

**OUR**   
**ARTS**  
**PLAN**

2023 ————— 2027



NATIONAL ARTS COUNCIL  
SINGAPORE

# **OUR SG ARTS PLAN (2023 - 2027)**

**A Creative City That Inspires**

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# MESSAGE AND FOREWORD



Visitors viewing the projections on the façade of The Arts House during *Light to Night 2023: Here and Now*, presented by National Gallery Singapore as part of Singapore Art Week 2023.



The arts foster creativity, inculcate a sense of belonging, bond people together and distinguish Singapore globally.

## Message

When it comes to the arts, our generation stands on the shoulders of those who have come before us. The arts in Singapore today are more established and confident compared to the early years of our nation. We have a good mix of arts professionals – established and respected practitioners, as well as a new generation of creatives, making work and experimenting in various artforms, pushing boundaries, taking on new ideas from overseas then blending it with what we have here, and inventing new forms which are distinctively and uniquely our own.

Our arts and artists are essential to Singapore. In line with the ongoing Forward Singapore exercise, *Our SG Arts Plan (2023 - 2027)* is the National Arts Council (NAC)'s sectoral roadmap to chart the path forward.

First, the arts have an important role in forging a connected society. Our social fabric is changing – the aspirations of our youth may differ from that of older generations, and our societal expectations and norms are constantly being re-evaluated. The arts can be an effective way for society to reflect on and have conversations about these changes, which can contribute to our sense of belonging and well-being. The arts have the power to unite our communities and anchor us to our core Singaporean identity.

Next, we have always been a distinctive city at the crossroads of the East and the West. The arts play a vital role in enhancing the dynamism and vibrancy of day-to-day life in Singapore, so that we can be a more endearing home for Singaporeans and an attractive destination for visitors. Through a greater infusion of the arts in our daily life, *Our SG Arts Plan (2023 - 2027)* will help us realise our ambition for a more liveable and thriving city.

Finally, through *Our SG Arts Plan (2023 - 2027)*, we want to unlock Singapore's creative economy and create good jobs. Beyond technology and digitalisation, the sustainability of our arts sector has to be powered by artistic talent, excellence and innovation. We will continue to encourage collaboration within the arts sector and with adjacent industries, so that the flow of ideas and talent can uplift our creative economy as a whole. We hope that the arts can continue to flourish with new ideas, themes and aesthetic forms, and that these works can collectively inspire and enrich us as a society.

*Our SG Arts Plan (2023 - 2027)* is more than a policy blueprint for what we hope to achieve. It is a statement of belief in the power of the arts to foster creativity, inculcate a sense of belonging, bond people together and distinguish Singapore globally. It also conveys our people-centric focus: whether you are an artist, the audience, a corporate partner, educator, philanthropist, policymaker, volunteer or an arts lover, we are all vital parts of a robust ecosystem.

Building on the consultative approach that NAC has taken to develop the plan, we now call on all stakeholders to participate in the creation of a dynamic and flourishing arts scene. Together, I am confident that we can leverage the power of the arts to create a connected society, make a distinctive city we are proud to call our home and fulfil the diverse aspirations of Singaporeans.



**Edwin Tong**  
Minister for Culture, Community and Youth &  
Second Minister for Law



Presented in 2020, *District 14:7 Kali Bah* is a dance film by P7:1SMA inspired by the stories, anecdotes and memories of the Geylang Serai community.





# At the heart of *Our SG Arts Plan (2023 - 2027)* is the people.

## Foreword

At the heart of *Our SG Arts Plan (2023 - 2027)* is the people. The process of creating this plan reflects the focus on inclusivity. The plan is the result of over a year of conversations with more than 16,500 stakeholders from the arts and culture sector, partners in the public and private sectors, as well as members of the public. We consulted artists, leaders of cultural organisations, public and private sector partners, seeking to understand their aspirations for arts development in Singapore, and their views on how the arts could play a part in the society, economy and our everyday lives.

A number of important questions arose from these conversations: What must we do to sustain the arts ecosystem and nurture artistic excellence? How can technology better support artists and spur new business models? With whom can we work with to broaden reach to diverse audiences, sustain appreciation, and increase access to the arts regardless of background and abilities? How do we pave new pathways to encourage more people to pursue a career in the arts and adjacent sectors? In today's increasingly polarised environment, how do we draw on the arts to express ourselves, carve supportive spaces for conversations and strengthen bonds among people?

The first step in the development of the arts plan involved exploring possible responses to these questions. We believe that the time and effort we invested to gather different perspectives helped to create a solid arts plan that is well-poised to deliver an exciting arts agenda for the next five years.

*Our SG Arts Plan (2018 - 2022)* focused on supporting the integral role of the arts to inspire our people, connect our communities and position Singapore on a global front. Some of these initiatives have already begun to bear fruit and helped the sector to gain some ground against external pressures such as economic uncertainties, rapid technological advancements and the wave of changes in the way we live and work post-pandemic. Other initiatives advanced the good work done by past cultural policies and strategies.



**Goh Swee Chen**  
Chairman,  
National Arts Council



**Low Eng Teong**  
Chief Executive Officer,  
National Arts Council





Drawing on the work done in the past five years and the feedback from the engagement sessions, *Our SG Arts Plan (2023 - 2027)* will be built on the following three ambitions:

**1. A Connected Society:**

We want to build a tight-knit Singapore community anchored by our shared arts and culture. This will be achieved by embedding arts in key life areas such as education, leisure and well-being across ages. For example, we aim to deepen engagements with schools so that more students can experience our art galleries and performances from an early age. We also hope to spur more giving to the arts from private donors and corporations.

**2. A Distinctive City:**

We envision Singapore as a creative city filled with vibrant spaces for and inspired by the arts. To enable creativity to flourish across different points in the city, we will ramp up our efforts to work with other government agencies and industry partners to unlock physical and virtual spaces to support arts creation and presentation, and connect with audiences.

**3. A Creative Economy:**

We will focus on helping our artistic talent develop capabilities to drive excellence and innovation, as well as work on providing pathways for career progression, skills development and acquisition, and career mobility. We will also explore new business models to increase employment opportunities, monetise creative assets and grow international demand.

The efforts under this plan will be underpinned by the use of data and insights, technology and innovation, and driven by forging strategic partnerships to expand the playing field for the arts.

*Our SG Arts Plan (2023 - 2027)* seeks to address pressing challenges, pave the way for professionals to build a viable career in the arts and enable audiences to enjoy and be inspired by the arts. We see this masterplan as a living cultural policy document, evolving as the needs of the arts community change, as new partners in the public and private sectors come onboard, and as we learn novel ways to engage audiences.

The arts are an essential part of human experience. They convey our story, what we stand for and our hopes for the future. Collective effort and support will bring about new peaks in creativity, excellence and dynamism in the arts, making Singapore a creative city that inspires both citizens and visitors alike.

Singapore Multi-Ethnic Dance Ensemble, a multicultural dance troupe formed by Sri Warisan Dance Ensemble Singapore and Jigri Yaar Bhangra, represented Singapore at the 2021 VIVA ASEAN for ASEAN Member States.

Credit: Sri Warisan – Som Said Performing Arts Limited



# EXECUTIVE SUMMARY



Arts Practitioner Liew Jia Yi at the programme *I Pinky Promise You, Okay?* at the Canadian International School that took place during Words Go Round 2022, a school outreach programme that began in 2011 as part of the Singapore Writers Festival.

Credit: Singapore Book Council



# Our Vision

## A Creative City That Inspires

The arts play a vital role in defining what makes us Singaporean, contributing to a rich and unique national identity. Whether it is through music, dance, theatre, writing or painting, the arts have the power to connect us to our diverse cultural heritage and foster shared experiences. The arts have also transformed the places where we live, work and play. From street murals to art museums and centres, the arts imbue character into our cityscape that reflects our distinctive multi-cultural identity.

A vibrant and thriving arts industry complements the power of the arts to connect people and enliven spaces. It also provides good careers and helps develop Singapore into a distinctive city and cultural hub. Going forward, we will tap on the vast potential of the greater creative economy to build a sustainable arts ecosystem. Besides building the capabilities of arts professionals, we will connect the arts industry to adjacent industries to unlock new markets and new ways of working.

Since its formation in 1991, the role of NAC has been to champion the arts. In the subsequent two decades, we responded to the challenges of the times with the Renaissance City Reports (2000, 2004, 2008). The Arts and Culture Strategic Review (ACSR) set out long-term directions for 2010 to 2025. Guided by the ACSR, *Our SG Arts Plan (2018 - 2022)* charted the strategic priorities of the last five years.

*Our SG Arts Plan (2023 - 2027)* builds on the gains from the previous arts plan.<sup>1</sup> It draws on valuable inputs gathered from more than 16,500 stakeholders from within and outside the arts. The key priorities in the plan are shaped by data and insights gleaned from our research, as well as studies of future and technological trends that are likely to affect the arts and culture sector in the coming years. NAC envisions the plan as a framework that will guide how we work with the rest of the arts sector over the next five years. While some projects and plans are already in development, we will continue to work hand in hand with the arts community to flesh out the vision laid out here.

<sup>1</sup> For more details of the impact of *Our SG Arts Plan (2018 - 2022)*, refer to the Appendix.

National Gallery Singapore presented *Light to Night 2023: Here and Now*, a marquee event of Singapore Art Week. Light to Night showcased new art installations and light projections crafted by both local and international artists.





# Our SG Arts Plan: The Next Lap

Our SG Arts Plan (2023 - 2027) is a strategic roadmap guiding Singapore's arts and culture policies over the next five years. It brings together the collective efforts of the public, private and people (3P) sectors to respond to the opportunities and challenges in a changing world.

Guests admiring artworks by residents of Telok Blangah as part of a co-creation project titled *Better 2gather at Growing Home: A Showcase about The Arts Plan and You* at The Arts House in January 2023. The showcase was part of the public engagement efforts in preparation for *Our SG Arts Plan (2023 - 2027)*.

Credit: Island Boys

## Key shifts in our arts strategy

1. Adopting an **ecosystem approach** to industry development to ensure the arts sector remains sustainable for the future. This includes **forging partnerships** with stakeholders in and beyond the arts to build a thriving arts ecosystem.
2. Placing **greater focus on audience needs** so that audiences are central in all that we do. This involves growing appreciation for, participation in, and consumption of the arts at every life stage.
3. Investing in **technology and innovation** to lock in the gains made during the pandemic. We will support artists and arts organisations in digitalisation and new ways of audience engagement.

**OUR** <sup>SG</sup>  
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Our SG Arts Plan (2023 - 2027) will be built on the following three strategic thrusts, each driven by key priorities to deliver on our objectives.



Produced by System Sovereign under the Brilliant Corners initiative, *POTLUCK Zine* was a community arts exhibition that presented artworks co-created by Toa Payoh East residents, in collaboration with artists BAKED, Stacy Tan, Cherry Chan, Djulian Chng, Kiat and Stephanie Peh.

## A Connected Society

where our national identity is anchored on our shared arts and culture.

### Key Priorities

- + **Sustain Audiences through Life**  
Embed arts experiences in key life areas such as education, leisure and well-being across all ages.
- + **Strengthen Communities through Shared Experiences**  
Expand arts touchpoints for audiences through strategic partnerships and programmes to grow strong ties within and across diverse communities.
- + **Drive Advocacy to Grow Support**  
Foster an appreciation for the social impact of the arts across the 3P sectors, and encourage contributions to the arts from a diversified and growing pool of patrons.



Led by multidisciplinary studio System Sovereign, residents from Toa Payoh East bonded as they shared personal stories, picked up skills in photography, writing and printmaking and worked together to create an e-zine and put up an exhibition of their works at the void deck, inspired by their conversations on hornbill sightings in the neighbourhood.

## A Distinctive City

where spaces are invigorated by the arts and contribute to making Singapore an endearing home and attractive destination.

### Key Priorities

- + **Diversify and Unlock Spaces**  
Increase and deepen access to affordable public and private spaces, integrating the arts in more spaces where people live, work and play across Singapore.
- + **Activate Places and Precincts**  
Work with the public and private sectors to co-create innovative and unique arts places and precincts for artists, as well as local and global audiences.
- + **Infuse Arts Everywhere**  
Create an immersive and creative city filled with the arts in real life, in augmented reality and in the metaverse.



Audiences young and old enjoying a performance by the Singapore Chinese Orchestra at the Botanic Garden's Shaw Foundation Symphony Stage, as part of the Arts@SBG NAC-ExxonMobil Concert in the Gardens series.

Credit: Singapore Chinese Orchestra

## A Creative Economy

where our arts sector is powered by artistic talent, excellence and innovation, as well as close collaborations with the larger creative industry.

### Key Priorities

- + **Forge New Ways of Doing Business**  
Increase visibility and potential for the arts and adjacent industries to create more employment opportunities.
- + **Grow Artistic Excellence**  
Build capabilities and development pathways for sustainable careers in the arts.
- + **Expand Internationalisation Opportunities**  
Develop a globally connected arts sector and establish Singapore's reputation as a creative centre, so as to grow international demand and markets for local arts.



Installation view of the return exhibition of *Pulp III: A Short Biography of the Banished Book* by Shubigi Rao and curated by Ute Meta Bauer, commissioned by NAC and first presented at the Singapore Pavilion at the 59<sup>th</sup> International Art Exhibition of La Biennale di Venezia.

Credit: Alessandro Brasile



**Our SG Arts Plan (2023 - 2027) will be supported by the following enablers:**

**+ Partnerships**

NAC aims to forge new partnerships with organisations from the business, social and community sectors from both arts and non-arts stakeholders, to gain diverse perspectives and strategies to help the arts scene thrive. We will step up on partnerships with targeted international partners to strengthen capabilities in the areas of art-making, arts and technology, and research.

**+ Technology and Innovation**

NAC will continue to support the exploration and adoption of technology, enable new opportunities to be harnessed, and encourage continuous innovation, learning and collaboration between the arts and technology sectors. We will also support the arts sector as it develops its technology infrastructure industry-wide.

**+ Data and Insights**

Data and empirical evidence will provide critical insights for the arts and help us understand audience preferences. This understanding will allow us to better cater to different audience segments and co-create artworks with audiences in Singapore and beyond.

Each of these strategic thrusts and initiatives are explained further in subsequent sections, including the desired outcomes that we seek to pursue to achieve a sustainable arts industry.

**Our Next Steps**

NAC remains committed to working with stakeholders and partners from the 3P sectors to co-deliver the plan over the next five years. We believe that each of us can play a part in building an inclusive, diverse and vibrant arts scene that is beloved at home and admired globally. Together, we can realise our vision for Singapore as a creative city that inspires.

Guests experiencing 360° illustrations as part of *Sorta Scary Singapore Stories* by Tusitala at *Growing Home: A Showcase about The Arts Plan and You* at The Arts House in January 2023.

Credit: Island Boys





# JOURNEYING TOGETHER



Dancers from Maya Dance Theatre's Diverse Abilities Dance Collective put up a moving performance titled *Confluence* to showcase and advocate for an inclusive and connected society.

Credit: Colossal Pro





### How NAC Co-created Our SG Arts Plan (2023 - 2027) with Our Stakeholders and The Public

Our engagement efforts unfolded over four phases from June 2021 to February 2023. From these sessions, we identified the initial priorities of the arts plan and shaped key ideas. As we fine-tuned the plan, inputs from subsequent engagement sessions helped refine our strategies.

Our consultative approach is informed by the Forward Singapore exercise announced by Deputy Prime Minister Lawrence Wong in June 2022, in which the government will partner and connect with Singaporeans to shape the next phase of our country's development.

Closed-door focus group discussion with some 800 stakeholders to hear their feedback, views and new ideas to grow the arts in Singapore.

In total, we have engaged more than 16,500 people through our engagement sessions, collecting over 2,700 pieces of feedback from the public.

NAC would like to thank those who have shared their thoughts and sentiments, and contributed to the shaping of our arts plan. As we embark on a five-year journey, we look forward to working with all stakeholders from the 3P sectors to co-develop and co-implement the plan.

## Milestones of Engagement Efforts Since 2021

<p><b>BLUE SKIES</b></p> <p><b>Phase 1</b> July to December 2021</p>	<p><b>What</b> Divergent “blue skies” visioning</p> <p><b>Who</b> 200 thought leaders from the arts and non-arts 3P sectors</p> <p><b>How</b> 1-on-1 interviews and focus group discussions</p>
<p><b>DEEP DIVES</b></p> <p><b>Phase 2</b> January to July 2022</p>	<p><b>What</b> Deep dives into each strategic thrust</p> <p><b>Who</b> 800 stakeholders from the arts, non-arts sectors as well as public agencies</p> <p><b>How</b> Virtual and physical focus group discussions with 30 - 50 stakeholders</p>
<p><b>NEW EXPERIENCES</b></p> <p><b>Phase 3</b> July to August 2022</p>	<p><b>What</b> Share back on feedback from Phase 2</p> <p><b>Who</b> 300 arts stakeholders engaged in earlier phases</p> <p><b>How</b> Interactive audio walking tour along the Waterloo Arts Belt</p>
<p><b>PUBLIC ENGAGEMENT</b></p> <p><b>Phase 4</b> December 2022 to February 2023</p>	<p><b>What</b> Consult and gather public feedback</p> <p><b>Who</b> Members of public including youth and seniors interested in the arts</p> <p><b>How</b> Launched webpage to share the draft plan, as well as conducted roadshows and public polls to gather feedback</p>
<p><b>2023 LAUNCH</b></p> <p><b>Launch</b> 5 September 2023</p>	<p><b>What</b> Invite all to join the making of a vibrant and sustainable arts ecosystem</p> <p><b>Who</b> Arts and culture stakeholders and partners from the 3P communities</p> <p><b>How</b> Launch of <i>Our SG Arts Plan (2023 - 2027)</i> and roll-out of NAC’s refreshed vision, mission and core values as well as new initiatives across the 3P sectors</p>





## BLUE SKIES

### Phase 1

We reached out to a diversity of arts and non-arts stakeholders to gain insights across sectors – Economy, Environment, Political, Society and Technology – to ensure the arts plan is relevant to the priorities in these key areas.

From July to December 2021, we engaged some 200 stakeholders in focus group discussions to gain further insights into what their vision of an ideal arts and culture sector would look like in the domains of:

- + Arts Spaces
- + Audience
- + Ecosystem and Funding
- + Manpower and Creative Economy
- + Operating Models
- + Role in Society
- + Supporting Infrastructure

## DEEP DIVES

### Phase 2

After distilling these insights, three key strategic thrusts and nine corresponding priorities were drawn up.

From January to July 2022, close to 30 mid-sized group engagements with some 800 stakeholders were conducted virtually and physically to unpack these priorities. During these sessions, there were opportunities for the participants – comprising arts and non-arts stakeholders across the 3P sectors – to exchange views. The exchanges sparked new ideas and potential partnerships to make the arts a more central part of our lives.

## NEW EXPERIENCES

### Phase 3

We also infused experiential elements into our engagement efforts to offer greater touchpoints for our stakeholders. In Phase 3 of our engagements from July to August 2022, some 300 key stakeholders and partners from the arts community experienced an interactive audio walking tour titled *It Begins with TAP (The Arts Plan)*.

Designed by NAC alongside the arts and creative community, this two-hour showcase along the Waterloo Arts Belt featured perspectives on the future of Singapore's arts scene. Contributions spanned the visual, literary and performing arts, and took the form of artworks and anecdotes. The content was informed by the feedback provided by some 1,000 contributors in the earlier phases, including those from within the arts community and non-arts individuals from the 3P sectors. *It Begins with TAP* explored how Singapore's arts sector can build a connected society, create a distinctive city and drive the creative economy over the next five years.

## PUBLIC ENGAGEMENT

### Phase 4

From late 2022 to early 2023, NAC invited the public to explore, participate, and share feedback on the current draft plan through a dedicated TAP webpage.

Two interactive public roadshows titled *Growing Home: A Showcase about The Arts Plan and You* were also held at The Arts House (6 to 15 January) and at One Punggol (10 to 12 February), involving close to 100 artists. Some 14,850 members of the public were engaged during these two roadshows. We had also reached out to some 550 people from the listening points targeting youth and seniors in partnership with REACH, a department under the Ministry of Communications and Information.

1. Closed-door focus group discussion with some 800 stakeholders to hear their feedback, views and new ideas to grow the arts in Singapore.
2. Guests interacting with augmented reality filters created by Meshminds, which brought street art murals by RSCLS at Waterloo Link to life, embodying arts everywhere in our distinctive city.
3. Guests interacting with the exhibits at *Growing Home: A Showcase about The Arts Plan and You* at One Punggol in February 2023.

Credit: Colossal Pro

Credit: Island Boys



## We Value Your Feedback

Engaging the public was integral to the making of the arts plan. We received a range of ideas and sentiments that greatly enriched the thinking behind the plan. Some of the feedback echoed recurring ideas that surfaced in previous public consultations, whereas some responses dealt with more contemporary issues. To give a flavour of the responses we received, we have seeded verbatim responses throughout the booklet.

Sing Lit Cloud at Growing Home: A Showcase about The Arts Plan and You at The Arts House in January 2023.

Credit: Island Boys



## Your Voices

More art in public spaces and heartlands

Increase outreach programmes to schools

More arts programmes to improve health and well-being

More opportunities and training for young artists

Research welfare and salaries of arts workers

Forge partnerships with corporate organisations, SMEs and charities

Broaden overseas markets for local artists

Develop new business models for the arts

Let the arts bring diverse groups of people together



# DRIVING FORCES AND IMPETUS FOR CHANGE

The opening commission of the 2022 Singapore International Festival of Arts, *MEPAAN* was performed by the Singapore Chinese Orchestra and The Tuyang Initiative at an unconventional performance venue – Pasir Panjang Power Station.

Credit: Arts House Limited





## Identifying the Key Determinants of the Arts Industry in the Future

In our conversations, we asked participants what they thought were key driving forces locally and globally over the next 15 to 20 years that would affect our arts and culture sector. We discussed the role and value of the arts, as well as the opportunities and challenges in the next five to 10 years. Several major trends that had the potential to shape the development of Singapore arts and culture were identified.

### Growth of Creative Economy

While there is no single definition of the creative economy, the United Nations Committee on Trade and Development<sup>2</sup> scopes it as the intersection of human creativity and technology or products that have economic value. This includes sectors such as architecture, design, fashion, film, music, performing arts and television. These sectors are set to grow. In fact, consulting firm Deloitte believes we will see up to 40 per cent growth in creative sectors by 2030.<sup>3</sup>

An exciting development in the creative economy is the cross-pollination between different creative sectors which generates content that crosses from one medium to another. An example would be local books adapted for the small or big screen, music used for a film soundtrack or a painting incorporated into product designs. There are increasing collaborations between the arts and its adjacent industries of lifestyle and entertainment, driving Singapore artworks to reach wider audiences locally and internationally. The resulting flow of ideas and talent between industries will benefit the creative economy as a whole.

Beyond adjacent creative sectors, the arts can ignite creativity and provide skill sets that are increasingly valued in other industries, with potential applications in domains such as technology, healthcare and environment. Moreover, technology can also help the arts make a greater contribution to the economy. Art Basel and UBS bank reported that online sales in the visual arts trade took up 16 per cent of total sales in 2022, demonstrating the importance of online access for dealers, auctions and fairs to reach new and wider audiences.<sup>4</sup>

<sup>2</sup> United Nations Conference on Trade and Development (2022). Creative Economy Outlook 2022.

<sup>3</sup> Deloitte (2021). The Future of the Creative Economy.

<sup>4</sup> McAndrew, Clare (2023). Art Basel and UBS Art Market Report 2023.

## Increasingly Complex Social Issues

Singapore's social diversity continues to grow, shaping an evolving national identity, which remains multi-cultural at its core. Singapore's cohesion as a multi-cultural and multi-religious nation will also be increasingly tested with our open economy and society.

The arts can be a way to explore sensitive issues such as racism, inequalities and disparities, climate change and even end-of-life experiences, as our society continues to mature. Increasingly, the arts act as a pressure valve for society to release emotions and regulate tensions born from issues; these which help improve mental health and social well-being. As highlighted by the World Economic Forum, arts and culture can also serve as a force for social change by changing stereotypes and giving a voice to the voiceless.<sup>5</sup>

The arts speak to people across different stages of life, expressing the hopes and concerns of people of different ages. By engaging the heart and the mind, the arts can facilitate deep conversations on social issues and enhance our understanding of the complexity and nuances of these issues.

<sup>5</sup> World Economic Forum (2020). How arts and culture can serve as a force for social change.



agreed that arts and culture inspire and help us to be more creative in our studies and/or work



agreed that arts and culture contribute to the Singapore economy



agreed that arts and culture give us a greater sense of belonging to Singapore



agreed that arts and culture improve understanding of people of different backgrounds and cultures



agreed that arts and culture foster dialogue and understanding between different generations



agreed that arts and culture help draw Singaporeans closer as a community

■ Data: 2022 Population Survey on the Arts

■ Data: 2022 Population Survey on the Arts





agreed that arts and culture are something that Singaporeans can be proud of



agreed that arts and culture improve the quality of life

■ Data: 2022 Population Survey on the Arts

### Growing Emphasis on Liveability

According to UNESCO and the World Bank, arts and culture are essential building blocks of a liveable and sustainable city, as a vibrant creative environment increases and diversifies jobs, attracts migration and enterprises to the city, increases high-tech industry employment and growth, and promotes inclusivity.<sup>6</sup>

In Singapore, we hope to further develop the arts scene so that it contributes to the liveability of our city, by enhancing the quality of life, adding dynamism and vibrancy to our urban surroundings and giving us exciting and diverse recreational options.

Having a vibrant arts and cultural ecology contributes to Singapore's global competitiveness and elevates our international standing vis-à-vis other major cities. A distinctive city with a thriving arts scene makes Singapore a more endearing home and a more attractive destination.

The liveability of a city is also measured by its sustainability and resilience – that is, how it is designed to provide for future generations and how quickly it can recover from challenges. These issues become more pertinent in an era of climate change, which pose more risks of extreme weather events and other disruptions.

The arts are an important platform on which these issues can be explored. For example, more artists are exploring green issues such as our interconnectedness with the natural environment and the urgent need to switch to cleaner energy sources. There is greater awareness of the need for the arts scene to develop sustainably, with minimum waste and efficient use of resources.

<sup>6</sup> UNESCO & World Bank (2021). Cities, culture, creativity: Leveraging culture and creativity for sustainable urban development and inclusive growth.

Produced by Participate in Design and guided by paper artist and illustrator Cheryl Teo, participants from the community shared their stories of living in Telok Blangah, and these were used as inspiration to make their own miniature home units, favourite foods and shared community spaces using paper craft over a period of three months. Their artworks collectively formed an art installation that was exhibited at the Telok Blangah Market and Food Centre.

Credit: Participate in Design



## Acceleration of Digital Arts Consumption and Creation

Technology transformed the way audiences experience the arts, particularly during the COVID-19 pandemic restrictions and lockdowns worldwide. Post-pandemic, it is common to encounter the arts across both virtual and physical worlds. For example, there are in-person concerts and live-streamed performances, brick-and-mortar gallery shows and virtual exhibitions. Whether the arts are consumed at home or on-the-go through personal mobile devices, audiences have a wider range of choices than ever before.

Technological advancement has made the arts more widely available through popular online platforms such as YouTube, TikTok and podcast platforms. Technology has also enhanced in-person arts experiences. Sensors, augmented reality (AR) or the use of QR codes have deepened audience engagement and allowed visitors to interact with art in new and creative ways.

As a result of greater audience penetration, digital revenues have increased steadily over the past few years. According to a 2023 report by the International Federation of the Phonographic Industry, streaming services in some sectors, such as music, are now the dominant format globally, accounting for 67 per cent of global recorded music revenues in 2022.<sup>7</sup> As such, technology opens new doors for the arts, making it an important driving force and area of focus.

Meanwhile, Industry 4.0, also called the Fourth Industrial Revolution or 4IR, opens new opportunities for the creative economy. Examples of 4.0 technologies include three-dimensional (3D) printing, artificial intelligence, AR and virtual reality (VR), blockchain, cloud computing, drones and the Internet of Things (IoT). These technologies have the potential to forge new avenues for producing, distributing and consuming creative goods and services and to reach more global consumers.<sup>8</sup>

Technology also presents immense opportunities for artistic creation as it expands the tools and media that artists can use to create and present their works, and opens up platforms for the arts to reach new audiences. The advancements in digital technologies create new opportunities for the arts community to use data intelligently, for example, in understanding and reaching their audiences.

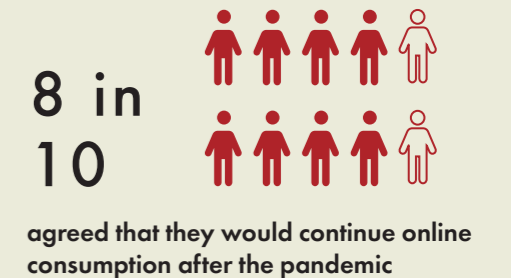
Finally, the convergence of arts and technology also creates new ways that corporate partners can get involved. More artists have been working with technology companies to experiment, develop new expressions and innovate to push the boundaries of their art-making and delivery.

1. An original work by AGAM Theatre Lab, *Duryodhanan* is the company's first attempt at marrying technology with theatre to present a vernacular (Tamil) classic as an augmented reality and virtual reality performance in Singapore.
2. Sineelyeheng's puppeteers prepare for the recording of one of its first digital performances, *The Argument on Memorial* by Yang Lingpo, which encouraged the troupe to explore new ways to present its works to a wider audience in the wake of the pandemic.

Credit: AGAM Theatre Lab

Credit: Sineelyeheng Teochew Troupe and Traditional Arts Centre (Singapore)

From 2020 - 2021, among digital arts audiences in Singapore



Data: Arts in a Post-pandemic Normal - 5 Macro Trends to Watch (2021) and COVID-19 Arts Consumption Study (2020 - 2021)

7 International Federation of the Phonographic Industry (2023). Global Music Report 2023.  
 8 McKinsey & Company (2022). What are Industry 4.0, the Fourth Industrial Revolution, and 4IR?





# THE NEXT FIVE YEARS



Esplanade - Theatres on the Bay, together with the Singapore Chinese Orchestra, co-produced a brand new production titled *Daybreak* in October 2022.

Credit: Aloysius Lim (Photo Courtesy of Esplanade - Theatres on the Bay)



Outlining the vision of Singapore as a distinctive city and creative economy anchored on a connected society:

We envision our artists achieving new levels of artistic excellence and contributing significantly to the development of our economy and society.





Our SG Arts Plan (2023 - 2027) aims to build Singapore as a distinctive city and creative economy anchored on a connected society. We envision our artists achieving new levels of artistic excellence and contributing significantly to the development of our economy and society. We aspire to grow local and international audiences that are deeply engaged in Singapore arts and culture.

We will focus on three strategic thrusts for *Our SG Arts Plan (2023 - 2027)*:

### + A Connected Society

where our national identity is anchored on our shared arts and culture;

### + A Distinctive City

where spaces are invigorated by the arts and contribute to making Singapore an endearing home and attractive destination; and

### + A Creative Economy

where our arts sector is powered by artistic talent, excellence and innovation, as well as close collaborations with the larger creative industry.



## Artistic Excellence

Over the last five years, our artists have been growing from strength to strength. They have demonstrated resilience and innovation in weathering the challenges of the COVID-19 pandemic in 2020 and 2021. As we emerge from this crisis of a generation, our dynamic and maturing arts scene, artists and arts groups have responded by launching new works and resuming their artistic journeys locally and abroad.

In this next bound, we will continue to support artistic excellence while widening opportunities for diversified career pathways in the arts. More Singaporean artists will attain mastery in their artistic practice, inspire new audiences and be valued both internationally and at home. We will work with new and existing partners to create more opportunities for arts practitioners to build sustainable careers. Emerging artists can be supported for skills upgrading and building of professional networks.

\*SCAPE presented *Momentary Bodies* in 2022, a roving performance as part of their dance residency.

Credit: Kuang Jingkai





## Engaged Audiences

The success of a sustainable arts ecosystem is determined not just by the quality of artists and their works, but also by whether they succeed in connecting with and growing their audiences at home and abroad.

Over the last five years, audiences have enjoyed new and different arts experiences. Due to the challenges posed by the COVID-19 pandemic, more audience members started accessing local and international arts programmes on digital platforms. They are open to new possibilities in multi-disciplinary art forms and participating in the arts in new ways.

In the next five years, we will grow our Singapore and international audiences by reaching out to them on physical and digital platforms. Our mission is to let the arts be a significant part of their lives. Through collective arts experiences and memories, audiences can connect with one another and feel a sense of belonging.

To enable everyone to experience high-quality arts regardless of their socio-economic backgrounds, we will work with corporate and community partners, and the public sector, to widen and deepen access to the arts.

1. A rehearsal by Apsaras Arts at the annual Goodman Open House 2023 where visitors were treated to fun-filled programmes across different art forms such as music, dance and visual arts.  
Credit: Arts House Limited
2. Visitors at S.E.A. Focus, a leading showcase and curated platform dedicated to Southeast Asian contemporary art presented by STPI - Creative Workshop and Gallery, as part of Singapore Art Week 2023.
3. Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development Eric Chua (first row, centre) attended SNYCO20: Reunion, presented by the Singapore National Youth Chinese Orchestra and the Singapore Chinese Cultural Centre as part of Cultural Extravaganza 2023.  
Credit: Singapore Chinese Orchestra





## A Thriving and Sustainable Ecosystem

A thriving arts ecosystem is made up of a strong and diverse network of people, organisations and institutions. A healthy ecosystem fosters a sense of pride and belonging to Singapore by bringing together contributions of artists, arts companies, arts administrators, arts councils, patrons, collectors and audiences, as well as partners from outside the arts sector.

NAC recognises that we alone cannot provide the expertise and capabilities required to grow the arts and culture sector. Hence, we will work with various partners and sectors to raise our arts and culture to the next level of excellence, and to work on getting it even more rooted in everyday life, so that the value and impact of the arts continue to grow throughout the whole of society.

As the Singapore Writers Festival returned with its first full-scale physical format in 2022, the festival grounds came alive with crowds of readers, writers and book-lovers.

Credit: Arts House Limited



# OUR STRATEGIC THRUSTS



Children enjoying *Monstrous Fun! 2023* @ The Arts House, which offered a line-up of literary programmes for families with children.

Credit: Arts House Limited



The arts belong to all of us. It is our aim that every Singaporean has access to the arts, as creators, participants and/or audiences.

## A Connected Society

where the arts bring together the 3P communities

The arts belong to all of us. For individuals, it can be empowering to see their experiences represented and reflected in the arts. Therefore, it is our aim that every Singaporean, regardless of background and circumstances, has access to the arts, as creators, participants and/or audiences.

Singapore's multi-cultural and multi-religious society is our strength. The arts have the power to connect diverse communities by helping people understand different perspectives. By celebrating our differences and commonalities, the arts provide Singaporeans with a sense of shared cultural heritage and promote a sense of belonging.

These are the key priorities of action:

- + **Sustain Audiences through Life**  
Embed arts experiences in key life areas such as education, leisure and well-being across all ages.
- + **Strengthen Communities through Shared Experiences**  
Expand arts touchpoints for audiences through strategic partnerships and programmes to grow strong ties within and across diverse communities.
- + **Drive Advocacy to Grow Support**  
Foster an appreciation for the social impact of the arts across the 3P sectors, and encourage contributions to the arts from a diversified and growing pool of patrons.



# The Impetus for Change

## Ensuring Equal Access

Not all have equal access to the arts in Singapore, and misconceptions about arts and culture continue to permeate. By lowering the barrier to entry to consuming arts activities, Singaporeans will have greater access to the transformative power of Singapore's cultural vibrancy.

## Social Value of the Arts

The arts play a strong role in nation-building through strengthening national identity, fostering a sense of belonging, promoting social cohesion and developing bonds in the community. It can be a powerful reminder to a fast-paced and evolving society that different cultures and sub-identities can and will continue to co-exist harmoniously in Singapore, because our diversity is also our strength.

Happy graduates from the senior participatory workshops *Telling Your Stories, Sharing Your Memories* in 2022, organised by Singapore Chinese Cultural Centre and led by artist Wong Swee Yean at Anglican Senior Centre (Havelock, Tampines & Yishun), as part of #SilverArts.

Credit: Singapore Chinese Cultural Centre





# How We Will Get There

## Key Priorities

### Sustain Audiences Through Life

We will nurture lifelong arts lovers from a young age. One way is through building partnerships with key education stakeholders such as the Ministry of Education (MOE) to ensure students' arts learning experiences are elevated and their exposure to Singapore's diverse arts and culture are expanded. For example, NAC and MOE are collaborating with arts organisations to open up new dimensions in music education with the help of artists and arts groups in professional arts venues. Greater emphasis will also be placed on learning through the arts to nurture social and emotional well-being and to develop 21<sup>st</sup> Century Competencies.

We recognise that different segments of society have different preferred modes of access to the arts. For example, the young might enjoy viewing arts online, while the elderly find it easier to experience arts physically and in their vicinity. Working in tandem with other cultural institutions, we will tailor our outreach efforts to different demographics.

To support our efforts in increasing access to the arts for everyone at every life stage, we will undertake research to get data-driven insights to potential areas where the arts can make a difference. An example would be working with community partners to use the arts to promote healthier habits and make the arts an integral part of Singapore's move towards driving population health. In designing our programmes, we hope to draw from the expertise of fields such as behavioural sciences and medical health.

Lower secondary students engaged in music learning in a professional arts venue.

Credit: Singapore Chinese Orchestra

“We could have more art outreach programmes to schools or give opportunities to students to explore the arts outside of school. This would benefit students who are not involved in the arts and culture scene.”

Calvin Goh, 29  
Educator and Choir Singer







## Strengthen Communities through Shared Experiences

Every arts experience is an opportunity for people to make connections. We want to improve the penetration of arts into every aspect of life and create more occasions where people can share experiences and perspectives, as well as deepen meaningful exchanges. For example, more arts activities will be offered in civic areas such as parks, retail malls and lifestyle spaces through partnerships with government and private sector partners. We also aim to showcase more local arts in current and new digital spaces within common areas of our residential neighbourhoods.

We will deepen our support for artists with the goal to develop skills and capabilities relevant to participatory artforms that benefit the community. These socially minded artists can work with other organisations to create new platforms for people to access the arts. One such example would be working with ART:DIS Singapore for the Arts & Disability Forum (ADF) as a space for learning and reflecting on best practices in arts access. The platform also encourages collaboration among local and international arts practitioners and professionals, as well as focal agencies for disability in Singapore. In facilitating interaction and exchange, the ADF generates discourse on diverse experiences related to arts and disability.

“It is wonderful that we are encouraging participation in the arts, as this will help dispel the notion that the arts are for specific segments of society.

I hope to see a diversity of artforms promoted, especially those from the various ethnic groups. This will broaden our understanding of the arts within our shores and add to the vibrancy of our city.”

**Reshma Jethanand, 45**  
Parent

Performance of *Day I Met The Prince* by Timothy Lee, Ivni Yaakub and Choo Jun Wei, featuring artwork by Amelia Tan, at the Arts & Disability Forum 2023.

Credit: ART:DIS Singapore



## Drive Advocacy to Grow Support

The work of supporting the arts is one that involves all of us. By inspiring more public and private partners to come on board to champion arts and culture, the benefits of our sector can reach more segments of society. In the years ahead, we will cultivate and groom more partners in the corporate sector, public agencies and voluntary organisations. With the help of these advocates, we aim to facilitate ground-up initiatives to generate an organic groundswell of support. Together, we will advocate for the value of the arts and its ability to address social challenges.

Superhero Me is one of the many arts organisations supported by the Sustain the Arts (stART) Fund, an initiative by NAC and supported by donations from the private sector.

Credit: Superhero Me

“I hope more artists get to engage with non-arts community groups, social service agencies and philanthropic organisations, whether as consultants or just to provoke more ideas for arts-based projects.”

**Bernice Lee, 36**  
Artist and Dance Practitioner





We seek to integrate the arts into spaces and places where our people live, work and play.

## A Distinctive City

that is cultural, iconic and inspiring

Our arts infrastructure are the spaces in which the arts are experienced and created. They include arts venues such as concert halls, galleries and theatres, and artist workspaces such as studios and workshops. Such spaces are also focal points for community engagement, and arts tenants in these spaces have contributed to placemaking efforts in their immediate surroundings such as in Kampong Glam and the Civic District.

Vibrant spaces enlivened and inspired by the arts can help transform Singapore into a distinctive city. Our arts infrastructure will continue to be dynamic, exciting spaces for potentially meaningful encounters with the arts, and also spaces to house and nurture artists and arts groups at different stages of their development.

**BOND** by Jerome Ng and Zed Haan - one of the 14 public art installations that spanned the Coast-to-Coast Trail from Punggol to Jurong. The installations were part of *Rewritten: The World Ahead of Us*, a public art showcase commissioned by the Public Art Trust in 2021.

Credit: Finbarr Fallon

These are the key priorities of action:

- + **Diversify and Unlock Spaces**  
Increase and deepen access to affordable public and private spaces, integrating the arts in more spaces where people live, work and play across Singapore.
- + **Activate Places and Precincts**  
Work with the public and private sectors to co-create innovative and unique arts places and precincts for artists, as well as local and global audiences.
- + **Infuse Arts Everywhere**  
Create an immersive and creative city filled with the arts in real life, in augmented reality and in the metaverse.





# The Impetus for Change

## Sustainable Solutions to Address Supply and Demand

Singapore's arts landscape has evolved tremendously with more arts professionals and activities contributing to a vibrant scene. NAC's Framework for Arts Spaces, which encompasses three schemes – the Incubation Scheme, the Scheme for Developing Artists and Arts Groups, and the Arts Centre Scheme – support a wide range of artists and arts groups, each with their own unique development needs.

We will continue to support our artists and audiences in unlocking new and diverse spaces for arts creation and presentation. We seek to integrate the arts into spaces and places where our people live, work and play.

## Optimisation to Support Diverse Needs

We have grown spaces for arts and culture use by more than five times since 1985, from around 18,000 sqm to over 88,000 sqm. These spaces include multi-tenanted arts centres and spaces with shared facilities such as multi-purpose studios, project studios and black boxes. Examples of such spaces include Goodman Arts Centre, Aliwal Arts Centre, Stamford Arts Centre and the recently renovated 42 Waterloo Street. With Singapore's evolving arts landscape, it is important to ensure that our arts spaces benefit the wider community. This consideration underpins our efforts to work with the public and private sectors to allow more practitioners to utilise alternative spaces beyond NAC's stock of spaces for art making, capability development and audience engagement.

Park visitors interacting with *n o o n (at play)* by Adeline Kueh and Hazel Lim-Schlegel, one of the public art commissions located across three park spaces in Singapore – Jurong Lake Gardens, Bishan-Ang Mo Kio Park and Punggol Waterway Park. These were commissioned as a part of *As You Were*, a series of five public art installations presented by the Public Art Trust.





# How We Will Get There

## Key Priorities

### Diversify and Unlock Spaces

Arts spaces are crucial in the arts ecosystem: they are used to make and present art, nurture artists and cultivate audiences. We will work closely with other government agencies to create new places where the arts can be presented and encountered by new audiences. These spaces include the Gillman Barracks under the Singapore Land Authority, public parks under NParks and MRT stations under the Land Transport Authority.

We recognise that there is a spectrum of needs arising from the diverse and cross-disciplinary practices of artists. In particular, there have been calls for more spaces for incubation, experimentation and presentation. Spaces such as 45 Armenian Street, Kampong Java and Tanjong Pagar Distripark seek to add to the diversity of spaces for our artists and arts groups.

1. *Reality in Construction* was a participative outdoor mural wall presented as part of AliWALL Festival 2022, by Spaz and TraseOne from urban collective, RSCLS and artists Has.J, Kristal Melson and Slacsatu.

Credit: Arts House Limited

2. Activation of Haegue Yang's *The Hybrid Intermediates – Flourishing Electrophorus Duo (The Sonic Intermediate – Hairy Carbonous Dweller and The Randing Intermediate – Furless Uncolored Dweller)* at Tanjong Pagar Distripark, as part of the 7<sup>th</sup> edition of Singapore Biennale.

Credit: Singapore Art Museum

In the pipeline, there are plans to optimise or return the existing less optimal spaces, to accommodate more users and usages. In the allocation of highly subsidised spaces, we will continue to support existing arts activities while giving opportunities to emerging artists and arts groups. To ensure fair access, we will continue to conduct competitive open calls for arts spaces, where eligibility and assessment criteria are indicated upfront. We will also support existing arts tenants transiting to signing direct leases for other private and public spaces.

“I’m excited to see new places being developed and repurposed to house the arts, as well as increased support for people in the arts sector.”

**John Yap, 28**  
Arts Lover







## Activate Places and Precincts

Successful placemaking efforts shape a district to make it distinctive and vibrant. Such efforts could include having a variety of busking acts to enliven and energise spaces across our island. Placemaking requires the collective work of multiple parties and integrates urban planning, cultural policy and community engagement. For successful placemaking, NAC has been cultivating existing and new relationships with private stakeholders such as malls and business owners, to encourage more partners to be on board.

We aim to make strategic use of arts spaces, public artworks and exhibitions to invigorate neighbourhoods and contribute to their unique identities. This provides artists with opportunities to present their work and explore meaningful and impactful ways to engage with different environments.

To enliven our public spaces, we will work with the Urban Redevelopment Authority (URA) and Housing Development Board (HDB) through the Lively Places Programme. This programme provides support to communities to create arts projects that invigorate common spaces or organise activities that build bonds among people.

We will also help artists acquire tools, methods and best practices on organising sustainable community projects. For example, we will organise talks on how to design programmes with social impact to train artists new to working in community settings. More experienced artist-mentors can also be paired with these grant applicants to provide advice and guidance.

More quality artworks will be made available in civic and public spaces to seed art into everyday environments. First, we will refresh the Public Spaces for Art scheme, which was developed in 2018, by getting more partners in public and private agencies to showcase art. Next in the pipeline is a comprehensive Public Art Masterplan, which will articulate the vision and strategies for developing the public art landscape in the next few years. Finally, we will streamline and standardise processes in commissioning public art by different public agencies, so that the commissioning frameworks are consistent across the whole of government.

**“I would love to see the work of local artists consistently throughout the island.**

**Local art will not only be a topic of conversation but also enliven the city.”**

**Nur Nadzirah Binte Mohamed Nizam, 23**  
Landscape Architecture Student

Tapping on the Lively Places Fund, residents from Yew Lian Park neighbourhood came together with artist Muhammad Izdi to enliven their shared space. Through artworks inspired by the stories from the community, the public is invited to celebrate the history and heritage of Yew Lian Park.

Credit: Urban Redevelopment Authority



## Infuse Arts Everywhere

We hope to harness the many possibilities in the virtual realm to build Singapore's profile as a distinctive city for the arts. This will unlock opportunities to create innovative arts experiences, connect to new audiences and generate new income streams.

Considered the next stage of evolution of the internet, the metaverse integrates both physical and digital experiences. The metaverse presents a new mode of audience engagement where physical arts experiences can be translated to an immersive, virtual world. NAC will form a workgroup consisting of cultural institutions, arts groups, technology partners and government agencies to explore developing prototypes for exciting and viable projects in the metaverse.

Ideas include creating a digital twin of the Civic District and our key cultural institutions in the area, as well as digital versions of other infrastructure, such as art galleries and arts spaces. The metaverse could present audiences with alternative event experiences, such as concerts, festivals and biennales in the virtual realm. It could also provide artists with dedicated spaces to experiment and create international collaborations, such as residencies and lab spaces.

Placemaking is a collaborative effort. Going forward, we will conduct research with other stakeholders – such as urban planners and architects – to shape how best to transform Singapore into a place teeming with arts and culture. We plan to investigate these questions about the placemaking potential of the arts: How can the arts contribute to building a distinctive city with world-renowned architecture, and yet anchor our people with a sense of belonging? How can the arts enhance green spaces and building designs? How can our arts spaces be more environmentally sustainable?

**“Suggestions on how to harness new media technology such as NFTs and metaverse can be included in the arts masterplan.”**

**Gunasegaran Sinniah, 59**  
New Media (AR/VR) Trainer



**“We can explore more possibilities to help transform Singapore into a hub for arts and culture in Southeast Asia and even the Asia-Pacific.”**

**Fredy Chandra, 36**  
Art Gallery Manager

The installation *Ephemeral* by Atelier Sisu was presented during *Light to Night 2023: Here and Now*, organised by the National Gallery Singapore as part of SAW 2023. An immersive light and sound sculpture, it emulates the ethereal quality of bubbles, appealing to our innate playfulness while evoking contemplation of the world as a fragile space.



We want the arts to flourish economically and provide viable careers for practitioners.

## A Creative Economy

to drive competitiveness

Besides generating public value in the form of meaningful experiences, the creative talents of artists also have tangible and measurable outcomes: they generate income and create jobs in the economy. We want the arts to flourish financially and provide viable careers for practitioners. To do so, we will continue to help artists professionalise as well as upgrade and broaden their skill sets. Finally, we continue to support Singaporean artists to shine on the world stage.

These are the key priorities of action:

- + **Forge New Ways of Doing Business**  
Increase visibility and potential for the arts and adjacent industries to create more employment opportunities.
- + **Grow Artistic Excellence**  
Build capabilities and development pathways for sustainable careers in the arts.
- + **Expand Internationalisation Opportunities**  
Develop a globally connected arts sector and establish Singapore's reputation as a creative centre, so as to grow international demand and markets for local arts.

In collaboration with BERNINA, Shining Wizard, a limited edition figurine from independent toymaker Daniel Yu made its debut at The Collector Base for Singapore Art Week 2022.





# The Impetus for Change

## Sustainability of Arts Careers

In 2019, before the COVID-19 pandemic, attendance at Singapore's arts and culture events reached an all-time high of 15.6 million, surpassing 2018's record of 13.6 million.<sup>9</sup>

With the pandemic affecting attendance and participation in the arts, the arts community responded by building new capabilities and experimenting with new strategies, such as digital presentation, merchandising and exploring new audience segments. We need to build on these gains and continue these diversification efforts that improve the sustainability of the sector.

## Relevance of Artists' Skills

Artists possess skill sets that are valuable across a host of industries beyond adjacent ones such as design and architecture. Their knowledge, insights and methodologies can be applied in other sectors such as technology, health and business. By expanding the relevance of the arts to different fields, we improve prospects for arts practitioners. Hence, we aim to diversify the ecosystem with the intention to ensure more pathways to success and find new ways in which the arts can be applied to the creative industries.

One strategy is by connecting the arts industry with government and commercial partners. New collaborations and business models, catalysed by the cross-pollination of ideas and talent, can help revitalise the entire creative sector.

<sup>9</sup> Ministry of Culture, Community and Youth (2020). Singapore Cultural Statistics 2020.

Designed by Adeline Kueh and Hazel Lim (X O X) in collaboration with BERNINA, *wild things* is a collection of statement accessories such as necklaces, pockets for utility bags and tags or tails that usher in the year of the tiger with big cat prints. This collaboration was part of *Creative Intersections: In the Year of the Tiger*, curated by Chan + Hori Contemporary and presented at Funan during Singapore Art Week 2022.





# How We Will Get There

Supported by the Organisation Transformation Grant, The Theatre Practice developed a new system to enhance the quality of digital performances and livestreams, in collaboration with local and international artists. This digital theatre solution will help arts practitioners overcome the technical hurdles faced when presenting digital arts experiences, levelling the playing field for the wider arts community.



## Key Priorities

### Forge New Ways of Doing Business

Changes in digital technology as well as evolving demographic profiles and audience attitudes have an impact on the arts ecosystem. For example, the arts have been made more accessible through accelerated digital transformation, and the increase in digital direct-to-consumer platforms are also disrupting traditional mediums and business models.

To develop a thriving arts industry, it is crucial to help the sector diversify revenue streams and access new markets. As such, NAC is conducting research to analyse current and emerging revenue trends and models, and approaches to identify best practices for local adoption. Key areas include exploring how to monetise Singapore's creative intellectual property for commercial

development (e.g. film rights and merchandising), and how to leverage digital technologies such as online publishing and distribution platforms to increase the distribution and consumption of the arts (e.g. e-books and NFTs).

Partners are encouraged to bridge artists and companies with other creatives in the larger arts and culture ecosystem to foster innovative business models and discover diverse revenue streams. With the support of NAC, our aim is to create a highly networked creative sector that provides a wide range of opportunities to arts professionals. NAC will co-design programmes and support collaborative projects with relevant partners. For example, we are looking to work with public and private

industry partners in the design and media sectors to drive cross-industry networking and product adaptations such as adapting Singapore literature to film.

Finally, we will further our work with arts organisations to help them transform and innovate. Building on the Sector Transformation Fund introduced in June 2022, NAC will continue to grow our support for arts companies to adopt new measures to improve efficiency, develop new arts offerings and experiences, scale up productions to expand revenue streams and grow demand for their works and services.

**“Looking forward to seeing how visitors to Singapore will be able to experience the country not just through food and lifestyle experiences, but via the arts as well!”**

**Jana Loh, 33**  
Arts Administrator





“Hoping to see more opportunities and lower barriers of entry for fresh, up-and-coming artists!”

Cyann Lee, 25  
Full-time Artist

Arts Self-Employed Persons (SEPs) at an engagement session with Minister of State, Ministry of Culture, Community and Youth & Minister of Trade and Industry Low Yen Ling. During the session, participants discussed ideas on continued employability, career mobility and working conditions for arts SEPs.

## Grow Artistic Excellence

The people driving the growth of the arts sector comprises the talent core whose artistic excellence generates new opportunities within the arts sector and beyond, as well as professionals and technical specialists who support the industry with their diverse expertise.

NAC is committed to developing manpower for the arts sector to build sustainable careers with ample opportunities to succeed. Our manpower strategies will focus on building a strong talent core and developing leadership. We will provide avenues for new and mid-career talents to enter the sector and nurture leaders in various domains.

The arts sector comprises a diverse set of professions with a wide range of skills and career pathways. At

least one-third of the arts workforce operates on a self-employed basis, which calls for the increased need to support career pathways and progression. We will provide industry-level guidance on career development, starting with the rolling out of Skills Framework for the Arts in two sub-sectors, Arts Education, as well as Technical Theatre and Production. As comprehensive guides to the skills needed for these sub-sectors, these frameworks will be invaluable to anyone looking for work opportunities in these fields and existing professionals who want to upskill.

Furthermore, we will collaborate with Institutes of Higher Learning (IHLs) and key industry partners to provide pathways for career progression, skills development and acquisition, and career mobility. We will also address training gaps within the existing

arts workforce via various Continuing Education and Training programmes. For example, we will strengthen the Arts Resource Hub (ARH)'s focus on learning and development by developing modular learning resources to let people learn at their own pace, provide peer learning opportunities and work with training providers to launch new courses in priority skill sets. We will ensure that in-demand digital skills are embedded in Pre-Employment Training and continue working with arts IHLs to ensure that arts graduates are digitally equipped. There are also plans to curate a suite of shared resources containing technology solutions that support organisation operations and processes. In addition, we will grow the network of technology experts, consultants and service providers to help the arts sector keep up with the pace of digitalisation.

Lastly, going forward, we will use data collection and analysis to inform our strategies. Our aim is to support arts professionals throughout different stages of their careers and to discover new pathways to success, such as finding ways for creatives to capitalise on their transferable skills and find opportunities in adjacent industries.



(From Left to Right) Then-NAC Deputy CEO, now CEO Low Eng Teong, Minister for Culture, Community and Youth & Second Minister for Law Edwin Tong, Curator Ute Meta Bauer, Artist Shubigi Rao, Deputy Secretary (Culture and Sports), Ministry of Culture, Community and Youth Lee Tung Jean and NAC Director of Visual Arts Tay Tong at the Singapore Pavilion at the 59<sup>th</sup> International Art Exhibition of La Biennale di Venezia.

“It is particularly important for artists in Singapore to have sustainable income streams, and I’m happy *Our SG Arts Plan (2023 - 2027)* recognises that. The Internet enables us to reach international audiences, so I’m excited to see how Singaporean artists can position ourselves globally in this era.”

**Diana Kan Lee, 29**  
Actress and Tech Entrepreneur

“I hope that education and capability development can continue to be prioritised to up-skill current and future arts managers and professionals to be more prepared for the future.”

**Belle Wong, 20**  
Arts Management Graduate

### Expand Internationalisation Opportunities

Internationalisation can help artists reach wider audiences and gain recognition beyond our shores. By researching target overseas markets, we hope to help local artists and arts companies unlock new opportunities.

Besides seeking new markets abroad, we seek to attract the best art exhibitions, performances and events to Singapore by positioning ourselves as a key cultural city and hub in the region. More thought leadership platforms such as conferences and fairs will be identified and established to strengthen Singapore’s position as a key arts and culture node in Asia.

We will step up on partnerships with the right international partners to strengthen capabilities in the areas of art-making, arts and technology, and research. We aim to collaborate with international stakeholders such as UNESCO, International Council of Museums, and International Federation of Arts Councils and Culture Agencies, to establish thought leadership and help build knowledge and expertise in the region.





# OUR STRONG FOUNDATIONS



Malay dance pioneer Som Said, being featured through the holomesh projection at *ROUTES: A Multi-perspective Exploration of Traditional Dance* in Singapore at Stamford Arts Centre.



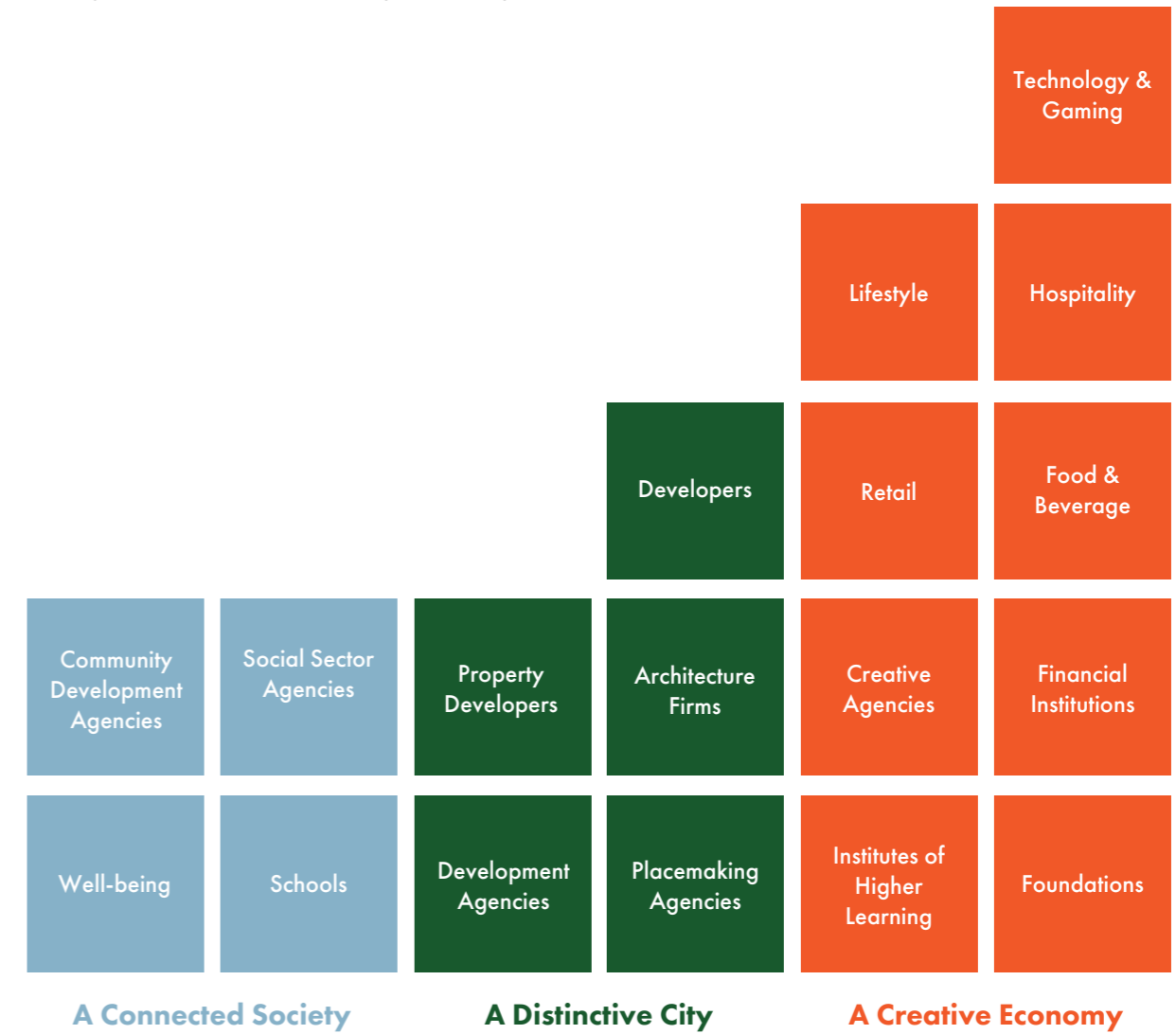


### Focusing Our Efforts on What Drives Change

Our extensive consultations with stakeholders within and outside the arts yielded many insights. There was broad consensus to affirm our emphasis on the key enablers of **Partnerships, Technology and Innovation, and Data and Insights.**

#### Partnerships

Here are some examples of partners in the wider creative sector that can contribute to growing the value and impact of the arts in our economy and society:



Minister of State for Culture, Community and Youth, and Trade and Industry Alvin Tan speaking to Masturah Sha'ari, co-founder and director of Maya Gallery, at the exhibition *Bridging Through the Age*, organised by Angkatan Pelukis Aneka Daya.





We will further broaden our network of support for the arts and culture sector. We aim to forge more partnerships with organisations from the business, social and community sectors, to gain more diverse perspectives and strategies to help the arts scene thrive.

We will work more closely with:

- + Public agencies - so that there is greater alignment between the arts sector and nationwide masterplans such as the Singapore Green Plan 2030, Ministry of Social and Family Development (MSF)'s Enabling Masterplan 2030 and URA's Master Plan.
- + Partners in the wider creative sector - to discover new connections, synergies and cross-pollination of ideas on how the arts can add more value. These partners include businesses that can help artists develop new digital works that push boundaries.

For instance, we are working on three partnerships with the United Overseas Bank (UOB), Mediacorp and Marina Bay Sands.

### NAC & UOB

In October 2022, NAC and UOB entered into a three-year memorandum of understanding (MoU) to collaborate on three key objectives: building the capabilities of artists and arts groups; growing arts audiences and helping artists gain exposure to new demographics such as UOB customers; and supporting arts programmes with positive social impact.

One key initiative in this partnership is the NAC-UOB FinLab Acceleration Programme for the Arts, which aims to help arts organisations strengthen their business and digital capabilities to achieve their vision for growth and development. Launched in March 2023, the programme invited representatives from arts organisations to learn from industry experts, engage in curated workshops and consultations, and learn through peer discussions to build up their digital and business competencies.

1. As part of the three-year MOU between NAC and UOB, the inaugural UOB – NAC Acceleration Programme for the Arts took place between 14 March to 4 April 2023. It aimed to help arts organisations strengthen their digital, business and financial capabilities to achieve their vision for growth and development.

### NAC & Mediacorp

NAC has secured a three-year partnership with Mediacorp. The partnership aims to cultivate new audiences for both the arts and media sectors. We will share arts content on mass media channels, and provide art audiences with relatable media content.

There will also be more opportunities for interactions between arts and media professionals, in the form of networking sessions and workshops. These efforts will set the foundation for future co-creation of fresh content for a wider range of audiences.

2. (From Left to Right) NAC Deputy CEO Lynette Pang and Mediacorp Chief Customer and Corporate Development Officer Angeline Poh at the signing ceremony for a three-year partnership to amplify arts and culture content by providing greater exposure and support for local artists and arts groups as well as foster the development of cross-industry connections and new opportunities for arts professions.
3. ART SG made its debut at Sands Expo & Convention Centre as part of SAW 2023. From 2023, NAC is partnering Marina Bay Sands for a duration of three years to explore collaborations that will bring further support and value to the arts sector. Arts audiences and visitors can expect enhanced arts experiences within Marina Bay Sands, in the forms of arts installations, performances and other arts-related activities.

Image credit: Marina Bay Sands

### NAC & Marina Bay Sands

NAC is embarking on a multi-year partnership with Marina Bay Sands to tap on their expertise, networks and resources to grow the arts sector in Singapore.

A key area of collaboration is in programming for marquee arts events in Singapore. For example, Marina Bay Sands was the venue for the ART SG art fair during Singapore Art Week (SAW) 2023. In the next edition of SAW, NAC hopes to expand our collaboration with Marina Bay Sands and activate more activities to welcome domestic and global visitors to Singapore during that period.

Next, NAC will also partner Marina Bay Sands in arts advocacy programmes to grow audiences for Singapore's arts both locally and internationally. Finally, we aim to jointly explore strategic opportunities through the intersection of both the arts and MICE sectors. As one of the leading convention and exhibition venues globally, Marina Bay Sands can support NAC in co-creating arts-related thought leadership forums, networking sessions and industry events where key stakeholders of the creative economy can convene.



## Technology and Innovation

Technology has increasingly influenced artistic practice, audience engagement, delivery of arts programmes and services, and how the arts sector operates. External factors such as the COVID-19 pandemic have also hastened the arts sector's pivot towards digitalisation and sparked new ways of audience engagement. We must lock in these gains while continuing to explore what technology can do for us.

Over the next five years, NAC will continue to support the exploration and adoption of technology, enable new opportunities to be harnessed and encourage continuous innovation, learning and collaboration between the arts and technology sectors. We will also build on the interest in and success of our Arts x Tech Lab 1.0 to provide more space for experimentation in the sector. From 2023-24, the focus will be on Performing Arts x Tech.

NAC will also support the arts industry by developing industry-wide technology infrastructure. One such example is the launch of a one-stop content, event listing and booking platform that aggregates arts and culture events in Singapore. Called *Catch*, the platform allows users to view upcoming programmes and activities at a glance, search and filter through events of their choice and book tickets. To sustain interest in the arts and continue driving arts attendance, *Catch* will provide users with personalised content recommendations and allow for targeted marketing of cultural activities.

*Catch* will also collect audience insights which would be shared with culture sector stakeholders to better understand, engage and grow audiences. Smaller arts groups and artists can promote their initiatives free of charge on *Catch*.

Lastly, to enable our arts sector to contribute to environmental sustainability, NAC will also study best practices that could be adopted and introduced to the arts and culture sector to strengthen awareness and sustainability in artistic processes and productions. With these guidelines in place, we hope to encourage innovation within the arts community to adopt more sustainable practices.

1 **catch.**

1. *Catch* is a personal go-to guide for all things arts and culture. It eases discovery of arts and culture experiences by delivering a curated list tailored to its users' preferences.
2. Tusitala's prototype of a digital experience of an illustrated book using immersive technologies at the inaugural Arts x Tech Lab 2021 showcase.





## Data and Insights

Data and empirical evidence provide critical insights for the arts so that our plans and policies are shaped by real-world insights and can be designed to be more effective and impactful. For example, data can help us understand the public's perception of the arts, audience preferences and international markets. Data can also help us be better advocates for the arts. Data on the impact of the arts on city living, health, education and community-building can be powerful arguments for the public value of the arts. It would also help policymakers, funders and the public better appreciate the multi-dimensional contributions of the arts to society.

Over the past four years, NAC has invested more than \$6 million to commission studies such as the Population Survey on the Arts and the Arts and Culture Employment Study. These studies complement the Singapore Cultural Statistics and enable us to evaluate the impact the arts have on Singaporeans and the state of the sector. There are plans to further invest in research and infrastructure to yield valuable data insights, which we aim to share with the arts community.

In the near future, we aim to launch Data Insights Clinics for arts Self-Employed Persons (SEPs) and arts organisations. At these sessions, participants can hear the latest findings from the Population Survey on the Arts about audience segments' interests and perception, as well as levels of engagement with the arts online and offline. These insights can guide the way they develop arts programmes for different audience demographics.

Over the next five years, more funds will be committed to drive research that furthers our work in the three strategic thrusts. Priority will be given to various research areas, including ways to measure the impact of the arts on people, communities and spaces; methods of understanding and growing audiences; and the latest developments in arts and technology.

Members of the public were invited to share their thoughts on The Arts Plan by filling in a digital feedback form.

Credit: Island Boys





# CONCLUSION



Presented at the Singapore International Festival of Arts 2023, *Intermission* combines traditional Thai music and contemporary dance to examine the sociopolitical power of dance.

Credit: Arts House Limited



# THE ARTS BELONG TO ALL OF US.

# THE ARTS ALSO GIVE BACK TO US.



Shake a Leg Tea Dance by Maya Dance Theatre as part of Silver Arts 2021 was a digital performance which invoked the nostalgic vibes of the 1920s, and memories of love and dating.

Credit: 10:10 Media Productions

The arts belong to all of us. Whether we are audiences, participants, practitioners, patrons, or partners, we contribute to the arts scene, adding to its vibrancy and energy. The arts also give back to us. They can touch and inspire us, root us in our individual and communal identities, uplift our everyday surroundings and help make our city iconic and distinctive. We seek to celebrate and preserve our arts and culture, so that current generations are enriched in their life journeys, and we hope to grow a future generation of arts lovers and patrons.

An arts scene becomes richer and more diverse when there is greater collective ownership of it. That is why we aim to encourage even wider participation in and support for the arts, and to broaden its impact throughout the whole of society.

*Our SG Arts Plan (2023 - 2027)* has benefitted from the wide-ranging perspectives of more than 16,500 people in Singapore and internationally from within and outside the arts sector. These engagement efforts provide a strong foundation to further co-create the plan with our partners, stakeholders and the public over the next five years.

As a roadmap for the development of the arts, *Our SG Arts Plan (2023 - 2027)* and its three strategic thrusts will shape our priorities in policy, programmes and partnerships towards the outcomes of arts excellence and audience engagement.

We invite all of you to join the making to develop the goal we have for a distinctive city and creative economy anchored on a connected society. Developing the arts in Singapore takes collective action, partnerships and collaboration, and we will all reap the benefits.



# **APPENDIX: BUILDING ON OUR GAINS**



# Our SG Arts Plan (2018 - 2022)

## Stocktake

The Hyphen Projects presented *The Non Season* at Design Orchard as part of *Art Around The City*, a series of visual art installations and programmes commissioned by Singapore Tourism Board and NAC across key precincts in Gillman Barracks, Orchard Road, Little India and Chinatown. *The Non Season* was curated by May Leong, Becca d'Bus and Bobby Luo, and featured a variety of artists such as Diva Agar and Masuri Mazlan.

Credit: Hyphen Projects



The plan maps the journey the NAC has embarked on together with our arts community and Singaporeans, and serves as a guide to the development of the arts scene.

### Guided by 3 strategic thrusts

#### Inspire Our People

Singaporeans are empowered to create, present and appreciate excellent art

#### Connect Our Communities

Diverse communities come together to enjoy and support the arts

#### Position Singapore Globally

Arts and culture icons and works are appreciated by audiences and critics at home and abroad

### 8 strategic priorities

- 1 Strengthen NAC's role in leading and championing arts in SG
- 2 Increase focus on growing audiences
- 3 Build diverse capabilities in the arts sector
- 4 Increase sector-wide support for freelance arts professionals
- 5 Utilise technology to improve art-making and outreach efforts
- 6 Strengthen research in the arts sector
- 7 Strengthen programme design to maximise impact of the arts on society
- 8 Take Singapore's art beyond our shores





1



2



3



4

## 1 Strengthen NAC's role in leading and championing arts in SG

- + Grew arts patronage through the Sustain the Arts (stART) Fund to encourage giving to small arts organisations.
- + Supported arts infrastructure through providing subsidies and affordable shared spaces, and facilitated the co-location of arts organisations in retail spaces.
- + Worked with artists, cultural institutions and agencies including Singapore Tourism Board, People's Association and NParks to organise pinnacle platforms like SAW and Singapore Writers Festival (SWF).
- + Launched *Our Cultural Medallion Story* – a dedicated showcase at The Arts House to honour all Cultural Medallion recipients and celebrate their achievements.

## 2 Increase focus on growing audiences

- + Supported a diverse range of physical, digital and hybrid programmes through grants and initiatives, as well as commissioned public artworks in partnership with artists and agencies.
- + Worked with MOE and key institutions to introduce museum and arts-based learning programmes for young audiences in schools.
- + Redeveloped arts spaces such as the Stamford Arts Centre to support the growth of traditional arts and broaden its outreach.
- + Delivered tailored programmes including Arts in Your Neighbourhood and Silver Arts to better cater to different audience segments.

## 3 Build diverse capabilities in the arts sector

- + Supported local and international residencies and introduced training for key areas such as digital technology, entrepreneurship and audience development.
- + Continued partnership with National Institute of Education to equip arts educators with digital skills and audience development skills.
- + Enabled intermediaries to take on diverse roles, including Arts House Limited as organiser of the Singapore International Festival of Arts and SWF.
- + Raised capabilities of arts education providers in schools to deepen early immersion across artforms.

## 4 Increase sector-wide support for freelance arts professionals

- + Set up the ARH to provide arts SEPs with resources such as a jobs portal, a training directory and access to co-working spaces for a sustainable practice.
- + Engaged over 1,400 SEPs and organised talks and workshops offering legal and financial advice, while building intermediary capacity and leadership within the SEP community.
- + Partnered NTUC e2i (Employment and Employability Institute) and co-organised a virtual career fair for the arts and culture sector that featured over 200 job opportunities.
- + Commissioned a diverse spectrum of SEPs in projects to develop their capabilities and sustain their practice.

1. Minister for Culture, Community and Youth & Second Minister for Law Edwin Tong with 1987 Cultural Medallion recipient Som Said, at the launch of *Our Cultural Medallion Story* at The Arts House.

2. Students discussing Liu Kang's *Life by the River* with a facilitator during their on-site tour, as part of the Museum Based Learning (Art) programme, organised by National Gallery Singapore and supported by NAC.

Credit: National Gallery Singapore

3. Teater Ekamatra's *Bangsawan Gemala Malam* at Singapore International Festival of Arts 2022 presents a contemporary adaptation of Shakespeare's classic *A Midsummer Night's Dream*, inspired by Bangsawan opera and Nusantara. The production won Best Director, Best Costume and Best Actor in the ST Life Theatre Awards 2023.

Credit: Arts House Limited

4. In September 2022, ARH Connects resumed in-person sessions, bringing together recipients of the Self-Employed Person Grant and Organisation Transformation Grant together with arts Self-Employed Persons to network and share insights on a range of topics.





## 5 Utilise technology to improve art-making and outreach efforts

- + Partnered key institutions to deepen industry capabilities and expertise in various digital tools.
- + Launched an e-service portal for buskers to present arts experiences to audiences across more locations.
- + Incubated 10 projects over eight months for the inaugural Arts x Tech Lab 2021, which reimagined artistic practice and explored creative use of technology for audience engagement.
- + Developed a one-stop digital platform for audiences to discover arts and culture events.

## 6 Strengthen research in the arts sector

- + Commissioned various artform-specific research to deepen our understanding of audiences and their consumption patterns.
- + Organised arts and culture research symposiums for researchers and artists to network and build communities.
- + Published monthly research newsletters and worked with the Culture Academy, a division of the Ministry of Culture, Community and Youth, to equip the arts community with information to support their practice.
- + Strengthened research and documentation efforts through the Singapore Online Arts Repository to profile notable artists and record art history.

## 7 Strengthen programme design to maximise impact of the arts on society

- + Established new Arts and Culture Nodes and strengthened partnerships to engage the wider community, including under-reached communities - for example, through WeCare Arts experiences.
- + Completed the review of the NAC-Arts Education Programme to better integrate the arts in primary and secondary level education.
- + Published community engagement case studies, the Befrienders Arts Toolkit and other resources featuring best practices from the arts community.
- + Extended and deepened partnerships with volunteer and community networks to access under-reached communities and enrich their lives through arts experiences.

## 8 Take Singapore's art beyond our shores

- + Commissioned and presented renowned artists and practitioners on key international platforms such as the Singapore Pavilion at the Venice Biennale.
- + Facilitated cultural exchanges between artists through international partnerships and MoUs with the Australia Council for the Arts, British Council, Arts Council Korea and Embassy of France in Singapore.
- + Showcased Singapore's thought leadership in cultural policy at platforms organised by the Edinburgh International Culture Summit, UNESCO and International Federation of Arts Councils and Culture Agencies.
- + Supported artists through residencies such as Künstlerhaus Bethanien Residency, NAC-MET International Artist Residency, and the International Residency at Cemeti - Institute for Art and Society, to deepen their practice and grow their networks in top cultural cities in Southeast Asia and Europe.

1. Visitors interacting with a virtual reality experience at the inaugural Arts x Tech Lab 2021 Showcase.
2. The annual Arts and Culture Research Symposium creates awareness of the diversity of arts research and encourages arts practitioners and researchers to discuss ideas.

Credit: Institute of Policy Studies

3. *Roar Talents* at Our Tampines Hub, one of NAC's Arts and Culture Nodes.

Credit: Yu Khing Po

4. Then-France Ambassador to Singapore, Marc Abensour and then-NAC CEO Rosa Daniel at the MoU signing ceremony in 2022 to support the creation of a bilateral Artist-in-Residency Programme by arts and culture institutions over the next five years, in the fields of visual, literary and performing arts.





## Support for the Arts and Culture Sector During the COVID-19 Pandemic

Throughout the pandemic in 2020 and 2021, the arts played an essential role in inspiring hope. In addition to NAC's ongoing efforts, a total of \$75 million was committed to support the arts and heritage sectors through the enhanced Arts and Culture Resilience Package (ACRP). These efforts included:

- + Sustaining livelihoods, retaining talents and defraying operating costs through the ACRP Operating Grant, venue hire subsidy and rental waiver.
- + Upskilling and equipping artists with relevant skills for the new normal through the Capabilities Development Scheme for the Arts (CDSA).

- + Supporting and enhancing digitalisation efforts through the Digital Presentation Grant (DPG), commissions and partnerships, so that audiences can continue enjoying arts and culture from anywhere.
- + Positioning the sector for a post-COVID-19 pandemic recovery through the Organisation Transformation Grant (OTG) and the Self-Employed Person Grant (SEPG).

As of March 2022, through the support of the ACRP,

- + Over 240 organisations across the arts, heritage and creative sectors were beneficiaries of the ACRP Operating Grant.
- + Over 2,300 projects have been supported through the Digitalisation Fund, DPG, CDSA, SEPG and OTG.
- + More than 18,000 job and training opportunities were created for artists and arts groups from capability development, digitalisation efforts, SEP-initiated projects and NAC commissions.
- + More than 44 million views were reached through the launch of #SGCultureAnywhere to spotlight new digital arts programmes created by artists and cultural institutions. As part of the campaign, we worked with 15 key partners to commission and host content.

1. Supported by the Arts and Culture Resilience Package, *Streets of Hope* was the first and possibly largest presentation of homegrown artists along the streets of the Civic District. It featured original artworks by 367 local artists to lift the spirits of Singaporeans as the nation experienced an unprecedented time together.
2. Supported by the Organisation Transformation Grant, Sriwana explored new digital possibilities in programming and renewed their programme offerings across different presentation modes – physical, digital and hybrid, to keep up with changing audience preferences and demands.



Scan to visit  
*Our SG Arts Plan*  
(2023 - 2027) website:







NATIONAL ARTS COUNCIL  
SINGAPORE