<table>
<thead>
<tr>
<th>Page</th>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>pg 5</td>
<td>CHAIRMAN’S STATEMENT</td>
</tr>
<tr>
<td>pg 6</td>
<td>CHIEF EXECUTIVE OFFICER’S REVIEW</td>
</tr>
<tr>
<td>pg 9</td>
<td>COUNCIL MEMBERS</td>
</tr>
<tr>
<td>pg 11</td>
<td>SENIOR MANAGEMENT</td>
</tr>
<tr>
<td>pg 12</td>
<td>CORPORATE PROFILE</td>
</tr>
<tr>
<td>pg 13</td>
<td>ORGANISATION STRUCTURE</td>
</tr>
<tr>
<td>pg 14</td>
<td>10 MEMORABLE ARTS MOMENTS IN FY15/16</td>
</tr>
<tr>
<td>pg 15</td>
<td>CHAPTER 1: PROMOTE</td>
</tr>
<tr>
<td>pg 27</td>
<td>CHAPTER 2: SHAPE</td>
</tr>
<tr>
<td>pg 43</td>
<td>CHAPTER 3: GROW</td>
</tr>
<tr>
<td>pg 51</td>
<td>FINANCIALS</td>
</tr>
<tr>
<td>pg 91</td>
<td>ANNEXES</td>
</tr>
</tbody>
</table>
VISION

TO DEVELOP SINGAPORE AS A DISTINCTIVE GLOBAL CITY FOR THE ARTS

MISSION

TO NURTURE THE ARTS AND MAKE IT AN INTEGRAL PART OF THE LIVES OF THE PEOPLE OF SINGAPORE
"I cannot think of a life without the arts. Since childhood, my family has fed me a diet of Chinese opera and movies. Today, listening to music helps me decompress, books keep me company, and I enjoy beautiful objects around me."

— PROFESSOR CHAN HENG CHEE, CHAIRMAN
The Golden Jubilee marks our coming of age as a nation. Apart from economic, political, social and technological advances, we are beginning to see an increasingly confident people engaging in lively discussions on issues of identity and ‘Singaporean-ness’. The arts have become a space for us to work out these issues.

In 2015, our artists made waves across the world, with spectacular showings at the Venice Biennale 2015, City of London Festival 2015 and Singapore in France Festival 2015, among others, exploring new creative expressions to capture the meaning of being ‘Singapore.’

We have seen our traditional arts act as a focal point to create a sense of rootedness amongst our diverse communities. The Council has leveraged popular platforms like the Singapore Heritage Festival by the National Heritage Board and the Mid-Autumn Festival @ Gardens by the Bay 2015 by Singapore Press Holdings and Gardens by the Bay to bring quality traditional arts programmes to the public. With the redevelopment of the Stamford Arts Centre as a dedicated space for these art forms, and the documenting of our traditional arts narratives, we can look forward to further development and possibly the growth of distinctive and original content in time to come.

Beyond that, the Council has stepped up efforts to increase access to the arts for under-reached communities, working side by side with the social and healthcare sectors. $1.5 million has been set aside over the next three years for the WeCare Arts Fund with the People’s Association and its five Community Development Councils. Our annual Silver Arts festival has also continued to integrate arts into the lives of our seniors and their families.

As Singaporeans grow increasingly vested in the arts, we are particularly appreciative of those who have made it possible. To the generous patrons and supporters of the arts, we owe you a profound debt. In 2015, we saw a 46% increase in the number of individuals and corporations recognised as Patrons of the Arts. Collectively, they gave $136m, an increase of over 150% from the year before. To encourage more of such support, be it giving cash, giving in kind or volunteering time, the Council will be partnering the National Volunteer and Philanthropy Centre to advocate for the arts.

Looking ahead, we will continue our cultural diplomacy efforts to put Singapore on the world map, strengthening ties with our partners and instilling pride in the Singapore brand. The 2015 National Population Survey on the Arts revealed that our population is enjoying greater engagement with the arts and people are receptive to a wider range of art forms. Based on these findings, we will continue to drive deeper participation in, and greater ownership of, our arts and culture.

WeCare Arts Fund

CHAIRMAN

PROFESSOR CHAN HENG CHEE

CHAIRMAN

“...We are beginning to see an increasingly confident people engaging in lively discussions on issues of identity and ‘Singaporean-ness’. The arts have become a space for us to work out these issues.”
IMPACTING LIVES
2015 has been a significant year for us. With SG50 festivities in full swing, we have seen the nation come together to celebrate this milestone, with the arts featured in many events. From infusing colour into the daily lives of Singaporeans, to opening up opportunities for artists to inspire the public, the arts have impacted lives all over the nation.

ENGAGEMENT
2015 saw the launch of our inaugural nationwide dance movement, Got to Move, which galvanised Singaporeans to get moving with free dance activities islandwide. Visitors to the Civic District were also treated to the sight of three brand-new public art installations, breathing new life into the historic area. Notably, the arts have helped fuel exchanges on important social issues through platforms such as the Arts and Disability Forum 2015 and Arts in Eldercare Seminar 2015.

EXCELLENCE
Our efforts in developing quality content to capture the public imagination have been fruitful. Major festivals like the Singapore Writers Festival 2015, Singapore International Festival of Arts 2015 and Singapore Art Week 2016 have reported satisfaction levels as high as 95%. Meanwhile, our artists have enjoyed greater exposure on international platforms, especially through our collaborations with the British Council Singapore, Australia Council for the Arts and Institut Français.

ECOSYSTEM
In realising our vision for a robust arts scene, the Council recognises the need to address and plug industry gaps. Initiatives like Lead The Way have been launched to strengthen the management and leadership capabilities of arts organisations. We have also sought to revitalise arts spaces and create new ones, with ongoing efforts to develop Gillman Barracks as a top visual arts destination. We have also announced an open call to appoint a partner for the piloting of a new Children’s Arts Centre at Goodman Arts Centre.

LOOKING AHEAD
Embracing the arts is a lifelong journey, and we will continue to focus on reaching the young. Beyond that, we believe the arts can create different opportunities and pathways to success. In the year ahead, the Council will continue to advocate why the arts matter, and how everyone – whether an individual, a corporation or a community – can make a difference for our future through the arts.

KATHY LAI
CHIEF EXECUTIVE OFFICER

CHIEF EXECUTIVE OFFICER’S REVIEW
Arts and culture play a vital role in connecting people and places, enlivening and also

Endearing Singapore.

Collectively, the arts tell the Singapour story. They help pass on cherished memories from one generation to the next, and give us a compelling narrative as we navigate our way in the world.

In all its forms, art is an expression and extension of humanity. Societies and communities are molded into greater social cohesion and better understanding when we allow more opportunities for such artistic expressions. Art becomes the

Fodder for

Spirit, Mind, and Soul,

Enriching individuals and bringing together people!

The arts shape us - influence the values we uphold, the stories we share and the actions we take. It deepens our understanding of ourselves, our heritage, our identity and

Makes us Better

as a people.

As an integral part of daily life, the arts are essential to health and happiness. Beyond that, supporting the development of world-class arts institutions and museums will in the long term, prove our economy.

Engage diverse audiences and sustain Singapore in cementing its status as a leading

Cultural Capital.

There is no limit to what the arts can do to fuel the imagination and inspire hope for the future. They are part of what makes life worthwhile.

We should therefore continue investing time and resources in the arts, as they help us become better people, and

Make our nation a more vibrant one.

The arts touch the unexplored recesses of our minds and spirit. There is no drawing in artistic experiences as you enjoy the joy in all forms as a self-authored observer, interpreter, critic and participant. Our imagination can be stretched in our own spaces and on our own terms in an immersive interactive way, which make the connection with the arts a sheer Joyous Delight for the soul.

Wilson Tan
Chief Executive Officer
CapitaLand Mall Management Limited

Richard Moo
Deputy Chief Executive Officer
Eton Merchandising Authority

Cheng Siau Ching
Chief Executive Officer
National Gallery Singapore

Wu Hsiang Swang
Executive Chairman
Shars Corporation Limited

Tan Si San
Deputy Secretary (Industry and Information)
Ministry of Communications and Information

Profesor Kwok Kian Woon
Associate Provost (Student Life)
Nanyang Technological University

Gib Harvey-Samuel
Chief Executive Officer
HSBC Singapore

Clare Chiang
Senior Vice President
Daranco Trust Holdings Pte Ltd
For me, the arts

INSPIRE HOPE

for a better world, and are a reminder of how much more we could do to get there.

It transcends social boundaries, allows us to overcome barriers — both real and imagined — and unifies us in ways that only the arts can.

I SEE INFINITE POSSIBILITIES IN THE ARTS. BY TAKING SEEMINGLY INIMITABLE NARRATIVES AND WEAVING THEM INTO A COHERENT WHOLE, THE ARTS INFORM WHO WE ARE AND WHOM WE CAN BECOME. THEY SOW THE SEEDS FOR

SELF-DISCOVERY AND GUIDE OUR SEARCH FOR IDENTITY AND BELONGING.

DR MEIRA CHAND

Wilite

Nourishing

AN INDIVIDUAL’S INTELLECT AND SOUL, AND AN ESSENTIAL ROLE IN FORGING OUR NATION’S IDENTITY. WE CANNOT UNDERSTATE THE IMPORTANCE OF THE ARTS IN BUILDING A COMPASSIONATE AND INNOVATIVE SOCIETY.

SEHAIMI BIN ZAINAL ABIDIN

Director & General Counsel

Quantridge Capital Pte Ltd

GREAT ARTS AND CULTURE ARE FOR EVERYONE. BY CREATING THE RIGHT CONDITIONS FOR THE ARTS TO THRIVE, WE ENSURE A VIBRANT CULTURE IN WHICH CREATIVITY AND SELF-EXPRESSION CAN FLOURISH. IT IS IMPORTANT THAT OUR YOUTH ARE EXPOSED TO IT FROM AN EARLY AGE, AS THE ARTS ENCOURAGE CREATIVITY AND EXPAND WORLDVIEWS.

WONG SIEW HOONG

Director-General of Education

Ministry of Education

ART CAN BE DEFINED AS A CREATION OF BEAUTY AND CAN BE ENRICHED BY PEOPLE OF DIVERSE BACKGROUNDS AND CULTURES. THROUGH THE ARTS, WE ARE BETTER ABLE TO APPRECIATE THE COMPLEXITIES OF WHAT IT MEANS TO BE HUMAN. THE ARTS CAPTURE A WIDE VARIETY OF SITUATIONS AND CIRCUMSTANCES; THEY ALSO PROVIDE US WITH A COMMON LANGUAGE THAT CONNECTS US TO OTHER PEOPLE, PLACES AND TIMES.

PROFESSOR SUM YEE LOONG

Professor of Accounting (Practise)

Singapore Management University

AS A MEANS FOR US TO EXPLORE THE WORLD AND BE EXPOSED TO NEW WAYS OF THINKING, THE ARTS PROVIDE A SAFE SPACE FOR US TO NEGOTIATE ISSUES AND EXCHANGE CONSTRUCTIVE IDEAS. ON WHAT I REESE CLOSE TO OUR HEARTS, I BELIEVE THAT IT IS EVERY PERSON’S RIGHT TO EXPERIENCE THE ARTS, TO ACCESS THE WONDROUS STORIES BEHIND THEM AND TO ENCOURAGE THE NEXT CREATIVE GENERATION.

ALVIN TAY

Editor

The Business Times

Not only do the arts provide inspiration, empathy, solace & entertainment, they forge powerful connections between individuals, groups and communities. They offer a colourful backdrop for rich social interactions and meaningful conversations to take place.
The arts transcend age. By opening our minds and enabling us to explore new possibilities, they deeply enrich our life experiences.

The arts provide a space for a diversity of views, stories and feelings to be expressed and discussed. This is precisely in its ability to inspire the human spirit, create shared memories, and build greater understanding and common ground in societies.

Varied & Complex Beauty.

Through the mirror of the arts, one sees oneself — the beauty, the ugly truth, and ultimately what makes us human.

The returns on investment in the arts are measured, not in dollars and cents but in the wonders of our senses.

A part of art seeks to mesmerise us, such that we never want to be apart from art.

Art heals - creating or experiencing art can relax and soothe us, or it may enliven and stimulate us.

The process of creating art engages both the body and the mind and provides us with time to look inward and reflect. Art provides a release, a place for introspection and a way to engage our whole selves.