

Kampung Gelang 2023-2028

Place Plan



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 **Rethink**

By Creating a New
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 **Realise**

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Foreword by Minister of State for National Development

Dear Mr Saeid Labbafi,

Protecting and sustaining both tangible and intangible elements of Singapore's history is important in strengthening our social fabric and growing a distinctively Singaporean sense of identity - one that is culturally and ethnically diverse, but unified. We have come a long way on this journey, during which we have adapted with evolving times and demands, and creatively developed different approaches to safeguard and celebrate our heritage together with Singaporeans.

Kampong Gelam is an example of an important heritage area that reflects Singapore's rich historical and cultural roots and has continuously reinvented itself to stay relevant to all. It is where people have set up enterprises and sunken their roots over two centuries. It has evolved through good and tough times to become a cherished area for the Malay, Muslim and the wider Singaporean community.

In recent years, unprecedented challenges such as the COVID-19 pandemic have made it clear that a new approach is needed to sustain the distinctive characteristics and relevance of Kampong Gelam. Notably, it necessitates a more formalised plan and leadership on the ground that can bring together various stakeholders to better adapt to socio-economic changes and secure positive outcomes for the area.

I am therefore heartened that you and your neighbours in Kampong Gelam - institutions, businesses, property owners, residents and friends - came together as the Kampong Gelam Alliance (KGA) and took the lead to support one another in this endeavour. Together, you have worked hard on the Place Plan for the Kampong Gelam Historic Area and developed a blueprint to chart Kampong Gelam's future.

As KGA's advisor since 2021, I have witnessed your passion, dedication and love for Kampong Gelam. I am also deeply encouraged by the strong support and enthusiasm shown by participants throughout the engagement exercise for the Place Plan and delighted to see a diverse range of views and ideas reflected in the final plan.

URA and the relevant government agencies look forward to continue working closely with KGA to support its implementation of the Place Plan. With an exciting range of ideas and projects lined up, I am confident that Kampong Gelam will become even more vibrant and attractive, while remaining rooted in its history as well as the collective aspirations of the many people who cherish it.

I thank all members of KGA as well as other individuals who have contributed to the Place Plan.

Associate Professor Muhammad Faishal Ibrahim
Minister Of State For National Development,
Advisor To Kampong Gelam Alliance

Foreword by CEO, Urban Redevelopment Authority

Dear Mr Saeid Labbafi,

When URA was first appointed as the lead agency to oversee and support heritage conservation efforts in Kampong Gelam over 10 years ago, you were one of the key members of the business community who saw the value of this important heritage area as an asset for Singapore.

Together with like-minded individuals, you and the team at One Kampong Gelam (OKG) have been valuable partners in raising the profile of the area and ensuring its continued relevance

to visitors from all walks of life, while remaining anchored to its culture and community. It has not been an easy journey, but with the support of the community and other agencies, we have collectively managed to achieve a measure of success for Kampong Gelam.

One significant milestone was the formation of the Kampong Gelam Alliance in 2018, when you and your neighbours admirably stepped up and came together to represent the broader community who have a stake in and care deeply for the area.

In 2020, after the Emerging Stronger Conversation with Minister for National Development Desmond Lee, there was further recognition of the need to safeguard Kampong Gelam's future as a place that embraces

heritage, culture and enterprise, with a more formal and inclusive approach that better addresses the forces of socio-economic changes.

KGA then embarked on the journey of creating a Place Plan for the Kampong Gelam Historic Area and consulted widely with the Kampong Gelam community and members of the public. We are impressed and encouraged by the strong support and enthusiasm shown by the many participants who took part in the engagement exercise.

The finalised Place Plan now serves as a blueprint to chart the future of Kampong Gelam, and my colleagues and I look forward to the next step of co-creation with KGA, the wider community as well as other agencies.

We will work together to sustain the values and heritage that make Kampong Gelam distinctive, while also ensuring it remains vibrant and relevant for present and future generations of Singaporeans and visitors to enjoy.

I congratulate KGA on achieving this important milestone, and wish you continued success in your upcoming endeavours.

Lim Eng Hwee
Chief Executive Officer
Urban Redevelopment Authority



Kampong Gelam History & Place

Kampong Gelam shines as an exemplary reflection of Singapore's history and evolution.

One of the country's oldest urban quarters, it was established in the 1800s as a thriving port town and quickly became a multi-ethnic neighbourhood welcoming the Malays, and the seat of Malay royalty, as well as the Arabs, Bugis, Ceylonese, Chinese, North & South Indians, Javanese and others.

For generations, Kampong Gelam has thrived as a mixed-use neighbourhood and an important

centre of trade, publishing, ideas, fashion, education, culture and religion, and its charm remains intact. Locals and visitors alike celebrate the rich culture, the stunning national monuments - including Sultan Mosque and Istana Kampong Gelam (today, the Malay Heritage Centre) - and more than 600 historic shophouses that are home to trades and businesses spanning the traditional to the cutting edge, as well as being social spaces.

The gazetted historic core of the precinct protects the built environment and character of Kampong Gelam Historic Area and has allowed each street to flourish with a distinctive identity.



Arab & Bussorah Streets

Traditional wares including high-end traditional and modern textiles, batik, kebaya dresses (traditional Malay/Javanese dress) and handmade perfumes and Persian carpets.



Haji Lane

A shopping haven with multi-label stores, quirky boutiques, bars and cafes.



North Bridge Road

A showcase of traditional & modern Malay and Halal cuisine.



Aliwal Street

A place for arts and culture.



Today...

Today Kampong Gelam remains as a unique draw for locals for all ages and visitors from afar, but societal and economic shifts - compounded by a global pandemic threaten its long term vitality and unique soul. The precinct risks losing the traditional trades and arts & cultural places as well as the living, emerging ones that have made it relevant for different generations. There is both an urgency and an opportunity to be stewards of our future while honouring our past.

Kampong Gelam stakeholders have already demonstrated their commitment. In 2014, a collective of businesses formed One Kampong Gelam (OKG) to focus on economic growth and vibrancy in the precinct, including efforts to >>

Aerial view of the old district in 1972.

Address parking issues;

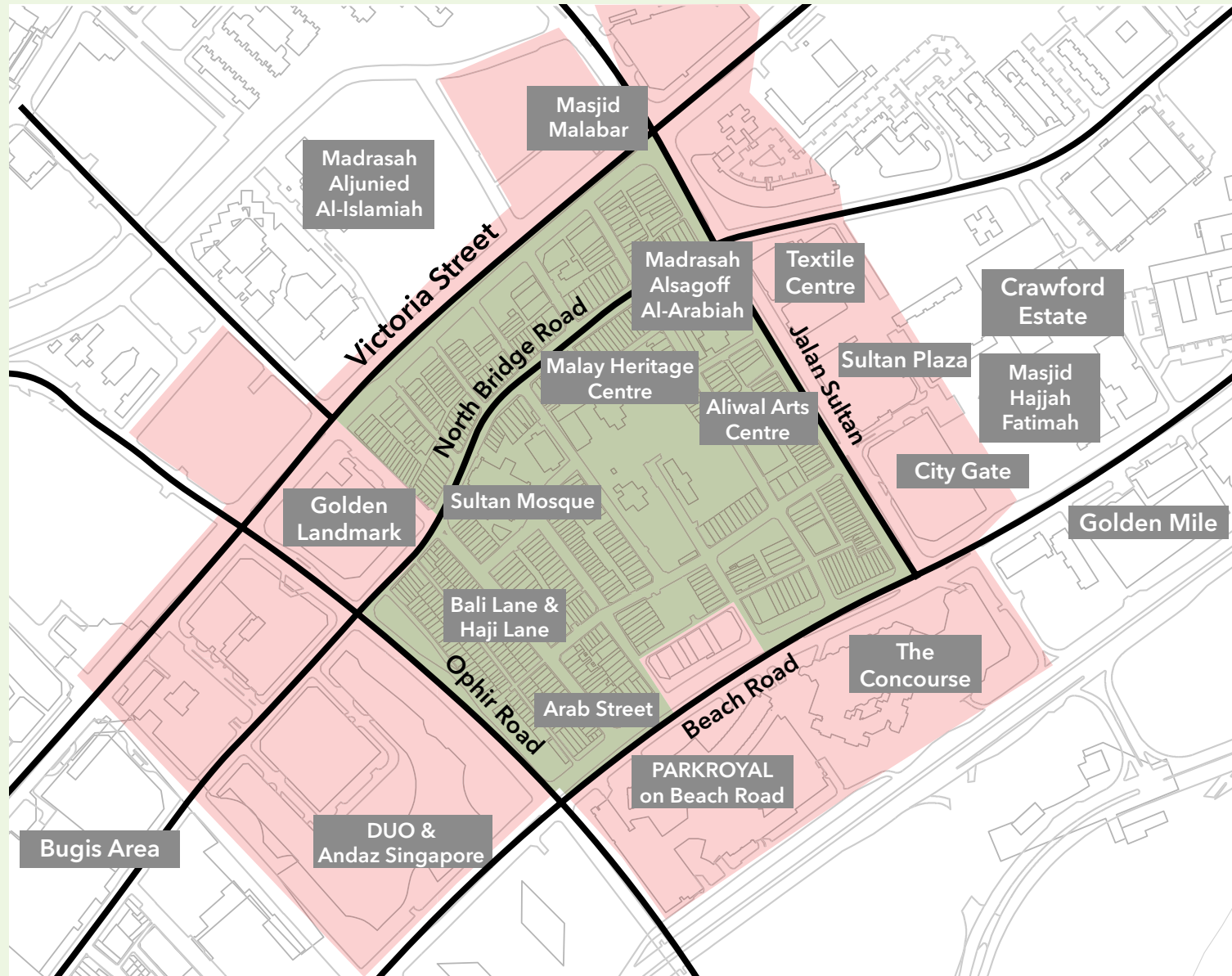
Initiate road closures at Bali Lane, Haji Lane and Bussorah Street;

Comply with guidelines for Outdoor Refreshment Areas (ORAs) and display areas on the closed streets;

Organise numerous successful events; and

Promote and market the area.

Place Plan Boundary

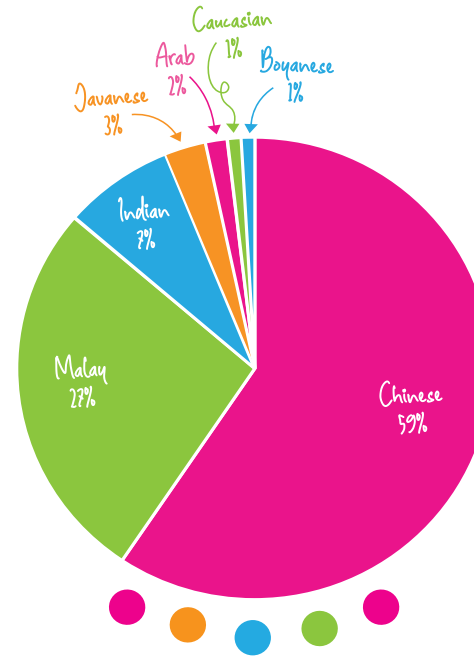


The Place Plan boundary covers approximately 1.5sq km

- Main Roads
- Place Plan Boundary
- Gazetted Conservation Area

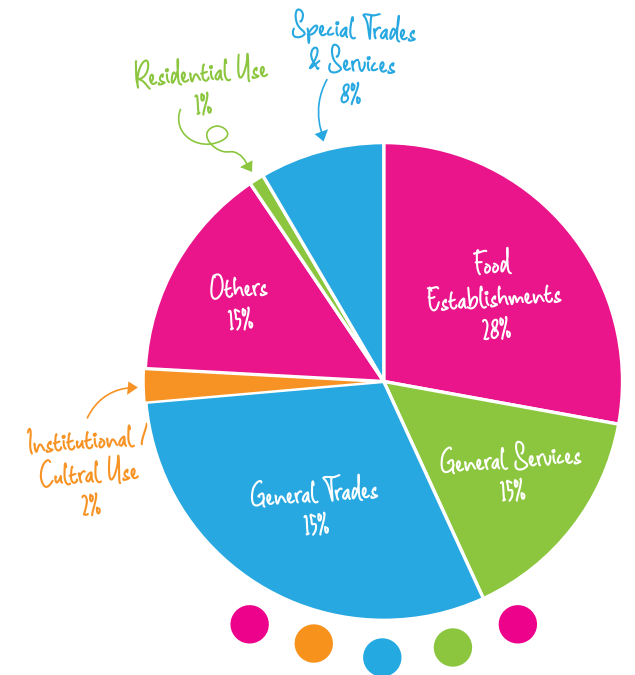
Ethnicity

Respondents to Survey - Ethnic Breakdown



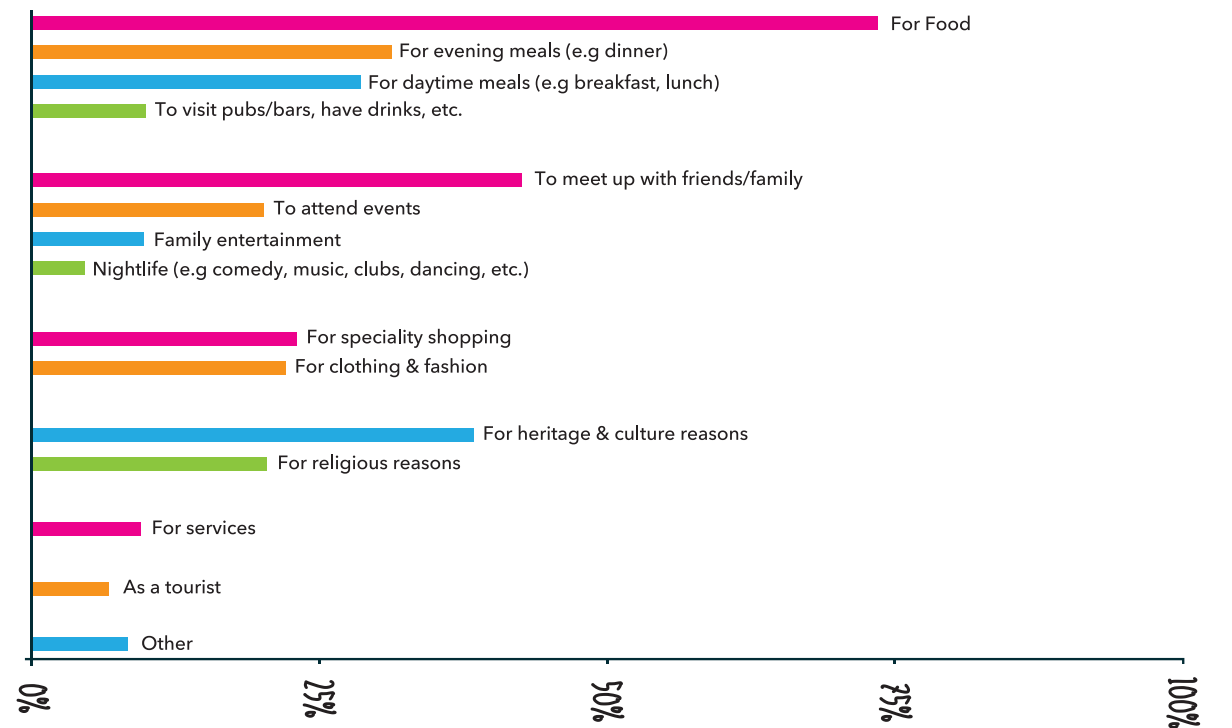
Tenant Mix

Use Type (All Units in Kampong Gelam)



Reasons for Visiting Kampong Gelam

from Survey Respondents



Today...

Kampong Gelam's extraordinary culture remains ever-present today, and its diverse history comes alive as you stroll through the neighbourhood's streets and shops. Rows of historic shophouses lining narrow, winding roadways are interrupted beautifully by goods spilling out of storefronts and people sharing meals in outdoor refreshment areas. Arts, murals and colour abound. Many call the area home, intermixed with spaces that house traditional and modern trades. Stunning cultural institutions

and long established enterprises including the Sultan Mosque, Malay Heritage Centre, Aliwal Arts Centre, traditional restaurants and cafes emerge as the streets wind to an end and serve as gathering places for the community.

Kampong Gelam abounds with unique experiences, opportunities and potential which have yet to be fully realised. This plan aims to bring this potential to light.

What Makes Kampong Gelam Unique?

An Authentic Identity

- Living history, vibrant heritage and culture
- Iconic cultural, community and commercial institutions
- Arts and creative sectors reflecting both the old and the emerging scenes
- Multi-Generational ownership of buildings and businesses
- Conserved buildings, each with a story to tell
- Three national monuments - the Sultan Mosque, Hajjah Fatimah Mosque and Istana Kampong Gelam



A Multicultural Community

- Respect for the Islamic religion
- A social space for Malays, Muslims and other ethnicities of all ages
- A multi-ethnic Singaporean community with a sense of mutual respect that is welcoming to all
- Strong connections to South East Asia and populations around the globe



Local Businesses & Brands

- Local independent businesses, many of which are based on historic trades
- Strong entrepreneurial spirit and Kampong Gelam-based brands
- Street shopping with a large diversity of locally and regionally made goods
- Diverse dining options including traditional, contemporary and halal offerings
- Investment in and celebration of local artists, artisans and craftsmen

However, just like many other places, it faces challenges, competition, a historic public realm that needs refreshing, access and infrastructure issues, the need to modernise its offer and attract the right type of investment, whilst protecting its unique identity, culture and population. It needs to work with a fast changing business environment and the aspirations of a range of cultures and communities. It needs to satisfy the

demands of both residents and those that visit. As a place it needs to have a strong voice and the organisational and funding stability that underpins that. These matters have of course not been helped by the unprecedented challenges due to the pandemic. It is against this backdrop and the desire to continue to evolve and succeed that the concept of a better performing and managed place is considered vital.

Guiding Principles of the Kampong Gelam Task Group



The Kampong Gelam Historic Area Place Plan establishes a framework for embracing Kampong Gelam's unique offer and realising its potential. It also sets out an organisational and resource structure, inclusive of support from both the public and private sectors, to help the community in delivering on its promise.

This plan is a united commitment to support Kampong Gelam's future, and the following are the guiding principles of the work.

Together, we will:

Focus on a clear vision and the things that unite us in order to become stronger together while creating a Kampong Gelam that honours our past and connects our history to our future.

Establish and protect platforms that allow all stakeholders to be equally heard, new ideas to be celebrated, and leadership to be cultivated in a way that unites, not divides.

Create an organisational structure that aligns vision, values and the resources and leadership to do that work that needs to be done. Where there is overlap or duplication, we will find ways to merge organisational structures to best support the needs of the community.

Establish equitable and diversified funding sources that allow the precinct to adequately address needs and operate in a sustainable way.

Support a healthy mix of business, arts, culture and community to ensure that Kampong Gelam is vibrant and attractive to a diversity of visitors, including past and present and residents/users of all ages.

Work together with the government to align Kampong Gelam's needs with resources, policies, programmes and the support needed to achieve the joint goals of the community, business and public sectors.

Creating The Plan

Kampong Gelam's stakeholders have demonstrated their support for a renewed Kampong Gelam and their willingness to invest in change, and the public agencies actively involved in the precinct have come to the table in partnership. The process to ensure this plan reflects their collective priorities has included:



One to One Discussions

90 individuals from more than 40 organisations located in or with an interest in Kampong Gelam were personally engaged.



Mass Online Survey

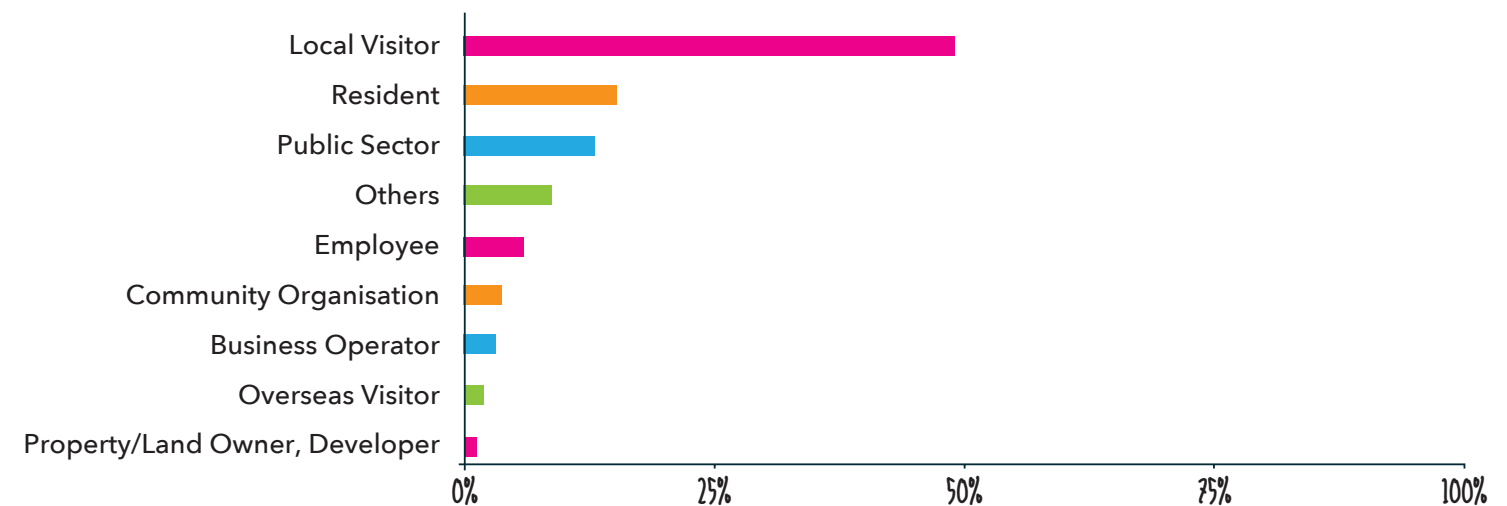
More than 1300 Kampong Gelam stakeholders and other members of the public shared their ideas and views on the draft Place Plan as well as overall perceptions of the precinct.



Walkshops

Four walkshops involving 95 participants were conducted based on the four themes of Celebrate, Create, Connect and Curate. The walkshops comprised site walks covering various locations, and invited participants to share place-specific views on various topics.

Survey Respondent Types



Building Consensus

The following matrix sets out consensus between different engagement areas:

	Better Parking	Calendar of Events & Activations	Car-Lite/Free Projects	Creating a strong partnership	Greenery	History & Heritage	Improve Physical Appearance	Improve Connectivity/Visibility to/from adjacent area	Improve Tenant Mix	Family Friendly	Leasing & Rents	Marketing & Promotions	Promote/Protect Traditional Trades	Public Art/Murals	Public Space/Rest Areas	Strong Precinct Identity	Toilets	Walkability
Kampong Gelam Survey	X	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X
Kampong Gelam Task Group		X		X		X			X		X	X	X			X	X	
Kampong Gelam Project Team		X	X	X		X						X	X					X
Walkshops		X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X
1 to 1 Stakeholder Meetings	X	X	X	X		X	X	X	X	X	X	X	X			X		

Partnership

Partnership & Public Agencies

Public Agencies

The following graphic shows the key priorities arising from the consultation and other engagement.



Our Values & Vision

Values

Our values guide our work and are a touchstone for everything we do. They should be shared with every member of the Kampong Gelam community and be non-negotiable standards that we want to maintain. Our values will be acknowledged, honoured and constantly defended to ensure that change and development occur in accordance with them. They will be presented as a charter for our community to sign up to.

Community	We honour our Kampong by learning our heritage, by listening to each other's memories, by speaking our stories. We embrace our role as the hub for Malay and Muslim culture and celebration as well as historically being a multi-ethnic neighbourhood, and we draw strength from our connection with the diverse cultures of Singapore. We welcome everyone to the precinct to be part of our community.
Enterprise	Commerce has been at the heart of Kampong Gelam. We will encourage business and enterprise, old and new and for them to become part of our community. They give vitality to our Kampong.
Respect	We are respectful of our Kampong, our people, our institutions, our places of worship, our trades, our residents, our heritage and our buildings. We respect the rights, differences and dignity of others, and value multiculturalism and peaceful co-existence. We serve as connectors to our future, treating all with mutual respect.
Resilience	As a Kampong, we pay attention to our needs as well as the needs of our neighbours because we recognise that we are always stronger together. Resilience is the ability to withstand, adapt to, and recover from adversity and change. As a community, we plan for the future while embracing our past.
Sustainability	We always give back to the community the good that our Kampong gifts to us.
Dynamism	We recognise that our Kampong has to evolve and grow. We will shape and manage positive change that maintains our unique character.

Vision Statement

Kampong Gelam is Singapore's multi-cultural hub. Home to rich history, craftspeople, creative trades, culinary experiences and a diverse community of residents, we are anchored by our past and inspired by the opportunity to establish a place that welcomes and charms people from all walks of life.

The Project Plan - The Next Five Years

Kampong Gelam is poised for a renaissance. The collective values and vision for the precinct have been established, and projects, programmes and initiatives needed to realise the vision have been prioritised by stakeholders. The Project Plan identifies where we will invest our resources and time to meet the moment.

Project Plan Objectives:

- To **protect and promote** the culture and heritage of Kampong Gelam and to **support and celebrate** the community of past and present stakeholders.
- To ensure that **economic prosperity** is shared by all, and to sustain and grow **traditional and modern enterprise** supporting existing and future generations
- To establish a distinctive **sense of place** that is connected to our story, and to **improve connectivity** within and to Kampong Gelam, increasing **visitorship and accessibility**
- To connect to the **wider Singaporean community** and **visitors from around the globe** and welcome them to Kampong Gelam
- To establish a **sustainable and strong partnership** that can connect us, catalyse us and ensure a prosperous future for Kampong Gelam
- To help protect and sustain **the 'soul' of the area**



The Next Five Years - Areas of Focus

Identity	Economy	Placemaking	Connectivity & Access	Activation
<p>Celebrate the culture, heritage and creativity of Kampong Gelam</p> <p>Amplify the unique and distinctive experiences to be discovered in the precinct</p> <p>Bring the heritage of Kampong Gelam to life</p> <p>Tell the story</p>	<p>Protect and develop the tradespeople that are part of Kampong Gelam's history and community</p> <p>Identify gaps in the business mix and welcome in new economic opportunities</p> <p>Incubate new concepts and establish spaces for creative endeavours</p>	<p>Create room for everyday life and community to develop</p> <p>Provide opportunities for formal and informal programming to create authentic experiences that generate a sense of belonging</p> <p>Create places and stages for events and activities to showcase the neighbourhood</p>	<p>Take advantage of Kampong Gelam's centralised location to bring people in</p> <p>Educate visitors and locals on the ease of getting to, and around Kampong Gelam via all modes</p> <p>Increase walkability and bikeability and reduce cars to improve visitor experience and visibility of the shops</p>	<p>Create reasons for people of all ages to visit and linger</p> <p>Provide opportunities to bring the Kampong Gelam story to life</p> <p>Make every day in Kampong Gelam an interesting experience</p>
Projects	Projects	Projects	Projects	Projects
<p>Establish a strong precinct identity</p> <p>Tell the Kampong Gelam story</p> <p>Showcase Kampong Gelam's cultural heritage</p> <p>Create connections and establish precinct loyalty</p>	<p>Protect traditional trades and heritage uses</p> <p>Curate a tenant mix and attract complementary businesses</p> <p>Incubate new business concepts</p> <p>Establish strong business partnerships and encourage collaboration</p>	<p>Create a comfortable and engaging public realm</p> <p>Establish new gathering spaces and places</p>	<p>Make access to and around Kampong Gelam easier</p> <p>Improve connectivity to adjacent areas</p> <p>Establish Kampong Gelam as a car-lite district</p>	<p>Bring the precinct to life through events that share the Kampong Gelam story</p> <p>Invite the community and visitors in to participate</p> <p>Create daily activations to provide a compelling experience</p>

The Next Five Years: Identity

Kampong Gelam is more than a commercial district; its history, heritage, culture, food, and stories are the foundation of the community. Projects that strengthen and celebrate Kampong Gelam's history and soul should:

- Celebrate the culture, heritage and creativity of Kampong Gelam
- Amplify the unique and distinctive experiences to be discovered in the precinct
- Bring the heritage of Kampong Gelam to life
- Tell the story

Establish a strong precinct identity

The Kampong Gelam brand is strong - our job will be to amplify it. The starting point is development of a strong Kampong Gelam brand identity and supporting visual elements and messaging points. This will include consideration of:

- How we deploy the brand consistently throughout the precinct
- Establishment of brand guidelines
- Identifying how we leverage the brand by working with local businesses to utilise it on their bags, merchandise, signage and advertising

The brand package should be augmented by the culture and heritage charter and disseminated to all Kampong Gelam stakeholders as the foundation for our work and overall messaging.

Tell the Kampong Gelam story

The extraordinary stories of Kampong Gelam only come to life when we find compelling ways to tell them. A comprehensive marketing campaign will be a key focus, and finding strategic places and partners to support us in telling that story will be key. Some platforms to share our story may include:

- Visit Kampong Gelam website
- Curated infographics panels at Bugis MRT Station
- Bugis MRT
- Consolidated social media presence
- A regular newsletter for stakeholders

Other platforms could be explored. Outreach and training to all stakeholders to help extend the reach of marketing efforts will be part of this work.



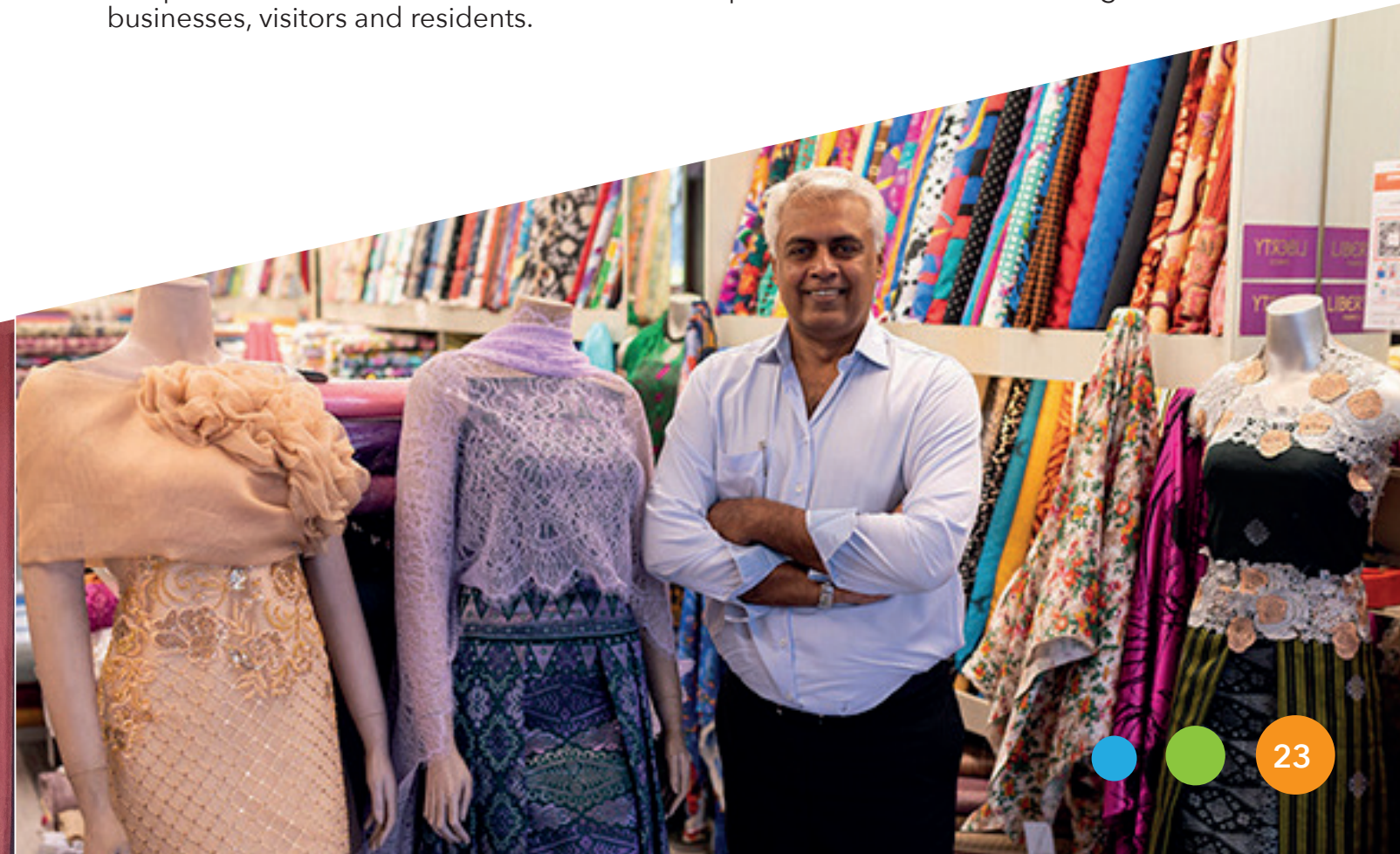
Showcase Kampong Gelam's cultural heritage

Our past is what will inform our future, and showcasing our heritage provides us a platform for ensuring that new investment is complementary to and respectful of our traditions and trades. Diverse opportunities to promote existing and community heritage assets should be considered. Among the interesting opportunities to do this work are:

- Engaging businesses to establish micro-galleries which tell stories of the history of their spaces, buildings and Kampong Gelam
- Encouraging businesses to weave history into their offerings, be it historical goods or experiences
- Showcasing unique profiles of traditional trades and heritage businesses through video, imagery and other marketing strategies
- Development of a trade and services directory and map
- Showcase existing events and develop appropriate new ones

Create connections and establish precinct loyalty

Building pride in and support for the precinct is a critical part of sustaining the identity of precinct. This can be achieved by establishing an ambassador system comprising of current and past stakeholders who are advocates for the precinct and who can be navigators for new businesses, visitors and residents.



The Next Five Years: Economy

Kampong Gelam is home to a unique mix of businesses, culture and community in Singapore. Its distinctive trades and spaces make it a compelling destination. Projects that support Kampong Gelam's economy should:

- Protect and develop the trades and tradespeople that are part of Kampong Gelam's history
- Identify gaps in the business mix and welcome in new economic opportunities
- Incubate new concepts and establish spaces for creative endeavours

Support Traditional Trades & Businesses in their transformation

In order to protect our unique offerings, we must catalogue what remains of our traditional trades and heritage businesses (Nasi Padang, perfume, textiles, fisheries, spices, accessories/goods for Hajj pilgrimage), as well as document what has been, or is in danger of being lost. For those at risk, we will identify what is needed to support them. We will also develop opportunities to help new generations learn traditional trades, through education and apprenticeships, and explore new ways to co-locate traditional offers with complementary modern concepts to bring awareness to both.

Curate a tenant mix and attract complementary businesses

A thriving precinct is one that meets the needs of local populations while serving as a draw for visitors. Creating this vibrancy means a diverse mix of businesses. To ensure this, we will do a gap analysis to explore what's missing and where spend is being lost to other areas. We will also inventorise vacant and underutilised spaces. From there, we will create connections while working to develop suitable incentives to support the success of both the business owner and the landowner.

Incubate new business concepts

New business concepts often can't afford a full shop space rental. Creative interventions that carve out smaller spaces in ways that can support a start-up's success can be developed in Kampong Gelam. These may come in the form of:

- 'Share a shop space' campaign, encouraging pop-up opportunities co-located with existing businesses
- Pop-up businesses and artist residencies in vacant shopfronts
- An incubator program that establishes more start-up friendly requirements including short-term leases
- Establishment of a business incubator space, possibly at 45/47 Sultan Gate

Incubate new business concepts

The Kampong Gelam business community will need to work together to support these efforts, thinking out-of-the-box on how to support new ventures and collectively succeed. Regular forums and the establishment of a business-focused working group will be part of the strategy.



“

I support this Place Plan because it has the potential to preserve the heritage of Kampong Gelam better, and will also lead to significant improvements that will benefit the community as a whole. ”

Ms Rumaizah Modafi, Warees Investment





The Next Five Years: Place Making

Kampong Gelam is an intricately woven fabric of distinctive public spaces which provide room for everyday life and for community to develop, generating a sense of belonging. Projects that support placemaking in Kampong Gelam should:

- Create room for everyday life and community to develop
- Provide opportunities for formal and informal programming to provide authentic experiences that generate a sense of belonging.
- Produce places and stages for events and activities to showcase the neighbourhood

Create a comfortable and engaging public realm

People are drawn to neighbourhoods that feel pleasant, clean and safe. Kampong Gelam's unique offerings are a draw in and of itself, but encouraging people to linger means creating an environment that feels comfortable. A comprehensive public realm investment strategy can help the precinct achieve this, by identifying needed investments including:

- Public Art
- Greenery, Trees & Community Gardens
- Benches and Shade Structures
- Trash bins and waste management
- Comprehensive cleaning and maintenance
- Bike racks and storage
- Drinking fountains
- Public Toilets

Identifying appropriate places for investments, and ensuring the improvements can be well managed and maintained, will be key.

Establish new gathering spaces and places

The Kampong Gelam neighbourhood is committed to creating new public spaces and places that can encourage gatherings, events, programming and more. Four opportunities have been identified:

- Transformation of Sultan Gate Open Space for smaller-scale events
- Reimagining of the North Bridge Road/Arab Street junction as a new gateway into Kampong Gelam that can host precinct information and wayfinding
- Pedestrianisation of Ophir Road
- Creation of pocket parks and public spaces

The Next Five Years: Connectivity & Access

Kampong Gelam is one of the most centrally located precincts in Singapore and among the most walkable and explorable, with a significant majority using public transport to get there. To build on that, this plan identifies investments that improve connectivity and access through projects that:

- Take advantage of Kampong Gelam's centralised location to bring people in
- Educate visitors and locals on the ease of getting to, and around Kampong Gelam via all commuting models
- Increase walkability and bikeability to improve visitor experience and visibility of the shops

Make access to and around Kampong Gelam easier

Accessibility is one of Kampong Gelam's key strengths, but many are not aware of the ease by which you can get to, and around, the precinct. Improving awareness of this accessibility via signage, marketing, messaging, and technology should aim to:

- Raise awareness of parking locations, pricing and availability
- Clearly identify transit options and routes, including MRT and bus transport options

This will require public education efforts outward to visitors as well as local businesses and stakeholders to help promote the different access options.

Improve connectivity to adjacent areas

Thousands of residents live in precincts adjacent to Kampong Gelam, and better connecting them to our precinct increases economic opportunity for our businesses and trades. Improved connectivity means investments in:

- Way-finding and directional signage to Kampong Gelam and key areas within
- Improved physical connections on key corridors, including pedestrian safety improvements, wheelchair access and cycling trails
- The promotion of best access pathways via printed and online maps

Establish Kampong Gelam as a car-lite district

Designing a car-lite neighbourhood means improving non-car accessibility through shared mobility and sustainable urban design which support modes other than cars. Moving towards Kampong Gelam becoming a car-lite district means:

- Establishing a comprehensive car-lite strategy for the precinct to improve pedestrian street experience
- Strategies to pedestrianise Haji Lane and Bali Lane
- Planning for a road diet on Arab Street
- Relocating coach parking



“The Place Plan is a reminiscence and rejuvenation of the golden era of Kampong Gelam. This new trajectory will take the precinct to another level.”

Mr Mohamed Patail, Sultan Mosque





The Next Five Years: Activation

Events and activities will bring Kampong Gelam to life while celebrating all the unique qualities that make it special. Activating Kampong Gelam means investing in programming that:

- Creates reasons for people to visit and linger
- Provides opportunities to bring the Kampong Gelam story to life
- Makes every day in Kampong Gelam an interesting experience

Bring the precinct to life through events that share the Kampong Gelam story

To be distinctive - and to support the economic opportunity of Kampong Gelam - new programming should include opportunities to share, interpret and showcase the history of the precinct, and the unique trades located within. We will consider opportunities to highlight each of the distinctive elements of our neighbourhood in unique ways, while also uniting the community that calls Kampong Gelam home to come together through targeted stakeholder engagement events.

Invite the community and visitors in to participate

We will invite both locals and visitors in to join us in celebrating our Kampong Gelam by making information about the programming readily available and by marketing events and opportunities to join our celebrations. This includes creation of a calendar of events and a strong events marketing platform, as well as making access to events easier by sharing various modes of transportation to get to events and to navigate the area.

Create daily activations to provide a compelling experience

Large scale events and festivals are certainly one way to activate the area, but there are other day-to-day ways to make the experience of visiting our precinct unique. We will seek to create a full calendar of ongoing programming that makes each visit to Kampong Gelam a new visit, while also offering some basic conveniences and amenities (for example, an umbrella rental/sharing system) that provide extra comfort for guests and locals alike.

“Kampong Gelam was the heritage site allocated for the Malays in the year 1820. It was the home of the Istana Kampong Gelam, the heritage site that recorded the rich history and culture of Singapore’s Malay and Muslim community.”

Mr Kung Teong Wah, PARKROYAL on Beach Road

Implementation Plan

PROJECT PLAN AREA	DESCRIPTION	SPECIFIC PROJECTS	DETAILS	PROJECT LEAD	SHORT TERM (ST) OR LONGER TERM (LT)
IDENTITY	Celebrate the culture, heritage and creativity of Kampong Gelam Amplify the unique and distinctive experience to be discovered in the precinct Bring the heritage of Kampong Gelam to life Tell the story	Establish a strong precinct identity	Clear understanding of place through robust data and intelligence gathering. Use to set targets for the place and to disseminate information to allow business/organisations to plan better & make informed investment decisions	KGA + PT	ST
			Create a precinct brand that is based on Kampong Gelam's values and distinctive qualities	KGA	ST
			Disseminate the Kampong Gelam Place Values Charter	KGA	ST
			Establish a campaign to encourage use of the precinct logo on bags, merchandise, documentation etc of local/appropriate organisations, businesses and institutions	KGA	ST
			Develop a comprehensive and consolidated precinct marketing campaign	KGA	ST
			Utilize Visit Kampong Gelam platforms to promote the precinct	KGA	ST
			Showcase Kampong Gelam on wall posters and infographic panels at Bugis MRT station	KGA + PT	ST
			Consolidate Kampong Gelam's online presence	KGA + PT	ST
			Level up stakeholders knowledge of Kampong Gelam to aid in better promoting the precinct and increasing participation. For example: - Welcome/orientation program for new stakeholders - Guided tours - Food tasting events of local restaurants - Meet-your-neighbour events	KGA	LT
			Create and promote a trade and services directory and map. Establish a Kampong Gelam Publication (online or hard copy)	KGA	ST
	Showcase Kampong Gelam's cultural heritage	Establish a comprehensive strategy to promote existing community and heritage assets such as MHC, street galleries, heritage trades/businesses, storyboards, etc.	KGA	ST	
		Expand micro galleries in shophouses and businesses where information of the unit's past (e.g. previous uses and occupiers, interesting events) can be told in engaging ways	KGA + PT	LT	
		Invite stakeholders to enhance the visitor experience through their offerings (e.g. goods that were once available here, communication with customers, shop decoration, community tours, events, etc.)	KGA	ST	
		Identify and map traditional trades and heritage businesses and profile them through social media, news articles, etc.	KGA + PT	ST	
		Identify precinct stakeholders who want to be profiled as ambassadors and provide training. Establish Ambassador Programme	KGA	ST	
		Create a programme to identify ambassadors (e.g. with decals on their shopfronts, online platforms, newsletters, etc.)	KGA	ST	
		Establish annual reward for the best ambassador to recognise their contribution to Kampong Gelam	KGA + PT	LT	
		Invite former residents/stakeholders to reconnect with Kampong Gelam through the Ambassador programme	KGA	ST	
		Ambassador, reward & reconnect programme	Identify/catalogue traditional and heritage businesses in Kampong Gelam and identify activities to support their success and growth	KGA + PT	ST
			Engage citizens to learn about traditional trades and understand the importance of local trade businesses	KGA	ST
Develop an skills/apprenticeship scheme that allows younger generations to work with senior business operators to promote cross learning and support	PT		LT		
Review manpower policies to allow traditional trades and heritage businesses to employ suitable staff	PT		LT		
Document, revive and reintroduce trades if possible eg basket making	KGA + PT		LT		
Develop a pilot scheme to allow hybrid uses through complementary sub-tenancies e.g. small cafe in a fabric shop with workshops about fabric and tailoring.	PT		LT		
Define desired types of businesses/uses to improve the mix in Kampong Gelam. Develop a list of interested tenants and vacant shop units and "matchmake" landlords with new businesses.	KGA		ST		
Review policies to facilitate the entry of traditional trades and heritage businesses into Kampong Gelam	PT		ST		
Incentivise landlords to lease shophouses to traditional trades and heritage businesses	PT		LT		
Help landlords and tenants better maintain their heritage buildings, which could include incentives, programmes and shared resources to tap into	PT		LT		
Protect the trades and tradespeople that are part of Kampong Gelam's history Identify gaps in the business mix and welcome in new economic opportunities Incubate new concepts and create spaces for creative endeavours	Protect traditional trades and heritage businesses	Create a "Share-a-shop-space" campaign offering small free/affordable space for new start-ups/small businesses to add offerings to the area and understand what types of businesses work in Kampong Gelam.	KGA	ST	
		Curate use of vacant shophouses with pop-up businesses and artist residencies	KGA + PT	LT	
		Develop an incubator programme to allow selected businesses to test their concepts through short leases and affordable rent. These new businesses should add to the diversity of offerings, complement the traditional trades to cross-support each other or enhance the experience within the precinct.	PT	LT	
		Work with ESG/STB on Passion Made Possible and Experience Start-Up Fund call out	KGA + PT	ST	
		Explore use of 45/47 Sultan gate as a community and incubator space	KGA + PT	ST	
	Curate a tenant mix and attract complementary businesses	Help landlords and tenants better maintain their heritage buildings, which could include incentives, programmes and shared resources to tap into	PT	LT	
		Define desired types of businesses/uses to improve the mix in Kampong Gelam. Develop a list of interested tenants and vacant shop units and "matchmake" landlords with new businesses.	KGA	ST	
		Review policies to facilitate the entry of traditional trades and heritage businesses into Kampong Gelam	PT	ST	
		Incentivise landlords to lease shophouses to traditional trades and heritage businesses	PT	LT	
		Help landlords and tenants better maintain their heritage buildings, which could include incentives, programmes and shared resources to tap into	PT	LT	
Incubate new business concepts	Create a "Share-a-shop-space" campaign offering small free/affordable space for new start-ups/small businesses to add offerings to the area and understand what types of businesses work in Kampong Gelam.	KGA	ST		
	Curate use of vacant shophouses with pop-up businesses and artist residencies	KGA + PT	LT		
	Develop an incubator programme to allow selected businesses to test their concepts through short leases and affordable rent. These new businesses should add to the diversity of offerings, complement the traditional trades to cross-support each other or enhance the experience within the precinct.	PT	LT		
	Work with ESG/STB on Passion Made Possible and Experience Start-Up Fund call out	KGA + PT	ST		
	Explore use of 45/47 Sultan gate as a community and incubator space	KGA + PT	ST		
Establish strong business partnerships and encourage collaboration	Create a business curation group made up of key stakeholders and agencies to: - Propose a list of preferred trades and businesses. - Work with landlords to curate streets and tenant mix. - Give input on change of use policy to better support businesses and curate the experience in Kampong Gelam. - Review specific change of use proposals where needed and provide grant information	KGA + PT KGA + PT	LT ST		

PROJECT PLAN AREA	DESCRIPTION	SPECIFIC PROJECTS	DETAILS	PROJECT LEAD	SHORT TERM (ST) OR LONGER TERM (LT)	
PLACEMAKING	Create room for everyday life and community to develop. Provide opportunities for formal and informal programming to create authentic experiences that generate a sense of belonging. Create places and stages for events and activities to showcase the neighbourhood	Create a comfortable and engaging public realm	Conduct a comprehensive audit to identify locations for improvement in Kampong Gelam's public realm	KGA	LT	
			Establish a comprehensive cleaning and maintenance program, to include (but not limited to): - Cleaning Ambassadors/Cleaning Team to do regular litter removal and maintenance - Neighbourhood watch group(s) - Enforcement	KGA + PT	ST	
			Create an integrated waste management system (e.g. litter, commercial waste, food waste, recycling) and identify a centralised and improved bin centre for waste collection.	PT	LT	
			Establish efforts to eliminate illegal dumping, including: - Education on proper waste disposal, especially for shops undergoing renovation - Bi-annual Kampong Gelam neighbourhood clean-up day with initiatives such as upcycling/barter trade, disposal of bulky items, workshops, etc. - Surveillance and enforcement.	KGA + PT	ST	
			Provide more easily accessible toilets and baby changing facilities to attract families.	KGA + PT	LT	
			Add benches to increase dwell time	KGA + PT	ST	
			Create shade through art installations	KGA + PT	ST	
			Create rest stops for delivery personnel from Grab/Foodpanda, etc.	KGA	ST	
			Improve the greenery of the area to soften the landscape, create shade and lower the ambient temperature. This could be done by adding potted plants to the side lanes and car park lots can be reclaimed for trees-in-pots.	KGA + PT	ST	
			Organise tree planting campaign e.g. tree donation drive and community events.	KGA + PT	ST	
			Create community gardens for opportunities for more community involvement programmes such as children or family-friendly outdoor activities, student participation and volunteering activities.	PT	ST	
			Attract cyclists by installing bike racks, portable drinking water fountains and public dustbins.	KGA + PT	LT	
			Transform Sultan Gate open space into an attractive and flexible public area with simple public amenities to support micro events (e.g. community events, fairs, weddings, performances, etc.)	KGA + PT	ST	
			Open space at the junction between North Bridge Road and Arab Street could become one of the gateways into Kampong Gelam with visitor information e.g. digital signs such as precinct map, calendar of events and feature trades.	PT	LT	
			Study the feasibility of transforming back lanes into linear parks with public structures, park benches and cycling tracks through it to attract pedestrians and cyclists. Create a public space to connect DUO and Bugis to Kampong Gelam	PT PT	ST LT	
CONNECTIVITY AND ACCESS	Take advantage of Kampong Gelam's centralized location to bring people in. Educate visitors and locals on the ease of getting to and around Kampong Gelam via all modes Increase walkability and bikeability and reduce cars to improve visitor experience and visibility of the shops	Make access to and around Kampong Gelam easier	Raise awareness of available parking and transport options in and around Kampong Gelam	KGA	ST	
			Create designated drop-off/pick-up points and provide wayfinding to these points.	KGA + PT	ST	
			Raise awareness of the car parking in adjacent buildings by sharing information such as their rates and entrances.	KGA	ST	
			Work with stakeholders to educate visitors on car parking availability and transportation options (e.g. via QR codes in their shop for shoppers to download the information from the designated website)	KGA	ST	
			Install QR codes with information on car parking at adjacent buildings and on the URA car park signs along the streets.	KGA + PT	ST	
			Work with URA to slowly phase out permit/season parking on the streets and encourage users to get a lot at adjacent buildings. Permit/season parking should only be reserved for residents within Kampong Gelam	KGA + PT	LT	
			Raise awareness of and improve MRT and bus services	KGA + PT	LT	
			Improve wayfinding to Kampong Gelam from surrounding areas	KGA + PT	ST	
			Establish better physical connections, including: - Between the centre of activities and population at North Bridge Road - Jalan Sultan - Beach Road - Victoria Street - Crawford Street Add at grade crossings to improve wheelchair access and family-friendly access. Improvements to include signal crossings, zebra crossings, etc.	PT	LT	
			Improve connectivity to adjacent areas	Add all trails and connections onto Visit Kampong Gelam Website	KGA	ST
				Introduce cycling lanes into the precinct and add bike parking areas to encourage cyclists to make Kampong Gelam a destination	PT	LT
				Develop a comprehensive car-lite strategy for the precinct to phase in street closures. Considerations should include: loading/unloading, drop off points, and emergency vehicles	PT	ST
				Pilot reinstatement of the Haji Lane CFZ	KGA + PT	ST
				Pedestrianisation of Haji Lane and Ball Lane	PT	ST
			Establish Kampong Gelam as a car-lite district	Pilot road dieting for Arab Street. The increased walkway space in front of the shophouses – reclaimed from the road – could help to improve pedestrian visibility of the shops and shophouses.	KGA + PT	LT
Relocate coach parking to fringes of precinct	KGA + PT	ST				

Implementation Plan

ACTIVATION	<p>Bring the precinct to life through events that share the Kampong Gelam story</p> <p>Create reasons for people to visit and linger</p> <p>Provide opportunities to bring the Kampong Gelam story to life</p> <p>Make every day in Kampong Gelam an interesting experience</p>	<p>Develop a calendar of key events for Kampong Gelam that the precinct will be known for. The predictability of the events will also allow stakeholders to collaborate with each other.</p> <p>Create new cultural events and programs focused on Kampong Gelam's unique offers (e.g. Fashion/textile trades (ProjekGLAMway), street arts, etc.)</p> <p>Collaborate on Malay Culture Fest</p> <p>Explore KPG festival</p> <p>Explore events at off-street EPS car parks</p> <p>Car boot sale at Coach Bay</p> <p>Ramadan Bazaar</p> <p>Establish a half-yearly neighborhood get together</p> <p>Create a calendar of events and activities to showcase the best of Kampong Gelam</p>	KGA	ST
			KGA	ST
			KGA	ST
			KGA	ST
			KGA + PT	ST
			KGA	ST
			KGA	ST
			KGA	ST
			KGA	ST
			KGA	ST
	<p>Invite the community and visitors in to participate</p>	<p>Collate and market existing trails through marketing platforms. Introduce curated/ themed trails created by the local community to encourage exploration of the precinct and showcase the lesser known areas and good businesses in the precinct.</p> <p>Create a marketing platform for events (potentially the existing Visit Kampong Gelam website and social media platforms). Invite stakeholders to share their events/ activities on a regular basis. Promote retail/ F&B businesses in tandem with the calendar of events.</p>	KGA	ST
	<p>Create daily activations to provide a compelling experience</p>	<p>Develop an umbrella sharing system to help visitors gain access to more areas during rainy days</p>	KGA + PT	ST
			KGA	ST



“ Having gone through the process of understanding the values and aspirations of those who care for Kampong Gelam, I feel that my sense of belonging to the wider community has been strengthened. This also gives me and other members of the Alliance the confidence that we can all work together towards a more resilient future with much goodwill all around. ”

Ms Vivienne Soon, Breezeway

Governance & Structure

Realising our ambitious vision for Kampong Gelam is a longer-term commitment of 5-10 years. To move us from this moment into action, a transition period of up to 3 years is anticipated. **This transition will require funding and dedicated staffing.**

Transition

The three year transition period is designed to lay the foundation for successful long-term implementation of this plan. To succeed, the transition period must include and address:

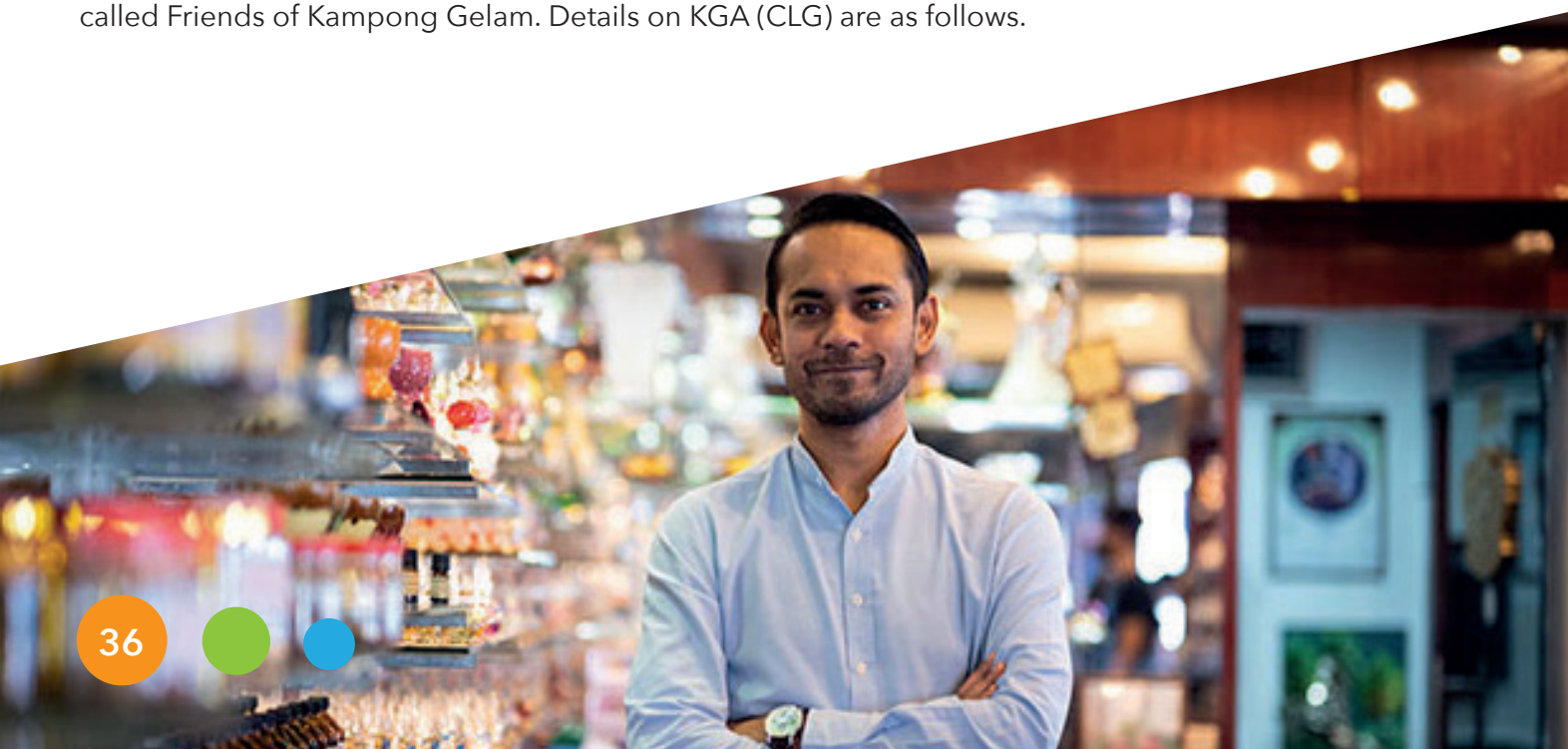
- The involvement and evolution of existing organisations working in the precinct, including One Kampong Gelam and the Kampong Gelam Alliance
- The participation of all stakeholders in a partnership - business, institutions, heritage and cultural stakeholders and the residential community
- The treatment of Kampong Gelam as a 'whole place' rather than simply a network of individual streets and sectors
- Acknowledgement of the diverse character and geography of the area
- Effective approaches to leadership for Kampong Gelam
- The mitigation of parochial interests

Ultimately, effective place partnerships require strong governance and structure. Ideally there is one organisational voice to represent and address the needs of a place alongside leaders that inspire confidence and credibility.

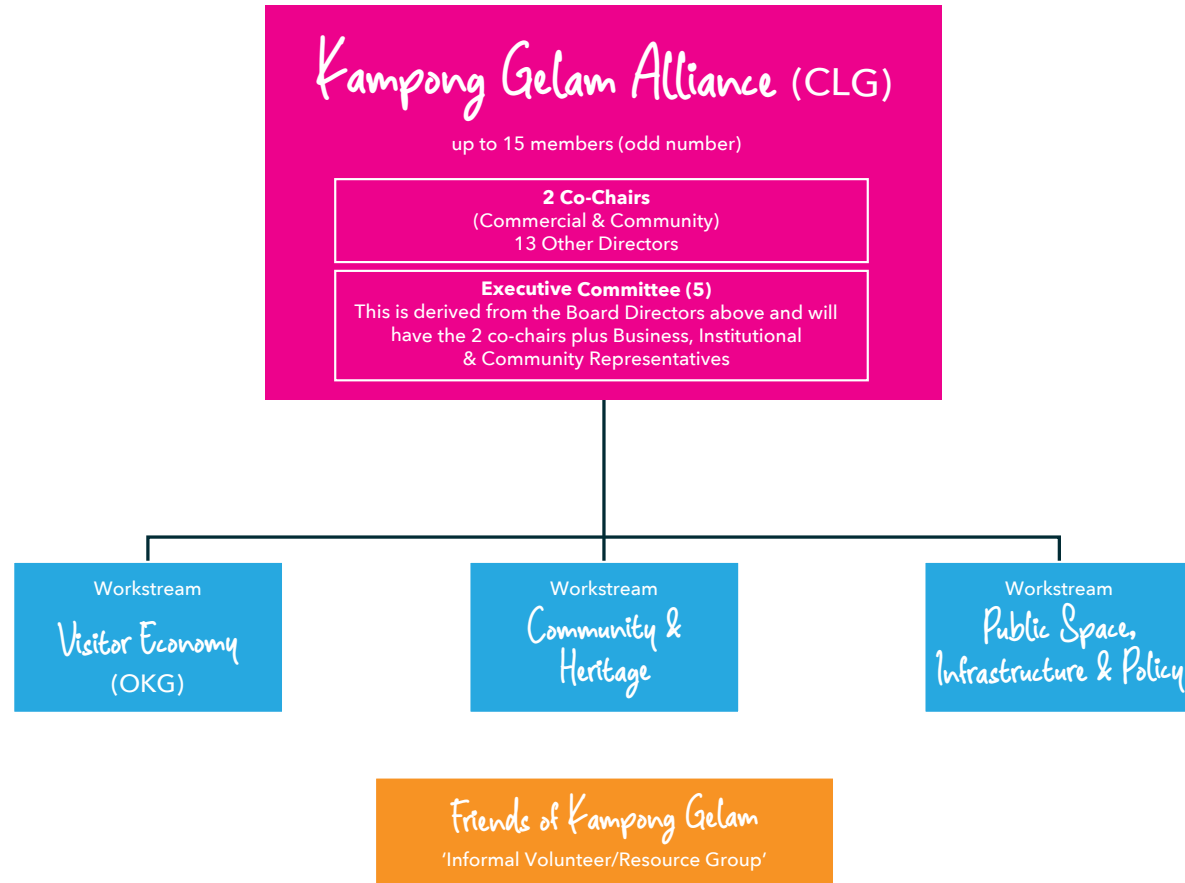
In developing a governance structure for Kampong Gelam, several good practice examples in comparable areas were examined. Based upon this research and an understanding of the priorities of the precinct, we hope to establish a new entity which can unite all the various interests of the neighbourhood.

The Kampong Gelam Alliance (KGA)

The Kampong Gelam Alliance (KGA) is recommended to become a not for profit Company Limited by Guarantee (CLG), eventually becoming the representative organisation for Kampong Gelam. The structure not only allows existing organisations to be involved and evolve over time, but also provides for proactive collaboration with public agencies and involvement of the wider community through a new network called Friends of Kampong Gelam. Details on KGA (CLG) are as follows.



Structure



Body	Type	Key Roles	Proposed Members
Kampong Gelam Alliance (CLG)	CLG	Overarching body (A Board and Exco) in charge of developing & implementing the Place Plan, responsibility for groups underneath as well as the housing for finances and staffing.	All eligible organisations can become ordinary members Board Membership of about 15 from Business, Institutional, Cultural Organisations & Residents
1. Visitor Economy Group	Workstream	Responsibility for development of membership/BID, Events & Activations and associated marketing work. This could be carried out by an existing organisation such as OKG	Primarily drawn from retailers, F&B & attractions. Can be OKG
2. Community & Heritage	Workstream	To help preserve heritage assets, uses, community stories, engage residents.	Sultan Mosque, MHC,MHF, Arts/Cultural, Resident(s)
3. Public Space, Infrastructure & Policy	Workstream	Develop asset/space, infrastructure management project, public agency grant assistance for Kampong Gelam, Assist in the development of other policy and funding models, identified from global best practice for adaptation to Singapore's context	Combination of Tenants, Property Owners & Public Agencies
Friends of Kampong Gelam	Support Group	Harness the interest developed during study to have a group that not only uses Kampong Gelam but act as a regular engagement and research partner as well as volunteers.	Members of the Kampong Gelam Community & Wider Singaporean Public as well as Resource Panel. Other Community Experts.
Public Agency Team	Support	9 Agencies and potentially more, to deliver on Govt role in Place Plan and support KGA (CLG) where relevant.	Currently 9 public agencies plus NParks

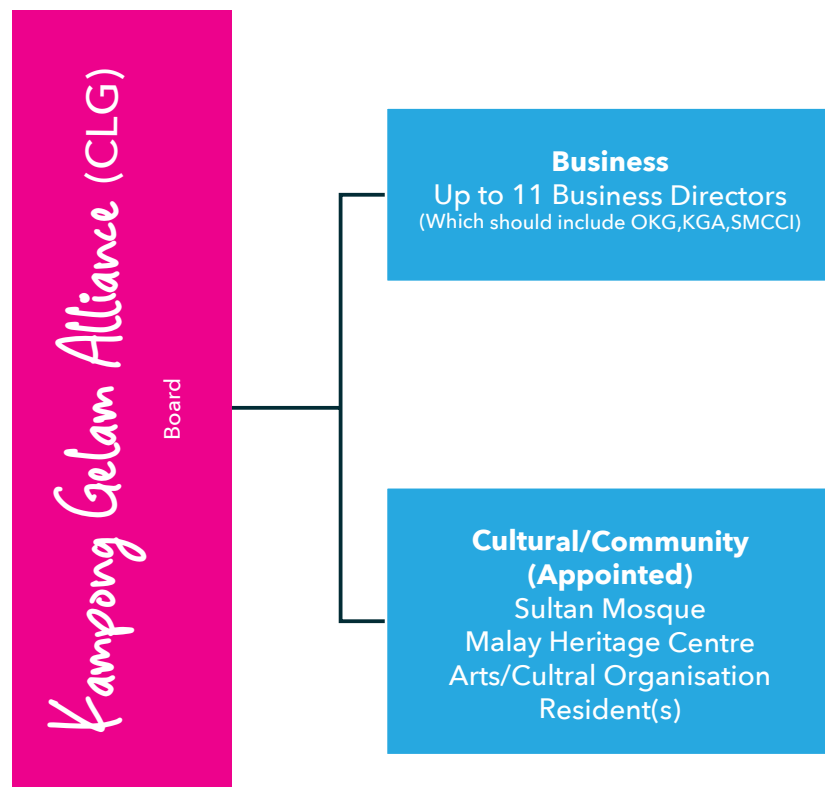
Notes:

- KGA would be a CLG. A secretariat will be needed until CLG forms. URA can provide interim support
- Organisations such as OKG can be delivery bodies and remain as they are unless other arrangements are agreed
- Expected as a strategic body that meets 4-6 times a year with day to day work responsibility of groups underneath
- All Directors would be Non-Executive
- KGA responsibility to appoint Executive Group
- Business organisations will be subject to a membership fee
- No mandatory fees for non-commercial organisations but agreed nominal contribution
- Expectation that there would be one open Board Articles of Association to guarantee Board Places Institutional, Cultural & Residential places
- Elections for Board in mid-term
- One Member/One Vote

How Can I Be Part of the Kampong Gelam Alliance (CLG)

There are 5 key different ways you can be part of the organisation:

- 1) If you are eligible to be a formal member of the CLG, then you can apply and join. This will enable you to have full rights including voting on appropriate company matters as well as standing for any relevant positions such as a Board Director.
- 2) You could be part of one of the work streams, bringing your knowledge and expertise. This would not require you to be a formal member of the CLG.
- 3) You could be a 'Friend of Kampong Gelam' and be an ambassador for our place as well as a sounding board in relation to the development of our programmes, projects and services.
- 4) If you sit outside the Kampong Gelam Historic Area but would like to financially support its aims and objectives, then you may wish to become an investor member.
- 5) You may wish to become a corporate or project sponsor





Management & Staffing

The appointment of high calibre staff will be crucial to the operations of an effective partnership and the delivery of this plan. The following staffing structure will support the partnership up to Year 3 and will be reviewed for effectiveness and change after that. As needed, they may be supported by others from partner organisations.

Staff Role	Responsibility
Place Director	<ul style="list-style-type: none"> • Reports to the Executive Group/Board • Provides leadership • Day-to-day management of the operations and staff • Responsible for management and timely implementation of key projects • Input into Government Policy • Establish contacts and build relationships with stakeholders and Government agencies • Organisational capacity building • Build support for appropriate and sustainable financial model
Place Manager	<p>Responsibility for development of membership/BID, Events & Activations and associated marketing work. This could be carried out by an existing organisation such as OKG</p>

Staff would be housed ideally by KGA (CLG) but interim arrangements may mean transfer/sharing staff with OKG

“ The Place Plan project for Kampong Gelam will certainly invite more visitors as we are moving into the trendy world and Kampong Gelam offers a rich mixture of modern culture with well-preserved history. Kampong Gelam is ‘Different’. ”

Mr Zaki Ma’arof, One Kampong Gelam

Financial Information

KGA must be supported by a strategic funding model that leverages multiple public and private sector funding sources.

Appropriate funding models have been identified as critical to the financial success of the organisation – some transitional in nature, some longer-term strategies. Transitional funding models provide opportunities to support start-up, staffing and initial plan delivery, even while developing the longer-term and more complex funding strategies. Both public and private sector funding is contemplated.

Transition Funding Models (Up to 3 years)	Long Term Funding Models
<ul style="list-style-type: none"> • Membership Funding • Public Funding • Asset/Space Management 	<ul style="list-style-type: none"> • BID Funding • Assist in the development of other policy and funding models, identified from global best practice for adaptation to Singapore's context eg. Special Policy Areas

Membership/BID Funding

Kampong Gelam Alliance (CLG) will generate resources from the private sector through the development of a membership programme which could involve the utilisation of the pilot BID programme. This is a mechanism by which owners/occupiers pay a small levy in order to fund the business plan. Normally Annual Values will be used to assess a fair and equitable levy for each eligible organisation. This is expected to happen in the short term, within 3 years. Membership dues are commonly used for funding place management organisations as they are growing and developing. Membership fee structures will be established if appropriate each year by KGA.

Public Funding

We will endeavour to bring together public sector (in addition to private) resources in a more 'place led' fashion to ensure better uptake and delivery. These funds could eventually include matching funds from the Pilot BID Programme, public sector grants and also sources that are being made available through existing organisations like OKG. This funding should be supported by the development of appropriate and nuanced policymaking to ensure the uniqueness and distinctiveness of Kampong Gelam is retained whilst encouraging enterprise and growth.

Asset/Space Management

Management of public spaces and assets by Kampong Gelam Alliance (CLG) is another significant opportunity for revenue generation that can be reinvested into the place. The current management of the Outdoor Refreshment Areas by OKG is a prime example and this could be expanded through the expansion and use of appropriate street spaces and buildings.

The following forecasts transitional and longer-term funding target budgets.

Year 1 to 3

Potential Annual Income Profile	
Membership Funding (In Kind)	\$100,000
Grants, Sponsorships, Rental Income (Assets & Space) *	\$550,000
Total Income (pa)	\$650,000
Potential Annual Expenditure Profile	
Staffing	\$250,000
Office	\$50,000
Project Development	\$350,000
Total Expenditure (pa)	\$650,000

First Stage - End 2026

*Subject to agreement of Place Plan, Articles of Association & CLG being set up by end 2023.

Year 4 Onwards

Potential Annual Income Profile	
BID/Membership Funding	\$400,000
Grants, Sponsorships, Rental Income (Assets & Space)	\$700,000
Total Income (pa)	\$1,100,000
Potential Annual Expenditure Profile	
Staffing	\$350,000
Office	\$100,000
Project Development	\$650,000
Total Expenditure (pa)	\$1,100,000

Second Stage - 2026 Onwards

Policy Framework

Guided by the Place Plan, Kampong Gelam has the opportunity to become a *Sandbox Area* - a space for experimentation where we can explore distinctive approaches. This could incorporate the following:

The *Sandbox Area* approach would allow the following:

- Spending support for businesses, including incubation of businesses and plugging of gaps in the trade mix of the historic area
- Prioritisation of public infrastructure
- Creation of targeted policies to address localised issues

Apart from the Pilot BID model, we will also explore other funding and policy approaches, identified from global best practices for adaption to Kampong Gelam's context. This will better provide financial support on the ground for various functions such as heritage, community, enterprise, planning and building restoration.

The lessons learnt in Kampong Gelam through the *Sandbox Area* approach could also be of relevance to other precincts in Singapore.



Performance & Reporting

Performance

The desired outcome of the Kampong Gelam Historic Area Place Plan is to shape Kampong Gelam into an attractive, relevant and resilient cultural precinct that will stand the test of time, especially during times of crisis.

The success of the projects delivered by KGA (CLG) can be determined 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 realise appreciated property values and business returns more than those that don't. The following important key performance indicators may be tracked by KGA (CLG) to measure the success of plan implementation (subject to availability of data).

Whilst individual performance indicators should be set for events, activations and projects, it is important that overall indicators for Kampong Gelam as a place are consistently measured and communicated.

These overall indicators should be aimed at developing confidence in all stakeholders in the development of Kampong Gelam. They should be regularly monitored and benchmarked, ideally against other precincts.

As a minimum the following should be considered for measurement and targets set for improvement over 2, 5 and 10 years:

- Visitor Volumes
- Visitor Frequency
- Visitor Spend
- Precinct Interaction
- Satisfaction (Utilising Net Promoter Score (NPS), used on a regular basis by the private sector normally to gauge satisfaction with services, projects, organisation)
- Environmental, Social & Governance (ESG) Indicators

This data/intelligence should be made available to all stakeholders on a regular basis and in a manner that helps inform decision making, commercial or otherwise.

“Kampong Gelam is rich in history and cultural significance. This Place Plan is a declaration that we as stakeholders are not taking our cultural inheritance for granted; we have set out our vision for Kampong Gelam. May it be a catalyst for everyone in this Kampong to work with common purpose to safeguard our heritage and, in coming together, to flourish.”

Mr Ibrahim Tahir, Wardah Books

Reporting

KGA (CLG) will be required to provide regular communications to members and other funders to ensure accountability for the organisation and demonstrate how dollars are being used and the impact of those dollars in the precinct, including:

Annual Report and Annual Meeting

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

Quarterly Member Meetings

KGA (CLG) will also conduct quarterly membership meetings to help members stay up-to-date on the year-round work of the organisation. These member meetings will provide updates on the year's work plan and on funding generated.

Monthly E-Bulletins

KGA (CLG) will write and distribute monthly E-Bulletins to all members and funders on the ongoing projects and current news of the partnership.

Members-Only Section on Website

The Kampong Gelam website will feature a members-only section that allows members to login and access information about how their membership dollars are being spent.

Public Agency Project Team Meetings

Regular meetings will be held with public agencies involved in Kampong Gelam to ensure a coordinated and cohesive approach to services, projects and policies.



Kampung Gelam

Historic Area



www.listeningtokg.org