# YOUTH HERITAGE BLUEPRINT 2024

## **CONTENTS**

## **FOREWORD**

Foreword	3	Singapore's youths play an essential role in shaping the future of our heritage and museum sector. The 2022 Heritage Awareness Survey revealed a significant shift in young people's views on heritage – including a growing recognition that diverse aspects of our heritage, including food, language and crafts,
Introduction	4	are also integral to Singapore's national identity. This changing perspective, alongside generational shifts in how youths experience heritage and museums, underscores the critical need to actively engage with and respond to youths and their evolving interests.
Journey of Developing the Blueprint	6	The National Heritage Board (NHB) has consistently strived to foster meaningful connections with young people, as evidenced by our collaborations with schools on youth-centric initiatives
Recommendations	10	like the <i>Student Archivist Project</i> , with organisations like Youth Corps Singapore to cultivate youth volunteerism, and by the
Museums & Programmes	12	establishment of NHB's Youth Panel. These initiatives have enriched our programmes and demonstrated the power of youth
Physical Touchpoints & Digital Content	20	partnerships. Under Our SG Heritage Plan 2.0, we are committed to deepening our engagement with youths and empowering them
Marketing & Communications	26	as active contributors to our heritage and museum landscape.
Access & Participation	32	The Youth Heritage Blueprint serves as a powerful reminder of the crucial role young people play in preserving and evolving our
Collaborations & Partnerships	38	cultural legacy. By shedding light on the changing ways youths perceive and engage with heritage and museums, it highlights the need for continuous adaptation and innovation in our approach. Importantly, this blueprint serves as a valuable resource for NHB and other players in the heritage and museum sector by offering
Reflections by NHB's Youth Panel	42	insights and strategies to better engage young audiences across Singapore.
Conclusion: Shaping Our	48	I am incredibly proud of this blueprint and the dedication of NHB's Youth Panel in bringing it to fruition. It exemplifies our collaborative efforts with youths and showcases the possibilities
Legacy for Our Future		that arise when we work together to preserve and promote our heritage and our museums. Together, let us embark on this journey of discovery and rediscovery, and ensure that Singapore's story continues to flourish and resonate for generations to come.
Acknowledgements	<i>50</i>	story continues to nounsh and resonate for generations to come.
		Chang Hwee Nee
Photo Credits	<i>51</i>	Chief Executive Officer National Heritage Board

## INTRODUCTION

Five focus areas of the blueprint

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Singapore's heritage forms a vibrant tapestry, woven from the threads of our diverse communities and rich histories. Looking towards the future, it is important to ensure that this legacy continues to engage and inspire our youths.

The National Heritage Board (NHB) and its Youth Panel are proud to present the inaugural Youth Heritage Blueprint. Spearheaded by NHB's dedicated Youth Panel, this initiative captures the voices and perspectives of young people towards Singapore's heritage and museum landscape. It represents a critical step forward in bridging the gap between heritage, museums, and youths, fostering a sense of ownership and connection to our shared past among the younger generation.

The blueprint is the culmination of rigorous dialogues, an extensive survey, and focus group discussions conducted by our Youth Panel. Over the course of close to one and a half years, we have gained valuable insights into how young Singaporeans perceive and interact with heritage and museums. This blueprint outlines key findings and recommendations aimed at enhancing youth engagement and participation in the sector.

The Youth Heritage Blueprint is structured around five focus areas: museums and programmes; physical touchpoints and digital content; marketing and communications; access and participation; and collaborations and partnerships. These five focus areas were jointly identified by NHB and the Youth Panel, and encompass the spectrum of ways in which youths encounter and engage with heritage and museums. Through the lens of these focus areas, this blueprint proposes useful and practical approaches to make heritage and museum experiences relevant, accessible and compelling for young people.

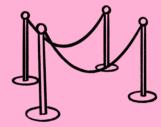
We hope that the Youth Heritage Blueprint will serve as a guide for heritage and museum professionals in Singapore and even around the world, as we work towards deepening our engagement with the youths of today, while building our understanding and capabilities to make heritage and museums relevant to the youths of tomorrow.

# MUSEUMS & PROGRAMMES



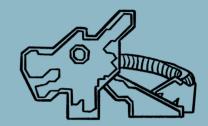
Content and presentation of museums' permanent and special exhibitions, as well as programming.

# ACCESS & PARTICIPATION



Youth volunteerism and participation in the heritage sector, and cultural barriers hindering access to heritage for youths.

## PHYSICAL TOUCHPOINTS & DIGITAL CONTENT



Physical touchpoints and initiatives related to heritage outreach, and heritage content and programmes on digital platforms.

# MARKETING & COMMUNICATIONS



Publicity campaigns and marketing approaches that appeal to youths.

# COLLABORATIONS & PARTNERSHIPS



Ideas and approaches for co-creating heritage projects with youths, and other areas that intersect with heritage and museums and are of interest to youths.

## JOURNEY OF DEVELOPING THE BLUEPRINT

Beginning in January 2023, the Youth Panel embarked on the journey of developing the blueprint. The panel organised themselves into five committees, each focusing on one of the blueprint's key areas. They engaged with various NHB teams and explored different museums to enhance their understanding of existing youth engagement efforts across diverse domains, and to share their perspectives and ideas.

Exposure & Brainstorming Sessions

Jan - Jun 2023

Online Survey for Youths

Jul - Sep 2023

Focus Group Discussions

Jan 2024

Drafting the Blueprint

Feb - May 2024

Blueprint Completion

7

May 2024

In 2021, NHB established our first Youth Panel to provide youth perspectives on our exhibitions and programmes, and to collaborate with NHB museums and divisions on youth-led projects, including the development of Singapore's first Youth Heritage Blueprint.

Comprising 36 young individuals, NHB's Youth Panel includes a diverse mix of students and young working adults. Despite their varied backgrounds, disciplines, and occupations, they all share a common passion for heritage and museums, along with the dedication to actively contribute, advocate and champion heritage causes.

By establishing the Youth Panel and co-developing the Youth Heritage Blueprint with them, we hope to empower these youths – to grow their passion for heritage, to develop their skills and leadership potential, and to enable them to make a difference to the future of our sector.



Youth Panel members visiting the Asian Civilisations Museum and enjoying a guided tour of the museum's special exhibition, *Batik Kita*.

In coming up with the recommendations, the Youth Panel reached out to over 1,000 fellow youths to grasp wider youth attitudes and sentiments towards Singapore's heritage and museum landscape. This involved conducting an online survey from July to September 2023, as well as focus group discussions in January 2024, where they heard from a range of youth voices about their experiences, perceptions and suggestions.

The Youth Panel also organised regular meetings both collectively and within their own committees. These sessions provided opportunities for panel members to share perspectives, brainstorm ideas and critically review and reflect on the findings of the survey and focus group discussions. The recommendations presented in this blueprint is a culmination of the Youth Panel's discussions and contain the insights they gleaned from engagements with fellow youths.



The Youth Panel meeting regularly to discuss and refine their ideas and suggestions, and plan for engagement sessions with other youths.

## SMU-X Singapore: Imagining the Next 50 Years

From January to April 2023, NHB collaborated with Singapore Management University (SMU) on the module, *SMU-X Singapore: Imagining the Next 50 Years*. This partnership involved engaging a total of 90 students to brainstorm and propose projects and programmes aimed at making heritage more accessible and more engaging to youths. The research findings and ideas generated by these students served as a starting point for subsequent engagement exercises and were integrated into the drafting of the Youth Heritage Blueprint.



SMU students all ready to share their proposals, ideas and suggestions with NHB. Image courtesy of Singapore Management University.

The Youth Heritage Blueprint in statistics



5 Focus Areas

36
Youth Panel
Members

1127
Youths Engaged

## RECOMMENDATIONS

#### Values & Barriers

The Youth Panel's discussions unlocked key themes that shape young people's views of Singapore's heritage and museums. These themes go beyond highlighting what resonates well with youths and capture the barriers they face when engaging with heritage and museums.

The Youth Panel identified three core values that are crucial building blocks for effective youth engagement, and three perceived barriers that could pose as serious impediments to such efforts. Museums and heritage organisations can leverage these insights as they conceptualise, develop and/or refine their youth outreach programmes.





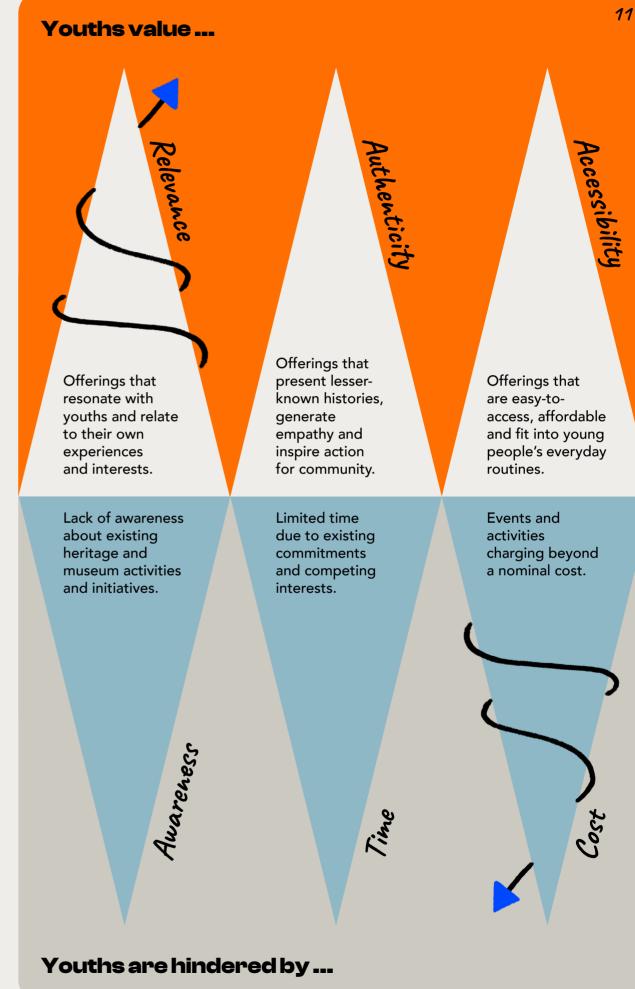
Youths sharing their views and perspectives during focus group discussions on 6 January 2024, which were led and facilitated by Youth Panel members.

### **Diversity Within "Youth"**

While young people often share common values and encounter similar barriers, the Youth Panel's engagements also revealed that these values and barriers manifest differently for youths at different stages in life. For instance, schooling youths may be particularly sensitive to cost compared to young working adults; older youths have a stronger interest in exploring connections and collaborations between heritage and other community and social causes; and young parents shared specific accessibility needs and will prioritise experiences that are family- and child-friendly.

Like any other demographic, "youth" is not a monolithic or homogenous group. In presenting these recommendations from youths, we recognise and acknowledge the diversity of attitudes and aspirations among youths at different life stages.

The subsequent sections outline specific recommendations from the Youth Panel, delving deeper into each of the focus areas and offering a holistic guide for enhancing youth engagement across our heritage and museum sector.



# MUSEUMS & PROGRAMMES

## Key Insights

- Youth perceptions of museums can vary, with many associating each museum with a particular atmosphere or ambience.
- Museums are perceived both as spaces for deepening knowledge and as venues for exciting experiences.
- Most youths spend around 1 to 2 hours per museum visit, with a focus on engaging with exhibitions.
- Youths express strong interest in interactive elements like hands-on activities and workshops.
- Unique experiences like behind-thescenes tours and night-time programmes are especially popular.



Museums in Singapore are more than just repositories of age-old artefacts and collections – they can also be vibrant hubs for the learning and discovery of our shared heritage and identity, and social spaces for youths to explore and engage with new and novel experiences alongside their peers.

Through the survey conducted by the Youth Panel in 2023, youths shared about their prevailing perceptions of museums in Singapore. Many associated museums with a particular atmosphere and ambience, with some characterising museums as "quiet" and "aesthetically pleasing", while others described museums more ambivalently as "clean" or even "sterile". Similarly, while some youths viewed museums as spaces for deepening their knowledge about Singapore, our diverse communities and our connections with the region and the world, other youths looked at museums as spaces for fun, exciting and interactive experiences.

Collectively, the results reflect the different roles and functions which museums play, and underscore the diverse expectations from young people in terms of museum experiences.

# What is the first thing that comes to your mind when you think about Singapore's museums?

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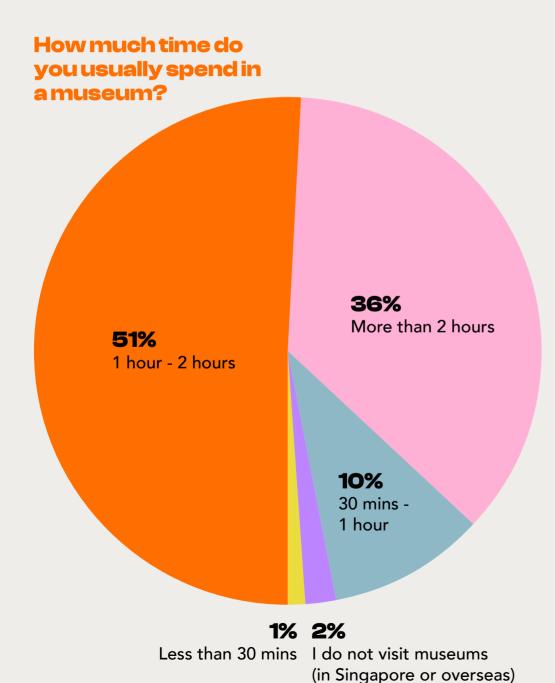
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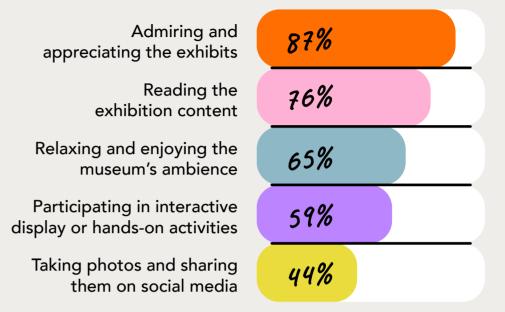
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The survey also offered insights into how youths spend their time in museums. Notably, a majority of youths spend around 1 to 2 hours at each museum, with many spending most of their time engaging with the exhibitions. Youths also expressed a strong interest in exhibitions and programmes with interactive elements, such as hands-on activities and workshops.

Besides engaging with the exhibitions, unique experiences that offer different and unconventional ways of experiencing the museum – such as behind-the-scenes tours and especially night-time programmes – are also popular among youths. These findings point to the importance of offering interactive, immersive and novel experiences at the museums in order to capture the attention of youths.



# What do you spend most of your time doing at the museum?



# What types of museum programmes would interest you the most?

Top 5 responses!



Guided by youth perceptions about museums and deeper insights into their habits and preferences, the Youth Panel recommends the following approaches and ideas for museums to consider:

1 Approach
Social Experiences

& Platforms

Youths enjoy activities that allow them to connect to others. Attending museum programmes with friends, family, or even meeting new people with similar interests fosters a sense of community and enriches their engagement with the exhibits.

Ideas

- Encourage group participation
- Implement "Bring-a-Friend" or "1-for-1" deals to encourage youths to bring their peers.
- Offer group discounts or special experiences for youth groups, such as school clubs or youth organisations.
- Schedule programmes during periods that suit specific youth groups
- Avoid exam seasons for studentfocused programmes, and offer evening or weekend activities for young working adults.
- Foster inter-generational connections
- Design programmes or exhibitions that connect different age groups, allowing family members to share their own memories related to the content.

"When I went with my aunt to the OFF/ON exhibition [at the National Museum of Singapore], she was telling me about how she used the old rotary dial phone for work, and how work was like before email."



Focus group participant

Approach

# Interactive Experiences & Immersive Sets

Visual appeal and interactivity are crucial for today's generation – youths seek experiences that go beyond passive observation. Immersive sets and compelling storytelling spark curiosity by appealing to multiple senses and emotions, effectively bringing history to life.

Ideas

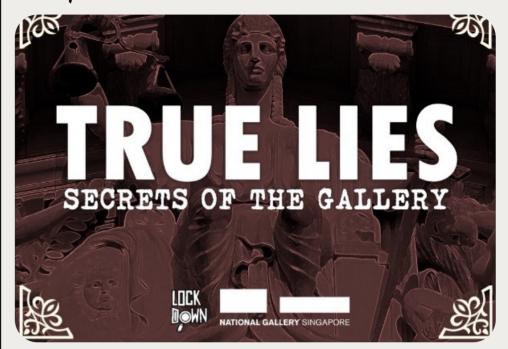
- Create "living" history installations
- Consider immersive installations replicating lived spaces (e.g. period rooms) that showcase everyday objects within their historical contexts.
- Prioritise insta-worthy appeal
- Design installations that are not only informative but also "Instagrammable" to encourage youth visitorship and foster a sense of excitement through online sharing.
- Layer immersive experiences
- Enhance exhibitions by layering interactive elements that cater to various learning styles. These elements can include sensory experiences (e.g. sounds, textures, smells etc.), gamification (e.g. escape rooms, scavenger hunts etc.) and other hands-on activities (e.g. touchscreens, puzzles etc.).

"Immersive experiences are unforgettable
- you remember the experiences you had in
the room, and it is a great way to learn
through immersion."



Focus group participant

Escape Room in a Museum



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During the Light to Night Festival in 2021, National Gallery Singapore hosted *True Lies – Secrets of the Gallery*, which was the first large scale escape room event to be held in an art gallery in Singapore. As part of the game, players were tasked to solve clues and investigate "hidden secrets" of the gallery's Supreme Court Wing.

Image retrieved from https://www.nationalgallery.sg/festivals/light-to-night-2020-invisible-cities/true-lies-secrets-of-the-gallery.

Date Night at the Met



Every Friday and Saturday night, the Metropolitan Museum of Art stays open until 9pm and hosts Date Night at the Met – featuring live music and performances, special tours and programmes, as well as drinks and small bites.

Image retrieved from https://www.nytimes.com/2022/02/24/arts/design/met-broadway-tickets-nyc.html.

**Approach** 

## OFF/ON at the National Museum of Singapore

In some of the focus group discussions, participants frequently cited the National Museum of Singapore's *OFF/ON: Everyday Technology that Changed our Lives, 1970s-2000s* exhibition as a positive example of an interactive museum experience that they enjoyed. The experiential exhibition was organised into four thematic zones, featuring past technologies in familiar settings – including in the office, at home and in shops. Visitors were encouraged to interact with the artefacts, replicas and interactive features, from telephone receivers and pagers to typewriters and video games. This hands-on approach brought history to life and appealed to young audiences.





Youth Panel members learning about the *OFF/ON* exhibition through a tour led by a curator from the National Museum of Singapore.

# 3 Approach Novel Experiences

Youths are drawn to fresh and novel experiences – experiences that go beyond what they typically associate with museums. These experiences could include exhibitions and programmes that explore unconventional or lesser-known histories, which are perceived as more authentic, unique and interesting. Many young people specifically recommended night-time programmes, citing the unique atmosphere and the convenience for busy students and young adults.

#### **Ideas**

#### • Showcase the unseen

 Offer exclusive tours that showcase the unseen work behind exhibitions, like conservation labs and/or a peek into curatorial brainstorming sessions.

#### • Create nightlife adventures

 Consider hosting trivia nights, light installations and/or even "date night" events to create a unique atmosphere and cater to busy youth schedules.

#### • Curate exploration

- Suggest itineraries for different visit lengths including "express tours" and themed explorations for specific interests.
- Encourage repeat visits with pop-up exhibitions and collaborations.

## Inclusive narratives and exclusive events

- Embrace diversity by ensuring exhibits tell inclusive narratives that will resonate with a wide range of young people.
- Offer programmes specifically for youth, such as curator talks on trending cultural topics, or tabletop RPG game events themed around museum content.

## Cost-friendly Experiences & Programmes

Most youths are cost-sensitive when deciding on how to spend their leisure time and what to spend their allowances on. Activities that are perceived as affordable and/or value-for-money are more appealing to youths.

#### **Ideas**

#### • Reward exploration

 Offer discounted food and beverage options and/or retail promotions after visiting a museum exhibition or attending a programme.

#### • Invest in youth access

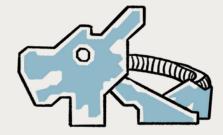
 Consider a special youth pass that offers discounted access to a network of Singapore's museums and their programmes, beyond NHB's institutions.



## PHYSICAL TOUCHPOINTS & DIGITAL CONTENT

## Key Insights

- Youths identify with diverse aspects of heritage, and value contemporary interpretations that can bridge their own experiences with our shared heritage.
- Youths prefer and find greater resonance with heritage experiences that are anchored in personal stories and narratives.
- Youths value both physical and digital heritage experiences and emphasise the importance of interactivity regardless of the medium.
- A sizeable proportion of youths have not yet explored heritage touchpoints, presenting a hitherto untapped audience pool.

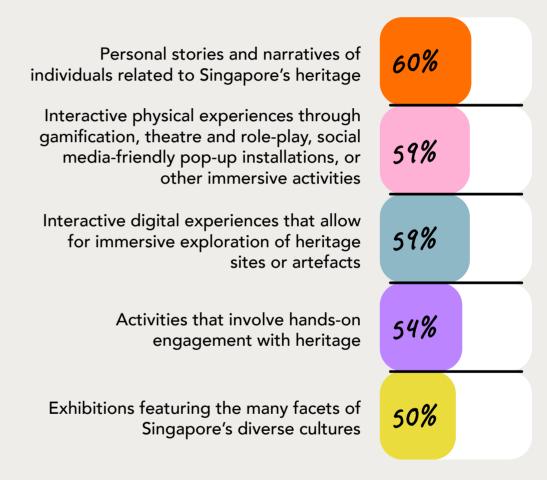


Our heritage is all around us, threaded into everyday practices, embedded in our physical environment and increasingly accessible through digital content. From trails and festivals in historic precincts and neighbourhoods, to online archives and virtual experiences, both physical touchpoints and digital content play an integral role in fostering our connection with heritage on a day-to-day basis.

The 2022 Heritage Awareness Survey revealed a shift in youth perception. Young people increasingly recognise elements beyond historical facts and buildings as important aspects of heritage. These elements include aspects of contemporary culture rooted in tradition, such as traditional performing arts, stories, languages and games.

Moreover, not only do youths have a broader definition of heritage, they are also eager for a sense of connection with and through heritage. As validated by the survey conducted by the Youth Panel, engaging narratives, whether individual stories or contemporary interpretations of heritage, resonate better with young audiences on a personal level. Notably, while most youths are digitally savvy, they still value both physical and digital experiences. Regardless of the format, the survey found that interactivity remains the biggest draw. This suggests that young people are active audiences and prefer touchpoints where they are encouraged to engage, interpret and even respond creatively to the heritage content presented to them.

# What kinds of museum or heritage content appeal to you?



The youth survey also revealed that among NHB's offerings and programmes outside of museums, annual festivals such as *Singapore Night Festival* hold high brand recognition among youths, with 8 in 10 youths having heard of it. However, participation remains lower, with only 5 in 10 having participated in the festival, and nearly 4 in 10 not having participated in any heritage initiatives or events at all. This finding suggests a gap between awareness and participation, indicating a need to explore more strategies to entice young people to explore and participate in heritage programmes.

## Which of the following heritage initiatives and/or events have you heard of? Top 5 responses!



Which of the following heritage initiatives and/or events have you participated in?



Guided by the insights gleaned from youth engagement with physical heritage touchpoints and their preferred digital content, the Youth Panel recommends the following approaches and ideas:

## **Approach**

## Relevance of **Everyday Heritage**

In terms of content, youths find most meaning in heritage that connects to their daily lives and resonates with their day-to-day experiences. This is especially true amidst the rapid pace of development in Singapore, where a sense of belonging can be threatened by constant change. Everyday heritage can be an anchor to ground youths in the familiar places that they live in or grew up in, fostering a stronger connection to their community. Personal stories and narratives, seen as more genuine and relatable, act as bridges to the past, strengthening this connection.

#### Ideas

#### Make it local

- Integrate historical anecdotes and community stories into heritage touchpoints at neighbourhoods through trail markers, storyboards and/or exhibitions.
- Highlight the stories behind street names, local landmarks, and/or even everyday objects.
- Offer more opportunities to learn about and/or "experience" the stories of everyday individuals or community leaders through interactive programmes.

#### • Make it personal

- Explore contemporary interpretations of heritage to bridge the gap between the past and present, such as incorporating current trends and ideas to make the past more relevant.
- Encourage youths to share their interpretations of heritage through creative projects or co-creation opportunities.

# **Approach**

## Complementary Physical & Digital **Experiences**

In terms of format, while most youths are digital natives, they still value physical experiences for their tactile and immersive nature. The physical experience itself should still be prioritised; when incorporating digital tools, these should complement and seamlessly integrate with the physical experience. Youths want technology to enrich their exploration of heritage, not become a distraction.

#### Ideas

#### • Prioritise tactile experiences

- Allow young people to truly connect with the past through programmes or initiatives that involve interaction with their physical environment.
- Emphasise specific elements at heritage sites that youths can explore.

#### • Integrate hybrid experiences thoughtfully

• Ensure digital experiences are incorporated meaningfully and in ways that are complementary to physical touchpoints.



### **Approach**

## Attractive Design & the "Fun Factor"

In terms of presentation, youths are drawn to touchpoints and content that are attractive and have a "fun" element. This means ensuring that the design of the touchpoints and associated materials (e.g. collaterals) have a modern and visually appealing design. Activities linked to the touchpoints should be engaging as well. This can be achieved by offering curated experiences that appeal to youth interests, or providing incentives (like rewards or badges) for participation, among other ideas.

#### Ideas

#### Develop interactive online maps for heritage trails and festivals

 Explore interactive online maps that offer clear guidance and directions for navigating between touchpoints, and include bite-sized pieces of information about each location to spark curiosity.

## • Offer "off the beaten track" heritage activities

 Consider mystery tours, scavenger hunts and other gamified activities that weave in a sense of adventure and exploration, but be mindful of youth preferences by avoiding early morning events on weekends whenever possible.

#### Reward young people for engagement

 Offer food options, interesting heritage crafts or merchandise as tokens of appreciation or souvenirs for participants.

#### • Partner brands with broad youth appeal

 Leverage on their existing brand power to reach a wider audience (e.g. Uniqlo) but to take into consideration potential controversies before partnering with any brand(s).

## My First Love Travelling Exhibition

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My First Love is a travelling exhibition co-developed by NHB and the Youth Panel. This collaboration demonstrates how heritage can connect with young people's personal narratives and contemporary experiences. Centered on the theme of "first love", the exhibition features photos and stories submitted by young Singaporeans, sharing about their personal experiences and memories of the people, places and passions that they love.



A panel from My First Love travelling exhibition, featuring stories and photographs of Singaporeans' first love experiences.

## Immersive Neighbourhood Tours

One way in which heritage can be presented in a fun and engaging manner is through immersive walking tours around neighbourhoods. Examples of such an approach include *Tampines Boy*, a theatrical walking tour around the Tampines Central estate; and *OH! Stories: New World's End*, which offered a glimpse into the history of Jalan Besar through an immersive audio tour and recreated period rooms.

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Participants of OH! Stories: New World's End exploring the Jalan Besar neighbourhood through an audio tour.

Image retrieved from https://www.facebook.com/newworlds.end/photos/pb.100065453231141.-2207520000/548170240704172.

## HAN Explorer

Heritage Activation Nodes (HANs) is an initiative by NHB to provide opportunities for the community to participate in and co-develop projects that celebrate the heritage of their neighbourhoods. NHB launched the first HAN@Katong–Joo Chiat in April 2024, which included a digital companion called HAN Explorer. The digital companion allows users to unlock bite-sized information about the heritage of Katong–Joo Chiat when they explore and physically check-in at various locations around the neighbourhood.



Youths exploring the Haig Road Market and Food Centre, one of the heritage landmarks within the HAN@Katong-Joo Chiat.

# MARKETING & COMMUNICATIONS

## Key Insights

- Engagement with youths starts with building awareness of and generating interest for heritage and museum offerings.
- While youths are highly active on social media, they also recognise the value and importance of traditional marketing channels for lasting impressions.
- On social media platforms, youths prefer to consume bite-sized and interactive content.
- Creativity and humour in marketing, such as through incorporating memes and elements of popular culture, are key to grabbing youths' attention.



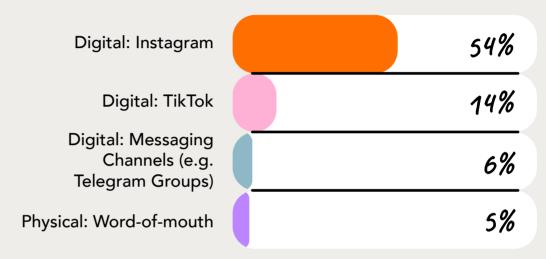
Effective youth outreach goes beyond simply showcasing the rich content within museums and heritage organisations – it begins with grabbing their attention and sparking their curiosity. Given the multitude of competing commitments and diverse entertainment options, and with various digital platforms vying for their attention, capturing young people's attention in this crowded media and marketing space is no small feat.

Engaging young people requires a deep understanding of their preferences – what excites them, what platforms they frequent and how they consume information. By leveraging this knowledge, museums and heritage organisations can cultivate a stronger brand reputation, craft a more relatable image and foster a network of youth advocates.

A key insight from the panel's engagements is the multifaceted nature of youth marketing. Social media platforms such as Instagram and TikTok are primary channels for young people to discover events. However, recommendations from peers shared through messaging apps or word-of-mouth also hold significant influence. Interestingly, youths also highlighted the continued importance of traditional marketing channels, such as bus-stop and print advertisements. In some cases, these channels can be even more effective in creating or reinforcing long-lasting impressions.

The survey results also suggest that for social media marketing to resonate with youths, content should be bite-sized and interactive, possibly in the form of short videos, quizzes and/or challenges. In particular, creative and humorous content that taps into current youth trends, such as referencing memes or other elements of popular culture, proves to be especially memorable.

# What is your most frequented platform of choice to find out about events happening in Singapore?



# What kinds of marketing content would appeal to you?

Top 5 responses!



## Youth Heritage Blueprint **Survey Group Chat**



#### **Youth Panel**

For those who do not follow NHB's and/or our museums' social media or communication channels, what would make you do so?



(a)

#### Youth #01

Having engaging content that is creative - imagine cinematic videos like a movie trailer, but without being too forceful on being relatable to youths. Preferably ideas pitched by younger people and not boomers.



#### Youth #02

Awareness promotion is always important as a part of the branding process. One doesn't really know what the Heritage Board does unless they google it themselves, which is a very small number at the bottom of the marketing funnel.



### Youth #03



Funny irreverent content that doesn't sound too government-centric.

What would entice youths to follow social media



Leveraging insights into youth media habits and marketing expectations, the Youth Panel recommends the following approaches and ideas for reaching youth audiences:

## **Approach**

## Social Media & **Traditional Media**

While social media is a playground for youths, they recognise it can be an echo chamber, thereby limiting its effectiveness in terms of reaching out to new audiences. Youths understand that traditional media still has a broader reach when it comes to building new audiences. Hence, a strategic mix of social media and traditional channels can more effectively build awareness.

#### Ideas

### • Deploy physical marketing in daily spaces

- Explore placing ads at bus-stops or train stations, with strong visuals and a call to action that facilitate further engagement.
- Utilise social media as a bridge to real-world exploration
- Use social media to guide youths toward physical activities and experiences, and focus on promoting the "why" behind visiting a museum or participating in a heritage event, rather than overload youths with details.

"Social media is a two-way communication between creator and audience. It is important to balance the frequency and quality of content."



Focus group participant

## **Approach** Word-of-mouth & Peer-to-peer **Networks**

Recommendations from fellow youths hold significant weight for young people, and they are more likely to act on recommendations from their friends. Additionally, the quality and the atmosphere of the on-site experience also matters – a positive experience will organically fuel word-of-mouth promotion among young people.

#### Ideas

### • Build interest through word-of-mouth

- Organise sneak previews specially for youths.
- Publish early teaser videos, featuring highlights or walkthroughs, that can be easily circulated among youth networks.

### Create attractive collaterals

- Offer a variety of collaterals, such as physical and digital stickers, fairy light balloons etc., that are enticing and appealing to youths.
- Focus on creating digital collaterals which youths can easily share with their peers.

### • Welcome with a human touch

- Incorporate, where possible, volunteers or staff to welcome and engage visitors, as they will contribute to a positive visitor experience.
- Consider involving youth volunteers for youth-specific programmes as their presence can create a sense of familiarity and camaraderie, making their peers feel more comfortable and engaged.

## 3 Approach

# Authentic & Creative Expression

Youths appreciate marketing that is perceived as authentic, rather than marketing that is overly formal and corporate, or marketing that is seen as staged. In particular, youths value interactive and/or humorous content for its ability to make marketing more memorable and relatable.

Ideas

#### • Embrace informality

- Develop bite-sized content that is concise and easy to digest by youths.
- Consider conveying messages with a more casual tone, incorporating elements like memes, youth terms and other forms of humour, while still remaining mindful of any sensitivities.
- Establish partnerships to amplify reach
- Collaborate with trusted, reliable and relevant personalities and platforms that have stronger connection to the youth demographic. Examples include SGAG, 98.7FM DJs, Our Grandfather Story, and heritage practitioners themselves.

"To inspire youths to be more aware, interested or even proactive about heritage, the content should focus on [appealing to] the emotions."



Focus group participant

## Young Heritage Creators on TikTok

A number of young
Singaporeans are taking to
platforms like TikTok to share
their discoveries and connect
with others who share their
interests. Take Ng Wee Liang
(@ngweeliang\_) for example, a
member of the Youth Panel who
is also a TikTok content creator.
Wee Liang uses the platform to
share his passion for Singapore's
heritage, exploring hidden gems
and iconic landmarks through
engaging videos.





Screenshots of Wee Liang's posts on TikTok, including a post sharing his heritage explorations with fellow Youth Panel members. *Images courtesy of Ng Wee Liang.* 

## LTA Campaign - "Fall in Love with EVs"

The Land Transport Authority's (LTA) "Fall in Love with EVs" campaign was cited by youths as an example of creative marketing that appealed to youths because it referenced elements of popular culture. By presenting ads promoting the adoption of electric vehicles in the form of a romantic movie poster, the unexpected twist as well as the bold and striking visuals were deemed eye-catching and likely to leave an impression.



A billboard ad along the roads of a HDB estate, presented in the style of a romantic movie poster, to encourage greater adoption of electric vehicles.

Image retrieved from https://www.bloomberg.com/news/articles/2024-03-05/singapore-seeks-to-woo-drivers-to-buy-evs-with-splashy-ad-campaign.

## This Is Not Your History Class

In 2023, NHB launched the first episode of a new podcast series, *This Is Not Your History Class*. The podcast series brings together individuals (including youths) to share and exchange their personal perspectives about different aspects of our culture and heritage in a light-hearted and conversational manner. This is an example of NHB's ongoing efforts to create online content that is more informal, authentic and relatable, by featuring personal stories and voices.

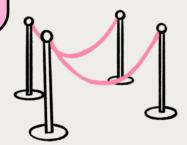


The first episode of *This Is Not Your History Class* featured NHB officers, who shared about their own personal experiences and reflections on why heritage matters to them.

# ACCESS & PARTICIPATION

## Key Insights

- Many youths are keen and ready to be active contributors and champions of heritage, either through volunteering or through starting their own heritage projects.
- Youths are more motivated to volunteer when the volunteering opportunities are flexible, meaningful and can connect them with like-minded youths.
- Mentoring, training and funding are key to enabling and empowering youths who are keen to start and lead their own heritage projects.



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Youths are the future custodians of our heritage and empowering them to take ownership of our shared heritage is key to ensuring its long-lasting legacy. Youths are not only avid consumers of heritage content and experiences – they also have the capacity to be active advocates and champions of heritage.

As evidenced through the youth survey and engagement sessions, youths have demonstrated a willingness to contribute through volunteering and/or leading their own heritage projects. The survey also identified key motivators for increased youth participation in the heritage space, and these motivators include more flexible volunteering opportunities, meaningful projects and a strong sense of community with like-minded youth volunteers.

At the same time, youths expressed a desire for greater support. Youths were especially keen on capability development opportunities, such as mentoring and training, that would allow them to learn from the experience and expertise of others and enable them to acquire new skills and knowledge. Additionally, youths also voiced a need for greater support in terms of resources, including funding.

# Youth Interest to Volunteer and Develop Heritage Projects



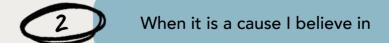
## >60%

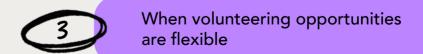
Over 60% of youths surveyed expressed interest in volunteering for heritage-related activities and/or developing their own heritage projects.

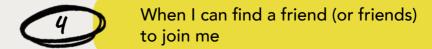
33

# What would encourage you to volunteer at NHB museums and/ or for heritage causes? Top 4 factors!

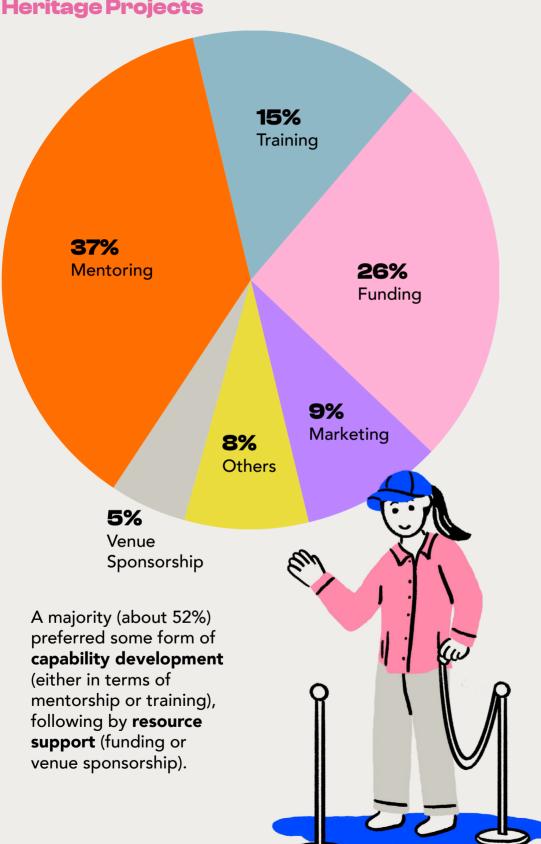








## Preferred Types of Support for Starting Heritage Projects



To further encourage and empower youths to play an active role in the heritage and museum space, the Youth Panel recommends the following approaches and ideas:

# 1 Approach Flexible & Accessible Volunteering Opportunities

Youths are interested in volunteering but have limited time given their school, work and/or other commitments. Youths therefore prefer volunteering opportunities that are flexible or fit well with their regular schedules and routines. Given their limited time, youths are more likely to commit to volunteering when the volunteering opportunities are easy to discover and to sign up for.

#### Ideas

## Offer a spectrum of volunteering opportunities

- Cater to diverse time commitments by providing short- and longterm options, and ensuring clear communication about the expected roles and responsibilities for each volunteer position.
- Diversify types of volunteering opportunities, such as those that require different skill sets or even categorised by different personality profiles (e.g. by MBTI personality types).
- Provide more training opportunities that cater to youth schedules, such as weekend sessions for working adults.

#### • Streamline access

 Explore a single point-of-contact and/ or a dedicated portal for interested youths to easily discover volunteering opportunities in heritage and museums.

"[Youths] seek opportunities to build relationships, find like-minded people, and even share experiences across generations, such as having parents volunteering with their kids."



Focus group participant

## 2 Approach

## Meaningful Volunteering Experiences

Besides making volunteering more flexible and accessible, intrinsic motivations matter to youths too. Youths value volunteering experiences that are meaningful – especially when they feel a sense of ownership about the projects, and can see and feel the impact of their volunteering on the community. Conversely, youths do not appreciate it when their contributions are perceived as "free labour".

#### Ideas

#### Facilitate personal engagement and inter-generational connections

- Provide volunteering opportunities that allow young people to connect with heritage on a personal level.
   These opportunities could involve intergenerational bonding or community causes, such as engaging underserved communities through heritage.
- Encourage youths to integrate their own family stories and artefacts into their volunteer work so as to create more impactful experiences for them.

#### • Cultivate a vibrant volunteer community

- Foster interaction and collaboration among youth volunteers by coorganising social events and teambuilding activities with them.
- Strengthen community spirit by encouraging the development of a special youth heritage volunteer branding.

### • Create personalised recognition

Elevate the recognition of youth volunteers' contributions, which could involve highlighting their stories and skills on social media, or providing opportunities for them to share their experiences with others. Light-hearted or "fun" awards (e.g. Most Spontaneous Volunteer) can also boost morale and create a sense of community among young volunteers.

## 3 Approach

# Support for Youth-led Action

A sizeable segment of youths is interested to take action and start their own youth-led projects for heritage. For such youths, they are particularly keen on capability development and resource support to help them kickstart their projects. Youths are also keen to connect with other youths who may share similar interests in and ideas for heritage projects.

#### Ideas

#### • Equip youths with capabilities

- Provide capability development opportunities such as training workshops and mentorship programmes for youths to start heritage projects.
- Facilitate networking sessions to connect youths with shared interests, to spark creativity and foster collaboration.

#### • Provide resource support

- Offer support in terms of funding and venue assistance, to help young people get their heritage projects off the ground.
- Be mindful to keep administrative processes simple and user-friendly.

### • Forge partnerships

 Leverage youth and student organisations to tap on their networks and expertise. Partnerships with these organisations can also help identify youth interests and connect young people with potential project opportunities.

"My army superior was the heritage tour guide, and it was more fun and relevant because it was a friend sharing about history."



Focus group participant

## Young ChangeMakers - Youth Heritage Kickstarter Fund

Stemming from the Youth Heritage Blueprint survey findings, NHB and National Youth Council jointly launched the Young ChangeMakers–Youth Heritage Kickstarter Fund (YCM–YHKF) on 27 October 2023. Leveraging on the Young ChangeMakers grant, YCM–YHKF aims to cultivate capabilities of future heritage enthusiasts; inspire youth-driven heritage projects that benefit the local community; and encourage youth participation in sustaining and enriching Singapore's heritage ecosystem. Since its launch, YCM–YHKF has successfully supported five diverse youth-led projects, encompassing heritage trails, galleries and programmes.

Beyond funding, YCM-YHKF offers additional support through Learning Journeys, which are designed to help youths enhance their skills in developing impactful heritage projects and provide insights into various aspects of Singapore's heritage. Two successful Learning Journeys have already taken place, providing youths with insights into how heritage programmes could promote well-being, and showcasing the diverse types of projects that could be undertaken.



Youth participants learning how a heritage tour could be conducted by using existing heritage assets in the neighbourhood.



Youth participants learning the Jinkli Nona dance at a workshop.

## COLLABORATIONS & PARTNERSHIPS

## Key Insights

- Collaborations and partnerships between heritage and other domains are essential to connect heritage with contemporary trends and concerns.
- Elements of popular culture, including arts and crafts, design and games stand out as key areas of interest among youths and as potential areas for collaboration.
- Youths value museum and heritage activities when they relate to civic issues and social causes that they are passionate about.
- Youths are interested in more co-creation opportunities between youth organisations and heritage and museum institutions.



"Youth" is not a monolithic or homogenous group – they come from varying backgrounds, hold different beliefs and pursue diverse interests and aspirations. Many youths today are also passionate about civic issues and social causes beyond heritage and culture, including mental well-being and environmental sustainability.

To bridge this gap, collaborations and partnerships with other domains are key to connect heritage with contemporary trends and concerns, ensuring that our heritage remains relevant to a diverse range of young people.

The youth survey highlighted key areas of opportunity, such as the intersection between heritage and popular interests like arts and crafts, design, and games. A significant number of youths also recognised the value of linking museum and heritage activities with social causes, such as health and well-being. Besides cross-sector collaborations, youths also emphasised the importance of fostering partnerships with other youth networks and co-creation opportunities with youth organisations. By bringing together different youth communities through heritage, we can amplify the reach and impact of museums and heritage organisations, while leveraging the creativity, energy and expertise of the youth ecosystem.

What types of collaborations would you like NHB to engage in, to better promote museum and heritage activities to youths?

Top 5 areas of collaboration!

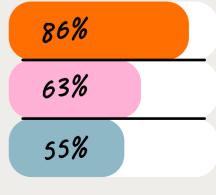


How do you think NHB should and could partner youth organisations, societies, CCAs, interest groups etc.?

Provide more co-creation opportunities (e.g. co-design of museum and/or heritage activities)

Funding support for youth-led museum and/or heritage activities

Venue sponsorship for heritage-related events



Building on what youths have shared about their interests and what they hoped to see in collaborations between heritage and other domains, the Youth Panel recommends the following approaches and ideas:

1

## **Approach**

## Popular Interests & Social Causes

Youths are more attracted to collaborations and partnerships that align with their passions and social causes that they care about.

Ideas

#### • Expand collaboration horizons

- Explore partnerships with diverse domains beyond traditional heritage collaborators, such as popular culture, media, crafts, design and fashion, and with local content creators.
   These partnerships could include engaging with non-mainstream media, as well as featuring lesser-known heritage narratives.
- Partner local and international brands
- Develop unique merchandise based on local heritage by collaborating with local and even international brands for a wider reach.
- Connect with relevant causes
- Partner with initiatives addressing the social issues of the day, such as health and well-being; sports and active living; and inter-generational interactions.



2

### **Approach**

## Partnerships with Youths

Youths are more likely to engage with collaborations and partnerships that involve young people and/or youth organisations. The initiatives from these collaborations and partnerships are more likely to resonate strongly with young audiences, fostering a greater sense of connection.

Ideas

## • Foster youth engagement through "third spaces"

- Establish dedicated "third spaces" for heritage-passionate youth to connect, build community, and collaborate.
   Distinct from home and school, these spaces can serve as resource hubs, offering mentorships and residencies to support youths pursuing both heritage initiatives and social causes.
- Cultivate a youth heritage community
- Organise casual gatherings and networking sessions for young people, to foster a more vibrant heritage community among youths.
- Showcase young creators
- Provide platforms at festivals and events for young creators to showcase their work, and offer them opportunities to learn from and collaborate with traditional craft-makers.
- Co-create with schools and youth organisations
- Create more opportunities for student contributions, where schooling youths can share their perspectives through articles, essays or creative projects.
- Partner youth organisations to co-develop youth-led community programmes focused on museums and heritage.

## Local & International Brand Collaborations

By leveraging on elements of local culture, heritage and identity while partnering with established international brands, local heritage brands and cultural practitioners can enhance their appeal to youths. Examples of such collaborations include Ya Kun Kaya Toast and Pocky, which partnered to create the first-ever Singapore exclusive Pocky flavours of Kaya Toast and Kopi O; and G-Shock which partnered local artist Tobyato to launch a special G-Shock watch design featuring a white lion graphic paired with a red watch strap, inspired by Singapore's red and white National Flag.



Kopi O and Kaya Toast flavoured Pocky packs, which were Singapore-exclusive flavours created through a collaboration between Pocky and Ya Kun.

Image retrieved from https://www.timeout.com/singapore/shopping/pocky-x-ya-kun-kaya-toast-kopi-o.

## HeritageCares & Youth Corps Singapore

HeritageCares was launched by NHB in 2016 to reach out to underserved communities through a range of heritage programmes at museums, heritage institutions and heritage sites. As part of HeritageCares, NHB collaborated with Youth Corps Singapore to train youths, who facilitated and led heritage tours and programmes for underserved communities. By bringing together heritage and youth volunteerism, HeritageCares is an example of how heritage can engage youths through partnerships that connect heritage with social causes.



Youth Corps volunteers leading tours for children around the Kampong Gelam precinct during A Walk Around Kampong Gelam in 2022.

Image retrieved from https://www.facebook.com/media/set/?set=a.417623603742066&type=3.

## REFLECTIONSBY NHB'S YOUTH PANEL

The Youth Panel reflects on their journey, exploring how it deepened their passion for heritage, empowered them as future leaders and fostered connections with like-minded peers.



Nurul Agilah Binte **Mohd Khirashid** 

The journey of developing the Youth Heritage Blueprint opened my eyes to an expansive community of youths in Singapore who are deeply passionate about keeping Singapore's heritage scene alive amidst our increasingly modernised landscape. As the co-lead the Access and Participation Committee, I'm honoured to have witnessed firsthand the transformative power of youth involvement. I had the privilege of witnessing behind-the-scenes processes of Singapore's heritage preservation and opportunities to further hone my leadership and communication skills. The youths of today give me hope that the future of our heritage scene is not lost.



Alex Foo Tze Han



Esther Tan Zhi Xuan

It was a joy to meet and learn from like-minded peers who love museums. Through the Youth Panel's engagements with the public, I was struck by the curiosity of youths about the presentness of the past in our daily lives. While there is excitement for innovations in heritage, there is also a deep sense of comfort and pride in what George Eliot referred to as "that sweet monotony where everything is known and loved because it is known".

Happy to meet many like-minded youths who are passionate about heritage. Although we have identified gaps that I believe aren't new to NHB and the sector, the challenge would be translating ideas into programmes and achieving the desired outcomes. I believe this can be solved through ground-up initiatives thought of and executed by youths, with guidance from established and knowledgeable professionals who can share their expertise to drive change.



Kai Van Putten



**Harrick Koh** 

"

My time serving as co-lead of the Access and Participation Committee has been an incredible honour. A key insight I gained from this was the fact that many people, youths especially, are conscious of the impact heritage plays in their day-to-day lives and are willing to spend time and effort to nurture this connection for themselves and for others, which is very heartening to me.

Aside from having a sense of fulfilment and gaining new like-minded friends, I have also refined my sense of purpose which shall shape my future. I am grateful for this opportunity to serve on the panel.

I'm inspired by the outpouring of passion and heart/ hard work from my fellow panel members. With or without a background in the arts or heritage, all of us believe that youths have a deep and personal stake in the development and sustainability of Singapore's heritage. I hope that this blueprint can serve as an invitation for all our youths to start thinking, be interested and participate more in our local heritage scene. If not us, then who?





"

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**Tricia Wee** 



Muhammad Khairul Haziq Bin Nasaruddin

Working on the Youth Heritage Blueprint has been a blast. As the co-lead of the Collaborations and Partnerships Committee, I learned more about the cogs of working with NHB, deepening my love for heritage. When serving on the panel, I realised that youth are more interested in heritage than you'd think – it's all about the right approach. Additionally, making like-minded friends was one of the highlights of my time on the panel. All in all, this experience has enriched my understanding of heritage and empowered me to advocate for its importance among my peers. Till the next time!

It was a wonderful experience working alongside fellow youths with an interest in heritage in Singapore. It is important for us to keep heritage accessible to everyone – whether they are for foreigners or Singaporeans. As a country with shared identities and cultures with our neighbours, we have to chart a path forward and identify what truly makes us Singapore. It is with this blueprint that we hope would pave the way for future heritage in Singapore: for and with the future generation.



Dalilah Binte Kamaru Zaman



Lee Shu Yu



**Yeong Ann Ying** 

As the lead of the Marketing & Communications Committee, I had the opportunity to broaden my perspective on what it means to connect with an audience on a deeper level. Through the focus group discussions, the insights from the participants debunk the misconception that youths are detached from their culture and heritage. Instead, they simply needed the right platforms and opportunities to actively contribute. The team and I incorporated their voices into the recommendations we put forth and we hope that the Youth Heritage Blueprint will serve as a valuable guide for preserving our identity and heritage beyond the coming years.

I was constantly amazed – and challenged – by the interconnectedness of different players in the heritage sector such as the institutions, consumers, businesses, educators, and technologists. Hearing from them and the man-on-the-street has been eye-opening and reaffirms my belief that everyone has a part to play in helping the heritage sector flourish. Heritage means something to everyone: pride, belonging, and a sense of self, just to name a few. These are the values we should safeguard and nurture as a community regardless of age. I look forward to the dynamic and inclusive ways in which the heritage sector will transform in the near future.

It was comforting to meet the many like-minded youths who cared about heritage. This journey was eye-opening, helping me appreciate the efforts that go into preserving our heritage and museums. Before joining the panel, I never would have believed my ability to make an impact in society. Now, I believe we can make a change together. The blueprint is not the end and its actualisation will take time. I am hopeful that in the future, youths will be inspired to lead the charge for Singapore's heritage scene.



**Nur Ashikin Binte** Muhamad Ali

There is a Malay proverb that goes, "Tak kenal maka tak cinta," which means "You can't love what you don't know." That is why I am grateful for the chance to learn about heritage initiatives alongside new friends. Perhaps the key to deeper cultural understanding lies in exploring creative forms of engagement outside the realm of traditional education and institutions. Overall, it was wonderful to hear so many youths being interested in such endeavours, and I hope more will recognise how heritage shapes our identity and community.

Being a part of the NHB's Youth Panel has allowed

me to meet other youths that are keen in Singapore's

heritage scene, and together with the help of NHB's

staff, we formulated this blueprint. It would be really

inspire youths (or anyone, really) and kickstart their

contribution to the local heritage scene at varying

scales - from simply participating, to volunteering, to even starting out their own personal heritage

projects and initiatives. Heritage is always evolving,

hence it's never too late to start being a part of it!

fulfilling to me if the findings from the blueprint could



Ng Wee Liang

Participating in the Youth Panel provided me with a broader understanding of the heritage sector and enabled me to further develop my interests. I am grateful for the chance to learn from industry experts and benefit from the diverse experiences of my fellow Youth Panel members. One of the key highlights was the focus group discussion, which allowed me to engage with a wide range of young individuals, from those passionate about the heritage sector to those with no prior interest. This interaction enriched my perspective and reinforced the value of diversity. Lastly, shoutout to the Physical Touchpoints and Digital Content team – thanks for being such an open

and adventurous team to work with!



Lau Si Ying

"

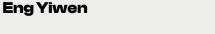


Siti Nuraisha Safri

I am grateful for the opportunities to learn during my time on the Youth Panel. Having joined the Youth Panel midway, I was fearful of falling behind but these fears were unfounded as I was warmly welcomed by like-minded peers who were also passionate about Singapore's heritage. This experience allowed me to gain insight into the perspectives of Singapore's youths towards heritage. It was inspiring to listen to how dedicated the youths are to preserving and celebrating Singapore's heritage. I look forward to seeing how our local heritage scene develops in the future.

Heritage is an important component of Singapore's past, present and future, and I'm so thankful to have been given the opportunity to work with like-minded youths in the Youth Panel for this blueprint. It was really insightful to understand the work that goes behind making heritage accessible and interesting for people to engage with.

The Physical Touchpoints and Digital Content theme was a pillar that I felt strongly for, as I personally feel that heritage is accessible anywhere - even in our everyday lives. I hope that our small contribution will pave the way to encourage more youths to be immersed in heritage and co-create heritage opportunities that are enjoyed by all.





# CONCLUSION: SHAPING OUR LEGACY FOR OUR FUTURE

The Youth Heritage Blueprint has charted a course for engaging and empowering our youths to become active stewards of our heritage. Having embarked on this journey with NHB's Youth Panel, we hope that the blueprint and its recommendations will illuminate the way forward to a brighter future for the heritage and museum sector in Singapore.

#### For Youths

This blueprint reflects our efforts and commitment to hear and incorporate the views and perspectives of youths, and to ensure that our heritage and museum landscape remains relevant and dynamic to the youths of today and tomorrow. We firmly believe that by fostering active engagement with our heritage, youths will develop a stronger sense of identity and belonging, and be empowered to take ownership of our shared legacy.

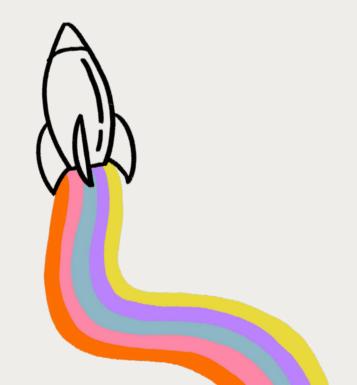
#### For Heritage and Museum Professionals

This blueprint provides a useful guide for reviewing and enhancing youth engagement efforts across the sector. It provides insights into youth preferences about museum experiences, heritage touchpoints and communication channels. It also sheds light on the barriers they face in engaging with heritage and museums, as well as the values and approaches that resonate with youths.

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The Youth Panel celebrating the conclusion of the focus group discussions held in January 2024.



As Singapore's society continues to evolve, the heritage and museum landscape must continue to adapt and respond, so as to maintain its appeal and relevance for current and future generations of Singaporeans. The insights we have gleaned through the Youth Heritage Blueprint will inform our efforts to nurture a heritage-conscious and heritage-loving generation of youths, and empower them to become active citizens and custodians of the Singapore Story.

Together, we hope that this blueprint will inspire more agencies, organisations and groups to work with youths and to involve them in writing the next chapter in our ever-evolving Singapore Story – so that these co-authored chapters will be filled with youthful perspectives and energy, and a sense of hope for the future.

## **ACKNOWLEDGEMENTS**

The development of Singapore's first Youth Heritage Blueprint would not have been possible without NHB's Youth Panel. NHB would like to thank the Youth Panel members for their time and dedication – with special thanks to the committee leads for spearheading this effort.

MUSEUMS & PROGRAMMES COMMITTEE

PHYSICAL TOUCHPOINTS & DIGITAL CONTENT

ACCESS&
PARTICIPATION
COMMITTEE

COMMITTEE

MARKETING & COMMUNICATIONS COMMITTEE

COLLABORATIONS & PARTNERSHIPS COMMITTEE Committee Lead: Alex Foo Tze Han

**Members:** Ahmad Hasif Bin Mohammad Amran, Ansh Akshintulu, Cordelia Lee, C S Tharshenee, Kitson Yap Weng Kit, Koh Hong Kai, Ng Ping Siang, Rozanne Low, Yeong Ann Ying

Committee Lead: Nur Ashikin Binte Muhamad Ali

**Members:** Dupinderjeet Kaur, Eng Yiwen, Esther Tan Zhi Xuan, Lau Si Ying, Ng Wee Liang, Pooja Nair, Siti Nuraisha Safri

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**Members:** Jastine Sim, Lum Wan Tong, Phoebe Pang Yu Tian, Seraphina Tham, Tan Jing Wen

Committee Lead: Dalilah Binte Kamaru Zaman

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Committee Leads: Lee Shu Yu and Wee Yun Lin Tricia

**Members:** Amanda Lim, Harrick Koh, Muhammad Khairul Haziq Bin Nasaruddin, Nathaniel Asher Yim, Syerifah Alsagoff

NHB Youth Secretariat: Stefanie Tham and Arthur Tan Mentor: Alvin Tan, Deputy Chief Executive (Policy & Community)

NHB and the Youth Panel would also like to express our heartfelt thanks to National Youth Council and Youth Corps Singapore, for their support throughout this process. Last but not least, NHB and the Youth Panel would like to thank all the youths who shared your views and perspectives through the survey and the focus group discussions!

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