Singapore River
Five-Year Business Plan: 2012-2016
A Strategic Vision for the Place Management of Singapore River
The Singapore River precinct, with three distinctive quays – Boat Quay, Clarke Quay and Robertson Quay – is the historic heart of the city and the foundation upon which Singapore has been built. Its diverse offerings and welcoming ambience are a draw for both locals and visitors. Its preservation and continued vitality are important for reasons both economic and cultural.

The individuals who have invested in properties, businesses and residences along the Singapore River see its great potential to be a world-class, mixed-use destination. Historic shophouses meld with new structures along a three-kilometer stretch of entertainment and attractions, food and beverage (F&B) outlets, offices, hotels and residences in one of the city’s oldest precincts to create an environment unique to Singapore and the region. Yet while investments to increase the vitality of Singapore River have been made in the past 20-30 years by both the public and private sectors, stakeholders recognize that the potential of this distinctive place has not been fully realized.

Both the public and private sectors recognize the challenges – a lack of integrated marketing and programming, an inconsistently maintained public realm and increasing anti-social issues have put Singapore River at a competitive disadvantage to neighboring precincts. Coordinating the sheer number of private sector stakeholders and government agencies with investment and responsibility in the precinct in order to address these issues has seemed a daunting task. There is awareness however, that without coordination, the ability of the precinct to remain competitive will only become more challenging. From this comes an opportunity to find new ways to work together for the future of Singapore River.

To facilitate this, private sector stakeholders on Singapore River – property owners, business operators and residents – have come together in partnership with the Government to create a new public/private partnership to implement place management on Singapore River. Utilized successfully throughout North America and the United Kingdom, place management is a coordinated, area-based, multi-stakeholder approach to create and sustain safe and vibrant places by better coordinating the projects, policies and programs in a distinct location. The approach is formalized in a company through which the public and private sectors are invested and actively engaged in tackling challenges and pursuing opportunities to create a precinct that is economically strong, physically welcoming, and increasingly vibrant and competitive. The
result of this strategic effort – which brings both public and private sector knowledge and resources to bear – is a competitively managed, maintained and marketed place.

By creating this business plan and introducing place management to Singapore River, public and private sector stakeholders are making a commitment to invest in a new approach to ensure a vibrant future for Singapore River. This will happen by remaining focused on a clear vision and aligned goals, and by taking a collaborative approach to implementing projects, programs and policies. The Government benefits by having a strong private sector partner on the ground to coordinate efforts; the private sector benefits from a more vibrant precinct that increases property values and promotes business sales while tackling day-to-day management issues that are often otherwise hard to address.

This business plan defines the vision set forth for Singapore River, describes the place management partnership that will implement strategies to achieve that vision, and serves as a blueprint to guide the place management of Singapore River.
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Foreword

In the past two years, private sector stakeholders have been working together with the Urban Redevelopment Authority to deliver a renewed vision for Singapore River.

Our work has borne more than just a vision. It has resulted in the creation of a new public/private partnership to lead the way forward in creating a stronger Singapore River. Together, we are redefining how this historic precinct will evolve.

This business plan is the result of engagement with many of Singapore River’s 500 property owners, 700 business operators and 10,000 residents as well as more than a dozen government agencies. We have come together to create a roadmap for the future, and it is our intent to work together as we move forward.

We are inspired by what we have been able to accomplish already by working hand-in-hand to ensure a vital future for Singapore River. With strong, enthusiastic support from Singapore River’s property owners, business operators, residents and the Government, we feel confident that this business plan presents an achievable way forward.

Please join us in this journey to once again make Singapore River a shining icon of this city.

Ng Lang
Chief Executive Officer, Urban Redevelopment Authority
The Singapore River has a rich cultural and historical heritage that we can leverage for innovative possibilities. The pristine waterway is already a distinctive home for urban riverside living and working, and we look forward to transforming it into a world class destination with activities that are uniquely Singapore!

Wilson Tan
Chair, Singapore River One Board of Directors
Director, CapitaLand Retail Management Pte Ltd
Creating the Business Plan

An intensive process to engage public and private sector stakeholders has resulted in tremendous and significant feedback on the opportunities that exist to support a renewed Singapore River. This engagement has included:

- **150+** face-to-face interviews with stakeholders and government agencies involved with Singapore River

- Three Singapore River surveys generating **900+** responses

- Six stakeholder forums tailored to the individual quays – Boat Quay, Clarke Quay and Robertson Quay - with a total of nearly **200** stakeholders consulted
To guide the creation of this business plan, a task group comprising public and private sector stakeholders with an interest in Singapore River was assembled. The task group included representation from all three quays as well as from various uses (e.g. property owners, business owners, hotels, F&B, entertainment, and residents). The purpose of this task group was to:

- Provide guidance in establishing priorities for improvements and enhancements on Singapore River over the next five years

- Assess the capacity for developing a more formalized public/private partnership that can evolve into a permanent organization to serve Singapore River

- Guide the overall development of the business plan and new place management approach for Singapore River

Throughout the development of this business plan, task group members took a very active role in addressing and developing solutions for issues key to the future of Singapore River, meeting every other month as a group, and in between as part of small group committees focused on key issues. Their commitment to advancing this business plan and to supporting the development of a formal partnership for Singapore River was key to demonstrating the possibilities that exist for the private sector to work more closely with government agencies and take a lead role in managing place.

This business plan reflects the priorities that have emerged from the stakeholders invested in the precinct, and recommends strategies to advance new projects and programs. Singapore River’s stakeholders have demonstrated their support for a renewed Singapore River and their willingness to invest in change, and the government agencies actively involved on Singapore River have come to the table to work in partnership with the stakeholders.
Singapore River Today

Singapore River is a vibrant area today – investment in property remains strong, businesses are competitive, and a strong residential sector infuses vitality into this increasingly mixed-use precinct. But stakeholders involved in the creation of this business plan note that the area is not performing as well as it could or should be:

- Research as well as stakeholder feedback identifies **unrealized economic potential** for the precinct – while property values have continued to increase in recent years, occupancy and lease rates show potential for greater growth.

- **Newer and better managed precincts are posing stiff competition to Singapore River**, which to date has had no comprehensive approach to manage both challenges and change, nor a plan for how the precinct can and should evolve in the future.

- There is a desire to create a higher-quality environment along Singapore River where greater social and economic vitality is achieved through a more attractive public realm, a stronger mix of tenants, and a more welcoming, better-managed place, but there currently is no platform for stakeholders to work together, nor effectively communicate with the public sector.
Many of these ‘bigger picture’ issues related to the performance of Singapore River correlate directly with significant on-the-ground challenges that have emerged in recent years in the precinct. These challenging issues include:

- A diversity of anti-social behavior issues (noise, loitering, public intoxication and sleaze)
- An increase in negative business practices (touting and overcharging, resulting in an area identified as a tourist trap)
- Some parts of the public realm that look and feel tired, worn and dated
- Little coordination of policy, regulation and enforcement between government agencies (signage, shop fronts, outdoor refreshment areas (ORAs), temporary occupation licenses (TOLs))
- Difficulty managing the challenges associated with a very diverse mixed-use district that is home to residences and hotels as well as pubs, clubs and entertainment venues
- An inconsistent tenant mix in term of both quality and variety
- A lack of programming, events and regular activation that invites visitors all days and times of the week
- Difficulty accessing the precinct, challenges with parking, and a lack of easy transportation within the precinct making it difficult to move between the quays
- A lack of unity between the quays and no recognition of Singapore River as one unique destination, making it difficult to compete with other locations

Stakeholders view these challenges as manageable with an effective place management partnership in place. The vision for the precinct and strategies to address these challenges and issues while advancing the competitiveness and vitality of Singapore River are set forth in this business plan.
The Vision for Singapore River

This vision highlights three of the most important attributes that differentiate Singapore River from other competing precincts:

**History**

Singapore River is a historical destination of significant national importance. As the landing point for the country’s first settlers and Singapore’s original commerce and trade hub, the precinct represents the rich history of Singapore and offers distinctive opportunities to bring this history to life.

**Water**

Water attracts people, and as the centerpiece of the precinct the Singapore River provides an extraordinary draw. Leveraging on this unique setting of the river nestled in the central business district is a primary goal of this business plan; there are opportunities to use the water and waterfront environment to attract more visitors via a variety of experiences.

**Variety of Offerings**

Shopping, dining, nightlife and recreation – Singapore River offers all these and more. The precinct provides diverse experiences for a variety of audiences and this is among the area’s more significant assets. Each quay provides a different atmosphere and vibe; together, they deliver an eclectic and inviting experience not offered anywhere else.

These important assets will be leveraged, and the vision for Singapore River achieved, by creating a competitive identity for and experience in Singapore River while celebrating the distinctiveness of each of Singapore River’s three quays:

- **Boat Quay**: A historic, strategically located, unique waterfront dining and leisure destination that appeals to both locals and visitors.

- **Clarke Quay**: A vibrant entertainment, shopping and hospitality destination that promotes attractions for local and visitors.

- **Robertson Quay**: A welcoming mixed-use area that offers riverfront living alongside complementary and harmonious dining and leisure offerings.

This business plan recommends approaches to ensure each of the three quays retain their unique and diverse qualities while also weaving together their strengths and addressing their collective weaknesses to create a more holistically competitive Singapore River.
To make Singapore River the premier destination for locals and visitors seeking an authentically Singapore experience in a place that connects the country’s past to the present.

This will be achieved by offering a unique waterfront environment that highlights and embraces Singapore River’s history, while celebrating the leisure, recreation and entertainment offerings there today.”
Progress Towards Achieving the Vision

Singapore River stakeholders and government agencies have already been working together to advance positive change in the Singapore River precinct, tackling several ‘quick win’ projects which stakeholders deemed critical to the overall improvement of Singapore River. Here is what has been achieved:

**Carrying Out a Campaign to Eliminate Touting and Bad Business Practices**

Singapore River stakeholders and a variety of government agencies including Urban Redevelopment Authority (URA), Singapore Police Force (SPF), Singapore Tourism Board (STB), Land Transport Authority (LTA) and National Environment Agency (NEA); as well as Consumer Association of Singapore (CASE) and Singapore Kindness Movement collaborated to launch a good business practice campaign named ‘A Better Singapore River Campaign’ with the target of eliminating touting and overcharging in Boat Quay. Some 70% of businesses along the Boat Quay waterfront promenade signed on voluntarily to support the campaign and funded the creation of signage, brochures and flyers to promote a united front (with the support of government agencies) against negative business practices on Singapore River. Touting was significantly curbed, and the precinct received good press coverage for the noticeable positive change.

**Establishing a New Singapore River Brand Identity**

Recognizing the need for a strong brand identity for Singapore River, and seeing an opportunity to build support from the community for Singapore River, stakeholders worked with URA to hold a design competition that resulted in a new Singapore River brand identity. The competition generated 208 entries from eight countries and created goodwill and positive publicity for the precinct. Singapore River stakeholders voluntarily contributed more than $5,000 in cash and prizes to incentivize the competition.
Implementing Regular Water Taxi Operations on Singapore River

For the first time, stakeholders were able to consult with the Government on the development of the water taxi tender for Singapore River. Stakeholders’ involvement in the tender creation led to the inclusion of mandated regular and efficient water taxi operations on Singapore River by the winning operator(s) beginning in early 2013. Stakeholders have agreed that the new place management partnership will assist in marketing the water taxi service by providing outreach to residents, employees and visitors to Singapore River.
The Next Five Years

Singapore River is poised to celebrate the next chapter in its history. From a bustling commerce hub in its earliest days to its rebirth as a unique destination after the river clean-up between the 1970s and 1980s, Singapore River is an important part of the country’s past and present. Ensuring the precinct remains competitive will require important investments in how it is managed, maintained and marketed. Public and private sector stakeholders recognize the challenge, and this business plan represents their priorities and call to action.

Objectives

The key objectives of this business plan for Singapore River are to:

- Increase **footfall, sales, property values**, lease rates and occupancy rates
- Strengthen the **Singapore River brand**, build awareness for the precinct and unify the river’s three quays
- Create a **cleaner, friendlier** Singapore River
- Provide a **safer experience** by addressing anti-social issues
- Improve the overall **management and maintenance** of the public realm
- Celebrate and embrace Singapore River’s **history**
- Develop a strong private sector **leadership** for the precinct and a **better partnership** with the public sector

The proposed initiatives in this five-year business plan to improve Singapore River include action items that will meet these objectives. A new partnership for Singapore River formed by private sector stakeholders will be working in close collaboration with the Government agencies to leverage additional private and public sector resources to implement the proposed initiatives, which are over and above what the government agencies are currently providing. Implementation of these programs will be dependent on the Partnership’s ability to raise revenue over the next five years.
The Singapore River as we see it today is one of Lee Kuan Yew’s great visions and achievements and has provided the city with a unique combination of urban excitement matched with the beauty of a waterway! Having been witness to the magnificent transformation along its banks for almost 20 years, I believe that creating Singapore River One to improve the Singapore River precinct further will enhance the vibrancy of all activities and developments along the river. It is also my dream that Singapore River will become a not-to-be-missed destination on every visitor’s itinerary in Singapore and starts playing an even bigger role in the life of the local residents as a place of work, play and interaction and an enjoyable way of travel! ”

Andreas V. Koch
General Manager, Riverview Hotel, Keck Seng Group
The Next Five Years –
Clean, Safe and Friendly Initiatives

Providing a welcoming experience means offering an environment that is clean, safe and comfortable to navigate. The proposed clean, safe and friendly initiatives aim to address and reverse some negative developments on Singapore River in recent years by creating a more welcoming environment for everyone. Initiatives include:

**Singapore River Ambassadors**
Singapore River is about to get friendlier! The precinct is a destination for locals and global visitors, and Singapore River stakeholders know the importance of creating a hospitable environment for everyone. The Singapore River Ambassadors would be deployed throughout the precinct to focus on customer service and visitor hospitality. The role of this uniformed crew would be to welcome guests, provide directions, recommend dining and entertainment locations, provide maps and brochures, and generally help every visitor have a more enjoyable experience during their visit to Singapore River.

**Singapore River Rangers**
The Singapore River Rangers would become an important part of ensuring a safer environment for Singapore River, working hand-in-hand with the Singapore Police Force to accomplish this. Their core services will include deterring crime and anti-social behavior, monitoring the street environment, and providing an additional uniformed presence with particular respect to visitor well-being and security. The Rangers’ role will also include serving as additional ‘eyes and ears’ watching over Singapore River.

**Singapore River Clean Team**
Increased daily pan and broom cleaning, jet washing of walkways and bridges and removal of litter and debris around the precinct would be the primary role of the Clean Team. The team would coordinate with the National Environmental Agency (NEA) to achieve enhanced overall cleanliness of the public realm on Singapore River. As part of this effort, new investments in public trash receptacles to increase efficiency in refuse collection, as well as consolidated trash and recycling programs, could be explored.
A cleaner, safer and friendlier environment
The Next Five Years – Marketing and Events Initiatives

Image is everything. The next five years will be focused on building a strong Singapore River brand, improving marketing and communications, and strengthening Singapore River’s image via programming and events in order to increase the vibrancy of the precinct and grow the value of stakeholder’s investments.

Build the Singapore River Brand

Vital to the success of Singapore River will be efforts to build on the new Singapore River brand. Destinations, like products, thrive on brand loyalty, which is built through marketing, communications, public relations, activities and events. A new website and social media channels for Singapore River, the use of the identity in the public realm on banners and signage, and the development of marketing materials and precinct promotions will help cement the brand in the eyes of locals and visitors.

Improve Awareness Among Local Consumers

This business plan aims to bring local Singaporeans – who have not explored Singapore River lately in favor of other competitive precincts – back to Singapore River through marketing and promotional activity that encourages visitors to take a fresh look at the area’s offerings. Consumer loyalty programs, field marketing tools and public relations strategies will all be used. In addition, promotions and programs to encourage ‘off-peak’ visits to the precinct will help to activate each of Singapore River’s quays on a more consistent basis.

Maximize Tourism Potential

The Singapore Tourism Board (STB) notes that the number of visitors to Singapore is on the rise. As a key destination for visitors to Singapore, and the home to a number of hotels along the waterfront, Singapore River has the opportunity to capture more tourism spend. Better promotion at hotels and through other tourism-based outlets, a strong online presence, editorials in tourism publications and other key promotions will aid in maximizing tourism potential. Packages and promotions specific to visitors could be developed to take advantage of this segment of the market.

Activate and Promote

A program of regular events and promotions focused on water, history, and the variety of offerings available on Singapore River will be developed in order to help reinforce the brand and provide continued activation of the Singapore River precinct. In past years activation and programming has been limited to one or two large festivals per year. The Partnership will aim to develop a year-round calendar of events that brings both locals and tourists to Singapore River and that encourages spend at local businesses. New opportunities to activate place will also be explored, including pedestrianizing part of Circular Road in the evenings to create a new open space for events and programming.
A strong Singapore River brand

Programming and activities that welcome everyone
The Next Five Years – Public Realm Initiatives

The creation of a more welcoming and user-friendly public realm is key to promoting a Singapore River that people enjoy returning to again and again. The next five years will focus on creating a more well-organized and user-friendly public realm that enhances and activates the spaces and places along Singapore River in order to encourage visitors to explore each of the distinctive three quays.

### Tidy the Physical Realm
Pedestrians like to be in an orderly and tidy public realm – clutter overwhelms and detracts from the natural ambience of place. The Partnership will explore opportunities to improve public space management and increase efforts to tidy the physical environment. Investments may be made to upgrade outdoor refreshment areas, develop guidelines to encourage well-designed signage and shop fronts, and create a more user-friendly pedestrian space to ensure the visitor can easily navigate the entire stretch of the Singapore River.

### Develop Signage and Wayfinding
Development of comprehensive wayfinding and signage that brands Singapore River and provides appropriate visual cues to navigate the precinct will be an important tool to promote businesses and drive foot traffic. Signage elements should clearly differentiate the three quays and should draw attention to major landmarks, parking and transportation. Information areas could also be considered throughout the pedestrian environment to provide visitors with details on businesses, events and other real-time information.

### Invest in Pedestrian Amenities
Improving connectivity and accessibility to the precinct between the quays is important in encouraging exploration of Singapore River and increasing spend, as is enhancing the physical environment with new street furniture and amenities that invite visitors to linger along the edge of the river. Other amenities that add shelter from the sun and rain, introduce more greenery into the precinct, and allow visitors to have closer access to the waterfront are proposed in the next five years.

### Capture the History
History is a significant part of Singapore River, but today it is understated in the visitor experience. Over the next five years the Partnership will explore opportunities to bring that history to the fore and celebrate the story of Singapore and the river’s role in the nation’s beginnings. An expansion of the bronze historical sculpture series is proposed all along Singapore River, while new historical markers could provide context. Creative and artistic expressions to highlight bits of Singapore River’s history will be found in pedestrian underpasses and on the facades of Boat Quay’s historic shophouses. Creative uses of technology could help bring that history to life.

### Activate Open Spaces
Singapore River is dotted by open spaces and underutilized areas. In the next five years, opportunities to activate these spaces will be explored in order to create special experiences that give people even more reasons to visit Singapore River. From playgrounds and splash pads for families, to fun photo opportunities for visitors, unexpected experiences could be around every curve, giving people young and old alike a place to gather and play.
Bring history to life

Activate the public realm
The Next Five Years - Policy and Advocacy Initiatives

The Partnership’s role in policy and advocacy initiatives for Singapore River will create a better overall environment for businesses and residents, while ensuring that the precinct is a place welcoming to visitors as well. In the next five years, the Partnership will explore programs and projects to grow investments on Singapore River, while addressing issues in the precinct today that challenge the overall vitality, business environment and friendliness of the place.

Develop a Resource for Doing Business on Singapore River
Realizing an effective and coordinated place management approach for Singapore River will mean finding a way to clarify roles and responsibilities of government agencies in order to make investing and doing business on Singapore River easier. Becoming a resource for these investors and creating an easy guide to doing business will be an important role of the Partnership. This guide can help clarify application processes for licenses and permits, opening procedures, government contacts, and any information a new investor may need to know. The Partnership can also serve as an important resource, providing one-to-one guidance as needed. Eventually, the Partnership may get more involved in identifying available space for business and helping to draw desired business types to the precinct to improve the overall business mix.

Introduce Strategies to Manage Anti-Social Behavior
Singapore River is a safe precinct, but the area has seen an increase in challenging anti-social behavior, that in the long term threaten to have a lasting, negative impact on visitiorship and business. The next five years will focus on creative approaches to manage and eliminate this negative behavior in the precinct, which include souting, nuisance from public drinking, and sleaze activities, by working with government agencies to promote appropriate policies and management strategies.

Promote Consistent Policy and Regulatory Enforcement
Many of the government agencies actively involved on Singapore River have policies and regulatory frameworks in place to help ensure the management of an orderly environment, but more prompt enforcement on irregularities could be taken. The Partnership could actively engage the government agencies to jointly develop solutions to effect prompt enforcement.

Create Harmony and Build Community
The Singapore River precinct is home to a complex mix of uses – residences neighbourhood pubs, hotels and clubs, and the uses sometimes conflict with one another. Mixed-use urban environments around the world have found ways to deal with this complex challenge by creating strategies, regulations and programs that build community among the precinct’s diverse stakeholders and mitigate problems while encouraging the best environment for all users. Advancing some of these ideas for Singapore River will be a focus of the Partnership for the next five years.
An attractive business environment

Harmony amongst a diverse mix of uses
The Next Five Years - Transportation and Parking Initiatives

Getting people to Singapore River and helping them to more effectively move about the precinct will be an important area of focus for the Partnership in the next five years. Access and mobility are typically addressed through place management approaches as they are both critical to getting visitors to the precinct, and keeping them there longer to increase spend. Currently, access to Singapore River is viewed as challenging – car parks appear limited or hard to find and public transport is not well-promoted. The Partnership will identify opportunities to improve movement to and throughout the precinct through the following initiatives:

**Efficient Water Taxi Shuttle Operations**

An efficient water taxi shuttle service is in high demand by locals and regular users of the precinct. Within the next five years that service will be delivered. To help ensure success of the water taxi system, the Partnership will work with water taxi operators to explore user loyalty programs and improve marketing to key user groups, and find ways to make the experience more user-friendly for the customer. Over time, opportunities to continue expanding and improving the water taxi system could be explored.

**Parking and Public Transportation Education and Marketing**

Car parking is already a challenge on Singapore River and as interest in the precinct grows, parking challenges are likely to grow. A variety of strategies to expand parking opportunities and better market and promote the existence of parking in and around the precinct may be implemented, including investments in mapping – both digitally and in print – parking access, and the exploration of smart parking systems for future years. In addition, the Partnership will seek opportunities to better promote the use of alternative public transportation, including MRT and buses.

**Bicycle Parking**

Many employees and regular visitors get to Singapore River by bicycle, and yet there are no places to park or store the bicycles once they arrive. As a result many of the bicycles end up chained to public space amenities like trees and the railings along the waterfront promenade. To alleviate this increasingly unsightly use of public space, the installation of new bicycle parking areas along Singapore River will be explored in high-demand areas.
The new business plan for the improvement of the Singapore River has the potential to make this area a great destination for both residents and tourists in the Lion City and put this currently underutilized resource to use as a world-class adornment to one of the world’s most exciting cities.”

Devin Otto Kimble
Managing Director, MENU Pte Ltd
Place Management: A New Approach for Singapore River

The implementation of this business plan for Singapore River will require a new approach – one where the day-to-day management, maintenance and marketing of the precinct is guided by private sector stakeholders and public sector officials working cooperatively. Place management is a collaborative approach to making places better – this collaboration involves stakeholders in a defined area working with government agencies and other partners to invest focused resources to actively manage the social, physical and economic environment. Place management has been effectively utilized around the globe to facilitate more effectively and competitively managed downtowns, town centers, precincts and business districts.

This five-year business plan proposes the implementation of the successful place management approach for Singapore River. Through a place management partnership, the public and private sectors will come together to guide the development of Singapore River and manage its changing environment by addressing challenges and leveraging opportunities to achieve the vision set forth for Singapore River.

Benefits of Place Management

- The resources, knowledge and skills of both the public and private sectors are brought together to improve the precinct
- More direct involvement over day-to-day management of the precinct for those involved in the place management approach
- Better coordination in the delivery of programs, projects and services being delivered in the precinct by public and private sector stakeholders
- Proactive planning and the ability to influence the precinct and prepare for emerging challenges
- An overall increase in the competitiveness of Singapore River

Singapore River stakeholders engaged in the development of this business plan support the place management approach as an effective way to manage the precinct going forward. Additionally, the multiple government agencies actively involved on Singapore River today have demonstrated a commitment to working with private sector stakeholders to implement the projects and programs proposed in this business plan.
The Principles of Place Management

- **Engagement and Communication:** Expect improved communications between the public and private sectors – new channels of communication have been opened up and new methods of engagement have been established. Many government sector agencies and a variety of private sector stakeholders will be actively involved in the place management approach to ensure they are responsive to the needs of Singapore River.

- **Improved Coordination:** The place management approach will help integrate, expand and enhance the services already being provided on Singapore River to ensure gaps in service are addressed. Current services will continue to be provided (and paid for) by the public sector while new resources generated through this place management approach will deliver additional services in coordination.

- **New Resources:** Private sector champions stand ready to commit time and money to improve Singapore River – the place where they work, live and do business. By investing in Singapore River along with the public sector, new and substantial investments will take Singapore River to a higher level of operation and ensure it remains economically competitive.

- **Economies of Scale:** When public and private sector resources are pooled together and service delivery is coordinated through the place management approach, economies of scale can be leveraged across the entire Singapore River precinct, to ensure a higher impact and return on investment for every dollar contributed to the effort.

- **Consistent Management:** Effective place management is all about keeping an eye on the day-to-day needs of all aspects of the place. While government agencies have many locations to care for, and stakeholders along the river have the needs of their own investment to look after, place management creates a way to focus on the overall needs of an entire area. This is facilitated by formalizing the partnership and establishing dedicated staff and management to ensure the location is well managed every day.

Who Benefits From Place Management?

Place management has demonstrated its effectiveness and substantial benefits in thousands of global locations for all who are invested in the approach. These benefits for the different groups of stakeholders generally include:

<table>
<thead>
<tr>
<th>Property Owners</th>
<th>Businesses / Tenants</th>
<th>Residents / Community</th>
<th>Government Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increases capital value</td>
<td>Increases footfall</td>
<td>Improves safety, cleanliness and overall image of a precinct</td>
<td>Harnesses private sector resources and skills</td>
</tr>
<tr>
<td>Increases property rental values and occupancy rates</td>
<td>Increases consumer spend and sales</td>
<td>Improves quality of life</td>
<td>Promotes greater understanding of the role of government agencies</td>
</tr>
<tr>
<td>Increases desirability for an area and provides improved opportunities to attract occupiers</td>
<td>Reduces costs (through joint activities such as marketing, cleaning, etc.)</td>
<td>Creates a sense of place and promotes community pride</td>
<td>Better coordination across government agencies with stakeholders</td>
</tr>
<tr>
<td>Forges positive links with the public sector</td>
<td>Gives businesses a voice</td>
<td>Produces economic growth and well-being in an area</td>
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<tr>
<td>Generates and maintains good public relations</td>
<td>Creates a more appealing environment for employees</td>
<td>Attracts inward investment</td>
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<td></td>
<td>Improves image, perception and awareness of the precinct</td>
<td>Encourages corporate social responsibility</td>
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Singapore River One: The New Place Management Partnership

To implement this business plan for Singapore River, a new private-sector led place management partnership – Singapore River One (SRO) – has been formally established. SRO is a legally established not-for-profit company dedicated solely to the place management of the Singapore River precinct. Private sector stakeholders and investors from the Singapore River precinct, working in partnership with government agencies with an interest in Singapore River, will participate in the SRO. The role of SRO in implementing this business plan is critical in that it will have the ability to leverage and pool resources from a variety of public and private sector sources, it will have the involvement and participation of both public and private sector stakeholders, and it will be empowered with the role of implementing the business plan and place managing the Singapore River precinct.

Singapore River One’s Commitment

There are a number of guiding principles that will underpin the work of SRO in implementing this business plan. These principles will help shape the SRO’s values and the way it undertakes work on behalf of the public and private sectors it represents:

A Singular Focus on the Precinct
SRO will be an organization dedicated solely to the place management of Singapore River, with dedicated staff to implement this business plan and a board of directors – comprised of stakeholders with interests in the precinct – to guide the implementation.

Collaboration and Consensus
SRO will facilitate collaboration and consensus building among the diverse mix of stakeholders on Singapore River as well as with government agencies.

Leverage
SRO will work to leverage funding from a variety of public and private sector resources, as well as from sponsorship, grants, donations, etc. generated by the work SRO does. All these revenues will be invested back into Singapore River to ensure its long-term viability and success.

Return on Investment
The purpose of creating SRO is to add value to its stakeholders and investors and to Singapore River. SRO will work to ensure all its activities demonstrate a return on investment and promote the wellbeing of the community.

Sustainability
Creating a sustainable organization that will carry out projects and programs in the short-term and also remain active and effective well into the future is critically important to all stakeholders – public and private. This means having a good strategic plan, a strong company structure and governance, committed staff and revenue streams that can continue to grow over time.
Roles and Responsibilities of Singapore River One

SRO will carry the responsibility for implementing projects and programs, advocating for new policies, developing new approaches and positively affecting the overall image of Singapore River. The specific roles and responsibilities of SRO on Singapore River will include:

- Create an open forum to engage Singapore River stakeholders in discussion, collaboration and project/program delivery
- Shape and influence public and private sector agendas to develop a shared strategic approach to the development of Singapore River
- Facilitate access to funding to enhance Singapore River
- Steer and guide decision-making to support strategic improvements to Singapore River
- Facilitate synergies and coordination between existing organizations working on Singapore River to foster economies of scale
- Provide services, programs and projects that serve the interests of the whole precinct, rather than just one group
- Measure and monitor the success of projects and programs, and ultimately Singapore River as a destination

To be successful, SRO will have to fill many roles at once – leader, influencer and service delivery provider:

**Leadership**
Champion place management for Singapore River

**Service Delivery**
Provide services, projects, programs and ongoing management

**Influence**
Influence the place management and placemaking of Singapore River
Singapore River One: The New Place Management Partnership

The Public Sector - Private Sector Working Relationship

SRO will be the point of contact for the private sector stakeholders; URA will be the point of contact for the government agencies. Both public and private sector interests will be represented in the new place management partnership. This coordinated approach streamlines communications and action by creating a powerful partnership for Singapore River.
How Do Public Sector Stakeholders Get Involved?

The Urban Redevelopment Authority (URA) – as the public sector champion for the place management of Singapore River – will play a key role in ensuring the public sector engages in a meaningful way with SRO management. The role of URA will include:

- Serving as a central coordinating agency to help SRO identify and establish key contacts among the government agencies to address precinct issues, develop timely solutions to challenges, explore ideas and proposals that involve multiple government agencies
- Liaising with government agencies to help coordinate policy changes, regulatory adjustments, and enforcement strategies as needed

How Do Private Sector Stakeholders Get Involved?

There are more than 500 property owners, 700 business operators and 10,000 residents on Singapore River. SRO will seek involvement from all of these stakeholders through membership to the organization. SRO will represent their views, priorities and needs through their participation on the SRO Board of Directors, task groups and committees. The support of the private sector will be critical to the success of SRO.

A strong public/private partnership
Singapore River One: The New Place Management Partnership

Geographic Boundaries

SRO will be responsible for place management of the entire Singapore River precinct, including Boat Quay, Clarke Quay and Robertson Quay. It is the intent of SRO that the river be managed as one precinct – one destination – with specialized programs and service delivery methods utilized in each quay as needed, and as directed by this business plan.

“...Our river offers a chance of experiencing the best of Singapore; glimpses of its history and tastes from its diverse cultures mixed with the modern architecture that defines Singapore today. Singapore River One will become the custodian of this unique part of Singapore by bringing private and public interests together.”

Poyan Rajamand
Director, Barghest Partners
Singapore River One: The New Place Management Partnership

Singapore River One Governance
A board of directors provides governance for SRO. These directors are contributors to and members of SRO. The composition of the entire board directors represents the diversity of uses and interests on Singapore River.

Note: All Directors will be required to pay membership dues. Also, to ensure fair representation, the SRO Board will reflect the diverse uses in Singapore River and comprise a mix of business operators and property owners from each quay.

"Singapore River used to be the artery of our city. Today, the stakeholders along the river are preparing very successful individual dishes. I am convinced that Singapore River One will turn these great dishes into an exceptional menu."

Rainer Tenius
General Manager, Swissôtel Merchant Court
## Singapore River One Staff

SRO will be staffed by full-time individuals who will manage the daily operations of the Partnership and support the SRO Board of Directors, committees, task groups and members. The roles and responsibilities of the staff include:

<table>
<thead>
<tr>
<th>Staff Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>• Reports to the SRO Board of Directors&lt;br&gt;• Provides leadership&lt;br&gt;• Day-to-day management of the SRO operations and staff&lt;br&gt;• Responsible for management and timely implementation of key projects, programs and services as outlined in this business plan&lt;br&gt;• Establishes contacts and build relationships with stakeholders and government agencies&lt;br&gt;• Organizational capacity building&lt;br&gt;• Fundraising</td>
</tr>
<tr>
<td>Place Manager</td>
<td>• Reports to the Executive Director&lt;br&gt;• Responsible for management and timely implementation of key projects, programs and services as outlined in this business plan&lt;br&gt;• Important representative of the Partnership ‘on-the-ground’&lt;br&gt;• Communication with SRO members and stakeholders&lt;br&gt;• Fundraising</td>
</tr>
<tr>
<td>Place Management Executive</td>
<td>• Assist the Executive Director and Place Manager in carrying out daily tasks and assisting with the regular operations of the SRO</td>
</tr>
</tbody>
</table>
Singapore River One: Funding

Funding for both the operations of SRO and the projects it will implement will come from a variety of sources – public and private. Creation of a consistent stream of funding will be challenging in the short-term, and therefore, the SRO must rely on voluntary contributions from private sector stakeholders, supporting contributions from the public sector, grants and sponsorships, and other earned income.

In the later years of business plan implementation, more sustainable sources of funding will be explored, similar to what has been utilized in place management districts around the world. The following section outlines how SRO may increase its financial capacity over both the short- and long-term.

Short-Term Funding
(Years 1, 2, 3)

- Membership dues
- Sponsorships, grants and other earned income, as well as support from URA

Long-Term Funding
(Years 4 and 5)

- Work towards mandatory place management district funding model

Photograph courtesy of Yeo Bee Loy
## Singapore River One: Short-Term Funding

### Membership

SRO will generate significant resources from the private sector through a membership program in the short term. Membership dues are commonly used for funding place management organizations as they are growing and developing. Membership fee structures will be established each year by SRO and will be collected from members based upon the following assessment methodology:

<table>
<thead>
<tr>
<th>TYPE OF MEMBER</th>
<th>Commercial Property Owners</th>
<th>Business Operators</th>
<th>Residential Properties (by block/MCST)</th>
<th>Other Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSESSMENT METHODOLOGY</strong></td>
<td>Commercial property owners will be assessed by the aggregated annual value of their properties</td>
<td>Business operators will be charged on a per square foot basis based on all trading area (including interior and exterior space)</td>
<td>Residential properties will be assessed by the total number of units in the development</td>
<td>Hotels: Hotels will be charged dues based upon the total number of rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-SR Businesses will be charged half of all category rates capped at $5,000</td>
<td><strong>Not-for-profit/Charities/Associations</strong></td>
<td>Water Taxi Operators: Water taxi operators will be charged based on the number of boats in operation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Organizations of these categories will be charge on a per square foot basis on all trading area (inc. interior and exterior space), subject to a cap</td>
<td></td>
</tr>
</tbody>
</table>

### Benefits of Membership

Membership contributions will be dedicated towards ongoing operations and the implementation of projects and programs outlined in this business plan. Additional benefits of membership with SRO include:

- Influence by having a more direct voice in how Singapore River is managed, maintained and marketed
- Invitation to special member events, forums and briefings which allow public and private sector stakeholders to gain valuable insights about the performance and direction of Singapore River and to build strategic cross-sector relationships to influence agendas
- Regular newsletters and electronic communications and access to an exclusive area of the Singapore River website allowing cross-promotion, news, discounts and offers
- Access to information and data on Singapore River
- Access to one-stop-shop business and operational support services
- Participation in SRO events and activities

This member benefits list is not exhaustive. Further benefits are likely to be developed as SRO evolves.
Singapore River One: Short-Term Funding

Sponsorship and Grants
SRO will also generate revenue by obtaining sponsorship and grants to help fund initiatives outlined in this business plan. Sponsorship and grants may come from corporations and private sector companies looking to promote their brand, or may also come from government agencies.

Income Generation and Public Sector Support
In the mid- to long-term, as the place manager of Singapore River, SRO may have the opportunity to take over the management of some of the public assets in the precinct and generate income from them as the organization is more established. These assets in the precinct could include banner spaces, management of events applications, and revenue generated from public spaces and events. In addition, some of the government agencies actively involved on Singapore River today have indicated a willingness to provide funding or in-kind support in the implementation of the business plan.

URA Operational and Programming Support
As SRO gets up and running, URA – as the government champion of Singapore River – will help ‘jumpstart’ the place management initiative by investing resources into SRO to build its organizational capacity and implement the projects, programs and services in the business plan. As SRO grows, and develops the capacity to generate more sustainable funding, URA’s level of direct financial support to the precinct will decrease though their commitment to advancing important initiatives for Singapore River will remain.

Singapore River One: Long-Term Funding

Place Management District Mandatory Funding
Understanding that any voluntary contribution model will have limited success in ensuring sustainability for place management initiatives, stakeholders have given feedback to the Government that a more mandatory funding model should be explored, similar to place management models such as Business Improvement Districts used overseas. Stakeholders are actively engaged in working with the Government to study and potentially develop a formalized place management framework that would provide the Partnership with the ability to collect mandatory special assessments placed on properties within the precinct. This would encourage fair and equitable private sector participation in place management, and would eliminate freeloader issues while ensuring sustainability and certainty in funding.

While national framework would allow for the potential creation of a place management district on Singapore River, it is important to note that the Government cannot mandatorily impose such a formalised framework on any districts. Rather their creation must be established and driven by the private sector, which will also govern and manage the use of these funds for place management initiatives, once in place.
Singapore River One’s primary goal is to serve the community within the river precinct. Working together to enhance, promote and showcase the heritage, lifestyle and beauty the river has to offer. It is an exciting time, moving forward together in this partnership – the possibilities are endless! 

Jason Pope
Director and Co-founder, Dallas Boat Quay Pte Ltd

It is important to have an organisation to coordinate improvements on Singapore River. URAs initiative of public and private enterprise engagement through Singapore River One is indeed timely.

Ernest Ng Kah Hoe
Owner and Head Brewer, RedDot Brewhouse
Singapore River One: Budget

The public and private sectors will come together via SRO to provide skills, knowledge and resources. In the early years of the implementation of the business plan, URA will provide funding to help SRO get established and be operationally sound. In the later years of business plan implementation, it is assumed that SRO will identify more sustainable funding sources.

Years One, Two and Three

The target budget for the first three years of plan implementation is expected to be $5.3 million (subject to the availability of funding). It is anticipated that these funds will be generated from the following sources:

- Membership dues from SRO members
- Sponsorship raised by SRO to implement projects, programs and events
- Other contributions from government agencies to implement projects, programs and services

In addition, in order to assist in operational start-up and help the SRO build its capacity more quickly, URA has committed to providing financial support to be distributed in the following manner:

<table>
<thead>
<tr>
<th>URBAN REDEVELOPMENT AUTHORITY FUNDING SUPPORT: Years One, Two and Three</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGEMENT AND OPERATIONS FUNDING</td>
</tr>
<tr>
<td>---------------------------------</td>
</tr>
<tr>
<td>In the first three years of the SRO operations, URA will provide management and operations funding to help get the organization up and running quickly. This funding will be provided in the form of co-funding. The amount of funding provided by URA will decrease as Singapore River One gains capacity.</td>
</tr>
<tr>
<td>Year One: 80% URA/20% SRO Year Two: 50% URA/50% SRO Year Three: 30% URA/70% SRO</td>
</tr>
</tbody>
</table>

Notes: The above funding arrangement is subject to terms and conditions as stipulated in the agreement between URA and SRO and is subject to review annually.
Years Four and Five

The first three years of the operations of the SRO will be focused on building capacity and implementing successful initiatives that demonstrate the value of the Partnership. In years four and five, and beyond, SRO will aim to become increasingly self-sufficient in its operational and programmatic work. It is anticipated that in years four and five, additional funding will come from the following sources:

- By years four and five, SRO should be generating substantial funding through memberships and sponsorships
- Opportunities to generate revenue from other creative sources such as the management of public assets may be negotiated
- As the public and private sectors work together to explore a formalized place management framework that allows for a mandatory funding model to support place management, it is anticipated that SRO will explore implementation of this model in the precinct to generate resources.

Each year the SRO staff and Board of Directors will develop an annual budget and work plan identifying sources and amounts of funding committed and how that generated revenue will be spent on operations as well as projects, programs and priorities.
# Measuring Success

The success of the projects delivered by SRO will be determined not only by how well the overall Singapore River area improves, but by the return on investment that is delivered for both the public and private sectors. Best practices from partnerships around the globe indicate that areas that implement public/private approaches to place management realize appreciated property values and business returns over those that do not. The following important key performance indicators may be tracked by SRO to measure the success of business plan implementation (subject to availability of data):

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Businesses and Type of Use</strong></td>
<td>Tracking the number and types of businesses allows SRO to understand if the business mix in the precinct matches the goals outlined in this business plan and can help identify which types of businesses should be encouraged and/or solicited to locate in the area.</td>
</tr>
<tr>
<td><strong>New Business Openings/Closures</strong></td>
<td>SRO should want to see openings for businesses that meet the vision for the area and closures of those that are less desirable.</td>
</tr>
<tr>
<td><strong>Image</strong></td>
<td>SRO should periodically ask Singapore River stakeholders and visitors about the perceived image of the area and track how that changes during implementation of business plan initiatives.</td>
</tr>
<tr>
<td><strong>Pedestrian Counts/Street Activity</strong></td>
<td>The vision for the Singapore River includes more people on the street and therefore more consumers for the businesses. SRO should establish a baseline for pedestrian activity and measure against changes as place management initiatives are implemented.</td>
</tr>
<tr>
<td><strong>Vacancy Rate/Occupancy Rate</strong></td>
<td>Over time as the Singapore River continues to improve and people and businesses want to be there, the vacancy rate will decrease and the occupancy rate will increase. Tracking this statistic helps demonstrate successful implementation of the business plan.</td>
</tr>
<tr>
<td><strong>Car Park and Public Transportation Usage</strong></td>
<td>Tracking the usage of car parking and public transportation options helps identify increases in visitation to the precinct and provides useful information on when demand is highest and lowest.</td>
</tr>
<tr>
<td><strong>Crime Statistics</strong></td>
<td>Primary crime data will be provided by the Singapore Police Force related to Singapore River.</td>
</tr>
</tbody>
</table>

These key performance indicators will be measured and benchmarked every year to create trend lines for Singapore River.
Accountability and Reporting

SRO will be required to provide annual reports and regular communications to members and other funders to ensure accountability for the organization and demonstrate how dollars are being used and the impact of those dollars in the precinct, including:

**Annual Report and Annual Meeting**

SRO will publish an annual report at the end of each year to highlight the previous years income and expenditures, and the projects that were completed using those funds. The Annual Report also sets forth the next years proposed budget and work plan and highlights any changes that may be proposed in SRO’s management and operations. Additionally, SRO will hold an annual meeting inviting all members and funders to hear a presentation of the Annual Report contents. The incoming SRO Board of Directors will be elected at these Annual Meetings.

**Quarterly Member Meetings**

SRO will also conduct quarterly membership meetings to help members stay up-to-date on the year-round work of the organization. These member meetings will provide updates on the year’s work plan and on funding generated.

**Monthly Member Newsletters**

SRO will distribute monthly member newsletters to all members of SRO to highlight progress in the implementation of the business plan and to provide current news on Singapore River.

**Members-Only Section on Website**

The Singapore River website will feature a members-only section that allows members to login and access information about how their membership dollars are being spent.
The Singapore River holds great potential to become a must-see and must-experience destination for all visitors to Singapore, as well as locals. To fulfill this vision, Singapore River One is a timely initiative to galvanize all stakeholders in this historic precinct. I hope to see all interested parties work hand-in-glove with a common objective to transform this area into an efficiently coordinated and exciting hub for entertainment, shopping and sightseeing, so that it may become another icon of Singapore.”

Chia Ngiang Hong
Group General Manager, City Developments Limited