

How Does the Framework for Arts Spaces Affect Me?

Following the Review of the National Arts Council's Arts Housing Scheme

17 December 2010

Summary¹

About the Schemes

- Spaces remain affordable. NAC will continue to provide a reasonable level of rental support that is relevant to artists and arts groups' needs at different stages of their development.
- Rental fees and service charges collected from tenants are to provide for a suitable daily upkeep of the common facilities. It will also provide for mid-term, periodic repairs and improvements to the common facilities.
- There will be a range of fixed or maximum tenures introduced, reflecting the artists and art groups' needs at different stages of development under each Scheme. This is to ensure that artists and arts groups evaluate their own needs and ability to explore alternative spaces over time. This will also allow successive generations of artists and arts groups to benefit from limited infrastructural resources.

About the Facilities and Enhancements

- Greater variety of spaces, especially in the form of Shared Facilities, will be introduced in the properties, starting with Goodman Arts Centre. This will allow the wider arts sector and the surrounding community to benefit from the facilities and enjoy the arts.
- Current and new properties will be redeveloped over the period 2011-14, to incorporate facilities that better meet the needs of art-making, collaboration and community engagement.
- Place-Managers will be appointed by NAC to oversee the daily maintenance of the properties and facilities. At the same time, their role will be to introduce and support any programming needs to promote collaborations among tenants and greater interaction with the surrounding community. Tenants will no longer need to take on the role of overseeing daily maintenance via the Tenant Management Committees (MCs).
- New arrangements that leverage on the practice, performance or other facilities in community, schools or commercial buildings will be explored with partners. This will expand the range of options available for all as well as bring the arts closer to the public. NAC will play a facilitation role.

¹ An accompanying document entitled "Review of National Arts Council's Arts Housing Scheme" details the review, its findings and the process, as well as articulates the broad concepts underlying the Framework for Arts Spaces.

Pilot at Goodman Arts Centre

- New Schemes and changes will be piloted at Goodman Arts Centre.
- New Schemes and changes will be introduced at suitable existing properties only after the properties have been redeveloped. This will take place 2011-2014.
- This approach will allow NAC to pilot and, if necessary, fine-tune the Schemes. This will also give existing tenants time to evaluate their needs, plan ahead and make adjustments if necessary.

Are you a new or young artist or arts group? Are you an existing practising artist or arts group who has been looking for a space to develop your practice or company?

1. NAC is launching Goodman Arts Centre (90 Goodman Road – the former LASALLE campus) in December 2010 as a pilot project for Arts Spaces (i.e. a new Framework that replaces the Arts Housing Scheme), providing an additional 3,615 sqm of shared facilities for hire at an accessible and affordable rate e.g. blackbox, dance and music studios, gallery, seminar/meeting rooms etc and 4,646 sqm of spaces for lease by artists and arts groups (see [Annex A](#) for details).
2. Two Schemes will be launched at Goodman Arts Centre (a comparison of the new Schemes against the old AHS can be found at [Annex B](#)):

A. Incubation Scheme

3. This Scheme provides new, young artists, arts companies, associations and societies, community/amateur arts groups within the first 3 years of practice or establishment, tenure of up to 3 years with infrastructure support, subject to an annual review.
4. The aim is to give new, young artists and arts groups the opportunity and platform to develop their artistic and organisational foundations, in an environment where they can interact with and learn from other artists, arts groups and the community around them.
5. The infrastructure support will be given in the form of a rental grant amounting to 80% of the market rental, capped at \$800 per month, whichever is lower. In addition, artists and arts groups will have to pay 20% of market rental as a service charge for preventive, routine repairs and general maintenance such as cleaning of common areas, pest control and security. Artists and arts groups can also book shared facilities to meet other needs such as meeting/seminars, rehearsal or practice etc.

An example:

If selected, Arts Group X can rent a small studio of size 30.8 sqm at a monthly market rental rate of \$481.71. The rental grant provided by NAC will be at 80% of market rental; amounting to \$385.37. As such, Arts Group X will have to pay \$96.34 for rental and \$96.34 as service charge every month.

Arts Group X can also choose to rent a bigger studio of size 73.5 sqm at a monthly market rental rate of \$1,149.54. In this case, 80% of market rental at \$919.63 will be higher than the \$800 cap. Taking away the rental grant provided by NAC at \$800, the Arts Group will have to pay \$349.54 for rental and \$229.91 as service charge every month.

The spaces are intended to support the Arts Group's administrative and general operating needs, or serve as an artist studio. For rehearsals, exhibitions or events, the Shared Facilities are available for booking.

6. The assessment criteria and respective weighting for new applications are as follows:
- (60%) Strength of 3-year programme/proposal in terms of artistic development, developing organisational/management capabilities and/or attaining operational and financial sustainability.
 - (40%) Potential contribution to the community in terms of promoting the artform, developing and sustaining the community's interest in the artform, realising the vision for the property/arts centre/cluster/arts belt, place-making, and/or interaction or collaboration with other artists and arts groups.
7. After 3 years, NAC expects that some artists and arts groups will either find alternative work spaces, as they develop greater resources and networks or decide to step down or dissolve their activities. For others, they may choose to apply for further support under the ***Scheme for Developing Artists and Arts Groups***, described below.

B. Scheme for Developing Artists and Arts Groups

8. This Scheme is targeted at existing practising artists and arts companies, associations and societies, community/amateur arts groups with more than 3 years of practice and a track record of activities and artistic growth.
9. The aim is to provide such artists and arts groups a suitable and stable space to strengthen their artistic and organisational foundations, and to develop key programmes that will further their artistic, organisational and audience or outreach objectives.
10. The infrastructure support will be given in the form of a rental grant amounting to 80% of the market rental, capped at \$3,000 per month, whichever is lower. This higher quantum (than the ***Incubation Scheme***) is to enable the artists and arts groups to take on bigger spaces or dedicated studios for rehearsal and practice, if it meets their needs. Similar to the ***Incubation Scheme***, artists and arts groups will have to pay 20% of market rental as a service charge for preventive, routine repairs and general maintenance such as cleaning of common areas, pest control and security. Artists and arts groups will continue to have access to Shared Facilities.
11. The maximum tenure is 9 years with infrastructure support, based on a 3-year tenancy cycle for renewal, subject to an annual review.

An example:

If selected, Arts Group Y can rent a mid-sized studio of size 100 sqm at a monthly market rental rate of \$1,564.00. The rental grant provided by NAC will be at 80% of market rental; amounting to \$1,251.20. As such, Arts Group Y will have to pay \$312.80 for rental and \$312.80 as service charge every month to NAC.

Arts Group Y can also choose to rent a smaller space of 30.8 sqm for administrative use at a monthly market rental rate of \$481.71 and a dance studio of size 246.43 sqm for workshops/classes, rehearsal and practice use at a monthly rental rate of 3,854.17. In this case, 80% of market rental for all the spaces at \$3,468.70 will be higher than the \$3,000 cap. Thus, the rental grant provided by NAC will be at \$3,000. Arts Group Y will have to pay \$1,335.88 for rental and \$867.18 as service charge every month to NAC.

The spaces are intended to support the Group's administrative and general operating needs, serve as an artist studio, and/or meet workshops/classes, practice and rehearsal needs. Arts Group can also book the Shared Facilities for exhibitions or events needs.

12. The assessment criteria and respective weighting for new applications are as follows:

- (40%) Strength of 3-year programme/proposal in terms of artistic development, developing organisational/management capabilities and/or attaining operational and financial sustainability.
- (40%) Demonstrated contribution to the community in terms of promoting the artform, developing and sustaining the community's interest in the artform, realising the vision for the property/arts centre/cluster/arts belt, place-making, and/or interaction or collaboration with other artists and arts groups.
- (20%) Potential/Demonstrated ability to implement programme/proposal, sustain operations, achieve greater financial sustainability, effectively upkeep the spaces, and/or make prompt payments for rental fees and service charges.

13. The assessment criteria and respective weighting for renewals are as follows:

- (30%) Demonstrated ability to implement 3-year programme/proposal, sustain operations, achieve greater financial sustainability, effectively upkeep the spaces, and/or make prompt payments for rental fees and service charges.
- (30%) Strength of new 3-year programme/proposal in terms of artistic development, developing organisational/management capabilities and/or attaining operational and financial sustainability.
- (20%) Significance of new 3-year programme/proposal to the artist or arts group's development in terms of artistic growth and/or access to new audiences and markets.

- (20%) Demonstrated contribution to the community in terms of promoting the artform, developing and sustaining the community's interest in the artform, realising the vision for the property/arts centre/cluster/arts belt, place-making, and/or interaction or collaboration with other artists and arts groups.
14. Artists and arts groups are at any point, free to exit the Scheme². For those who continue and have maximised the 9-year tenure, they may choose thereafter to:
- i. Operate independently and take up tenancies directly with other landlords. NAC will then cease to provide infrastructure support and channel the resources to other new and developing artists and arts groups.
 - ii. Respond to NAC's call to submit a proposal to be co-located with other tenants in mixed-use developments such as community buildings and creative clusters e.g. EDB's Gilman Village or JTC's Wessex Estate (Refer to Para 36-43).
 - iii. Respond to NAC's call to submit a proposal to manage an identified property as an Arts Centre with facilities and programmes that facilitate other artists and arts groups' artistic and organisational growth (Refer to Para 28-33).
 - iv. Dissolve or reconstitute the arts group in response to considerations such as viability and sustainability as well as broader developments in the cultural landscape and changes in the community/audience's taste and preferences.

Timeline for Applications to Goodman Arts Centre

15. The open call for applications for Goodman Arts Centre will be done on 20 December 2010. There will be site visits conducted, together with briefings to familiarise the artists and arts groups with the Framework for Arts Spaces and the facilities at Goodman Arts Centre.
16. As the site is undergoing renovation works, it will be operational from April 2011. From December 2010 to April 2011, NAC will be receiving and assessing the applications as well as processing the lease agreements. Refer to Table 1 for the timeline.

² Subject to the notice period as stipulated in the Tenancy Agreement

No.	Item	Timeline
For Goodman Arts Centre		
1.	Open Call for Application with site visits for interested applicants	20 Dec 2010 – 1 Feb 2011
2.	Consolidation & Clarification of Applications Submitted	7 Feb – 11 Feb 2011
3.	Assessment by NAC (including soliciting industry feedback)	14 Feb – 18 Mar 2011
4.	Notification and Signing of Lease Agreements	21 Mar – 18 Apr 2011
5.	Moving in of new tenants	Apr 2011 onwards

Table 1: Timeline for Goodman Arts Centre

Future Developments

17. In addition, NAC has placed reservations on three new possible additions to Arts Spaces, comprising in total approximately 9,750 sqm of spaces for arts use. NAC will begin with feasibility studies to assess its feasibility and suitability, other implications on cost as well as possible business and management models. If found feasible and all other implications are addressed, we aim for these properties to be operational over the period 2011-2014.

For current Arts Housing tenants, how will the Framework for Arts Spaces affect you? When will the changes take effect? Will you be eligible to apply for spaces at Goodman Arts Centre?

18. **The Framework for Arts Spaces replaces the current AHS but will be implemented across suitable existing arts housing properties after the pilot at Goodman Arts Centre from 2011-14**, to allow existing tenants the time to evaluate, plan and make the necessary transition. Goodman Arts Centre will also afford NAC the ability and flexibility to fine-tune the Framework. NAC will be working closely with the appointed place-manager and tenants, should changes be required for it to be effective and efficient, before the Schemes are implemented at other properties.
19. This means that until the Framework takes effect at the other properties, current tenants will continue to pay 10% of market rental for rent (and enjoy the 90% rental subsidy) and 5% of market rental for sinking fund. They will continue to bear the current tenant-initiated Management Committee (MC) fees of between 7-55% of market rental, depending on property, for general maintenance. The renewal criteria: level of activities, usage of premises, promptness of fee payment and artistic merit/contribution will also remain unchanged.
20. Current AHS tenants can apply for spaces at Goodman Arts Centre but this will be in accordance to the rental fees and service charges, as well as assessment process and criteria under the Framework for Arts Spaces and no longer the old AHS.

Implementation at and Potential Redevelopment of Existing Properties

21. NAC has begun reviewing the current arts housing properties to assess their suitability for continued arts use, to support a wider range of needs from administration to content creation, rehearsal and practice, presentation and community engagement. Similar to Goodman Arts Centre, we are looking to introduce a unique concept for each property/arts centre/cluster of properties/arts belt and consider the right tenant mix and place-manager that will work effectively together to realise its vision.
22. Depending on the extent of the redevelopment works, the properties may be closed for redevelopment. During the redevelopment, tenants will unfortunately, have to look for other work spaces. Tenants are eligible to apply for available spaces at other existing or new NAC properties, or to use the Shared Facilities. Where an existing property may be returned to the State as its lease has ended or if the spaces are found to be ill-suited for arts uses, NAC intends to have already identified suitable alternative properties to be developed as new arts centres (also see Para 17).
23. After the re-development of existing properties, NAC will conduct open calls for applications. Previous tenants are eligible to apply for a space in the redeveloped property but will have to adhere to the terms and conditions under the Framework for Arts Spaces, and no longer the old AHS.

24. As articulated in Para 21, we have begun reviewing the current arts housing properties, and our preliminary views on their suitability, concept as well as tenant mix are as follows:

- For **Telok Ayer Performing Arts Centre (TAPAC)**, NAC's current lease of the property will expire in 2014 and it will not be renewed. In its place, NAC has identified another centrally located state-owned property. NAC is studying the detailed feasibility of redeveloping it into a multi-disciplinary arts centre that can potentially have a stronger focus on amateur groups, associations and traditional arts groups. Both the *Incubation Scheme* and *Scheme for Developing Artists and Arts Groups* will be implemented at this new arts centre. There may also be shared facilities at the new arts centre that can be open for the tenants and all in the arts community to hire for ad-hoc or project use.
- **Telok Kurau Studios (TKS)** can continue to be a centre focused on the visual arts. There is however, scope to consider if spaces can be made available to incubate and support new and developing artists, as well as for term residencies and project studios open to established artists to explore new artistic developments or mentor young artists. In addition, it can be redeveloped to introduce other supporting facilities for art making e.g. workshops with technical support for different art mediums (e.g. ceramics, metalwork).
- **Cairnhill Arts Centre (CAC)** today is a lively and well-managed cluster comprising professional, full-time developing and established arts groups that interact well with each other and the community. NAC's preliminary assessment is for the cluster to continue to develop as such, and to examine if some of the spaces can be used to incubate fast-professionalising arts groups identified to have the capacity to graduate from NAC's infrastructure support to own or enter into direct tenancy with the Singapore Land Authority (SLA) or other landlords.

25. Except for Stamford Arts Centre, the properties along Waterloo Street, Little India and Chinatown Arts Belts and Selegie Arts Centre are considered single-tenanted properties under the old AHS. There is little collaboration, connectivity or shared spaces among the properties in these belts. Current tenants oversee their own maintenance and operate within the confines of each property. Under Arts Spaces, NAC intends to introduce the Arts Belts as coherent and connected clusters of arts spaces, with shared facilities created in some buildings and with greater consideration given to the precinct's characteristics and community. Our preliminary ideas are as follows:

- The **Waterloo Arts Belt**, including **Stamford Arts Centre** and **Selegie Arts Centre**, are part of the Bras Basah-Bugis precinct where place-management efforts by NAC and the National Heritage Board (NHB) will be piloted from 2011 onwards. With its proximity to School of the Arts (SOTA), LASALLE College of the Arts, Nanyang Academy of Fine Arts (NAFA), Singapore Management University (SMU) as well as National Museum of Singapore (NMS) and Singapore Art Museum (SAM)'s contemporary art programming, NAC's preliminary assessment is for the Waterloo Arts Belt to be a magnet for incubating new, young talents and arts groups as well as a cluster for developing or more established arts groups whose artistic direction and programmes focused on the youth and young adults to reach out to this segment of the population.
- While we have gathered feedback from some current tenants that the shophouses at the **Chinatown Arts Belt** are ill-suited for arts uses, particularly for theatre groups, these properties have potential to contribute towards the overall place-making of the Chinatown precinct. In addition, its proximity to Kreta Ayer People's Theatre as well as the heritage and character of the precinct may present opportunities for some artists and arts groups. Activities of music groups, including contemporary vocal groups, and Chinese opera groups may find the shophouse spaces and the location suitable. There is also scope to consider if the shophouses could be better managed as a cluster instead of separate, independent units, and to explore greater synergy with the commercial, street-level tenants.
- For the **Little India Arts Belt**, similar to the Chinatown spaces, feedback has been that the spaces are not suitable for performing arts groups' rehearsals or practice. However, tenants have found the surrounding community a lively one, and are able to draw inspiration from the rich vernacular of the Little India precinct. NAC's preliminary view is to examine if the existing shophouse units could be replaced with larger ones at alternative locations within Little India that may become available for arts use. If so, NAC is keen to explore if they could be managed as a single cluster of work-live lofts for visual and literary residencies and projects.

26. There is scope for single-tenanted properties at **72-13 Mohammed Sultan Road, 45 Armenian Street, 155 & 161 Middle Road, 10 Kampong Eunus and 19 & 20 Merbau Road** to be re-developed as arts centres for mature, established arts groups who have the capacity to take on the role of a sector or artform champion (see Para 28-33). The co-located spaces at **Ulu Pandan and Marine Parade Community Buildings** can continue to develop as such (see Para 36-43).

Beyond the Incubation Scheme and Scheme for Developing Artists and Arts Groups, and the above plans for re-developing existing NAC properties, other ideas have been surfaced. How and when will these new ideas be implemented? Is there further scope for Arts Groups to propose new Arts Centres for the community?

27. From 2011-14, NAC will also phase in the following new ideas (a comparison of the new Schemes against the old AHS can be found at [Annex B](#)).

A. Arts Centre Scheme

28. This Scheme targets mature, established arts groups who have the capacity to take on the role of a sector or artform champion, and in operating facilities that can benefit the wider community, including Shared Facilities. These organisations will hold the head tenancy to the properties as an arts centre.

29. For a start, properties eligible for assessment under this Scheme are currently 72-13 Mohammed Sultan Road, 45 Armenian Street, 155 & 161 Middle Road, 10 Kampong Eunon and 19 & 20 Merbau Road. NAC will target to roll out the Arts Centre Scheme and call for interest when these properties or their relevant cluster/arts belt is being reviewed or re-developed.

30. The infrastructure support will be given in the form of a rental grant amounting to 80% of the market rental, capped at \$18,000 per month, whichever is lower. This is the highest quantum available under Arts Spaces to enable the arts groups to manage the properties. Aside from taking care of preventive, routine repairs and general maintenance such as cleaning of common areas, pest control and security, Arts groups will have to contribute 10% of market rental to a sinking fund used by NAC to manage cost for corrective and cyclical repairs and maintenance.

31. The maximum tenure is 9 years of infrastructure grant, based on a 3-year tenancy cycle for renewal, subject to an annual review.

An example:

If selected, Arts Group Z can manage 72-13 Mohammed Sultan Road as an arts centre for contemporary theatre at a monthly market rental rate of \$12,820.59. The rental grant provided by NAC will be at 80% of market rental; amounting to \$10,256.47. As such, Arts Group Z will have to pay \$2,564.12 for rental and \$1,282.06 to the sinking fund every month to NAC.

32. The assessment criteria and respective weighting for new applications are as follows:

- (60%) Demonstrated contribution to the community in terms of promoting the artform, developing and sustaining the community's interest in the artform, realising the vision for the property/arts centre/cluster/arts belt, place-making, and/or interaction or collaboration with other artists and arts groups.
- (40%) Potential to manage the property as a shared/central resource for the arts community and the public, sustain operations, achieve greater financial sustainability, effectively upkeep the property, and/or make prompt payments for rental fees and sinking fund contribution.

33. The assessment criteria and respective weighting for renewals are as follows:

- (60%) Continued contribution to the community in terms of promoting the artform, developing and sustaining the community's interest in the artform, realising the vision for the property/arts centre/cluster/arts belt, place-making, and/or interaction or collaboration with other artists and arts groups.
- (40%) Demonstrated capability and capacity to manage the property as a shared/central resource for the arts community and the public, sustain operations, achieve greater financial sustainability, effectively upkeep the property, and/or make prompt payments for rental fees and sinking fund contribution.

B. Assistance for Storage

34. Storage and finding suitable affordable storage solutions are a challenge for many artists and arts groups. However, this is also an area where there is substantial private sector expertise, as well as synergies with the media sector where there is similarly the need to make and store props and sets. There may also be suitable warehouses or industrial spaces for such uses.

35. As such, NAC is exploring conducting a call for interest/proposal, to seek proposals for such a facility, where NAC will play the role of providing some level of seed support and facilitation to enable an intermediary (e.g. commercial company, arts group or a cooperative) to develop lower-cost storage options. This can be a privately-operated facility open to interested artists and arts groups for storage, props rental/exchange and props-making functions.

C. Co-location with community or commercial spaces

36. Currently, there are only two co-location spaces and both are within community buildings, namely the Singapore Wind Symphony at Ulu Pandan Community Building and The Necessary Stage at Marine Parade Community Building. NAC intends to expand this approach. For arts to be pervasive, it needs to be integral to the community's lifestyle. There is increasing recognition on the value of arts education and participation to one's well-being, ability to express, learn and reflect. The community's participation in the arts can also achieve broader outcomes of social integration, community bonding and engaged citizenry in shaping Singapore's cultural development.

37. NAC will actively engage other agencies to maximise the social impact of the arts in the community and thereby, provide more spaces for arts practitioners and the community to engage in art-making as well as collaborations and interactions. In particular, NAC will look to:

i. Match Artists and Arts Groups with Community/Civic Facilities and Partners

38. Artists and arts groups can be involved in the project conceptualisation and design development of new civic spaces/facilities to create opportunities for the arts to connect with the public by way of public art, venues and spaces for community art etc. They can also become place-managers or programmers of the community spaces for artistic creations to entertain, enrich and inspire Singaporeans.

39. NAC aims to integrate the arts via the co-location of artists and arts groups in each of the 3 regional centres and in each of the 4 sub-regional centres outside of the city centre by 2015 – and have started to engage community partners and relevant agencies in further discussion.

40. NAC is currently looking to introduce infrastructure support, where necessary, in the form of a rental grant amounting to 80% of the market rental, capped at \$3,000 per month, whichever is lower. Arts groups will be responsible for any other fees and charges imposed by the landlord. The infrastructure grant will be given as a 3-year grant in the first instance, renewal for another 3-year grant, up to a maximum tenure of 9 years. NAC will source for appropriate artists and arts groups through open calls for applications as and when plans and spaces become available.

41. The assessment criteria and respective weighting for new applications are likely to be as follow:

- (60%) Demonstrated contribution to the community in terms of promoting the artform, developing and sustaining the community's interest in the artform, realising the vision for the property/arts centre/cluster/arts belt, place-making, and/or interaction or collaboration with other artists and arts groups.
- (40%) Strength of 3-year programme/proposal in terms of artistic merit, developing organisational/management capabilities and/or attaining operational and financial sustainability.

42. The assessment criteria and respective weighting for renewals are as follows:

- (50%) Demonstrated contribution to the community in terms of promoting the artform, developing and sustaining the community's interest in the artform, realising the vision for the property/arts centre/cluster/arts belt, place-making, and/or interaction or collaboration with other artists and arts groups.
- (30%) Demonstrated ability to implement 3-year programme/proposal, sustain operations, achieve greater financial sustainability, effectively upkeep the spaces, and/or make prompt payments for rental fees and relevant charges.
- (20%) Strength of new 3-year programme/proposal in terms of artistic development, developing organisational/management capabilities and/or attaining operational and financial sustainability.

43. As of November 2010, NAC has started to be more involved in facilitating the co-location of artists and arts groups at other spaces beyond AHS properties. However, several of these conversations with community and commercial partners are still in the initial stages. NAC will continue to evolve and improve its processes of facilitation and aims to have this initiative effective from October 2011 onwards.

ii. Facilitate Co-Location of Artists and Arts Groups within Commercial Developments

44. Today, commercial properties such as shopping centres do offer spaces designated for civic, cultural or institutional uses at reasonable rates. Artists and arts groups looking to engaging the general public actively through workshops, classes or other activities may find such spaces suitable. For instance, the Little Arts Academy is currently located at the shopping mall, PoMo at Selegie Road.

45. There are also opportunities for artists and arts groups to be co-located within mixed-use creative clusters, including developments such as Old School at Mount Sophia and Emily Hill at Mount Emily.

46. NAC will look to play a facilitation role, working with such private operators to explore suitable opportunities for artists and arts groups. We will explore an effective channel through which we can disseminate regular information about such opportunities to the arts community, and facilitate a suitable matching.

iii. Facilitate Artists and Arts group to Tap On Existing Facilities in Schools, Community and Commercial buildings, Vacant State Properties for Project and Short-Term Needs

47. Beyond a longer-term tenancy, there are also opportunities for short-term uses of community and commercial spaces, such as auditoriums within commercial buildings, temporarily vacant state properties, and school facilities. These spaces can be used by amateur or professional groups for residency, presentation, rehearsal and practice. There can also be positive collaboration or synergy with the property owners, to maximise the use of these resources.

48. NAC will look to establish partnerships with SLA, JTC, PA and schools, amongst others. As with the facilitation for co-location within commercial properties, we will explore an effective channel through which information about such available facilities can be easily accessed by both property owners and the arts community.

Annex A – Goodman Arts Centre (GAC)

Vision and Objectives

1. Leveraging on the rich history and the mix of different communities that surround GAC, **NAC envisages that it will become a youthful and energetic centre with a wide range of arts and cultural offerings and serve as a place to bring in the different communities to experience and be engaged through the arts in an intimate manner.** GAC will also be a meeting point for the arts community to come together for their needs, from self development to training to showcasing of their works.
2. **NAC's Office will be relocated to within GAC to enable a closer working relationship with its arts and community stakeholders.** As fellow tenants, NAC will also experience first-hand the effectiveness of this pilot scheme for the new Framework for Arts Spaces.

Desired Outcomes

3. NAC aims to achieve the following desired outcomes:
 - i. Professionalism and Capabilities for a Sustainable Arts Eco-system
4. Start-ups and young artists and arts groups will be incubated within affordable and flexible spaces on short term, finite tenancies that are linked to clear deliverables and project outcomes. The development of new growth sectors will be spurred by housing a **diverse, multi-disciplinary tenant mix, co-locating companies in the more established professional sectors of dance, music and theatre, with organisations in the developing and new priority sectors of literary arts and community arts. The supporting industry, industry associations and creative businesses will also be groomed by co-locating them with artists and arts groups** within the development, leveraging on shared spaces for master-class programmes, public workshops and other events.
5. **GAC will also be a place where more matured developing companies will be given the chance to hone and develop their management and artistic skills to eventually move towards operating from their own premises.**

ii. Creation of Diverse and Quality Artistic Works

6. The variety of rehearsal, residency and project spaces found within GAC will provide artists with suitable platforms to create and test new artistic works. The shared facilities will allow for more efficient utilisation by a broader base of artists and arts groups over time.
7. With a multi-disciplinary tenant mix, GAC hopes to **catalyse works that will cross boundaries, and create greater synergies and collaborations amongst the various art forms**. GAC will also allow artists and arts groups to test their new content with audiences before they are eventually developed for more established performance venues in the city centre.

iii. Enhanced Arts Experience for Broader and Deeper Community Engagement

8. In line with NAC's intent to inject a place-making objective to all of our properties, GAC will have **more open and communal spaces that encourage the artists and community to mingle and connect**. To draw in the public, selected commercial and food and beverage establishments that enhance the overall experience will be introduced.
9. NAC will also engage a place-manager to actively manage the facilities and tenants, and programme the spaces with the tenants for the community at large. These programmes to be developed with the tenants will target particularly students, youths and their families in participating and learning through the arts through classes, workshops and performance-related activities.

Facilities

10. GAC will introduce 36 Shared Facilities for hire on an ad-hoc basis. The Shared Facilities are scheduled to be operational in three phases³:
 - a. Phase 1: 31 facilities to open from February 2011 onwards.
 - b. Phase 2: 2 facilities to open from March 2011 onwards.
 - c. Phase 3: 3 facilities will open when fitted out.
11. Advance booking can be made with the Place-Manager. Table 1 shows a listing of the Shared Facilities and their corresponding rental rates.

³ Phases 1 and 2 are based on obtainment of the phased Temporary Occupation Permits (TOP). The 3 facilities under Phase 3 can be rented out for other purposes before it is fitted with the necessary fixtures and/or equipments.

Table 1: List of Shared Facilities and Rental Rates

Purpose	Phase	Type of Room	Gross Floor Area (square metres)	Number of rooms	Available for Use
Art Making	1	Gallery	147/140	2	Feb 2011
	1	Music Studio (Small)	34	5	Feb 2011
	1	Music Studio (Mid)	51	2	Feb 2011
	1	Music Studio (Mid)	68	1	Feb 2011
	1	Props Making Workshop	110	1	Feb 2011
	1	Project Studio (Small)	37	5	Feb 2011
	1	Project Studio (Mid)	74	5	Feb 2011
	1/2	Black Box ⁴	264 ⁵	1	Feb/Mar 2011
	2	Multi-Purpose Hall	424 ⁶	1	Mar 2011
	2	Dance Studio	185	1	Mar 2011
	3	Ceramic Studio	160/45	2	To be fitted out
Meetings/ Trainings	1	Multi-Purpose Room (Small)	31	1	Feb 2011
	1	Meeting Room (Mid)	74/66	4	Feb 2011
	1	Seminar Room (Small) ⁷	74/66	2	Feb 2011
	1	Seminar Room (Mid) ⁸	110	1	Feb 2011
	1	Seminar Room (Large)	147	1	Feb 2011
Storage	3	Multi-Purpose Room (Store)	140	1	To be fitted out

⁴ Retractable seats available in Mar 2011.

⁵ GFA excludes the Changing, Store & Control Rooms at Mezzanine Level

⁶ GFA excludes these areas connected to the Hall: Stage 85sqm; 2 Changing Rooms 115sqm each

⁷ Limited chairs available Feb-Mar 2011, full set available in Mar 2011.

⁸ Limited chairs available Feb-Mar 2011, full set available in Mar 2011.

Type of Use	Type of Room	GFA (sqm)	No. of Rooms	Purpose	Rates		
					Corporate	Arts Non-Tenant	Arts Tenant
Art Making	Black Box (Rates include use of Dressing, Store & Control Rooms)	264	1	Performance (Weekday)	\$460/4-hours	\$200/4-hours	\$105/4-hours
				Performance (Weekend)	\$675/4-hours	N.A.	N.A.
				Rehearsal	N.A.	\$115/4-hours	\$60/4-hours
	Multi-Purpose Hall (Rates include use of Dressing Rooms)	424	1	Performance (Weekday)	\$800/4-hours	\$350/4-hours	\$185/4-hours
				Performance (Weekend)	\$1200/4-hours	N.A.	N.A.
				Rehearsal	N.A.	\$200/4-hours	\$105/4-hours
				Practice	\$310/hour \$1,445/6-hours \$2,700/day	\$140/hour \$650/6-hours \$1,220/day	\$75/hour \$345/6-hours \$650/day
	Gallery (High Ceiling)	147	1	Gallery Hire	\$400/day	\$180/day	\$95/day
	Gallery	140	1		\$280/day	\$125/day	\$65/day
	Dance Studio	185	1	Dance Practice	\$145/hour \$670/6-hours \$1,250/day	\$65/hour \$300/6-hours \$560/day	\$35/hour \$160/6-hours \$295/day
	Music Studio (Small)	34	5	Music Practice	\$35/hour \$165/6-hours \$310/day	\$15/hour \$70/6-hours \$130/day	\$8/hour \$38/6-hours \$70/day
	Music Studio (Mid)	51	2		\$40/hour \$185/6-hours \$350/day	\$20/hour \$90/6-hours \$170/day	\$10/hour \$45/6-hours \$85/day
	Music Studio (Mid)	68	1		\$55/hour \$255/6-hours \$480/day	\$25/hour \$115/6-hours \$215/day	\$13/hour \$60/6-hours \$115/day
Props Making Workshop (Additional utility charges may apply for high usage.)	110	1	Props Making		N.A.	\$600/wk	\$600/wk

Type of Use	Type of Room	GFA (sqm)	No. of Rooms	Purpose	Rates		
					Corporate	Arts Non-Tenant	Arts Tenant
	Ceramic Studio ⁹	160/45	2	Ceramic Making	\$200/week/user	\$120/week/user	\$65/week/user
Meetings/ Trainings	Multi-Purpose Room (Small)	31	1	Multi-Purpose	\$22/hour \$100/6-hours \$190/day	\$10/hour \$46/6-hours \$85/day	\$5/hour \$23/6-hours \$45/day
	Meeting Room (Mid)	74/66	4		\$44/hour \$150/4-hours	\$20/hour \$68/4-hours	\$10/hour \$34/4-hours
	Seminar Room (Small)	74/66	2		\$90/hour \$305/4-hours	\$40/hour \$135/4-hours	\$20/hour \$68/4-hours
	Seminar Room (Mid)	110	1				
	Seminar Room (Large)	147	1				
Storage	Multi-Purpose Room (Store)	18 (tbc)	Tbc	Storage (no air-con)	N.A.	N.A.	\$95/wk or \$325/mth
		37 (tbc)	Tbc		N.A.	N.A.	\$160/wk or \$550/mth
Art-Making (Projects)	Project Studio (Small)	37	5	Hire (exclude utility charges payable by tenants separately)	N.A.	\$355/month	\$355/month
	Project Studio (Mid)	74	5		N.A.	\$710/month	\$710/month

⁹ Rates may be adjusted to account for need to recover fit-out cost.

12. Table 2 shows the 49 spaces for lease under the *Incubation Scheme* and *Scheme for Developing Artists and Arts Groups*.

Table 2: List of Spaces for Lease and Market Rental Rate

Type of space	Floor Area (sqm)	No. of Rooms	Market Rental Rate (@\$15.64/sqm)
Office/Studio (Small)	29.51	1	\$461.54
	30.80	1	\$481.71
	36.75	9	\$574.77
Office/Studio (Mid)	50.00	1	\$782.00
	56.47	1	\$883.19
	66.26	2	\$1,036.31
	73.50	15	\$1,149.54
	81.84	2	\$1,279.98
	100.00	1	\$1,564.00
	106.41	1	\$1,664.25
	108.91	1	\$1,703.35
	110.25	1	\$1,724.31
	123.22	1	\$1,927.16
	130.00	1	\$2,033.20
Office/Studio (Large)	184.82	1	\$2,890.58
	195.30	2	\$3,054.49
	200.00	1	\$3,128.00
	202.50	1	\$3,167.10
	257.30	2	\$4,024.17
Music Studio (Small)	34.15	2	\$534.11
Dance Studio (Large)	246.43	1	\$3,854.17
	264.11	1	\$4,130.68

Annex B – Summary Table of New Framework for Arts Spaces Against Old AHS

	Current Arts Housing Scheme	New Framework for Arts Spaces**			
		Incubation Scheme for New/Young Artists and Arts Groups	Scheme for Developing Artists and Arts Groups	Arts Centre Scheme	Co-Location Spaces
Property	5 Multi-Tenanted Arts Centres. 36 Single-Tenanted Properties, inc. Waterloo, Chinatown and Little India Arts Belts. 2 Co-Located Spaces.	Goodman Arts Centre (2011 Pilot) New or Existing Multi-Tenanted Arts Centres/Arts Belts after Redevelopment (2011-14)		Selected Single-Tenanted Properties (2011-14)	Selected spaces within Community/Civic Facilities (2011-14)
Rental + Sinking Fund Paid by Tenant	10% Market Rental for Rent + 5% of Market Rental to Sinking Fund	20% of Market Rental (inclusive of sinking fund)		20% of Market Rental for Rent + 10% of Market Rental to Sinking Fund	20% of Market Rental for Rental
Rental Subsidy from NAC	90% rental subsidy	80% rental support or \$800/mth, whichever is lower	80% rental support or \$3,000/mth, whichever is lower	80% rental support or \$18,000/mth, whichever is lower	80% rental support or \$3,000/mth, whichever is lower
Maintenance Fee Paid by Tenant	<u>Multi-Tenanted Property:</u> 7-55% of Market Rental, depending on Property <u>Single-Tenanted Property:</u> Tenant maintains	20% of Market Rental		No change. Tenant Maintains.	No change. Tenant Maintains or Pays a fee as charged by the main Landlord.
Responsibility for Daily Maintenance	Management Committee, made up of selected Tenants	NAC or NAC-appointed Place Manager			
Tenure for Assistance and Tenancy	1 – 3 year Tenancies, eligible for renewals as long as 2 out of 4 Assessment Criteria are met	3 year Tenancy and Rental Grant.*	3-year Tenancy and Rental Grant, eligible for renewal up to of 9 years.*	3-year Tenancy and Rental Grant, eligible for renewal up to 9 years.* Option of direct lease from the landlord, if feasible.	3-year Rental Grant, eligible for renewal up to 9 years.* Tenancy may be subject to main Landlord's terms.

*New Assessment Criteria and Process will apply.

** Framework also includes new shared facilities introduced at Goodman Arts Centre (and, where possible, redeveloped multi-tenanted properties); facilitation for co-location or short-term use of facilities within commercial/community buildings; and plans to support the development of storage facilities for the arts sectors.