and a thoroughfare.
2. Ideally all work would be done at the same time to minimise complications and putting the lodge out of action.
3. My comments on downstairs design- I don't think we need 3 WCs. The WCs and showers downstairs are not frequently used so I would think two shower and two WC sufficient. I have only seen a downstairs shower used once when it is very busy. Laundry exit to outside is fine. Great to have space for a pool table and/or ping pong table. I love the multi use zones on the downstairs design. Also really clever flow for coming in from the snow and change area.

4. Kitchen reno is smart- it's not v clear as to whether there is bench space above the dishwasher etc. Could there be two dishwashers? This is often a hold up in the lodge where dirty dishes are set waiting when it's a busy period.
5. Dining room extension is beautiful but not critical.
6. Be lovely to think about the other deck at some point. It is a sun trap in the afternoons but is not very well utilised.

I am in favour of progressing all of these projects as I believe they are imperative to the longevity and modernisation of the lodge to pivot to changing use.