

SINGAPORE HERITAGE SOCIETY



ANNUAL REPORT

FOR ↗
YEAR ENDED
31 JULY 2019

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ABOUT SINGAPORE HERITAGE SOCIETY

Giving a Future to Our Past

SHS is an independent voice for heritage conservation in Singapore. Our work is guided by our definition of heritage as ‘the living presence of the past’. Singapore’s history is a vital part of our identity and growth. Social bonds are strengthened when we understand and cherish the social memories of past and present generations in the spaces we protect. These beliefs drive our key efforts in research, public education and advocacy.

The Singapore Heritage Society was registered as a society on 12 March 1987. SHS was registered as a charity under the Charities Act (Chapter 37) on 24 November 1993. SHS was first granted Institution of a Public Character (IPC) status in 14 January 2009. Currently, SHS has been approved as an IPC from 14 July 2019 to 13 July 2021.

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S87SS0042J

↳ Registered Address:
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↳ Auditors:
Hoon Tai Meng & Co.

↳ Acknowledgements:
Sincere thanks to CROP.SG for supporting SHS with their design and layout services.

MESSAGE FROM OUR PRESIDENT

It has been another busy year here at the Singapore Heritage Society – you will find information about the Society’s activities and advocacy efforts elsewhere in this report.

I would just like to mention a few other matters. On governance, the Commissioner of Charities and other government agencies keep us on our toes. To ensure that the Society retains its status as a registered charity and an institution of public character, the Executive Committee has drafted a conflict of interest policy and a data protection notice, and are working on policies dealing with other matters such as the handling of donations and payments. We also went through the Society’s Constitution and will be proposing various amendments at the 2019 Annual General Meeting for clarity and to improve working procedures.

We have maintained cordial working relationships with government bodies whose functions impact Singapore’s heritage, including the Land Transport Authority, the National Heritage Board (NHB), the National Parks Board and the Urban Redevelopment Authority (URA). This has enabled us to meet with their representatives in both formal and informal settings to exchange information and to put forward the Society’s concerns.

In a similar vein, I continued representing the Society as a member of the NHB’s National Collection Advisory Panel (since September 2013) and Nomination Committee for Hawker Culture (since August 2018), and have been invited to join the Archaeology Advisory Panel with effect from August 2019. I am also on the URA’s Heritage and Identity Partnership panel (since August 2018). At meetings of these panels, I am able to share the Society’s viewpoints on matters relating to the tangible and intangible cultural heritage of Singapore.

Being one of the key non-governmental organizations in the heritage sector in Singapore, this year we have had more contacts with heritage groups from around the region. We have been invited to join the ASEAN Heritage



Alliance spearheaded by the Siam Society; and our Vice-President and Executive Director, Dr Chua Ai Lin, met with the Sarawak Heritage Society (together with SHS volunteer Fauzy Ismail) in April 2019, and subsequently attended a working group meeting on “East Asian Socio-Cultural Connectivity: Building an Institutional Network” under the auspices of the Network of East Asian Think Tanks (NEAT) in Busan, South Korea, in July 2019. While we are conscious of our limited manpower and resources, such contacts provide opportunities for us to learn from others, as well as to share our own experiences and expertise.

Finally, I would like to recommend to you the working paper entitled *Survey on the Perceptions of Singapore’s Built Heritage and Landmarks* published by the Institute of Policy Studies (IPS) in August 2019. Two conclusions drawn by the researchers stood out for me. First, they found that recent public debates about the conservation of sites such as Bukit Brown Cemetery saw more participation from younger people rather than people over the age of 49, probably because much of the debate took place in online fora. Can the Society do more to reach out to older members of the community? A fine example of the Society’s efforts in this regard was the fully booked *Remembering Seven Sisters’ Festival* talk on 3 August 2019, which was conducted largely in Cantonese and attended by many senior citizens.

Secondly, the IPS concluded that heritage initiatives and programmes by institutions create a strong impact, regardless of the participants’ ages. This should provide impetus for the Society to continue its efforts to educate people about the importance of preserving heritage through lectures, walking tours and other creative means.

My fellow Executive Committee members and I continue to be heartened by your generous donations and membership of the Society. A big thank you for continuing to support the Society in its endeavours!

Dr Jack Tsen-Ta Lee
President
Singapore Heritage Society

MESSAGE FROM OUR EXECUTIVE DIRECTOR

This past year has quite different from usual modus operandi for SHS. Not in our core mission of research, public education and advocacy, or our goal of speaking up for heritage conservation in Singapore, but the approach and scale we've been able to take to achieve those objectives.

First and foremost, a strong partnership with The Substation has been at the core of this. The Substation, known for cutting edge artistic and intellectual discourse on Singapore issues, invited me to be their Lead Resident for 2018. This was surprising to many, myself included, as I am not an artist, and I was also the first non-artist to hold this position at The Substation. Recalling SHS's many conferences and discussions held at The Substation during its heyday in the early 1990s, I was keen to renew that meaningful partnership.

As part of their theme for the year, "Cities Change, Everything You Know Goes Away", The Substation invited me to curate one of their programming series sub-themes, for which I chose the subject of Singapore architectural heritage modernist icons under threat of enbloc sale and demolition. The modest production funding offered by The Substation was a huge step up from the zero-budget approach SHS normally has to take. With this support, the SHS position paper, was not simply an MS Word document distributed in PDF, but a beautiful, professionally-designed, printed booklet, with a title, *Too Young To Die*, inspired by The Substation's own parallel exhibition entitled "Deathsong". The design team also helped to transform the wordy, text document into an engaging public exhibit. In addition to the panel discussions we often organise, The Substation encouraged us to take a more creative approach to public education, which resulted in collaborations with an architect, an artist, a theatre practitioner and a communications academic to come up with a hands-on workshop, a guide for self-exploration of the sites, and a deliberative forum. These fresh approaches caught the attention of new audiences and illustrated how impactful



our efforts could be with better funding and a broader range of creative/intellectual partners.

The second important impact The Substation partnership has had is in terms of giving SHS a taste of how beneficial having a fixed workspace can be; and one that suits the needs of our ExCo and youth volunteers on the Working Team (more about that later) for small-group meetings, larger volunteer briefings, project work, workshops and ad hoc, long conversations with each other on topics of common interest and mutual concern. These have all been avenues by which more experienced SHS members share their knowledge and experience with younger volunteers, an essential process in ensuring the sustainability of SHS as an organisation. Having a physical home is one cornerstone of strengthening organisational identity that volunteers can identify with. The Substation's slogan is 'A Home for the Arts' and it has truly felt like home for SHS during this past year, for which we are extremely grateful.

In 2019, we also decided to take stock of the talented and passionate young people whom we have mentored over eight batches of the SHS internship programme. We realised the time was ripe to take our organisation a step forward by establishing the Working Team of young people, comprising selected past interns and early-career professionals, to provide a structure for them to collaborate effectively, and be mentored to take on greater responsibilities. The development of the Working Team is key to enabling SHS to improve our programmes, and scale up so that we can have more impact in heritage awareness and conservation.

Here's to our creative partners and young volunteers who have shaped how SHS has lived up to its tagline of Giving a Future to our Past in 2018-2019! My dream for the coming year is to extend these fresh directions, and see how much further they can take us.

Dr Chua Ai Lin
Executive Director
Singapore Heritage Society

HIGHLIGHTS OF THE YEAR

- **Aug 2018**
Ran one month of “En Bloc, or Buildings Must Die” public programmes with The Substation

STATISTICS & FIGURES

13,379 followers of the SHS Facebook Page

- **Sep 2018**
Completed the Ah Mah Drink Stall Heritage Wall on Pulau Ubin with Friends of Ubin Network

Almost **10,000** people attended our talks, tours and exhibits

Organised or participated in public outreach activities **23**

- **Oct 2018**
Completed a 2-year long research project on 21 historic places of worship in Tanjong Malang, Tanjong Pagar and Telok Ayer

REPRESENTED ON **13** government & professional committees

- **Mar 2019**
Commenced Chinatown cultural mapping fieldwork of 24 streets with 14 volunteers

53 MEDIA MENTIONS

\$19,972 in donations raised



SHS ExCo Meeting on 17 April 2019
at The Substation

EXECUTIVE COMMITTEE

Singapore Heritage Society is governed by the Executive Committee, which is responsible for overseeing and managing the organisation. The society is also led by an Executive Director. Organisational administrative functions are handled by a company secretary contracted on a yearly basis.

NAME	CURRENT APPOINTMENT	OCCUPATION	PAST APPOINTMENTS IN SHS EXCO
Dr Jack Tsen-Ta Lee	President (appointed Sep 2017)	Deputy Research Director, Singapore Academy of Law	
Dr Chua Ai Lin	Vice President (appointed Sep 2017)	Executive Director of SHS	Vice President (Sep 2011-Sep 2013); President (2013-2017)
Mr Victor Yue	Honorary Treasurer (appointed Sep 2017)	Retired	
Mr Han Ming Guang	Honorary Secretary (appointed Sep 2017)	Librarian, National University of Singapore	
Ms Catherine Lim	ExCo Member	Independent Media Producer	
Ms Mizah Rahman	ExCo Member	Executive Director, Participate In Design	
Mr Timothy Pwee	ExCo Member	Librarian, National Library Board	
Mr Siva Krishnasamy	ExCo Member	Lawyer, Pereira & Tan LLC	
Mr Tony Tan Say Kiong	ExCo Member	Director, Betel Box Asia Pte Ltd	
Mr Tan Wee Cheng	ExCo Member	Adjunct Associate Professor, National University of Singapore	Honorary Treasurer (Sep 2009- Sep 2013)

EXECUTIVE MANAGEMENT TEAM

Dr Chua Ai Lin
Executive Director
Appointed since Jan 2018

COMPANY SECRETARIAL SERVICES

Bizcomm Pte Ltd
50 East Coast Road
02-73, Roxy Square
Singapore 428769

RESEARCH & ADVOCACY

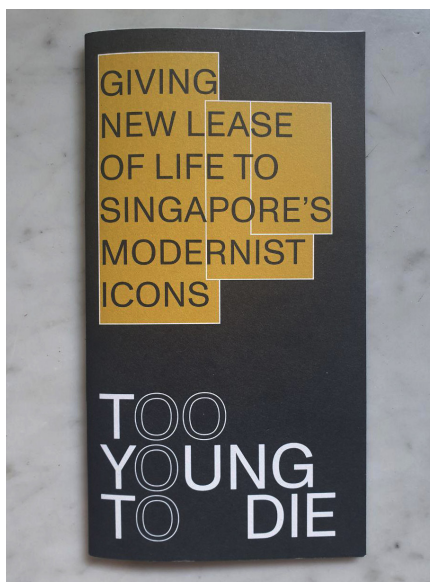
Advocacy is in its broadest sense the key work of the Singapore Heritage Society. We advocate a deeper understanding of Singapore's past, amongst a broader spectrum of society, and also advocate for best practices in heritage management. Our research is a critical foundation for this advocacy by providing in-depth, specialised knowledge and analysis which informs our advocacy. This research comprises both academic studies as well as up-to-date field knowledge from site visits.

The research and public education work we do are the building blocks for heritage advocacy. While we do take up advocacy for the preservation of specific historical sites which are under threat, our larger objective is to emphasise the underlying principles behind the meaning or management of such sites. We believe that greater stakeholder engagement in the planning process will result in more robust solutions that fulfil the social, environmental and economic dimensions of sustainable development.¹

We conduct this advocacy at several different levels:

- * Representation on governmental advisory committees (see section, "Committee Representation");
- * Participation at government feedback sessions;
- * Talks, forums, seminars and tours open to SHS members and the public (see section, "Public Outreach");
- * Disseminating information online (see section, "Online Presence");
- * Interviews with the media (see section, "Media Coverage");
- * Publications for the general public;
- * Scholarly articles and conference papers.

¹ For a more in-depth exposition on SHS's advocacy work, please see Chua Ai Lin, 'Giving a Future to our Past' -Reflections on Developing the Heritage Conservation Cause', in *Commentary: Singapore - A Democracy of Deeds and Problem-Solving*, Volume 25 (2016), pp. 38-49, http://www.nuss.org.sg/publication/1464683902_commentary2016_final.pdf



The printed version of SHS's position paper, *Too Young To Die*, released in Aug 2018

² <https://www.businesstimes.com.sg/real-estate/golden-mile-complex-may-stay-even-with-en-bloc>

³ <https://www.straitstimes.com/business/developers-get-more-clarity-on-golden-mile-en-bloc-site>

1. BUILT HERITAGE

SHS promotes awareness and advocates for the conservation of worthy structures that have not been gazetted for protection and the application of international best practices in conservation. In particular, SHS advocates for the conservation of modernist built heritage, which receives comparatively less attention in terms of heritage conservation.

A. Position paper, *Too Young to Die: Giving New Lease of Life to Singapore's Modernist Icons*

In August 2018, in response to the threat of demolition from en-bloc sale that faced three of Singapore's most historically and architecturally significant post-independence buildings: Golden Mile Complex, Pearl Bank Apartments and People's Park Complex, SHS released a position paper entitled, *Too Young To Die: Giving New Lease of Life to Singapore's Modernist Icons*. The position paper detailed the architectural significance of the buildings and made recommendations for adjustments to existing land-use policies and other regulatory frameworks surrounding such buildings in order to encourage approaches of rehabilitation and adaptive reuse and longer lifespans for buildings. Thanks to support from The Substation, the position paper was professionally-designed and 1000 copies printed for public distribution. A PDF version is also available for free download from the SHS website at <https://www.singaporeheritage.org/?p=403>.

Alongside the release of the position paper, SHS met with the Ministry of National Development and Urban Redevelopment Authority on three occasions, alongside other concerned citizens such as Tan Cheng Siong, the architect of Pearl Bank, and a group of local architects who organised a petition to conserve Golden Mile Complex and People's Park Complex.

In October 2018, URA announced that Golden Mile Complex had been assessed to have heritage value, URA was in the process of engaging the stakeholders to explore options to facilitate conservation.² In January 2019, URA further announced that it would allow Golden Mile Complex to be developed as an integrated project with a gross floor area (GFA) of 85,977.5 sqm, but its landmark main building would have to be retained.³

B. Exhibition, *Too Young to Die: Giving New Lease of Life to Singapore's Modernist Icons*

As Lead Resident of the Substation for 2018, Dr Chua Ai Lin facilitated a partnership between SHS and the Substation to organise a series of programmes around the theme of “En Bloc, or Buildings Must Die” from August to September 2018. Alongside its published form, the *Too Young to Die* position paper was reworked with the help of designers Zachary Chan and Wong Chun Sing to be presented in the form of an exhibit, which invited viewers to understand the visions behind the three modernist icons, question what the threat of their demolition meant to them, and give their opinions on how the buildings could be repurposed. The exhibition featured images of Pearl Bank, Golden Mile Complex and People's Park Complex by photographers, Philipp Aldrup and Finbarr Fallon, and the late Jeremy San. Excerpts from the documentary, ‘City Lights’ (2006) of interviews with the architects of these icons, were shown with permission from URA, who commissioned the production. A reading corner allowed visitors to read through research materials for the position paper, including a listing of newspaper primary materials from the National Library's NewspaperSG which is made available on the SHS website at <https://www.singaporeheritage.org/?p=4103>. Over 6000 thousand visitors saw the exhibit, particularly during the Night Festival in the Civic District in late August 2018, in which The Substation participated. The exhibit also made many new audiences aware of SHS for the first time.



The *Too Young to Die* exhibition held at The Substation, as part of the *En Bloc, or Buildings Must Die* programme (25 August – 23 September 2018)



The Substation's Artistic Director, Alan Oei, and SHS Executive Director, Dr Chua Ai Lin, speak at the opening launch of the *Too Young to Die* exhibition (25 August 2018)

C. Substation programme series: 'En Bloc, or Buildings Must Die'

Together with The Substation, SHS organised a series of public outreach events, notably some which took a more creative and interactive approach to engaging the public. These substantially increased SHS's exposure to new audiences, particularly those in their 20s with an interest to artistic and intellectual responses to local issues. More information on each of the programmes is available from The Substation at <https://citieschange.sg/En-Bloc-or-Buildings-Must-Die>

- i. Instagram short film competition,
'BIG4ENBLOC' (21 June- 23 September 2018)
The competition invited 40-second submissions



William S.W. Lim, founding president of SHS, speaking at the panel 'Never Say Die', at The Substation (1 September 2019). Photo: See Kian Wee.

via Instagram, responding to the possibility of impending enbloc collective sale of four Singapore modernist icons. SHS Executive Director, Chua Ai Lin, was invited to chair the Jury Panel, comprising well-established figures from the local film community such as director, Tan Pin Pin, Executive Director of the Singapore International Film Festival, Yuni Hadi, and founder of The Projector cinema, Karen Tan. Goethe Institut Singapore generously sponsored the grand prize of a trip to Germany in conjunction with the 100th anniversary of the Bauhaus movement. Over a hundred entries were received and the competition's impact continues through the availability of the entries and other related public responses on Instagram even after the competition, searchable via the competition's hashtag "#big4enbloc".

- ii. "Never Say Die!" (1 September 2018)
 - a panel featuring three septuagenarians/octogenarians known for their contributions to Singapore's built landscape: architect of People Park Complex, Golden Mile Complex and Pearl Bank William S.W. Lim, architect of Pearl Bank, Tan Cheng Siong, and property developer, Daniel Teo. for the Substation After Dark (SAD) party. A video of the event is available at <https://www.facebook.com/sgheritage/videos/1143403292465726/>
- iii. "Time is Up? A Panel on En Bloc and Singapore's Modernist Icons" (8 September 2019)
 - a panel on conservation issues in Singapore from the perspectives of different field specialists: Assoc Prof. Daniel Goh (Sociologist), Ho Weng Hin (Conservation Specialist), Dr. Malone-Lee Lai Choo (Urban Planning Specialist), Adrian Tan (En Bloc Litigator), moderated by SHS President, Dr. Jack Tsen-Ta Lee. A video of the event is available at <https://www.facebook.com/sgheritage/videos/502334526906926/>.
- iv. "Is It Time Yet?: A Deliberative Forum on the Future of Our Modernist Icons"

(22 September 2018)

— Facilitated by Dr Natalie Pang, this workshop used the deliberative forum methodology to generate a deeper understanding of diverse perspectives from participants across different ages and backgrounds.

- v. “Revaluing The Pearl: hands-on workshop on Brutalism” (23 September 2018)
— Conceptualised and conducted by Jonathan Poh, Principal Architect and co-founder of Provolk Architects, this concrete casting workshop provided participants with a hands-on discovery to understand brutalist architecture and the design logic behind Pearl Bank Apartments.
- vi. “A Complex Mission - self-guided explorations of Golden Mile Complex and People’s Park Complex”
— Developed by artist, Shermain Lee, and theatre practitioner, Koh Hui Ling, these downloadable mission cards were inspired by Shermain Lee’s earlier project, Codex Golden, a visualised experience of the Golden Mile Complex. The uniquely designed cards prompt visitors to discover these unique and complex spaces using their five senses. They can be downloaded at <https://tinyurl.com/complexmission>. There was also a pop-up exhibition of the mission cards for Golden Mile Complex at The Projector cinema in Golden Mile Tower.

D. NUS Lee Kuan Yew School of Public Policy’s Policy Analysis Exercise

SHS was the client organisation for a project by Master’s in Public Policy students on “Conserving our modern built heritage amidst collective sale fever: Addressing gaps in the collective sales process”. Focusing on the case study of Golden Mile Complex, the paper makes recommendations for improving the collective sales process, through the involvement of a broader range of stakeholders. The full report was completed in March 2019 and can be viewed at: <https://www.singaporeheritage.org/?p=4168>. This is the third time

that SHS has been a Policy Analysis Exercise client for LKYSPP.

E. Feedback on the URA Draft Master Plan 2019

URA released the Draft Master Plan 2019, inviting public feedback for a period of one month from 27 March to 25 April. SHS submitted written feedback by email recommending a list of sites worthy of greater conservation attention or gazetted conservation status:

SITE	ADDRESS
Fook Tet Soo Khok Temple	50H Palmer Road
Keramat Habib Noh and Masjid Haji Muhd Salleh	37 Palmer Road
Haw Par Villa	262 Pasir Panjang Road
Seng Wong Beo	113 Peck Seah St
Mun Sun Fook Tuck Chee	124 Sims Drive
Golden Mile Complex	5001 Beach Road
People's Park Complex	1 Park Road
Bukit Brown Cemetery	Kheam Hock Road
Old Malay Cemetery (Kampong Glam)	Jalan Kubor
KTM Jurong Line	
Dragon Kilns	Thow Kwang Pottery Jungle, 85 Lorong Tawas Jalan Bahar Clay Studios, 97L Lorong Tawas

F. Representation on URA committees

SHS ExCo members sit on URA advisory panels which deal with built heritage conservation issues.

- i. Heritage and Identity Partnership panel
SHS President, Dr Jack Tsen-Ta Lee, has been appointed as member from 1 August 2018 to 31 August 2020.
- ii. Design Advisory Panel (Conservation)
SHS's Executive Director, Dr Chua Ai Lin, has been appointed as member from January 2018 to December 2019.

2. INTANGIBLE CULTURAL HERITAGE

ICH has come to the forefront of heritage policy in Singapore following the Singapore state's ratification of Unesco's Convention for the Safeguarding of the Intangible Cultural Heritage in February 2018. SHS has been actively promoting research and public education on diverse aspects of ICH since the Society's establishment in 1987, as well as providing informed opinion to the National Heritage Board (NHB) through focus groups and meetings.



Site visit by SHS Working Team members to Fook Tet Soo Khek Temple (14 July 2019)

A. Historic Places of Worship in Telok Ayer, Tanjong Pagar, and Tanjong Malang

A two-year research project entitled “Integrating Heritage in Singapore’s Urban Development: Research on Historic Places of Worship in Telok Ayer, Tanjong Pagar, and Tanjong Malang” funded by National Heritage Board’s Heritage Research Grant was completed in September 2018. SHS has continued to work with the commissioned research consultancy, Ethnographica Pte. Ltd., led by project Principal Investigator, Dr Vivienne Wee, to follow up with education and outreach initiatives.

Further funding from NHB has been secured under the Heritage Participation Grant, as well as from the Ministry of Community, Culture and Youth (MCCY)’s Community Integration Fund to carry out a programme combining walking trails and discussion workshops of the sites. Four routes are now being developed for these programmes, to be conducted between September and December 2019.

Selected findings from the research report were presented by Dr Vivienne Wee, lead researcher, Lynn Wong Yuqing and SHS’s Executive Director, Dr Chua Ai Lin at an international workshop, *Chinese Temples in Southeast Asia* organised by the Asia Research Institute at the National University of Singapore, 28 February -1 March 2019.

The project was also featured in a *Straits Times* article on 8 July 2019, which described some of the religious sites and explained the pressures they face to sustain their heritage while not officially designated as conservation sites or monuments.

B. Research study on “The evolution of Singapore’s Hawker Culture: street food and changing landscapes”

SHS has been awarded the NHB Heritage Research Grant for this two-year project which is expected to be completed in early 2021. Research consultants, Ethnographica Pte Ltd have been commissioned by SHS to carry out this study which looks at the evolution of Hawker Culture in terms of hawking practices (past and present), their culinary traditions and changing landscapes, especially over the last fifty years. In the context of rapidly changing landscapes, this project will examine how experiences and memories of street food evokes mindscapes of altered places. The academic significance of such research is that it will provide new documentation and analyses of hawking practices and culinary traditions as evolved phenomena, while studying food and place, street food and streets as intertwined social realities, where experiences of the one evoke memories of the other, analysing Hawker Culture in time and space.

C. Singapore Nomination Committee for Hawker Culture

Since October 2018, SHS President Dr Jack Tsen-Ta Lee has been Nomination Committee for Hawker Culture, organised by NHB, to oversee efforts for Singapore hawker culture be recognised on UNESCO’s Representative List of the Intangible Cultural Heritage of Humanity. Apart from providing recommendations on the nomination documents submitted to UNESCO, the committee promotes wider support for the nomination among Singaporeans in general. In March 2019, NHB submitted the nomination application to UNESCO.

In addition to representation on the Nomination Committee, SHS ExCo members have attended several NHB focus group sessions, and given in media interviews on the topic.

D. Heritage Languages

For UNESCO International Mother Language Day on 21 February 2019. SHS interns created videos to raise public awareness of heritage languages in Singapore. Four videos were produced to introduce rhymes, poems and other sayings in the Tamil, Vietnamese, Baweanese and

Hakka languages. These were disseminated via the SHS Facebook and Instagram pages.

SHS Executive Committee members, Victor Yue and Chua Ai Lin, are founders and administrators of the “Heritage Languages of Singapore” Facebook group, where members share content on languages of Singapore, the region and beyond. There are 1,471 members in the group as of 12 August 2019.

E. Joint-call for Singapore Chinese Cultural Centre’s Chinese Arts and Culture Research Grant (May 2019)

The Singapore Chinese Cultural Centre (SCCC) invited SHS to run a joint call for their Chinese Arts and Culture Research Grant in May 2019. This grant was first launched in 2018 to fund research projects related to Chinese visual arts, performing arts, culture and impact/and or contribution of these Chinese visual arts and performing arts on Chinese identity and culture in Singapore, up to a maximum of \$60,000 and of no longer than 18 months in duration. In 2019, the grant was open exclusively to members of SHS. The evaluation panel of three academics and experts convened by SCCC includes one representative from the SHS ExCo, and SHS bears responsibility for disbursement of the grant to successful applicant(s) as well as overseeing the procurement process of the successful applicant(s). As per the standard procedure for research organisations, SHS levies an indirect research cost of 33% on the direct research cost of successful applicant(s). Result of the grant call will be announced by SCCC in September 2019.

F. Chinese New Year Temple Visits

As with previous years, in the evening of the eve (4 February 2019) and early hours of the first day (5 February) of the Lunar New Year, SHS Exco member Victor Yue led a group to visit six temples connected to different Chinese dialect groups, to observe the festivities surrounding the tradition of devotees seeking to pay respects as early as possible in the Lunar New Year. The temples visited were Thian Hock Keng, Yu Huang Gong, Yue Hai Qing, Fook Tet Soo Khek Temple, Hainan Hwee Kuan and Kwan Im Thong Hood Cho Temple.



Taken at the Hainan Hwee Kuan, on a visit to six Chinese temples on the eve and first day of the Lunar New Year, led by SHS Hon Treasurer, Victor Yue on 4 Feb 2019

⁴Read more about the SHS vision for revitalising the Pulau Ubin kampung at <https://www.facebook.com/notes/singapore-heritage-society/revitalising-ubin-as-living-kampung/1574324345948529/>

On 7 February, Victor Yue, also led a visit to the historic Chan Chor Ming Tong, a ‘vegetarian hall’ in the Balestier area, which is closed to visitors all year round except for the 3rd day of the Lunar New Year, when hundreds of devotees arrive to pray for blessings for the new year. With most of the elderly residents of Chan Chor Ming Tong having passed away, its future remains uncertain.

G. Kusu Island pilgrimage with Siong Leng Musical Association

SHS ExCo members, youth volunteers and general members joined the Siong Leng Musical Association on their annual pilgrimage to Kusu Island to perform Nanyin music and Liyuan opera at the Tua Pek Kong Temple, on 3 November 2018. The annual Kusu pilgrimage is an important piece of Singapore’s intangible cultural heritage, and visiting the island each year allows us to observe the built heritage and intangible heritage on the island to note any changes.

H. Visit to Peck San Theng Heritage Gallery

On 3 March 2019, SHS ExCo member organised a visit to the Peck San Heritage Gallery, which recently opened in August 2018, for SHS volunteers and graduate students from NUS Chinese Studies Department. Peck San Theng committee member, Mr Kwan Yue Keng, gave a tour of the heritage gallery and columbarium, explaining Cantonese death rituals and the history of Peck San Theng cemetery which was exhumed for the present-day Bishan estate.

I. Visit to Peck San Theng Heritage Gallery

On 3 March 2019, SHS ExCo member organised a visit to the Peck San Heritage Gallery, which recently opened in August 2018, for SHS volunteers and graduate students from NUS Chinese Studies Department. Peck San Theng committee member, Mr Kwan Yue Keng, gave a tour of the heritage gallery and columbarium, explaining Cantonese death rituals and the history of Peck San Theng cemetery which was exhumed for the present-day Bishan estate.

3. PULAU UBIN

SHS’s vision for Pulau Ubin is to revitalise the living heritage of the island through the kampung community, and their homes.⁴ We do this through activities that bring the former Ubin community together, assist

local residents in the repair of buildings, document and research intangible and built heritage, as well as public education.

A. Friends of Ubin Network (FUN)

SHS has been a member of FUN since its inception in 2014, a network convened by the Ministry of National Development (MND) to discuss issues affecting daily life and future development on the island. Chaired by Second Minister for National Development Desmond Lee, FUN meets quarterly and includes public-sector representatives from the Ministry of National Development, National Parks Board, Urban Redevelopment Authority and National Heritage Board, as well as civil society organisations, educational institutes and individuals. Within FUN, SHS is the convenor of 'Kawan Ubin', for those working on community and living heritage issues. Kawan Ubin volunteers make regular visits to Pulau Ubin and build relationships with residents, while identifying and seeking to address key concerns from the residents.

B. Pulau Ubin FB page

Set up in 2014 by SHS Executive Committee members Chua Ai Lin and Victor Yue and jointly managed with Ria Tan from Wild Singapore, the public Facebook Group for Pulau Ubin provides a common platform for the public to share and discuss Pulau Ubin related news and information. There are 2,837 members as of 12 August 2019, as compared to 2,607 members one year ago.

C. Ah Ma Drink Stall Heritage Wall

In mid-2018, the Ah Ma Drink Stall, owned by the Choo family of Ubin residents, was rebuilt in efforts led by a team of faculty and students from NUS Architecture. SHS led the project to add a heritage wall to the stall documenting its history of over 20 years, by researching and writing up the Choo family's history, coordinating contributions from partners for additional content and doing graphic design for the heritage wall.

On 23 September 2018, SHS co-organised an event to launch the heritage wall which included tours introducing the biodiversity of the vicinity as well as the story of how the stall was established and restored.



The SHS Team, including Dr. Chua Ai Lin, Dr. Vivienne Wee and SHS interns, at the launch of Ah Ma Drink Stall (23 September 2018)



Mr. Chua Yong Liang leading a tour of sites significant to his family history on Pulau Ubin (29 June 2019)



Mr. Chua Yong Liang and SHS Interns introduce Minister Desmond Lee to a poster on the Chua family's history on Pulau Ubin (29 June 2019)



SHS volunteers helped to run traditional games stations during Pesta Raya, a Hari Raya celebration for past and present Ubin residents (16 June 2019)

D. Pulau Ubin Tua Pek Kong Festival (12 May 2019)

In 2019, the Pulau Ubin Fo Shan Ting Da Bo Gong Temple celebrated 150th anniversary, and organised even more elaborate festivities for the annual Ubin Tua Pek Kong Festival, which falls on Vesak Day. Each year, the festival attracts thousands of devotees and visitors from the mainland. On 12th May 2019, SHS Working Team members attended the festival and distributed information brochures developed by SHS volunteers and interns in consultation with Dr. Vivienne Wee, who led an ethnographic study of the island from 2015 to 2016, and graphic designer, Zachary Chan. These brochures, which are available in both English and Mandarin, describe the history of the Pulau Ubin Fo Shan Ting Da Bo Gong Temple at the centre of the festivities and detail the key events in the festival each year. The brochures have been produced for the Tua Pek Kong festival since 2016. A digital copy is available for download from the SHS website at www.singaporeheritage.org/?p=3762, and NHB have also included the download link on their webpage about Pulau Ubin at <https://roots.sg/learn/resources/virtual-tours/pulau-ubin>.

E. Ubin Day (29 June 2019)

Ubin Day is an annual event organised by the National Parks Board featuring a series of activities and events, and held as the culmination of the six-week Pesta Ubin festival organised by Ria Tan. This year, SHS interns and volunteers set up a booth showcasing the family history of former Ubin resident, Mr Chua Yong Liang. A series of interviews were conducted with Mr Chua which detailed his family's involvement in various industries that shaped the Ubin landscape, and how they eventually established a fish farm and the renowned Ubin Seafood Restaurant. Together with the Chua family, SHS interns developed and produced a poster to tell the family's history on the island. On the afternoon of Ubin Day, Mr Chua also led a tour around the island of sites that have shaped his family history. The family continues to identify strongly with the Ubin community, and their story served to highlight the richness of Pulau Ubin's social history.

F. Pesta Raya @ Ubin (16 June 2019)

For the first time in decades, Hari Raya was celebrated in a big way on Pulau Ubin, with a gathering attended by approximately 300 family members of current and

former residents of Pulau Ubin, led by Syazwan Majid, who traces his family history back to the island, and supported by NParks. This is twice the number of attendees at the Chinese New Year reunion party held in 2018, which was organised by Kawan Ubin. These festive celebrations are important occasions for the island community to renew relationships which have faded after many relocated to the mainland in the past three decades. For Pesta Raya 2019, SHS and Kawan Ubin volunteers assisted in logistics planning and event management, as well as visiting Ubin residents to distribute invitations by hand.

4. CHINATOWN/ KRETA AYER

Since the late 1990s, when Chinatown was first redeveloped by the Singapore Tourist Promotion Board, SHS has made the case for a more authentic and community-centred approach to the development of Chinatown, as laid out in our publication, *Rethinking Chinatown and Heritage Conservation in Singapore* (Singapore Heritage Society, 2000; now available as a free PDF on our website)⁵. Today, we aim to take stock of the changes in the area thus far, and bring back greater public awareness of the cultural and community assets, so that stakeholders on the ground may have a stronger voice in shaping development of Chinatown.

A. Finding the Spirit of Chinatown Tour

Finding the Spirit of Chinatown tours were conducted by SHS Honorary Treasurer, Victor Yue on 19 January 2019 and 4th May 2019. Participants were led around the Bukit Pasoh area and introduced to key cultural and community institutions such as the Siong Leng Musical Association and Che Hian Khor Moral Uplifting Society. The 4th May tour was conducted as part of the Jane's Walk series of walking tours.

B. Cultural Mapping

Since 2015 SHS has maintained a cultural mapping database of Chinatown to understand the stakeholders and land use in the neighbourhood. The database was updated once in 2017, and SHS volunteers completed another update of the database between March and May 2019. Prior to data-gathering, volunteers were briefed on the principles and methodology of cultural mapping by



SHS Honorary Treasurer Victor Yue shares the history of Kwong Wai Siew Li Si She Shut Association (广惠肇李氏书室), as part of a tour of cultural and community institutions in Chinatown (19 January 2019)



Dr. Mizuho Ikeda was invited to present the key principles of cultural mapping to volunteers of this year's Chinatown cultural mapping exercise (24 March 2019)

⁵ Download at http://www.singaporeheritage.org/?page_id=3198.

heritage studies scholar, Dr Mizuho Ikeda, and following the field research, the team regrouped to share and collectively analyse their findings. The database has allowed for greater insights on the stakeholder interests involved in developing the area, and the richness of living heritage in Chinatown, providing knowledge for SHS's other Chinatown activities and projects.

C. “bullockcartwater 牛车水 Kreta Ayer” Facebook group

Established by Victor Yue, who is a lifelong Chinatown resident, this group is a platform for anyone interested in Chinatown to stay abreast of local happenings and connect with each other. There are 1,440 members as of 12 August 2019, as compared to 1,269 members one year ago.

D. *Chinatown Crossings* theatre production by DramaBox

SHS was the official research partner for the production, through Executive Committee members, Dr Chua Ai Lin and Victor Yue. The 1.5 year research process began in December 2016. 2019 saw the second run of this sold-out production, and the season ran from 6 June to 13 July 2019. Critical acclaim for the 2018 season of *Chinatown Crossings* included accolades such as Production of the Year on the Business Times Hit List, Best Immersive Theatre Production and Best Ensemble in the 2018 Inaugural Bakchormeeboy Theatre Awards.

5. BUKIT BROWN

A. Ministry of National Development (MND) Bukit Brown Working Group

SHS has been part of the Bukit Brown Working Group chaired by the MND Strategic Planning Division since 2014. Apart from SHS, the Working Group includes representatives of government agencies such as NHB, URA and NParks, as well as community organisation All Things Bukit Brown. It aims to improve the visitor experience of Bukit Brown and oversee the future use of artefacts from graves that were exhumed for road construction. SHS has played a crucial role in advising the group on conservation best practices.

With the imminent full completion of construction works within Bukit Brown on the Lornie Highway in 2019,

SHS and All Things Bukit Brown volunteers have been called upon to advise and make recommendations on the selection and display of the salvaged grave artefacts which have not been accessioned into NHB's National Collection.

B. Talk on Peranakans of Bukit Brown

SHS member Bianca Polak gave a cultural talk on Straits Chinese individuals buried in Bukit Brown as part of the Peranakan Festival organised by The Peranakan Gallery and restaurant at Claymore Connect. This is the third year of the festival, which aims to showcase the cultural heritage and diverse historical influences of Peranakans in Singapore.



SHS member Bianca Polak, supported by a team of SHS volunteers, gave a talk on Straits Chinese heritage as part of the Peranakan Festival organised by The Peranakan Gallery at Claymore Connect (29 August 2019)

6. OTHER PUBLIC SECTOR ENGAGEMENT

A. NHB-SHS annual networking session (9 February 2019)

NHB Chief Executive and senior management with SHS ExCo members and key volunteers at the annual NHB-SHS networking session at the Asian Civilisations Museum, 9 Feb 2019.



NHB Chief Executive and senior management with SHS ExCo members and key volunteers at the annual NHB-SHS networking session at the Asian Civilisations Museum, 9 Feb 2019.

Organised by NHB, this annual event provides an opportunity for SHS ExCo and NHB's Chief Executive and senior management to provide updates on their respective organisations and have open-ended discussion.

B. MCCY - National Integration Council Engagement Series 2019 Dialogue (1 June 2019)

SHS Executive Director, Dr Chua Ai Lin, and SHS volunteer, Lynn Wong, attended this half-day session which involved workshopping solutions to design thinking challenges with the aim of providing opportunities for participants to network and collaborate on ideas and solutions for the integration of newcomers to Singapore.

C. Civil Service College - Senior Management Programme Dialogue (18 July 2019)

SHS Executive Director, Dr Chua Ai Lin, was invited to speak to senior management officials from the public service in a dialogue session with civil society organisation representatives on the topic of "Building Partnerships & Trust".

COMMITTEE REPRESENTATION

Advisory panels and work groups are an important channel by which SHS interacts and conveys expert opinion to the public sector and professional sphere. These committees operate at different levels of formality, some with an officially-appointed representative from the SHS ExCo, and others which recognise SHS broadly as an organisational participant.

ORGANISATION	COMMITTEE	TERM OF OFFICE	REPRESENTATIVE
National Heritage Board (NHB)	National Collection Advisory Panel	1 September 2013 to 31 December 2020	Dr Jack Tsen-Ta Lee
	Nomination Committee for Hawker Culture	1 August 2018 to 28 February 2021	Dr Jack Tsen-Ta Lee
	Archaeology Advisory Panel	19 August 2019 to 31 December 2021	Dr Jack Tsen-Ta Lee
	Heritage Project Grants External Advisory Panel	Jan 2014 to present	Dr Chua Ai Lin
Urban Redevelopment Authority (URA)	Heritage & Identity Partnership panel	1 August 2018 to 31 August 2020	Dr Jack Tsen-Ta Lee
	Design Advisory Panel (Conservation)	11 Jan 2018 to 31 December 2019	Dr Chua Ai Lin
National Library Board (NLB)	National Library Advisory Committee	October 2013 to present	Dr Chua Ai Lin
Ministry of National Development (MND)	Bukit Brown Work Group	Jan 2015 to present	SHS
National Parks Board (NParks)	Friends of Ubin	March 2014 to present	SHS
	Friends of the Rail Corridor	October 2017 to present	SHS
Singapore Tourism Board (STB)	Chinatown Work Group	August 2018 to present	Victor Yue
	Little India Work Group	August 2018 to present	Tony Tan Say-Kiong
International Council on Monuments and Sites (ICOMOS)	Expert Member, International Scientific Committee on Legal, Administrative and Financial Issues (ICLAFI)	April 2016 to present	Dr Jack Tsen-Ta Lee

OUTREACH EVENTS

SHS has continued our long-standing reputation of organising a full year of expert-led events for members and the public. Representatives of SHS were also invited to speak at public events organised by others. Upon invitation, the Society also provides public lectures and tours, primarily to educational and non-profit organisations.

From 1 August 2018 to 31 July 2019, SHS has organised 6 public talks, forums, and workshops; 4 walks and tours; as well as a host of other programmes, in addition to being invited participants to 13 partner-organised events. An estimated 3000 people attended our talks, forums and tours, while another 6500 viewed our exhibits.



“Royals in Our Midst: A Telok Blangah Tour”with Tuah Bugis (20 April 2019).
Photo: Syaquil Sarafian.

A. SHS ORGANISED EVENTS

GUIDED TOURS AND WALKS

DATE	EVENT TITLE	CO-ORGANISER	NO OF ATTENDEES
19 Jan 2019	“Finding the Spirit of Chinatown” with Victor Yue (SHS Hon Treasurer)	n/a	25 pax
20 Apr 2019	“Royals in Our Midst: A Telok Blangah Tour” with Tuah Bugis (Sarafian Salleh)	n/a	40 pax
4 May 2019	“Finding the Spirit of Chinatown” with Victor Yue (SHS Hon Treasurer), for Jane’s Walk Singapore 2019	Jane’s Walk	25 pax
29 Jun 2019	“Celebrating the Bounty of Life”, a Pulau Ubin tour with Chua Yong Liang, for Ubin Day	Pesta Ubin	25 pax



At Ah Ma Drinks Stall, on the “Celebrating the Bounty of Life” Pulau Ubin tour with Chua Yong Liang (29 June 2019)



“Revaluing the Pearl: A hands-on workshop about Brutalism and conceptual ideas behind the Big Four”, conducted by Jonathan Poh (23 Sep 2018)

TALKS, PANELS, FORUMS AND WORKSHOPS

DATE & VENUE	EVENT TITLE	CO-ORGANISER	NO OF ATTENDEES
1 Sep 2018, The Substation	<p>“Never Say Die! A panel discussion”</p> <p>Speakers: William S.W. Lim, Tan Cheng Siong and Daniel Teo</p> <p>Moderator: Dr Chua Ai Lin (SHS Executive Director)</p>	The Substation	60 pax
8 Sep 2018, The Substation	<p>“Time is Up? A Panel on En Bloc and Singapore’s Modernist Icons”</p> <p>Speakers: Assoc Prof. Daniel Goh, Ho Weng Hin, Dr. Malone-Lee Lai Choo, Adrian Tan Moderator: Dr Jack Tsen-Ta Lee (SHS President)</p>	The Substation	80 pax
16 Sep 2018, The Peranakan Museum	<p>“The Peranakan Museum: Celebrating Multicultural Diversity” — talk & museum tour</p> <p>Speaker: John Teo General Manager of The Peranakan Museum</p>	n/a	80 pax
22 Sep 2018, The Substation	<p>“Is It Time Yet?, a Deliberative Forum on the Future of Our Modernist Icons”</p> <p>Facilitator: Dr Natalie Pang</p>	The Substation	35 pax
23 Sep 2018, Drama Box	<p>“Revaluing the Pearl: A hands-on workshop about Brutalism and conceptual ideas behind the Big Four”</p> <p>Workshop leader: Jonathan Poh</p>	The Substation	30 pax
13 Jul 2019, The Peranakan Gallery	<p>“The Straits Chinese of Bukit Brown”</p> <p>Speaker: Bianca Polak</p>	The Peranakan Gallery & restaurant	15 pax

EXHIBITS

DATE & VENUE	EVENT TITLE	CO-ORGANISER & PARTNERS	NO OF ATTENDEES
21 Aug – 23 Sep 2018 The Substation	<i>Too Young To Die: Giving New Lease of Life to Singapore's Modernist Icons</i>	The Substation	6300 pax
29 Jun 2019 Assembly Area, Pulau Ubin	"The Bounty of Life", an exhibit of the Chua family's history on Pulau Ubin, for Ubin Day 2019	Chua Yong Liang	150 pax

OTHERS

DATE & VENUE	EVENT TITLE	CO-ORGANISER & PARTNERS
21 Aug – 23 Sep 2018	"A Complex Mission: People's Park and Golden Mile Complexes", self-guided explorations by Shermain Lee and Koh Hui Ling	The Substation
23 Sep 2018	Launch of Ah Ma Drinks Stall Heritage Wall, at Ah Ma Drinks Stall, Pulau Ubin	NUS Architecture Ah Ma Drinks stall team, Restore Ubin Mangroves (RUM) initiative, with the support of Sea Angels & NParks.
21 Feb 2019	"Mother Tongues of SG", an SHS social media campaign, in conjunction with UNESCO International Mother Languages Day	n/a
8 – 9 Mar 2019	SHS Pop-Up Booth at 'Streets of Clans', for Singapore Design Week	Grassroots Book Room



2019 Interns at Grassroots Book Room, manning an SHS pop-up booth (9 March 2019)

B. EXTERNALLY ORGANISED EVENTS, WITH SHS PARTICIPATION

ACADEMIC CONFERENCES

DATE & VENUE	PAPER TITLE & CONFERENCE	PRESENTERS	CONFERENCE ORGANISER
28 Feb 2019, National University of Singapore	"Chinese Temples in the Earliest Areas of Singapore Settled by Chinese Migrants: Telok Ayer,Tanjong Pagar, and Tanjong Malang", presented at <i>Chinese Temples in Southeast Asia</i>	Dr Vivienne Wee, Dr Chua Ai Lin, Lynn Wong Yuqing	Asia Research Institute, NUS
16 Apr 2019, National University of Singapore	"Planning Law Regime in Singapore", presented at <i>Planning Law in Asian Cities</i>	Dr Jack Tsen-Ta Lee	Asia-Pacific Law Centre for Environmental Law, NUS

TALKS, PANELS AND TOURS

DATE & VENUE	EVENT TITLE AND SPEAKERS	ORGANISER
15 Sep 2019, The Substation	Panel discussion on intangible cultural heritage: "The Epitome of Racial Harmony" Speakers: Dr Caroline Chia, Fauzy Ismail, Dr Anitha Devi Pillai, Kevin Martens Wong Moderated by: Dr. Chua Ai Lin (SHS Executive Director)	The Substation
20 Jan 2019, The Substation	"Of Other Places: Artist Talk" (Singapore Art Week) Speakers: Fauzy Ismail, Jeremy Lee, Juria Toramae, See Kian Wee Moderator: Dr Chua Ai Lin (SHS Executive Director)	The Substation
27 Jan 2019, The Substation	"Of Other Places: Exhibition Tour" (Singapore Art Week) Speaker: Dr Chua Ai Lin (SHS Executive Director)	The Substation
2 Feb 2019, The Substation	"Of Other Places: Panel Discussion" (Singapore Art Week) Speakers: Corrie Tan, Ng Huiying, Mark Wong, Zakaria Zainal Moderator: Dr Chua Ai Lin (SHS Executive Director)	The Substation
23 Feb 2019, School of Law, Singapore Management University	"Conserving and Activating Cultural Heritage", panel discussion for What's So Fascinating about Ceramics? Three Topical Discussions Speakers: Dr Mike Flecker, Dr Irene Calboli, Peter Lee, Hunter Watson Moderator: Dr Jack Tsen-Ta Lee (SHS President)	Southeast Asian Ceramic Society; Wee Kim Wee Centre, Singapore Management University

TALKS, PANELS AND TOURS

DATE & VENUE	EVENT TITLE AND SPEAKERS	ORGANISER
23 Mar 2019, The Substation	<p>“Partners in Grime: Nostalgia and Conservation” panel discussion</p> <p>Speakers: Dr. Chua Ai Lin (Executive Director, Singapore Heritage Society), Joshua Comaroff, Tan Pin Pin, Darren Soh Moderator: Assoc Prof Lo Mun Hou</p>	The Substation
5 Apr 2019, The Arts House	<p>“What’s Next for Conservation?” panel discussion</p> <p>Speakers: Hwang Yu Ning, Koh-Lim Wen Gin, Dr Johannes Widodo, Mok Wei Wei, Dr Chua Ai Lin (SHS Executive Director) Moderator: Kelvin Ang</p>	Centre for Liveable Cities; Urban Redevelopment Authority
11 Apr 2019, Old Court House, Kuching, Sarawak, Malaysia	<p>“Civil Society and Sustainable Heritage: Giving a Future to Our Past”</p> <p>Speaker: Dr Chua Ai Lin (SHS Executive Director)</p> <p>“Heartland Explorers: Intangible Spaces of our Neighbourhood”</p> <p>Speaker: Fauzy Ismail</p>	Sarawak Heritage Society
16 Jul 2019, Central Library, National University of Singapore	<p>“The Role of Civil Society in Heritage Conservation in Singapore: Perspectives from the Singapore Heritage Society”</p> <p>Speaker: Dr Chua Ai Lin (SHS Executive Director)</p>	Central Library, National University of Singapore
19 Jul 2019, National Library Building	<p>“Capturing the Streets and Places of Old Singapore”</p> <p>Speakers: Dr Lai Chee Kien, Jerome Lim, Dr Julian Davison Moderator: Dr Chua Ai Lin (SHS Executive Director)</p>	National Library

C. PRIVATE LECTURES/ DIALOGUES CONDUCTED UPON REQUEST

DATE	LECTURE TITLE AND SPEAKER	INVITED BY / COURSE
2 Apr 2019	<p>"Heritage conservation and the work of the Singapore Heritage Society", a lecture for Heritage Management elective, taught by Sunitha Janamohanam.</p> <p>Speaker: Dr Chua Ai Lin (SHS Executive Director)</p>	B.A.(Hons) Arts Management, LASALLE College of the Arts
11 Apr 2019	<p>Meeting with Executive Committee members of Sarawak Heritage Society.</p> <p>Attended by Dr Chua Ai Lin (SHS Executive Director) and Fauzy Ismail</p>	Sarawak Heritage Society (Kuching, Malaysia)
18 Jun 2019	<p>"Heritage Legislative Processes in Singapore", a lecture for Conservation Theories and Approaches of Built Heritage module taught by Assoc Prof Yeo Kang Shua.</p> <p>Speaker: Dr Jack Tsen-Ta Lee (SHS President)</p>	B.Sc (Architecture & Sustainable Design), Singapore University of Technology & Design
18 Jul 2019	<p>"Building Partnerships & Trust", a dialogue session with course participants.</p> <p>Speaker: Dr Chua Ai Lin (SHS Executive Director)</p>	26th Senior Management Programme, Civil Service College

PARTNERSHIPS & NETWORKING

SHS interacts with many other organisations in the course of our work. Besides the various government and professional committees that our ExCo members sit on (See section, “Committee Representation”), we work together with educational institutions, community organisations and initiatives, research organisations and businesses on different levels. In 2019, we have found an increase in the number of external organisations seeking collaboration with SHS, wishing to tap on our domain expertise. All such requests are evaluated for alignment with SHS’s mission, strategic objectives, project foci, governance principles and manpower resources.

INTERNATIONAL NETWORKING

In the past twelve months, of particular note are our efforts in networking with fellow heritage professionals at regional and international levels. Most of these opportunities arose at professional workshops and courses attended by SHS President, Dr Jack Tsen-Ta Lee and SHS Executive Director, Dr Chua Ai Lin (see Section, “Organisational Matters”, sub-section “Capacity Building”) in Portugal, Germany, Malaysia and Singapore.

Apart from attending capacity-building activities, SHS was invited to network with regional peers and share our expertise on the following occasions:

A. Networking and professional exchange with Sarawak Heritage Society (Kuching, Malaysia, 10-14 April 2019)

SHS Executive Director, Dr Chua Ai Lin, was invited by the Sarawak Heritage Society to share her expertise on heritage advocacy and running SHS. The Sarawak Heritage Society is a registered NGO founded in 2006, and is very similar to SHS in Singapore as a volunteer-run nonprofit, non-governmental organisation made up of heritage enthusiasts. In Kuching, Dr Chua gave a public talk entitled “Civil Society and Sustainable Heritage: Giving a Future to Our Past” which was publicised in two local newspapers, as well as formal and informal meetings with the Sarawak Heritage Society Executive Committee and members, and was

brought to visit heritage sites in and near Kuching. Dr Chua was accompanied by architectural researcher/educator and active SHS volunteer, Fauzy Ismail, and hosted by the President of the Sarawak Heritage Society, Dato Sri Robert Jacob Ridu.

B. Meeting with James Stent, Siam Society (2 July 2019)

SHS President, Dr Jack Tsen-Ta Lee, met with James Stent, Head of the Working Committee of the Siam Society's Siamese Heritage Trust, when the latter visited Singapore. Mr Stent presented the Siam Society's proposal for an Asian Heritage Alliance, which was first mooted at "A Pan-Asian Conference: Heritage Protection - The Asian Experience" organised by the Siam Society in Bangkok in January 2019. SHS expressed in-principle approval of the proposal and interest in joining the network.

C. Working Group Meeting on "East Asian Socio-Cultural Connectivity: Building an Institutional Network", organised by Network of East Asian Think-Tanks (NEAT) Korea (Busan, Korea, 4 July 2019)

The country coordinator for NEAT Singapore, Dr Lam Peng Er, from the East Asian Institute, National University of Singapore, invited SHS to represent Singapore at this meeting to discuss how to promote networking amongst cultural organisations in ASEAN and East Asia. The meeting was attended by 17 representatives from ASEAN Plus Three (China, Japan, Korea), including academics, government officials and NGO representatives. At the meeting, SHS Executive Director, Dr Chua Ai Lin, presented an overview of ASEAN Plus Three cultural networking in Singapore, and conveyed SHS's interest to participate in on-going networking initiatives of NEAT for cultural organisations in ASEAN Plus Three in order to share institutional support and collaboration policies.



SHS's Dr Chua Ai Lin, with delegates at the Working Group Meeting of Network of East Asian Think-Tanks (NEAT), in Busan, Korea (4 July 2019).

LOCAL PARTNERS

The table below summarises SHS's local partners. The projects and events are described in greater detail in other sections of this Annual Report, "Research and Advocacy" and "Public Outreach".

	ORGANISATION	GRANT - AWARDING BODY	PROJECT PARTNER	EVENT PARTNER	VENUE PARTNER
GOVERNMENT SECTOR ENTITIES	National Heritage Board	1. Heritage Research Grant ; 2. Heritage Participation Grant			The Peranakan Museum talk & tour
	National Parks Board		Ah Ma Drinks Stall heritage wall		
	Urban Redevelopment Authority		Usage permissions for <i>Too Young To Die</i> exhibit		
EDUCATIONAL INSTITUTIONS	Lee Kuan Yew School of Public Policy, NUS		Policy Analysis Exercise		
	Department of Architecture, NUS		Ah Ma Drinks Stall restoration & heritage wall	Launch of Ah Ma Drinks Stall heritage wall	
ARTISTS AND ARTS ORGANISATIONS	Philipp Aldrupp		Photographs for <i>Too Young To Die</i> exhibit		
	Finbarr Fallon		Photographs for <i>Too Young To Die</i> exhibit		
	The Substation		Exhibit and programming series on modern architecture	Exhibit and programming series on modern architecture	Exhibit and programming series on modern architecture; SHS AGM 2018
	Drama Box		<i>Chinatown Crossings</i> theatre production	<i>Revaluing the Pearl</i> workshop	
	Siong Leng Musical Association				"Finding the Spirit of Chinatown" tour

COMMUNITY INITIATIVES AND ORGANISATIONS	Accessible Ubin	Kawan Ubin	
	All Things Bukit Brown	Bt Brown Work Group	
	Jane's Walk	"Finding the Spirit of Chinatown" tour	
	Kong Chow Wui Koon	"Finding the Spirit of Chinatown" tour	
	Kwong Wai Siew Peck San Theng	Peck San Theng Heritage Gallery tour	
	Pesta Ubin	Tua Pek Kong Festival brochure, Ubin Day	
	Pulau Ubin Fo Shan Ting Da Bo Gong Temple	Tua Pek Kong Festival brochure	
	Singapore Chinese Cultural Centre	Joint-call for Chinese Arts and Culture Research Grant 2019	
RESEARCH ORGANISATIONS	Wan's Ubin Journal	Pesta Raya	
	Ethnographica Pte. Ltd.	Commissioned intangible heritage research consultant; Kawan Ubin	
BUSINESS ENTITIES	Grassroots Book Room	"Street of Clans" pop-up booth	"Street of Clans" pop-up booth
	Lucid Forest	Photo curation for <i>Too Young To Die</i> exhibit	
	q framing group	Printing for <i>Too Young To Die</i> exhibit	
	The Peranakan Gallery and Restaurant	"The Straits Chinese of Bt Brown" talk	
	The Projector	"A Complex Mission" pop-up exhibit	

MEDIA COVERAGE

In the past 12 months, SHS was mentioned in the mainstream and online press a total of 53 times, in English, Chinese and Bahasa Malaysia/Bahasa Indonesia. News publications outside of Singapore which have mentioned SHS are *BBC*, *Shanghai Daily*, *China Daily*, *Epoch Times*, *The Reporter* (Taiwan), *The Borneo Post*, *New Sarawak Tribune*, *Dayak Daily* (Sarawak, Malaysia) and *Detik.com* (Indonesia). SHS was also mentioned in one ministerial speech by Second Minister for National Development, Desmond Lee.

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ONLINE PRESENCE

SHS's online channels are the primary way in which we reach out to the general public, to fulfil our mission of public education. While emails go out to our subscribing members (a substantial number of whom do not use regularly Facebook or Instagram), social media and Eventbrite reach far more people than our subscribing membership base. For example, we have over 13,000 Facebook followers as compared to 225 subscribing members. The SHS website serves as a repository of materials and information from the work we have done.

1. FACEBOOK

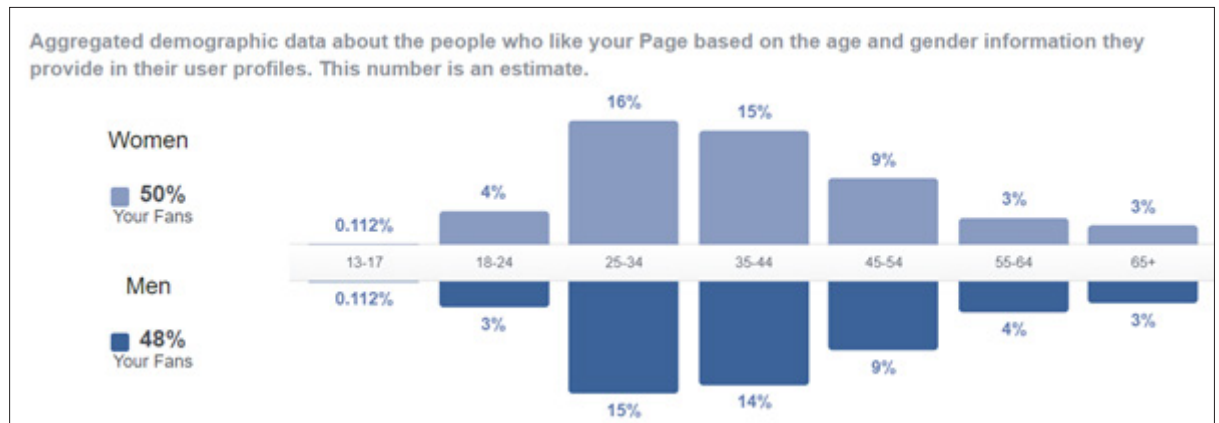
SHS Facebook Page: <https://www.facebook.com/sgheritage>

Started in 2011, the SHS Facebook Page is the key public communication tool through which heritage-related news and events, as well as SHS updates are disseminated. SHS Honorary Secretary Han Ming Guang and a team of interns curate and upload content on a daily basis to inform and communicate with our followers. Where resources permit, we also use Facebook Live to live stream our events to expand viewership reach and documentation.

The SHS Facebook Page has continued to see steady growth in viewership and likes over the past year. Page followers have grown by 9.26% from 12,238 to 13,371 between August 2018 to July 2019.



In terms of the demographics of our Facebook followers, 38% of our Facebook followers are between the ages of 18 to 34. This highlights that not only has our content been able to engage a new generation of heritage enthusiasts, but also a growing consciousness among the younger population of heritage and its impact on Singapore.



Between August 2018 to July 2019, SHS posted a total of 15 events on the SHS Facebook Page to advertise SHS-organised or co-organised heritage events. The events have a combined reach of 56,700 unique accounts, which indicates the number of people who were informed of the events. There are a total of 2,500 event responses from Facebook users who indicated 'Interested' or 'Going' to these events and a total of 418 ticket clicks were recorded on the link to tickets on SHS events. Facebook is an effective tool for SHS to spread awareness and capture the interest of heritage enthusiasts in Singapore through heritage events.



2. TWITTER

SHS Twitter: https://twitter.com/SgHeritage_Soc
 The SHS Twitter presence remains complementary to

our Facebook engagements. Most of our Twitter content directs followers to our Facebook which contain far more information due to the character limit of Twitter. We have a total of 381 followers on Twitter.

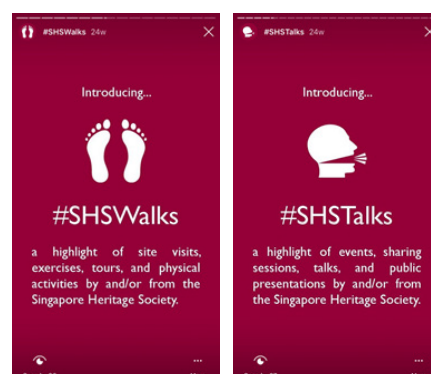
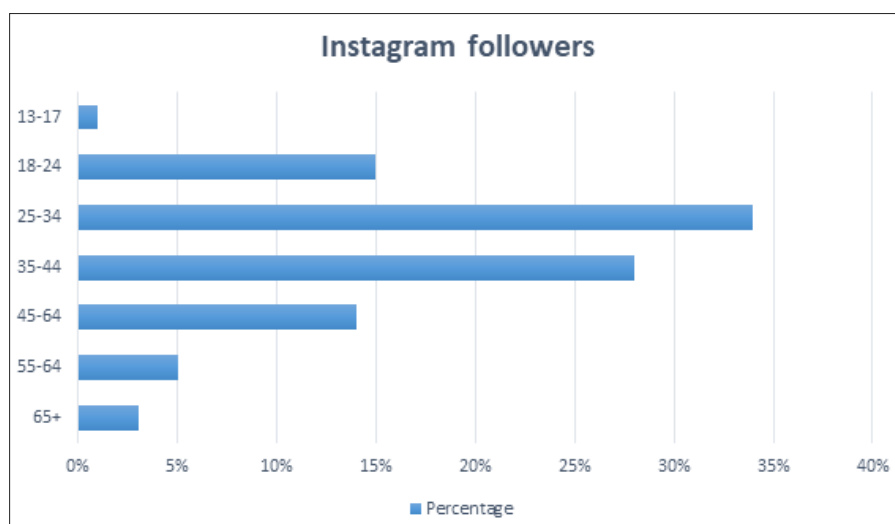
3. INSTAGRAM

SHS Instagram:

<https://www.instagram.com/singaporeheritagesociety/>

On the SHS Instagram page, we have been creating more unique content to attract more followers. Our SHS interns are the creative force behind most of our Instagram content, documenting our events using Instagram and Instagram Stories. We have curated #SHSWalks and #SHSTalks to encourage playback of Instagram Stories on our Instagram page where short summaries of the events are documented.

As a result of our interns' hard work, there was a 71.13% increase in the number of Instagram followers from 575 followers in August 2018 to 984 followers in July 2019. In terms of the demographics of our Instagram followers, 49% of our Instagram followers are between the ages of 18 to 34. Our Instagram platform has enabled us to engage a new generation of heritage enthusiasts by offering compelling visual content.



4. EVENTBRITE

SHS Eventbrite: <https://www.eventbrite.sg/o/singapore-heritage-society-1857396395>

Eventbrite is a ticketing website to broadcast SHS events. For ticketed events, SHS uses Eventbrite as a complementary site to Facebook events function to dispense tickets. Eventbrite has been an effective platform to promote upcoming events and manage event attendees.

We observe a spike in users signing up for SHS events from the Eventbrite Event Discovery Platform. For our event, 'The Peranakan Museum: Celebrating Multicultural Diversity & Docent Tour' (16 September 2018), 43% of traffic came from the Eventbrite platform rather than via SHS channels.

Our event, 'Finding the Spirit of Chinatown', was especially successful as the tickets were sold out on Eventbrite before additional promotion was done through mainstream channels like Facebook.

We are pleased to note that Eventbrite analytics reported 130 event page views for 'Remembering 7 Sisters' Festival' from the Event Discovery Platform, the highest amongst the three events in the past year. Moving forward, SHS hopes to grow a significant pool of event attendees from Eventbrite and to nurture more users to develop interest in heritage.

5. WEBSITE

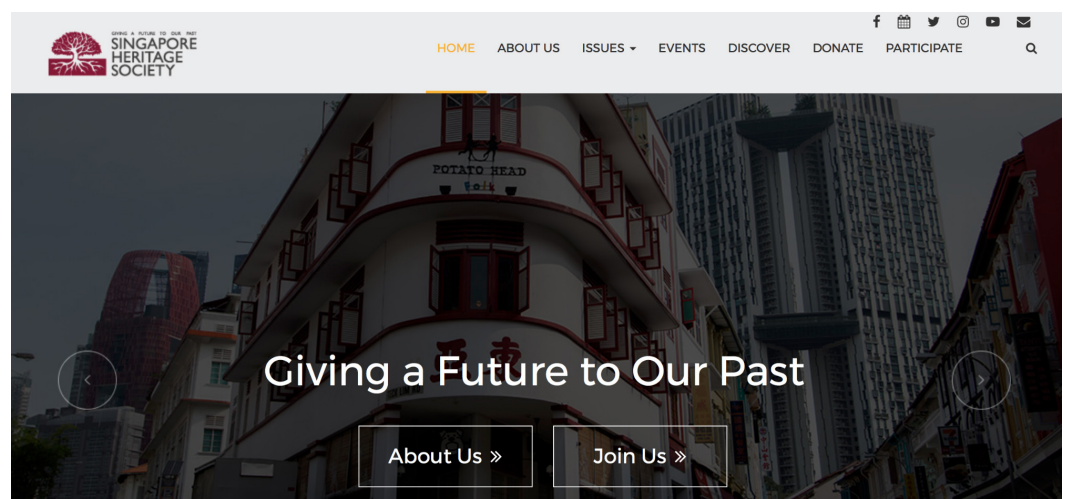
SHS Website: www.singaporeheritage.org

SHS Microsites:

www.singaporeheritage.org/bukitbrownwayfinder

www.singaporeheritage.org/picturingchinatown

www.singaporeheritage.org/railcorridor



commentaries, publications and issue specific microsites. Between August 2018 to July 2019, the SHS Websites (including <http://www.singaporeheritage.org> and the various microsites) have drawn 14,547 new users and more than 1000 users every month.

As announced previously, a new SHS website SHS website continues to be developed by in-house developers, with content from the existing website brought over and integrated with the new website's design and user interface. The slow process of website migration is due to our limited in-house volunteer manpower with the necessary IT skills, and the importance of maintaining strict controls for cyber-security. Below is an image of the landing page of the revamped website.

6. ADVERTISEMENTS

As a registered nonprofit organisation, SHS is a beneficiary of the Google AdGrants program, which offers complimentary advertising credits. As a result, SHS has put up various online advertisements through Google AdWords without having to incur any advertising expenses for this. Advertisements are essential to cultivate an online presence and increase exposure. In particular, Google Ads drew in clicks for the Bukit Brown Wayfinder microsite (221 clicks) and the Singapore Heritage Society main website (134 clicks).

FUNDRAISING

Fundraising is necessary because most of SHS's public outreach events are free or at low-cost in line with our mission to educate the public. Our work in research and advocacy has no potential for cost recovery, and hence the achievements of the Society are only possible through the efforts of volunteers and interns, who generally do not receive any stipend to cover out-of-pocket expenses. While we attempt to ensure that all projects undertaken are self-funding through grants, annual operating overheads, for example, governance and administrative costs which come up to at least \$40,000 per year, require to be funded.

In Financial Year 2019, a total of \$19,972 was raised. The vast majority of donors to SHS are private individuals, giving modest sums of \$10 to \$50. Between 1 August 2018 and 31 July 2019, our largest single donation was of \$2,500, followed by one donation of \$2,000. Donations of \$1000-\$1,500 were received on 9 occasions. Only 3 corporate donations were received, of sums between \$100 and \$300.

Please refer to the SHS Financial Statement for FY2019, for the total sum raised during this period.

AD HOC DONATIONS

Most donations to SHS are ad hoc donations by our supporters, many of whom are already SHS members, or attendees of our public events, who have been impressed by our work.

In a sense, all of SHS's outreach events are occasions to ask participants to support our work through donations. Most notably, in 2018, through our partnership with The Substation, we produced a printed position paper (*Too Young To Die: Giving New Lease of Life to Singapore's Modernist Icons*) put up a month-long exhibition and series of well-produced programmes on the theme of modern architecture there, which benefited from production and marketing support from The Substation. This ensured high traffic and sell-out events, which

which helped to create greater public awareness and bring in donations.

FUNDRAISING APPEALS

As SHS does not have any budget for professionally-run fundraising activities, we rely on email and social media to put out appeals for donations. For example, since 2015, in November to December each year, we craft a fundraising message based on highlight achievements of the year. In 2018, a mass email to our members and supporters was designed and distributed via a limited, free version of the Mailchimp marketing platform.

SHS Executive Director also met privately with potential donors on a few occasions to make an appeal.

FUNDRAISING CAMPAIGNS BY OUR SUPPORTERS

The Peranakan Restaurant at Claymore Connect initiated a campaign to raise funds for SHS for Giving Week 2018. Running for one year from 1 October 2018 to 31 September 2019, for every purchase of a whole deep fried seabass (Ikan Goreng Chuan-Chuan/Asam Pedas) @\$68++, The Peranakan pledged to donate 50% of the proceeds to SHS. Details of the campaign can be found at <https://givingweek.sg/shop-dine/food-beverage/the-peranakan>

DONATION CHANNELS

Donations can be made via cash (usually through the donation box at our events), cheque, internet bank transfer, credit card, and since June 2019, we also accept donations via PayNow.

1. PayNow

We hope that the ease of using PayNow will encourage more donations. Donors simply need to use their mobile banking app to key in the SHS UEN Number S87SS0042J or scan the following QR code:

2. Giving.sg portal

The Giving.sg online portal is our most popular channel for donations to be received as donors can pay by



Order this Ikan Goreng Chuan-Chuan at The Peranakan restaurant until 31 Sep 2019, and 50% will be donated to SHS. (Image: GivingWeekSG Facebook Page)



safely and conveniently by credit card. Giving.sg is an integrated giving portal hosted and maintained by the National Volunteer and Philanthropy Centre (NVPC). Giving.sg provides the following advantages:

- i. A commitment to online safety and security for personal data, by using an ISO27001 security certified data centre;
- ii. Giving.sg is backed by the Ministry of Culture, Community & Youth, and only registered charities are allowed to be listed.
- iii. No service fee charges.

An SHS fundraising campaign will run on GivingSG from 1 August to 31 December 2019, at www.giving.sg/singapore-heritage-society/giving_a_future_to_our_past (See section, 'The Year Ahead' for more details).

ORGANISATIONAL MATTERS

MEMBERSHIP

SHS welcomes all heritage enthusiasts and supporters aged 18 and above to join us as members. Our members believe strongly in SHS's work of speaking up for heritage conservation, and our activities, social media updates and regular mailers help them to stay abreast of current affairs relating to heritage, as well as their knowledge of Singapore history and heritage, helping them to participate more effectively in public discussions on heritage issues. They also enjoy exclusive or priority and discounted access to SHS's activities such as tours, talks and workshops.

These are the categories of members and respective subscription fees:

ORDINARY/ASSOCIATE MEMBER Ordinary Member: Singapore Citizens / PR, 21 years & above Associate Member: Foreigners living in Singapore, 21 years & above	1-Year Membership Fee: \$60 3-Year Membership Fee: \$160
STUDENT MEMBER Students living in Singapore, 18 years & above	1-Year Membership Fee: \$30 3-Year Membership Fee: \$75
CORPORATE MEMBER Organisations based in Singapore	1-Year Membership Fee: \$1000

The membership application form can be downloaded at www.singaporeheritage.org/?page_id=72.

As of 31 July 2019, the membership stands at

ORDINARY MEMBERS	186
ASSOCIATE MEMBERS	28
STUDENT MEMBERS	11
TOTAL	225



SHS Interns (January 2019 batch) at a kampung clean-up on Pulau Ubin (26 January 2019)

This is comparable to one year ago, where we had 222 fully-paid up members on 1 July 2018.

We are currently working on improving our processes for membership registration, renewal and payment. In June 2019, we introduced the use of PayNow to accept membership subscription payments, and hope that the convenience of this will encourage a higher rate or membership renewals (See section “The Year Ahead”).

SHS INTERNSHIP PROGRAMME

SHS has been offering internships to Singaporean students and young people aged 17 to 30 since 2015. The internship is now a more structured 7-month programme which is offered up to twice a year, with intakes in January and May, for up to 5 interns each time. Selection is a stringent three-stage process, and successful applicants are personally mentored by SHS’s Executive Director, Dr Chua Ai Lin. During the internship, they are exposed to all aspects of SHS’s work including events management, social media communications, policy issues, interfacing with public agencies and community stakeholders, field research, and aspects of organisational management. SHS has gained a reputation for a strong internship programme and is regularly approached by other organisations for tips on how to run a successful internship.

For the January 2019 intake, 4 were selected out of 18 applicants:

Alfonse Chiu (21), LaSalle, Arts Management B.A.(Hons) programme, 2nd year
 Goh Wei Qin (22), NUS, Global Studies, 4th year
 Jacob Meyers (19), University College London, Architecture, to enroll in Sep 2019
 Sung Chang Da (24), NTU, Linguistics, 4th year

Some key responsibilities of this batch of interns have been:

- a. jointly running SHS’s social media channels on Facebook and Instagram
- b. organising and executing SHS outreach booths at public events, most notably Street of Clans for Singapore Design Week

- c. conceptualising and producing a series of four videos of rhymes in heritage language to promote International Mother Languages Day (21 February)
- d. researching, conceptualising and producing 'The Bounty of Life' exhibit and tour of the Chua family's history on Pulau Ubin, collaboratively with the Chua family



Participants of the inaugural SHS Working Team retreat, held at The Substation (9 June 2019)

The January 2019 batch of interns have performed very well and we are pleased that all four have shown keen interest to continue actively volunteering with SHS.

NEW SHS WORKING TEAM

Having completed 8 rounds of the SHS Internship Programme, we have found a significant number of high-performing graduates from the programme wish to continue as regular volunteers with SHS. In order to provide a better structure for further mentoring to develop their skills and expertise in order to take on greater responsibilities within SHS, in mid-2019, we decided to create the SHS Working Team. This comprises selected graduates of the SHS Internship Programme who show a long-term commitment to actively volunteering for the Society, as well as a few early-career professionals in relevant fields who have been invited to join.

On 9 June 2019, a full-day retreat for with 16 members was held to kick-off the Working Team, led by SHS Executive Director, Dr Chua Ai Lin. The objective of the retreat was to allow all the members to establish a good relationship for collaborative work, establish a common understanding of key values of the team, and lay out action items for organisational development for SHS broadly and specifically for the functioning of the Working Team.

Going forward, SHS will continue to train and mentor members of the Working Team to take on greater responsibilities in SHS operations, particularly in terms of outreach activities, allowing ExCo members to focus on strategy and governance issues. The Working Team will also work closely with and help to guide new interns.



A workshop during the SHS Working Team Retreat at The Substation's Residency Studio (9 June 2019)

SHS WORKSPACE

Unlike previous years, when SHS had no workspace of our own, from Jan 2018 to 31 July 2019, SHS had access to a shared workspace at the Residency Studio of The Substation, by virtue of our Executive Director, Dr Chua Ai Lin, holding the position of Lead Resident at The Substation from Jan 2018 to Feb 2019. From March to July 2019, as there were no new users of the Residency Studio occupying the space, The Substation agreed to allow SHS continue shared access (round the clock, 7 days a week) at a heavily discounted rental of \$500/month. This was funded through donations specifically solicited for this usage, as well as grants from the Cultural Matching Fund.

The experience of having a fixed workspace and meeting venue for SHS has proven extremely beneficial. For bi-monthly ExCo meetings, we did not need to expend time and effort contacting different supporters seeking a suitable meeting space that is open in the evenings till 11pm on weekdays. Access to a proper meeting room with projector facilities also made conduct of the meeting far more efficient, and was a venue where we could conduct briefings for volunteers in groups 20 or so people. For interns and youth volunteers (now formalised into the Working Team), a fixed space allowed them to gather easily to work on projects, be mentored in person by more experienced SHS members, or drop by for informal interaction with each other. There was also room to store SHS stocks of publications, collaterals and equipment for events and past exhibition display boards that would otherwise have to be temporarily placed in the home of ExCo member or SHS volunteer.

Having a fixed SHS workspace has a greater beneficial impact now that we have about 30 active volunteers who require working space to collaborate on different projects. At this turning point in establishing the Working Team, a home for SHS will strengthen organisational identity and interpersonal relationships resulting in higher rates of volunteer retention, which is crucial for the sustainability of the organisation. Hence, moving forward, we hope to find another venue partner able to offer preferential rental rates for a suitable workspace, that we can raise funds to pay for.

CAPACITY BUILDING

This year, our Executive Committee officeholders and Executive Director were active in enhancing their professional knowledge in charity governance as well as heritage management and urban planning. Aside from attending numerous heritage-related activities open to the general public, the SHS leadership participated in specialised professional workshops, courses and conferences. These also provided opportunities for SHS officeholders to network with others in related sectors, on both a local and international level.

Particularly worthy of note is that SHS's Dr Chua Ai Lin was among senior heritage professionals from 15 countries from 4 continents selected by the German Federal Foreign Office to participate in a fully-sponsored, one-week study tour of four cities in Germany in June 2019. The trip comprised site visits, lectures and networking with counterparts in German planning agencies, UNESCO heritage sites, museums and research institutes. In September to October, SHS sent Dr Chua to attend the renowned Getty Conservation Institute's week-long course on urban conservation held in Penang, Malaysia. The course brought together 25 heritage and conservation professionals from Singapore, Malaysia, Indonesia, Cambodia, Thailand, Philippines, Myanmar to learn from an international team of trainers from Malaysia, Thailand, Belgium, USA and Australia. SHS was represented by Executive Director, Dr Chua Ai Lin.



SHS Executive Director, Dr Chua Ai Lin, with fellow international participants of heritage study tour in Germany, at the Bauhaus-Universität, where the Bauhaus modernist movement originated (19 June 2019).

NAME	EVENT	ORGANISER	DATES	VENUE
Victor Yue, SHS Hon Treasurer	NPO Forum: In Conversation with the Commissioner of Charities	Commissioner of Charities	17 Jul 2019, 9am-1pm	Singapore Chinese Cultural Centre
Dr Jack Tsen- Ta Lee, SHS President	Workshop: <i>Planning Law in Asian Cities</i>	Asia-Pacific Centre for Environmental Law, Faculty of Law, National University of Singapore	16 Apr 2019, 11am- 6.30pm	Faculty of Law, NUS

NAME	EVENT	ORGANISER	DATES	VENUE
Dr Jack Tsen-Ta Lee, SHS President	Workshop: Study Space Lisbon 2019: <i>Living in a Tourist Destination: Regulating Planning, Housing and the Sharing Economy</i>	Center for the Comparative Study of Metropolitan Growth, Georgia State University College of Law; and the Institute of Juridical-Political Sciences and the Centre for Research in Public Law, Faculty of Law, University of Lisbon	24-28 Jun 2019	Faculty of Law, University of Lisbon, Lisbon, Portugal
Dr Chua Ai Lin, SHS Executive Director	Workshop: <i>Chinese Temples in Southeast Asia</i>	Asia Research Institute, National University of Singapore	28 Feb 2019 - 01 Mar 2019	Asia Research Institute, NUS
Dr Chua Ai Lin, SHS Executive Director	Course: <i>Old Cities, New Challenges A Course for Urban Conservation in Southeast Asia</i>	Getty Conservation Institute (USA); and Think City (Malaysia)	29 Sep - 6 Oct 2018	Penang, Malaysia
Dr Chua Ai Lin, SHS Executive Director	Study tour: <i>Preserving and Protecting Cultural Property in Germany and around the World</i>	German Federal Foreign Office	16 - 22 Jun 2019	Berlin, Postdam, Weimar, Dessau in Germany



IT PRODUCTIVITY SOLUTIONS - PAYNOW

With lean resources and manpower, SHS constantly strives to improve the efficiency of our processes, especially through the use of IT and online productivity solutions. An important new development for SHS in the last twelve months has been the adoption of PayNow, a funds transfer service which allows users to send and receive instant payments simply by using the recipient organisation's UEN number, without requiring the recipient's bank and account number or the additional steps of having to set up a bank transfer payee beforehand. This can be done online or through mobile banking apps. Unlike PayLah, where both payer and payee must be customers of DBS, PayNow is available to retail customers of nine banks in Singapore: Bank of China, Citibank Singapore Limited, DBS Bank/POSB, HSBC, Industrial and Commercial Bank of China Limited, Maybank, OCBC Bank, Standard Chartered Bank, and UOB. We hope that the greater ease of payments will encourage new and renewing members to pay their subscription fees promptly to confirm their status as registered members of SHS.

To make payments to SHS via PayNow, please enter SHS's UEN Number S87SS0042J or scan the following QR code.

THE YEAR AHEAD

As required by IPC Regulations 16(1)(d), SHS's fundraising, expenditure and programmes planned for the following twelve months, from August 2019 to July 2020, are broadly laid out below.

1.ORGANISATIONAL DEVELOPMENT

Plans for organisational development in the coming year include:

A. Search for a home for SHS

With our growing team of core volunteers -- a Working Team of approximately 20 people, plus the Executive Committee, and an increasing amount of work-related materials for research and outreach activities, SHS hopes to find a dedicated, fixed workspace for meetings and project work. A space to call our own will increase interactions and group bonding amongst the volunteers, leading to better volunteer engagement and retention.

B. Mentoring a young heritage volunteers

Through the SHS internship programme and youth Working Team, young heritage volunteers are closely mentored to gain deeper knowledge and skills relating to heritage advocacy and nonprofit organisation management.

C. Launch of revamped SHS Website

A revamped SHS website will be launched, with gradual addition of new, and archival content. We also aim to train and search for additional trusted volunteers to assist with running out website.

D. IT productivity solutions

We plan to improve collaborative working efficiency of our team of volunteers and Executive Committee with greater use of tools such as shared cloud storage.

E. Payment modes

Since June 2019, SHS has been able to accept payments via PayNow into our society's bank account. We will work on standardising operating procedures for use of PayNow to allow for proper tracking of payments, as well as raising awareness of the PayNow option to pay for membership fees and donations.

F. Membership Processes

We are currently reviewing membership registration and renewal processes for standardisation, compliance with Personal Data Protection Act (PDPA) guidelines, better governance, as well as ease of use for members.

2. PROGRAMMES & ACTIVITIES

We will continue with initiatives currently already underway as well as continue with research, public education and advocacy efforts in our major areas of interest.

A. Built heritage

- i. Continued representation on URA committees: Heritage & Identity Partnership by Dr Jack Tsen-Ta Lee and the Design Advisory Panel (Conservation) by Dr Chua Ai Lin
- ii. ASEANA conference and workshop (31 Oct 2019) SHS ExCo members have been invited as speakers for this international event on documentation of modern architecture in Singapore organised by NUS Architecture and DOCOMOMO (Singapore).

B. Intangible heritage

- i. Public education initiatives about historic places of worship in Telok Ayer, Tanjong Pagar, and Tanjong Malang, including four walking trail routes, discussion workshops, a web resource and a publication.
- ii. Continue with workplan for research study on “The evolution of Singapore’s Hawker Culture: street food and changing landscapes”.
- iii. Continued representation on the Singapore Nomination Committee for Hawker Culture by Dr Jack Tsen-Ta Lee.
- iv. Public awareness activities about heritage languages to celebrate International Mother Languages Day on 21 February 2020.

C. Pulau Ubin

- i. Continued representation in Friends of Ubin Network
- ii. Organising Kawan Ubin activities to revitalise the Ubin kampung community
- iii. Public outreach programmes involving Ubin islanders
- iv. Presenting a booth at Ubin Day 2020

D. Chinatown / Kreta Ayer

- i. Continued representation in STB's Chinatown Work Group
- ii. Continue with next phase of cultural mapping
- iii. Research and raise awareness of the Seven Sisters Festival, including a panel discussion at the Chinatown Heritage Centre on 3 Aug 2019.
- iv. Organise walking tours of Chinatown / Kreta Ayer

E. Bukit Brown

- i. Continued representation on MND's Brown Brown Work Group
- ii. Advise on relocation and public display of salvaged artefacts
- iii. Public awareness activities in conjunction with International Day of Monuments & Sites on 18 April 2020.

3. FUNDRAISING PLANS

Two government schemes provide increased benefit to SHS in terms of donations.

- a. SHS is approved by the Ministry of Community, Culture and Youth as as IPC (Institution of Public Character) Charity. This means that donors are able to claim 250% tax

relief from their assessable income based on the amount donated.

- b. SHS is eligible to apply for the Cultural Matching Fund (CMF), in which dollar for dollar matching grants are given by the government.

A. Online fundraising campaign

In terms of fundraising, we intend to attempt more well-organised fundraising campaigns via our social media channels, which have a substantial number of viewers. We will experiment with a small budget for paid boosted Facebook and Instagram posts to see how effective these methods are for raising awareness and drawing in donors.

The NVPC online charity giving portal, GivingSG has approached SHS to highlight our fundraising drive for their August theme of heritage. We have thus started an online campaign entitled 'Giving a Future Our Past' with a target of \$50,000, which will cover approximately one year's operating costs for the Society. The campaign can be viewed at [www.giving.sg/singapore-heritage-society/giving a future to our past](http://www.giving.sg/singapore-heritage-society/giving-a-future-to-our-past)

In order to promote the campaign, our volunteers, led by Lynn Wong, have crafted a series of nine social media posts, featuring different aspects of SHS's work. Below is a sample of images for publicising our fundraising campaign on social media:



B. Direct appeal to potential donors

We also intend to make a targeted, direct appeal to individuals, corporations and charitable foundations to support SHS with donations. To present our appeal, we will develop:

- * Well-designed brochure about SHS
- * A slide deck pitch for presentations

We will seek pro bono assistance from volunteers to assist us in developing these fundraising materials.

4. EXPENDITURE PLANS

A. Fundraising expenses

SHS typically does not spend on fundraising activities. Moving forward, we will try to rely on volunteer and pro bono assistance for fundraising, with a small budget for paid social media posts and printing of limited copies of collaterals for potential donors.

B. Governance costs

For the forthcoming year, we do not anticipate any increase in our accounting and auditing costs. We will be working towards a more stringent and efficient financial management system to ease our administrative workload as well as complying with the respective government agencies' requirements. We are working on the Commissioner of Charities' recommendations and guides to achieve this.

C. Charitable activities

Nearly all our programmes are free or at minimal cost to fulfil our objective of public education. We are able to sustain this through the hard work of pro bono volunteers and support from our partners in the public and private sectors. Larger projects are funded through government project grants or payment for commissioned work. In all activities the Society has organised, every effort has been made to ensure that each event and project is self-funding.

However, as we increase our community-based work, particularly on Pulau Ubin, we will need to seek additional funds to cover basic expenses such as transport and meals for our interns and volunteers.

We also require to purchase public liability insurance for our public events, and some event venue partners/ sponsors require that SHS is covered by public liability insurance before approving the use of their premises.

D. Administrative / overheads

SHS operating costs are gradually rising due to inflation. Moving forward, we anticipate a growing pressure from funds required to efficiently execute SHS's programmes, which have grown in volume, scale and complexity over the years, and depend on a growing pool of core volunteers. Web hosting, as well as online productivity solutions such as cloud storage, and IT services such as anti-virus software require paid subscriptions.

Other required operating expenses include bank charges, printing and stationery, postage, storage services for organisational files, transport and refreshments for the Annual General Meeting.

If we are successful in raising sufficient funds to rent a suitable workspace, in tandem with finding a venue partner prepared to offer discounted rental rates, this will be an additional, new expenditure for SHS.

GOVERNANCE

The Executive Committee’s role is to provide strategic direction and oversight of Singapore Heritage Society’s programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. The Executive Committee also organises and supervises the daily activities of the Society and make decisions on matters affecting its running, assisted by the Executive Director.

1. Term limits of Executive Committee President and Honorary Treasurer

To enable succession planning and steady renewal in the spirit of sustainability of the organisation, there are term limits for the following positions on the Executive Committee:

- * President - term limit of three terms (six years)
- * Hon Treasurer - term limit of two years (four years)

2. Executive Committee meetings and attendance

A total of 7 Executive Committee meetings and 1 AGM were held during the Financial Year. The following sets out individual Executive Committee member’s attendance at the meetings.

NAME	POSITION	ATTENDANCE
Dr Jack Lee	President	7/7
Dr Chua Ai Lin	Vice-President	7/7
Yue Seong Swee Victor	Honorary Treasurer	7/7
Han Ming Guang	Honorary Secretary	7/7
Catherine Lim	ExCo Member	2/7
Mizah Rahman	ExCo Member	0/7
Tan Wee Cheng	ExCo Member	3/7
Timothy Pwee	ExCo Member	0/7

NAME	POSITION	ATTENDANCE
Tony Tan	ExCo Member	4/7
Siva Krishnasamy	ExCo Member	0/7

3. Disclosure of remuneration received by Executive Committee members

No Executive Committee members are remunerated for their Executive Committee services during the Financial Year.

4. Disclosure of remuneration of staff

Dr Chua Ai Lin, who serves as the Vice-President of the Executive Committee, is contracted to provide services as the Society's Executive Director and received a remuneration of \$18,000 for Executive Director services during the Financial Year. Dr Chua recused herself from all Executive Committee decisions regarding her employment and remuneration.

5. Financial statements

The Society's main source of income is from donations and grants from government projects. Membership subscriptions alone are insufficient to meet day-to-day expenses. In all activities the Society has organised, every effort has been made to ensure that each event and project is self-funding. It should nonetheless be noted that subscriptions by members do not cover year-to-year operation costs and that cross subsidies are secured through money made in consulting and other ventures.

The Society's Financial Statement for the financial year ended 31 March 2019 are appended.

6. Finance & funding policy

The Society is funded by a combination of subscriptions from members, donations from well-wishers as well as through the sale of its publications and the provision of heritage consultancy services. It is the Society's policy that all new projects be self-financing. Throughout its history, the Society has never taken a loan from any individual or institution to finance its activities.

7. Reserves policy

The Society regards its accumulated fund as its reserves. The Society's objective when managing its accumulated fund is to safeguard the Society's ability to continue as a going concern, so that it can continue to provide services for the benefit of its members and other Stakeholders.

The Society monitors its accumulated fund on a prudent basis and it does not utilise any external debt from financial institutions. The capital structure of the Society consists of cash and cash equivalents and accumulated fund.

As of 31 March 2019, the ratio of reserves to recurring operating expenses and ratio of reserves to total expenses including project costs are 5.8 times and 2.2 times respectively. The Society's ratio of cash and bank balances to committed recurring operating expenses is 6.6 times.

8. Conflict of interest policy

All Exco members and ordinary members of SHS are required to make full disclosure of any interests, relationships, and holdings that could potentially result in a conflict of interest. When a conflict of interest situation arises, the member shall abstain from participating in the discussion, decision-making and voting on the matter.