

MEDIA RELEASE

For immediate release

**SINGAPOREANS INVITED TO CONTRIBUTE ARTEFACTS AND STORIES FROM THE
1950s - 1970s TO THE FOUNDERS' MEMORIAL**

Public call for contributions launches in conjunction with an all-new travelling exhibition – “Share Your Story, Shape Our Memorial”



A made-in-Singapore Rolleiflex 35 LED camera

Singapore, 27 April 2022 – Did you know that the Rolleiflex 35 LED camera, recognised both locally and abroad for its quality, is a proudly made-in-Singapore product that became a household name way back in the 1970s? Rolleiflex was one of the international companies that set up operations in Singapore during our industrialisation years when our founding leaders pursued a bold vision of transforming our economy. To achieve this, we had to show the world that Singapore was open for business. This was an uphill task for small, land-scarce Singapore, and our first generation of leaders and people had to be resilient in the face of challenges, while remaining open and adaptable to new opportunities.

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“We in Singapore believe in hard work. We believe that enterprise should be rewarded and not penalised. We believe that we must adjust ourselves to changing situations. We believe in seizing economic opportunities and not let them go past us. Finally, we believe in self-reliance...”

- Dr Goh Keng Swee, 15 March 1969

2 The *Share Your Story, Shape Our Memorial* travelling exhibition that features a public call for artefacts and stories will present Singapore’s nation-building years, and introduce some of our founding values that will anchor the Memorial’s content. The travelling exhibition will kick off at Gardens by the Bay on 28 April 2022, before travelling to various locations around the island, including shopping malls, community hubs, libraries and schools, till February 2023. An online version of the travelling exhibition will also be available on the Founders’ Memorial website to enable greater access.

Shaping the Founders’ Memorial Together

3 The Founders’ Memorial will honour Singapore’s founding generation and leaders by commemorating the ideals and values on which independent Singapore was built. Since the inception of the Founders’ Memorial in 2015, Singaporeans have been engaged at various stages and on various aspects of the Memorial’s development, including its objectives, concept, location, design, and visitor experience. In 2019, Singaporeans were invited to vote for their favourite architectural design among the shortlisted designs from the international design competition. More than 50,000 votes were cast and the jury took these into consideration when selecting the proposal by Kengo Kuma & Associates and K2LD Architects. Singaporeans are once again invited to play a part in the making of the Memorial by contributing their very own artefacts and stories from the 1950s to 1970s, such as the Rollei 35 LED camera, to the Memorial. The *Share Your Story, Shape Our Memorial* travelling exhibition and public call provide another opportunity for Singaporeans to play a part in the making of the Memorial in the lead-up to its opening slated for 2027.

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4 Mr Lee Tzu Yang, Co-Chairman of the Founders' Memorial Committee, said: "Engagement is at the very core of the making of the Founders' Memorial. It will be a unifying space for all Singaporeans, of which we all can be proud, that represents the Singapore spirit. Sharing our stories and experience from our coming together as a nation will serve to inform us for the future, as a beacon of hope to inspire us. Just as our founding leaders and generations learnt, if we stand together as a people, we will emerge stronger from the challenges and uncertainties that confront us, and create new possibilities for future generations, now and in the years ahead."

5 The public call invites Singaporeans to submit artefacts and stories from the 1950s to the 1970s – a critical chapter in Singapore's nation-building journey. The artefacts and stories can be related to a national policy or historical milestone linked to Singapore's independence and/or encounters with our founding leaders, including establishing citizenship, building a shared Singapore identity, or industrialisation and Singapore's pursuit for economic progress. Artefacts and stories should also illustrate the founding values of *multiculturalism*, *boldness*, *openness*, *resilience*, *integrity*, and *service to others before self*, which were identified and distilled from earlier engagements with Singaporeans. These values are integral to who we are as Singaporeans as they underpin the policy deliberations, dilemmas and decisions undertaken by our founding leaders in our early nation-building years, and remain relevant to us today.

6 Mr Timothy de Souza, a Founders' Memorial Committee member, who has also stepped forward to contribute an artefact – a 1968 photograph of his training days in the United Kingdom to become one of Singapore's first fighter pilots – said: "The 1950s to 1970s was a period of dramatic transformation for Singapore. Our founding leaders were confronted by the most daunting challenges and pressing questions, and we, the people, rallied behind them. It was almost like all of us were in a lifeboat together. To succeed, we had to give all our heart and soul to row together as one. It is this togetherness that forged our nation, and that is why the Memorial is looking for artefacts that bear witness to our formative years. The histories and stories behind them give life to the founding generation's spirit that resonates till today.

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We hope that more Singaporeans will come forward to share their personal artefacts and stories, and help shape our Founders' Memorial."

7 The public can submit their artefacts or stories online via the Founders' Memorial's multi-lingual website (go.gov.sg/shapeourmemorial). Physical submissions of objects will not be accepted at the travelling exhibition venues. To guide submissions, a wishlist containing examples of artefacts and stories that the Memorial is looking for can be found on the Founders' Memorial website. All submissions will be evaluated and assessed for their relevance to Singapore's nation-building history, experiences with our founding leaders, as well as embodiment of our founding values. Selected contributions from the public call will be featured in the Memorial's galleries when it opens.

8 Please refer to the following annexes for more information:

- [Annex A](#): *Share Your Story, Shape Our Memorial* exhibition highlights
- [Annex B](#): Wishlist for contributions of artefacts and stories
- [Annex C](#): *Share Your Story, Shape Our Memorial* travelling schedule
- [Annex D](#): Factsheet on Founders' Memorial
- [Annex E](#): 10 lesser-known facts about Singapore's nation-building years (1950s to 1970s) and the Founders' Memorial

Website: <https://go.gov.sg/shapeourmemorial>

- END -

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The Founders' Memorial will commemorate the founding values and ideals exemplified by Singapore's first generation of leaders, as well as other key figures who played important roles in Singapore's path to independence and nation-building journey. The Memorial will focus on the period of 1950s to 1970s in Singapore's history, explored through the lens of policy deliberations, dilemmas and decisions that illustrate how our leaders and people were guided through the tumultuous nation-building years by founding values such as multiculturalism, resilience and openness. Distilled from the Memorial's continued engagement with Singaporeans since its inception in 2015, these values have become foundational to Singapore, and continue to underpin who we are today as a people and nation.

Envisioned as an integrated gallery and gardens experience at the Bay East Garden, the Memorial will not only commemorate the past, but inspire Singaporeans to commit themselves towards a better future. It will be a space that captures the spirit of our nation, serving as a unifying point for all Singaporeans. More information on the Founders' Memorial is available at foundersmemorial.sg.

TRANSLATION OF TERMS

Founders' Memorial

建国先贤纪念园

Taman Tugu Pengasas

சிங்கப்பூர்ச் சிற்பிகள் நினைவகம்


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SHARE YOUR STORY, SHAPE OUR MEMORIAL EXHIBITION HIGHLIGHTS

Chapter	Artefacts and stories
Chapter 1: <i>Stand Up for Singapore</i>	<p>Our nation-building years saw countless acts of selflessness and sacrifice. Students, housewives and labourers, among other groups, demonstrated a spirit of “gotong royong” (community cooperation), standing up in response to various calls to clean up the city, build roads or contribute to building funds.</p> <p>Defending Singapore As a newly independent nation, Singapore faced pressure to build up its defence fast and early generations of Singaporeans bravely stepped up to the plate.</p> <div data-bbox="480 860 890 1102" data-label="Image">  </div> <p>Mr Timothy de Souza graduated with the first batch of pilots from the Republic of Singapore's Air Force in 1968 after commissioning as an Officer at the SAFTI Military Institute.</p> <p>Pictured: Mr de Souza training to be a pilot in the United Kingdom at the tender age of 21 back in December 1968.</p> <p><i>Courtesy of Mr Timothy de Souza.</i></p> <p>Caring for the community In serving the community, Singaporeans served the nation. At the launch of the Keep Singapore Clean campaign in 1968, Mr Lee Kuan Yew said, “Singapore has become one home, one garden for all of us”. This reminds us that no man is an island and it takes our collective effort to improve our living environment.</p>

	 <p>Mr Chua Sian Chin (then Minister for Health) promoting the anti-pollution message at his Macpherson Constituency in 1968.</p> <p><i>Courtesy of The Straits Times © SPH Media Limited. Permission required for reproduction.</i></p>
<p>Chapter 2: <i>One People, One Nation, One Singapore</i></p>	<p>Multiculturalism has been foundational to Singapore ever since we attained self-government in 1959 and helped us navigate through times of communal tension in the lead up to independence.</p> <p>Our founding leaders rallied Singaporeans to set aside differences and stand together as one united people.</p> <p>Defining Our Nation In December 1959, six months after attaining self-government, Singapore introduced our first few National Symbols which represent our values and brought people together as one Singapore. This marked the start of National Loyalty Week during which a series of multi-cultural concerts and prayers by different religious groups for the welfare and prosperity of Singapore were held.</p>  <p>A 1960s vinyl containing a recording of our National Anthem.</p> <p><i>Collection of National Museum of Singapore, National Heritage Board.</i></p> <p>Fostering Racial Harmony Racial riots broke out around Singapore in 1964 against the backdrop of political tensions between the PAP and UMNO. Yet, many put aside their differences and stepped forward to help and protect one another.</p> <p>Through Goodwill Committees, also known as “Peace Teams”, the bonds between communities were strengthened.</p>



Mr Lee Kuan Yew and Mr Othman Wok (then Minister for Social Affairs) speaking to residents in Geylang Serai after the racial riot on 24 July 1964.

Ministry of Information and the Arts Collection. Courtesy of National Archives of Singapore.



Mr Cheng Choon Eng shaking hands with Mr Jek Yeun Thong in recognition of his involvement in the Queensway Consultative Committee.

Active in the grassroots since the 1960s, Mr Cheng worked with founding leaders like Mr Jek Yeun Thong and Mr Othman Wok. He was also an active volunteer who organised events like National Day celebrations to bring his neighbourhood together and was part of his constituency's Civil Defence volunteer unit. In 1986, he received a certificate of appreciation recognising his dedicated voluntary service to the Resident's Committee.

Courtesy of Mr Cheng Choon Eng.

Cultural Concerts for All


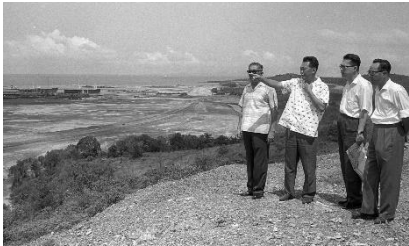
To promote a better understanding of the different cultures in Singapore, a series of cultural concerts were organised during National Loyalty Week and into the 1960s.

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	 <p>A silat performance during a 4-hour programme of songs, dances and drama on the City Hall steps in 1960.</p> <p><i>Ministry of Information and the Arts Collection. Courtesy of National Archives of Singapore.</i></p>
<p>Chapter 3: We're Going to Show the World What Singapore Can Be</p>	<p>Our founding leaders had the vision of transforming our economy and showing the world that Singapore was open for business. The dream of industrialising Singapore was easier said than done. To achieve this, our founding leaders and the people had to be bold, innovative and open.</p> <p>This set our foundation as a country and continues to shape the way we respond to change today.</p> <p>Goh's Folly Turning a swamp in Jurong into an industrial estate?</p> <p>Dr Goh Keng Swee's (then Minister for Finance) plan seemed so improbable that it was nicknamed "Goh's Folly". Yet, our founding leaders and people worked together and proved it could be done.</p> <p>By 1969, after months of daily factory opening ceremonies, Jurong Industrial Estate became home to 181 factories with over 20,000 workers.</p>  <p>Inche Yusof Ishak (then Yang di-Pertuan Negara), Mr Lee Kuan Yew, Mr Hon Sui Sen (then Chairman of the Economic Development Board) and Dr Phay Seng Whatt (then Chairman of the Public Service Commission) surveying what would become the Jurong Industrial Estate in 1964.</p> <p><i>Ministry of Information and the Arts Collection. Courtesy of</i></p>

National Archives of Singapore.



Mr Tan Kim Soo and his Long Service Award from National Iron and Steel Mills Pte Ltd.

National Iron and Steel Mills Pte Ltd was the first factory that opened at Jurong Industrial Estate. Being a technician there was a dangerous job. Mr Tan had to climb heights and witnessed many workplace accidents and to protect his lungs, he used to breathe through a moist towel during work and took regular walks at MacRitchie Reservoir, swam at the East Coast Lagoon after work. He also took on extra shifts to support his family and never talked about his accomplishments at work. Until today, his daughters look up to him for his grit and humility, and the care he showed his family over the years.

Courtesy of Mr Tan Kim Soo.

The Future of Shipping

Jurong Shipyard was Singapore's first commercial shipyard that had the responsibility to repair, construct and fit out ships for international trade.

The commercialisation of Jurong Shipyard was important for the growth of Singapore's shipping industry and helped young Singapore navigate the many economic challenges it faced.

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Shipbuilding and repair required the involvement of almost every engineering trade and skill available at the time.

This 1964 Jurong Shipyard Limited Employment Pass offers a peek into the type of work available in the 1960s and the skills that Singaporeans needed to pick up for these jobs.

Collection of the National Museum of Singapore, National Heritage Board.

Proudly Made-in-Singapore

Industrial estates were developed around Singapore, which housed the operations of a mix of multinational and local companies.

Singaporeans working in these estates were responsible for made-in-Singapore products such as Setron televisions and Rollei cameras that became household names, recognised locally and abroad for their quality.




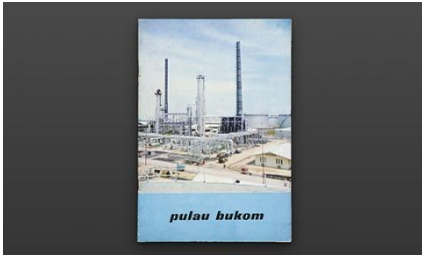

A coat worn by Rollei employees in the 1970s.

Gift of Mr Chong Nam Soy. Collection of National Museum Singapore, National Heritage Board.



Mr Chong Nam Soy wearing the same coat at the Rollei Factory where he was a supervisor for a camera production line.

Courtesy of Mr Chong Nam Soy.

	<div data-bbox="483 277 895 521">  </div> <div data-bbox="933 311 1383 378"> <p>A made-in-Singapore Rollei 35 LED camera.</p> </div> <div data-bbox="933 412 1377 448"> <p><i>Courtesy of Mr Chong Nam Soy.</i></p> </div> <div data-bbox="462 568 927 604"> <p>Opening Our Doors to the World</p> </div> <div data-bbox="462 602 1399 703"> <p>While many developing economies shied away from multinational corporations, Singapore saw the importance of opening itself up to the world and actively sought their investments.</p> </div> <div data-bbox="462 732 1399 873"> <p>These companies created more jobs and facilitated the flow of knowledge and ideas into Singapore. At the same time, it encouraged Singapore to punch above its weight and be competitive on the world stage.</p> </div> <div data-bbox="483 920 906 1173">  </div> <div data-bbox="933 918 1390 1088"> <p>The Pulau Bukom booklet, published by Shell, featuring the first Pioneer Certificate (below) and reasons why they chose to invest in Singapore.</p> </div> <div data-bbox="933 1120 1394 1254"> <p><i>Gift of Mr Yeo Choon Ho. Collection of National Museum of Singapore, National Heritage Board.</i></p> </div> <div data-bbox="483 1207 906 1460">  </div>
<p>Chapter 4: Tomorrow's Here Today</p>	<p>What would our neighbourhoods look like without our HDB flats? What would this City in a Garden be without its roadside trees?</p> <p>Our founding leaders paid close attention to the details of Singapore's landscape and worked together with Singaporeans to shape much of these familiar sights that we enjoy today. Those early years of our nation's development required taking bold steps to deliver on home</p>

ownership at a scale never seen before. All of this helped realise Singapore's vision of a Garden City, bringing the cities of tomorrow to Singapore today.

Home for the People

Building homes for the people began as a dauntingly ambitious plan.

Fondly known as "Mr HDB", Mr Lim Kim San spearheaded Singapore's public housing programme, leading HDB to complete building more than 30,000 flats in its first four years. This was often compared to about 23,000 flats built by HDB's predecessor, the Singapore Improvement Trust (SIT), in over 32 years.

When public housing was first promised at this scale, it was dismissed by those at the SIT as impossible. Against all odds, HDB delivered, granting Singaporeans from all walks of life a home to call their own.



A 1977 invitation-to-ballot card for flats in Bedok New Town.

Gift of Mr William Oh. Collection of National Museum of Singapore, National Heritage Board.

Turning Singapore into a City in a Garden

The greenery we enjoy in Singapore today began decades ago when our founding leaders put it on the national agenda.

Mr Lee Kuan Yew took an active interest in turning Singapore into a Garden City. He brought many agencies together under the Garden City Action Committee. The Committee introduced planting to HDB estates and roadsides, and introduced flora to our urban landscape, all amidst competing demands for land.

Tree Planting Day started as a campaign to replenish the felled trees in Singapore. The first official Tree Planting Day was held on 7 November 1971 and has been an annual affair ever since.

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Dr Toh Chin Chye (then Minister for Science and Technology) at Tree Planting Day in 1974.

Ministry of Information and the Arts Collection. Courtesy of National Archives of Singapore.

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WISHLIST FOR PUBLIC CALL FOR CONTRIBUTIONS OF STORIES AND ARTEFACTS

Everyday objects and personal stories can be connected to important national milestones and showcase the values that independent Singapore was built on. We are actively seeking objects and stories captured in our wishlist and hope to gather yours to add to the richness of our nation-building story.

We also welcome you to share artefacts and stories related to other important national milestones not listed here.

Citizenship and Building a Shared Singaporean Identity

We are collecting artefacts and stories about experiences that fostered multiculturalism, brought Singaporeans of different races together, and reaffirmed our shared identity.

National Symbols

Related milestones & artefact examples:

- Introduction of the National Flag, Coat of Arms and National Anthem at National Loyalty Week in December 1959
- Introduction of the National Pledge in 1966
- Introduction of Flag Raising Ceremony in schools in 1966

Community Spaces and Events

Related milestones & artefact examples:

- Events like the Aneka Ragam Rakyat concert series, South East Asia Cultural Festival for the opening of the National Theatre, and National Day Parades at the National Stadium
- Development of Community spaces like the National Theatre and National Stadium

Efforts to Promote Social Cohesion

Related milestones & artefact examples:

- The establishment and work of Goodwill Committees in response to the 1964 race riots
- Organisation of other community groups to promote social cohesion

Singapore's Urban Transformation

We are looking for artefacts and stories on Singapore's transformation into a Garden City. This effort went beyond introducing flowers and trees along our roadsides and involved all of us caring for our living environment.

Cleaning and Greening

Related milestones & artefact examples:

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- Tree Planting Days and other greening efforts
- Keep Singapore Clean and other anti-pollution campaigns

Water

Related milestones & artefact examples:

- Water rationing exercises in 1961 and 1963
- First public education campaign Water is Precious in 1972

Home Ownership

We are looking for artefacts and stories that tell of Singapore's urban transformation in the 1960s and 1970s on housing.

Related milestones & artefact examples:

- The introduction of the Home Ownership Scheme in 1964 and changes to the Central Provident Fund Act to facilitate greater home ownership and moving into HDB flats
- Process of resettlement to make way for housing and industrial development projects in areas like Jurong, Toa Payoh, Bedok and Tanjong Rhu

Singapore's Economic Progress

We are looking for artefacts and stories from Singapore's early days of industrialisation that demonstrated our boldness and pioneering spirit, adaptability in pursuing new economic opportunities, and resilience in the face of challenges.

Related milestones & artefact examples:

- Home-grown and multinational companies that set up operations in industrial estates at Jurong, Redhill, Tanglin Halt and Jalan Ampat
- Made-in-Singapore products

More related milestone & artefact examples:

- Companies and vocational and technical schools that set up training programmes to help workers upskill
- Launch of national productivity campaigns to increase efficiency
- Impact of the British military withdrawal and the conversion of Sembawang Naval Base from military to commercial use

Interactions with Our Founding Leaders

Have you ever interacted first-hand with Singapore's founding leaders in the 1950s to 1970s?

We seek your photos and memorabilia from these interactions, which can range from photographs that you took of our founding leaders at various events like visits to your workplaces, constituency walkabouts and community events, to mementoes like autographs,

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souvenirs and objects that they used like trowels at bricklaying ceremonies and cangkuls at tree planting events.

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SHARE YOUR STORY, SHAPE OUR MEMORIAL TRAVELLING SCHEDULE

Date	Venue
28 April – 12 June 2022	Gardens by the Bay Bay South
13 June – 26 June 2022	Causeway Point
27 June – 10 July 2022	Junction 8
11 July – 24 July 2022	Funan
25 July – 7 August 2022	I12
8 August – 21 August 2022	Plaza Singapura
22 August – 4 September 2022	Westgate

The exhibition will be travelling to community hubs such as libraries, community centres and schools between September 2022 and February 2023.

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FACTSHEET ABOUT THE FOUNDERS' MEMORIAL

About the Founders' Memorial

The Founders' Memorial will commemorate the founding values and ideals exemplified by Singapore's first generation of leaders, as well as other key figures who played important roles in Singapore's path to independence and nation-building journey. The Memorial will focus on the period of 1950s to 1970s in Singapore's history, explored through the lens of policy deliberations, dilemmas and decisions that illustrate how our leaders and people were guided through the tumultuous nation-building years by founding values such as multiculturalism, resilience and openness. Distilled from the Memorial's continued engagement with Singaporeans since its inception in 2015, these values have become foundational to Singapore, and continue to underpin who we are today as a people and nation.

Envisioned as an integrated gallery and gardens experience at the Bay East Garden, the Memorial will not only commemorate the past, but inspire Singaporeans to commit themselves towards a better future. It will be a space that captures the spirit of our nation, serving as a unifying point for all Singaporeans. More information on the Founders' Memorial is available at foundersmemorial.sg.

Honouring our founding leaders

The Founders' Memorial will focus on key leaders integral to the first two decades of Singapore's nation-building years such as Lee Kuan Yew, S Rajaratnam, Goh Keng Swee, Othman Wok and E.W. Barker, among others in Singapore's first to fourth Cabinets. In fleshing out the national milestones and key policies in our nation-building history, we will also look at individuals who played key leadership roles in post-independent Singapore. These include but are not limited to:

- Community leaders;
- Heads of State, political office holders, Members of Parliament, civil servants, heads of statutory boards and government-linked companies;

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- Members of political parties who played key roles in the years leading up to independence

Commemorating the founding values upon which Singapore is built

The narrative of the Founders' Memorial will be anchored by founding values exemplified by Singapore's first generation of leaders and people. They include: multiculturalism, boldness, resilience, openness, service to others before self, and integrity. These founding values were derived from public engagements conducted since the inception of the Memorial in 2015, and will be refined further as the Memorial continues to engage Singaporeans leading up to its opening.

Example of Founding Values	Meaning
Multiculturalism	Appreciating our distinct cultural characteristics while embracing a Singaporean identity and shared purpose
Boldness	Having the courage to dream big and daring to be different
Resilience	Showing perseverance and picking oneself back up even after setbacks
Openness	Staying outward looking and connected to the world, and welcoming opportunities that this brings
Service to Others before Self	Having a sense of public duty and purpose and working together towards a common cause
Integrity	Having the moral courage and accountability to do the right thing even when it is hard

An example of how integral these founding values are to our nation-building story is the development of the Jurong Industrial Estate in the 1960s. Dr Goh Keng Swee's (then Minister for Finance) plan to industrialise Jurong was nicknamed "Goh's Folly". Then, Singapore had no experience in manufacturing, the labour market was unstable, and high infrastructural costs were needed to turn a swamp into an industrial estate. However, through the boldness of our

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founding leaders and people, Jurong Industrial Estate became home to 181 factories with over 20,000 workers by 1969. This value of boldness continues to define Singapore's aspirations, through ideas and projects such as Jewel Changi Airport, which transformed the idea of what an airport could be.

Involving Singaporeans in the making of the Memorial

Since the inception of the Founders' Memorial in 2015, Singaporeans have been engaged at various stages and on various aspects of the Memorial's development, including its objectives, concept, location, design, visitor experience, and most recently, narrative and content.

CONCEPT STAGE	
13 April 2015	<p>The idea of a "Founders' Memorial" was first raised in Parliament by Prime Minister Lee Hsien Loong on 13 April 2015, following calls to honour the late Mr Lee Kuan Yew after his death.</p> <p>PM Lee affirmed the value of having a memorial and shared, <i>"A founders' memorial need not be a grand structure, but it must stand for our ideals, our values, our hopes and aspirations. It must belong to all Singaporeans and mean something significant to us all. It should be a place where we and future generations can remember a key period in our history, reflect on the ideals of our founding fathers, and pledge to continue the work of nation building."</i></p> <p>He announced that he had asked Mr Lee Tzu Yang to chair a committee to gather views from the public on the Founders' Memorial, and to take the project further if the idea finds resonance among Singaporeans.</p>
October 2015 to January 2016	<p>Phase 1 Engagements</p> <p>The Committee's Phase 1 public engagement exercises took place from October 2015 to January 2016. Over 400 people shared their views through 13 dialogue sessions covering all age groups and vernacular languages. In addition, a representative sample of 1,300 individuals was interviewed via a door-to-door survey, and over 200 responses were also</p>

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	received via an online portal. Stakeholder groups including historians, grassroots leaders, educators and academics were consulted.
September 2016 to February 2017	Phase 2 Engagements More than 700 participants took part in 15 workshops that were conducted across different age and ethnic groups. Key stakeholder groups, including architects, the heritage community, educators, pioneer generation members, grassroots, and youth were also engaged. Participants used crowdsourcing tools to share their suggestions and created physical prototypes illustrating their ideas for the Founders' Memorial.
March 2017	Phase 3 Showcase For its Phase 3 outreach, the Committee launched a public showcase in March 2017 to raise public awareness about the Founders' Memorial project and to allow Singaporeans to provide more input and suggestions for the Memorial.

Following the three phases of engagements, which reached out to over 32,000 people across two years, the Committee submitted its report which carried six key findings derived from its engagements with Singaporeans, noting these desired features for the Memorial:

1. Values-centred, inspires future generations
2. Bay East Garden supported
3. Park, with indoor gallery component
4. Programming and links to heritage museums
5. To be developed sooner rather than later
6. To reflect our national identity and the values we stand for as one people

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DESIGN STAGE

10 January 2019	Launch of international architectural design competition for Founders' Memorial
2 May 2019	193 submissions received from open call, with five shortlisted to proceed to the next stage of the competition: <ul style="list-style-type: none"> a) 8DGE Design in collaboration with Ong Ching Ying b) Cox Architecture in collaboration with Architects 61 c) DP Architects d) Johnson Pilton Walker e) Kengo Kuma & Associates in collaboration with K2LD Architects
End May 2019	Public engagement workshops were held, where members of the public were invited to view the shortlisted conceptual designs, and offer their views on the visitor experience as potential visitors of the Memorial. Feedback from these workshops was shared with the five shortlisted teams for their consideration.
30 September 2019	The five shortlisted teams submitted their final designs based on more detailed requirements.
31 October 2019	Singaporeans were invited to view the shortlisted designs at the <i>Founders' Memorial Design Showcase</i> and choose their favourite design. More than 50,000 votes were cast and the jury took these into consideration when selecting the winning proposal.
9 March 2020	<p>The submission by Kengo Kuma & Associates in collaboration with K2LD Architects was selected as the winner of the international architectural design competition for the Founders' Memorial.</p> <p>The winning design was noted to be a site-specific one that represents a bold and imaginative new type of Memorial which rises out of the landscape. Conceptually different from the other shortlisted designs, it emphasises Singapore as a "City in a Garden" and allows for future growth. More than a singular building, it is a sustainable, environmentally progressive, and a reflection of the ideals of Singapore. In addition, the design has great potential to provide multi-layered experiences for all visitors in its blending of external and internal spaces.</p>

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August 2020 to March 2021	<p>11 visitor experience design workshops were conducted for over 200 participants from different backgrounds to share insights on the desired attributes of the visitor experience at the Founders' Memorial. Ideas on design features to realise this vision were generated.</p> <p>These research workshops were followed by validation workshops which brought together several participants from the research workshops to build on the earlier insights and develop more detailed design concepts for the Memorial's visitor journey.</p>
15 June 2021	<p>Highlights and insights from the Founders' Memorial visitor experience design workshops affirmed that:</p> <ul style="list-style-type: none"> • The arrival journey as visitors approach the Memorial building from multiple arrival pathways should prompt visitors to appreciate the natural setting of the Founders' Memorial, and set the tone for the rest of the experience. • The journey through the Founders' Memorial's indoor spaces, including the interpretive gallery, should incorporate interactive and participatory elements, as well as opportunities for intergenerational exchanges. • The Memorial's indoor experience should conclude with a view of the evolving city skyline that bridges the past, present and future, and encourage visitors to follow through with their aspirations for Singapore. • The outdoor garden spaces should offer experiences that are unique to the Founders' Memorial in being an integrated gallery and gardens experience, facilitate social interactions, and be accessible and comfortable in Singapore's climate. • National Symbols such as our national pledge and flag resonated with participants, who felt that these could help anchor the visitor journey in our founding values, and remind how we are united as one people.

ONGOING CONTENT DEVELOPMENT AND PUBLIC ENGAGEMENT

19 December 2020 to 3 October 2021	The Founders' Memorial collaborated with the National Museum of Singapore to present <i>Home, Truly: Growing Up With Singapore, 1950s to the Present</i> in collaboration with The Straits Times as part of the newspaper's 175th anniversary. Through archival photos, artefacts from the National Collection and digital interactives, the exhibition explored the moments and experiences in Singapore's past and present that express our identity, shared values and collective memory as a people and nation.
28 April 2022	<p>Launch of the <i>Share Your Story, Shape Our Memorial</i> travelling exhibition and public call.</p> <p>Singaporeans are invited to contribute artefacts and stories that relate to a national policy or milestone linked to independent Singapore, such as establishing citizenship and building a shared Singapore identity, and industrialisation and Singapore's pursuit for economic progress and/or encounters with our founding leaders. Selected artefacts and stories selected from the Public Call will be featured in the Memorial's galleries.</p>



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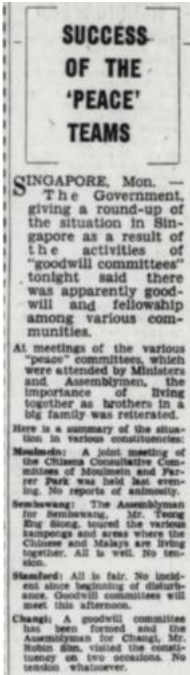
10 LESSER-KNOWN FACTS ABOUT SINGAPORE'S NATION-BUILDING YEARS (1950s TO 1970s) AND THE FOUNDERS' MEMORIAL

1.	<p>The Founders' Memorial is set in Bay East Garden, close to the Marina Reservoir and overlooking the city skyline as a nod to the bold vision of our founding leaders to transform Singapore into a Garden City.</p> <p>The Memorial in a garden is testament to the challenges overcome by our nation in our greening and water story.</p>  <p>Read more about the Memorial in a garden here.</p>
2.	<p>Majulah Singapura was first composed as an official song for the City Council of Singapore in 1958 before it was adapted to become Singapore's National Anthem in 1959. Did you know the version of the National Anthem we sing now is shorter than the 1958 version? Compare both versions of it here.</p>  <p>A 1960s vinyl containing a recording of our National Anthem.</p> <p><i>Collection of the National Museum of Singapore, National Heritage Board.</i></p>
3.	<p>Dr Goh Keng Swee's plan of transforming a swamp in Jurong into an industrial estate in the 1960s seemed so improbable that it was nicknamed "Goh's Folly". People were sceptical because of the high infrastructural cost of developing such an estate and that Singapore would be able to attract businesses to invest and establish factories in Jurong at first.</p>

	<p>Through the work of our founding leaders and the people, Jurong Industrial Estate became home to 181 factories with 20,000 workers by 1969 – proving that it could be done!</p>  <p>Dr Goh Keng Swee (then Minister for Finance) laying the foundation stone of Jurong Shipyard Limited in 1964.</p> <p><i>Courtesy of The Straits Times © SPH Media Limited. Permission required for reproduction.</i></p>
4.	<p>HDB estates are integral to Singapore's housing landscape today. But did you know that building HDB flats for so many Singaporeans was once seen as an impossible task?</p> <p>Despite being deemed as overly-ambitious, our founding leaders pressed on with their promise to deliver public housing at a large scale and completed more than 30,000 flats within the first four years! This was often compared to about 23,000 flats built by HDB's predecessor, the Singapore Improvement Trust (SIT), in over 32 years. Learn more about it here.</p>  <p>A crowd gathering to ballot for flats at the Macpherson Estate in 1965.</p> <p><i>Ministry of Information and the Arts Collection. Courtesy of National Archives of Singapore.</i></p>
5.	<p>Many might not know that our founding leaders paid close personal attention to details in the greening of Singapore. Mr Lee Kuan Yew is remembered to have personally looked at the minutes of meetings of the Garden City Action Committee and even took a keen interest in the species of plants that were being used in landscaping. Read up on how Singapore was transformed into a city in a garden here.</p>

	 <p>Dr Toh Chin Chye (then Minister for Science and Technology) at Tree Planting Day in 1974.</p> <p><i>Ministry of Information and the Arts Collection. Courtesy of National Archives of Singapore.</i></p>
<p>6.</p>	<p>Much like the seeds distributed by the National Parks Board (NParks) for home gardens during the Circuit Breaker, community participation in the greening of Singapore was promoted during Singapore's nation-building years too.</p> <div data-bbox="331 772 837 1411">  </div> <p>The Guide to Tree Planting seen here in English, Chinese, Malay and Tamil was issued by the Singapore Botanic Gardens to encourage the community's support and participation in 1963 as part of early efforts to promote the greening of Singapore.</p> <p><i>Courtesy of Singapore Botanic Gardens.</i></p>

7.	<p>Did you know that the design of the Founders' Memorial represents a path of the journey taken by our founding leaders? This explains why the design of the Memorial depicts many winding curves from different angles.</p> <div data-bbox="347 421 906 566">  </div> <p>Read more about the Founders' Memorial that is designed to inspire</p>
8.	<p>Have you ever demonstrated a spirit of “gotong royong”? Translated from Malay, the term means “cooperation among communities”. This camaraderie was evident amongst our founding leaders and early generations of Singaporeans as they worked together to build Singapore’s first defence force, clean up the city, and contribute to building funds. In fact, this spirit is still very much alive today, as seen through how Singaporeans stood behind healthcare workers during the Covid-19 pandemic.</p> <div data-bbox="331 952 837 1254">  </div> <p>Members of the public clearing a drain as part of the Gotong Royong Project in 1971.</p> <p><i>Courtesy of The Straits Times © SPH Media Limited. Permission required for reproduction.</i></p>
9.	<p>Did you know that there was once a National Loyalty Week in December 1959 in celebration of attaining self-government, when Singapore introduced our first few National Symbols such as the National Anthem and State Crest? Then, the State of Singapore National Loyalty Week Card was distributed to introduce Majulah Singapura as our National Anthem and a series of multicultural concerts and prayers were held by different community groups.</p>

	 <p>State of Singapore National Loyalty Week Card distributed to students in 1959. View it in 3D here.</p> <p><i>Gift of Ms Quek Yuen Yuan, Ana. Collection of the National Museum of Singapore, National Heritage Board.</i></p>
10.	<p>There were once Goodwill Committees in Singapore, also known as Peace Teams, that helped strengthen bonds between communities. These Committees were formed in response to the 1964 racial riots in Singapore.</p> <p>Against the backdrop of racial tensions, many put aside their differences and stepped forward to help and protect one another. Find out how racial harmony was fostered here.</p>  <p>A news article reporting on the success of Goodwill Committees around Singapore on 28 July 1964.</p> <p><i>Courtesy of The Straits Times © SPH Media Limited. Permission required for reproduction.</i></p>