Connected by a seamless stretch of the waterfront promenade, Singapore River – the historic heart of Singapore and the foundation upon which Singapore has been built has much to offer as the celebrated visitors’ and diners’ destination.

Comprising of the three distinctive quays – Boat Quay, Clarke Quay and Robertson Quay – Singapore River has a number of assets that differentiate it from the other competing precincts and support lifestyle diversity around the clock.

Quay Sites
These unique assets will be leveraged by creating a holistically competitive position for Singapore River while celebrating the distinctiveness of the three quays along the river, each with their own unique architectural heritage and character.
Historic Destination of National Significance

Singapore River is the heart of our city’s development since 1819. As Singapore’s trading and commercial lifeline for the country’s first settlers over a century, the precinct represents the rich history of Singapore and offers distinctive opportunities to bring this history to life.

Waterfront attraction

Sparkling with life and exuberance for all to enjoy, the river remains the greatest asset and centrepiece for a myriad of attractions to draw more visitors and create a variety of experiences.

Variety of offerings

Offering a multitude of food experiences, entertainment and shopping options as well as a vibrant nightlife for a variety of audiences with diverse tastes and interests.

Our vision is to make Singapore River THE premier destination for locals and tourists seeking an authentically Singapore experience in a place that connects the country's past to the present. This will be achieved by adopting a BID model that has been successful in restoring and maintaining the vitality of districts around the world.

QUAY FACTS

- Rich cultural and historical heritage
- River flows through Singapore’s CBD
- Stretches 3.2 km long
- 500 Property Owners, 700 Business Owners and over 10,000 residents
- 1.45mil total visitors per month

* Statistics provided by external research consultant, 2015
BID is a process whereby stakeholders in a defined geographical area collectively decide what improvements are needed in their trading environment and agree to a set of projects which will deliver those improvements. The agreed projects go into a detailed business plan which is supported by all eligible stakeholders who would benefit from and pay for the delivery of the BID business plan. The services and projects are always in addition to those provided by the government agencies.

A successful BID has a mandate for a maximum of 5 years which offers a good length of time for stakeholders to feel the benefit of the services and projects delivered by the BID.

The BID is focused on delivering projects and services that are agreed by the eligible stakeholders through consultation. These can include:

- Increased safety and security for businesses and visitors.
- Marketing, promotion and services to raise profile of the precinct, increase footfall and enhance visitors’ experience.
- Promoting a welcoming environment.
- Assistance in contact and negotiations with the government agencies and other organisations on behalf of the stakeholders.
- Reduced business costs through collective procurement.

The projects and services agreed by the stakeholders are fully costed and presented in a detailed business plan. Each eligible stakeholder contributes a corresponding amount calculated based on the types of property which will be called a “BID-LEVY”.
The Singapore River Pilot BID area has been defined to include retail, leisure, hospitality and other commercial properties. Owners of these properties would benefit most from a BID.

The Pilot BID will encompass the core areas of Boat Quay (including Circular Road and Canton Street), Clarke Quay and Robertson Quay.

The red boundary defines the area that will contribute and benefit from the projects as laid out in this Business Plan.

If you are unsure if your property falls within the Pilot BID area, please contact us at tel. 6222-9846.
THE PROCESS SO FAR

To ensure the plans reflect the ideas and addresses the needs of the stakeholders it represents, the following consultations were carried out over the last year to create a Pilot BID that works for you.

- Consultation with URA and other government agencies.
- Formation of a Pilot BID Task Group (Refer to pages 8 and 9).
- Masterclass with The Mosaic Partnership, an international consulting team from UK to prepare the Pilot BID Task Group for the campaigning, implementation and operation of the Singapore River Pilot BID.
- Precinct-wide stakeholders’ survey to obtain stakeholders’ views on the current provision within Singapore River and ascertain what their priorities were to improve the area.
- Focus Group discussions to solicit stakeholders’ views on the Pilot BID framework.
- Business Workshops to explain the BID concepts and plans, and to find out what projects were felt to be the most beneficial to the stakeholders.
- One-to-one business meetings to provide information on the Pilot BID and to gather new ideas and comments to be included in the final Pilot BID business plan.
- Copies of the summary plan have been handed to the eligible stakeholders in the proposed Pilot BID area for information and comment.

Thank you for participating in our consultation process. Your feedback has helped us to shape the proposals in this business plan.
WHAT YOU TOLD US

Stakeholders’ consultation and engagement form an integral part in the development of this business plan for the Pilot BID. Over the last year, stakeholders were consulted on what proposals they would like to see brought forward through the establishment of a Pilot BID. A survey was also carried out since May 2016 to seek stakeholders’ views about the Singapore River precinct - on what worked for them and what they thought required improvement.

Here are a few highlights of our survey findings:

Singapore River’s most marketable asset

- 75% Historic Importance
- 54% Proximity to CBD
- 54% Dining Offerings
- 11% Retail Offerings

Interested to reduce business costs through centralised procurement

82% Yes
18% No

% of Property / Business owners who participated in the survey

46% Business Owners
54% Property Owners
Initiatives that are important in improving the Singapore River precinct

- **Accessibility**: 61%
- **Public Realm**: 64%
- **Safety & Security**: 68%
- **Branding / Marketing / Events**: 75%

Policy & Advocacy

Marketing and promotional events you would like to see in the Singapore River precinct.

- **Advertising Campaigns**: 50%
- **Decorations for Festive Seasons**: 71%
- **Street Festivals**: 86%
- **Lucky Draws**: 20%
- **Performances / Shows**: 61%
As one of the pioneer developers of properties along the historically significant Singapore River, we hold the interest of the precinct close to our hearts. With the success demonstrated in the United States, United Kingdom and Northern Ireland, we are confident that the programme led by Singapore River One supported by URA, will position the Singapore River precinct with its distinctive offerings as one of top lifestyle destinations in Singapore.

Doreen Lee, General Manager, Clarke Quay Central/Riverside Point, Far East Organization
THE PROJECTS
BUSINESS-DRIVEN FOCUS PILOT BID 4-YEAR PLAN

Making the most of our historical heritage, waterfront location and bountiful offerings, we will adopt a business-driven focus to ensure that Singapore River leverages its key assets and diverse offerings to generate positive returns for your investments and businesses.

DESIRED OUTCOMES

Packaging the precinct into a cohesive, well-branded destination, we will deliver a range of services and projects that are driven to:

- Increase property values.
- Boost the economic vitality of Singapore River through increasing footfall and spend.
- Create a more attractive environment for those who invest, work, live or visit Singapore River.
- Strengthen the relationship between the business community and various government agencies.
- Celebrate and embrace Singapore River’s history.

KEY PRIORITIES

Building on the feedback from our stakeholders, we have identified the three key pillars of approach in delivering our 4-year business plan:

- PROMOTE the full breadth of offerings and activities on Singapore River
- ENHANCE visitors’ experience
- SUPPORT and create value for property owners and businesses

BID will help boost the economic vitality of the Singapore River’s precinct and deliver the improvements that will add value to our investments on the precinct. I own 4 units of shop house in Boat Quay and I believe that the property prices can increase if the stakeholders can come together to do the right thing for the precinct.

Arthur Chua, Chief Executive Officer
Goldbell Corporation Pte Ltd
Adding value to your investments through delivering tangible financial benefits and positioning strong collective voice on issues.

You said…

“We need to drive a strong voice and influence as a collective to lever additional improvements into Singapore River’s precinct and find ways to reduce business costs.”

We will …

1. Drive costs down through collective buying power to review business costs and create opportunities for cost savings. Through our consultations, stakeholders (82% from returned survey forms) have stated that they would most like to see reduced business costs. The Pilot BID will reduce business costs associated with doing business on the Singapore River, using its shared buying power strength to negotiate discounts and subsidise costs of important services such as insurance, utility and pest control.

2. Be the strong collective voice for the stakeholders to ensure that their interests are represented on major issues so as to create a safer and more attractive environment for businesses, workers and residents. Some of these efforts include supporting a self-policing PubWatch Group, lobby CCTVs provision and monitoring sleaze, identify improved taxi stands locations by working alongside the authorities e.g. Urban Redevelopment Authority, Singapore Police Force and Land Transport Authority. Through this partnership, we will be able to address anti-social behaviour and create a visitor-friendly reputation.

3. Foster a business-friendly environment by sharing information on setting up a business along Singapore River. To encourage good business practices, the business dedicated site-page will provide a one-stop source of useful information such as contact numbers, downloadable maps, licence application guidelines and essential information that affects our precinct. The site will be constantly managed and refreshed. In addition, we will also introduce programmes to eliminate touting and encourage good business practices with strong stakeholder’s communication and incentive programmes.

4. Negotiate the use of physical assets such as the river, lamp posts along the Singapore River to activate signature events and enhance branding.

5. Identify and advocate for funding to address infrastructure and marketing needs of the precinct. The Pilot BID will be responsible for generating other additional potential sources of income, over and above the contribution, including sponsorship and other sources of income generation to reinvest them into the Pilot BID projects.

6. Share information on new initiatives, incentive programs or grants that may benefit the contributors within the Pilot BID area. This is aimed to enhance investment returns, support business growth and foster a well-informed precinct.
Creating an inviting destination for all who dine, shop, work within the Pilot BID area by connecting boat, cycling and walking routes.

You said…

“We need to create a cleaner, safer and more accessible destination to ensure that precinct is more appealing and easier to get around.”

We will…

1. Work with the Water Taxi Service operators to promote our uniquely Singapore River water taxi shuttle service and encourage visitors to explore the precinct on water. To improve connectivity across the quays, we will promote the timings, routes and experience of the service in the various marketing platforms and create cross marketing promotion opportunities with the operators.

2. Promote Singapore River as a friendly and accessible environment by connecting boat, cycling and walking routes to enhance the visitorship experience whether this is for recreational, commuting to and from work, or for tourist visits. We will partner:
   - Tour agencies to create walking and cycling tours around the precinct.
   - Authorities to develop the bicycles support infrastructure e.g. kiosks and programmes such as bicycles sharing scheme in line with the authorities’ effort to foster a safe and healthy cycling culture.
   - Stakeholders e.g. Hotels and malls to offer parking space and facilities to guests to explore Singapore River.

3. Organise “Bottle Banks” to collect used bottles at the selected sites of the precinct alongside with the stakeholders and agencies e.g. National Environment Agency for a greener Singapore River. We will also look into increased litter patrol to control anti-social behaviour.
Create and activate better streets for visitors’ enjoyment.

You said…

“We need to promote Singapore River as the destination that people enjoy returning to with user-friendly public realm that enhances and activates the spaces in the precinct.”

We will…

1. Develop wayfinding signage with improved content and a single map that links up the whole precinct, making it easier for people to find their way around Singapore River and discover what is on offer. We will also dramatically enhance the signage by adding walking and cycling trails and landmarks profiling information to create an engaging and fun experience for visitors to explore the precinct by foot and bicycle. The enhanced signage will also provide a ‘physical’ welcome to visitors at the key entry points of the 3 quays and tell the Singapore River's stories.

2. Reposition the street with Street Pedestrianisation place-making initiatives to brand and create a vibrant, interactive, and dynamic milieu to welcome pedestrians. F&B operators will operate the Outdoor Refreshment Areas (ORAs) in the day and the pubs could take over the space in the evenings so that ORAs are maximised throughout the closure. Following the success of its weekend street closure, a 6-month trial full-day pedestrianisation is proposed to be implemented along with dining and programme activation on the street at Circular Road. The pedestrianisation effort can also be considered on other streets in the precinct.

3. Work with partner organisations, artists and the community to play an active role in revitalizing the streetscape and increase visitors’ comfort and enjoyment. Public art on underpass, staircases, pathways, walls and store-fronts and creative features are great magnets for people of all ages. These will help to establish a convivial setting for community interaction and promote regular visits.

We see the huge value of a BID for the future success of our Singapore River precinct. It will raise the profile of businesses, enhance the Singapore River experience and thereby making the precinct a more welcoming place to visit, live and do business. As Property owners, we are empowered to increase the influence and involvement we have in how the environment around their assets is managed, marketed and evolved.

Dominic Gan, Director
Columbia Real Estate
The Pilot BID will leverage the river’s strong heritage to invigorate a calendar of programming and activities to draw footfall and spend.

You said…

“We need to grow events, festivals and precinct-wide promotions to provide more reasons for people to visit Singapore River, thereby generating increased footfall, visitors’ spend and room nights.”

We will…

1. **Develop a programme of activities that focuses on street entertainment and food festivals** whilst leveraging the river’s strong heritage for programming and activities. Emphasis will be made to involve businesses in the activity to enhance footfall, generate revenue and raise the profile of the precinct.
   - Annual Singapore River signature event that is precinct-wide e.g. Singapore River Festival.
   - Regular Singapore River Series (one event per quay).
   - Food-focused cultural events with special features e.g. food tours, pop-up stalls, in partnership with hotels, malls and F&B outlets.

2. **Develop a marketing programme** that is aimed at raising the profile of the precinct and the businesses within it.
   - Singapore River website and social media initiatives to further increase interaction with the target audience from key markets.
   - In-room video feature on Singapore River to reach out to hotel guests.
   - Work with F&B operators and hoteliers to offer food promotions e.g. Food trails, seasonal offers, food tours for visitors, office workers and residents of Singapore River.
   - Guides maps e.g. Singapore River Map will be created to engage and encourage visitors to visit and explore Singapore River.
   - Work with Singapore Tourism Board to promote Singapore River to the wider overseas tourist markets e.g. Pre-tourist arrival promotions.

3. **Curate uniquely Singapore River itineraries** that promote the precinct as a place where there is always something to see, somewhere to go and something to do for every visitor.

4. Work with the media to **promote Singapore River and the businesses to a wider local and international audience**.

5. Develop regular e-newsletters to **keep the business community informed and updated** on the events, activities on the Singapore River.

6. **Establish partnerships with organisations** to develop collaborative projects to promote the precinct’s profile regionally and nationally.

Efforts will be made to secure additional sponsorship and funding to support the marketing initiatives.
MEASURING RESULTS

We will show that the Pilot BID is delivering its objectives to account to the stakeholders who make membership contribution.

Key Performance Indicators (KPI) and criteria will be set to measure the Pilot BID performance and assess how well the projects are being delivered and performing.

- Annual stakeholders and visitors’ surveys
- Pedestrian flow counts
- Sales receipts (if available)
- Media coverage
- Website and social media visits and interaction

This information will be used to develop and refine our strategy going forward.

GOVERNANCE AND MANAGEMENT

Singapore River One (SRO) – an independent not-for-profit company with a team of dedicated staff will deliver the improvements in the Singapore River precinct and govern the Singapore River Pilot BID. The Pilot BID company, through its members and an elected Board, will be responsible to all contributors for the delivery of the Pilot BID projects and services.

Funding raised by the Pilot BID contributions can only be spent within the Pilot BID area on delivering the projects that are set out in the Business Plan.

The Pilot BID will last for a maximum of 4 years before going to vote again under the legislated model should the legislation be enacted. Throughout the 4-year term SRO will demonstrate to the contributors how the Pilot BID is benefiting the precinct and the stakeholders within it. Progress of the Pilot BID will be monitored and measured to demonstrate the achievements of the projects through specific Key Performance Indicators.

As the champion agency for Singapore River and the agency overseeing the Pilot BID programme, URA will continue to monitor the progress and the formation of the Singapore River Pilot BID. Feedback gathered during this process will help to shape the Singapore legislated BID framework for Singapore River precinct, should the legislation be enacted.
QUESTIONS

If you have any questions or would like to set up a one-to-one meeting, please contact:

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Executive Director

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We would like to thank The Mosaic Partnership and the Urban Redevelopment Authority for the assistance in the production of this business plan.

Please also visit our website at [http://singapore-river.com/bid](http://singapore-river.com/bid) or [http://singapore-river.com](http://singapore-river.com)

All information stated in this Business Plan is correct at the time of printing and subject to change without notice.

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