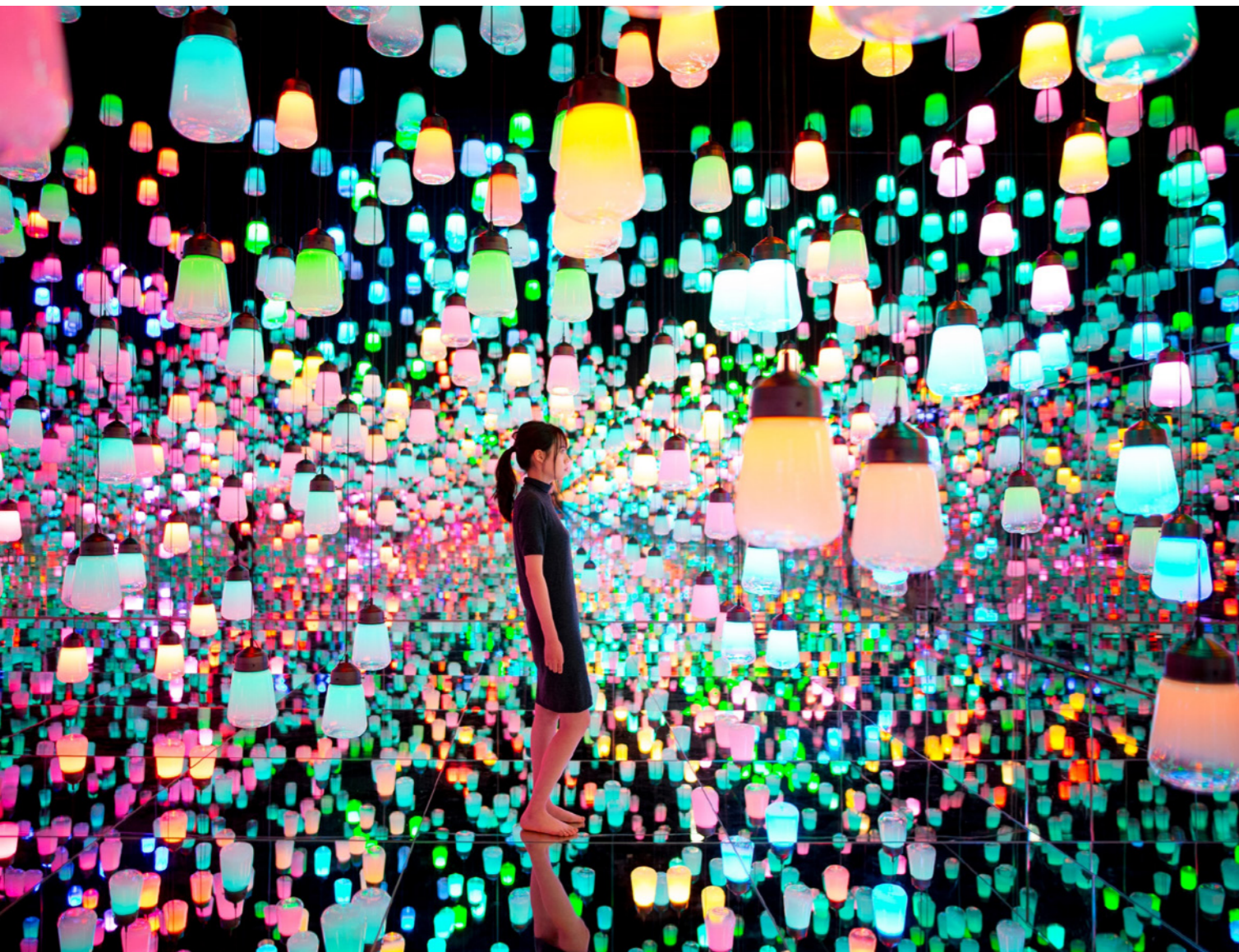




2019

Cultural Infrastructure Index



2019

Cultural Infrastructure Index

The Cultural Infrastructure Index, undertaken by AEA Consulting, seeks to measure investment in capital projects in the cultural sector, identifying projects with a budget of US\$10 million or more that were publicly announced or completed within a calendar year. "Cultural infrastructure" comprises museums, performing arts centers, and cultural hubs or districts, and projects tracked include new buildings, renovations, and expansions.



Above:
The Twist at Kistefos, Jevnaker, Norway

Left:
MORI Building Digital Art Museum:
teamLab Borderless, Tokyo, Japan

Cover:
Maison de l'Economie Créative et de la Culture (MECA),
Bordeaux, France



Introduction



Capital projects take years to plan, fund, build, and commission – and once the design process is underway, they are difficult and expensive to alter in any significant way. We have been, for some time, in a period when arts leaders, and the design professionals with which they work, have been reflecting hard on what the appropriate infrastructure is for our changing cultural needs. The preoccupations have been increasingly those of environmental impact, operational efficiency, resilience, informality and flexibility, and the need to accommodate changing art forms – the scale of contemporary art for example, or the potentialities of new technologies.

There are tensions between these demands and the iconic role that cultural buildings are often required to play, and by which they are loudly judged at their opening. But it is the opportunities that these iconic expectations provide that in part make them such attractive commissions. These tensions have often been resolved imaginatively and appropriately. But it is also true to say that the architectural profession specifically – or the towering practices that dominate these coveted opportunities – can and do tend to privilege the iconic agenda over the functional.

As a result of the Coronavirus pandemic, we are now seeing a new set of public health and safety demands emerging for buildings, especially for social distancing. As we go to print, these are being met by ad hoc adaptations in museums that, in order to meet these safety requirements, transgress many other expectations: aesthetic, functional, economic, and philosophical. The performing arts sector right now is pretty much defeated by the public health and safety demands. They feel they have little alternative but to wait the pandemic out.

Above:
Odunpazari Modern Museum, Eskisehir, Turkey

Right:
Tianjin Binhai Exploratorium, Tianjin, China

The lasting legacy of the pandemic on the design of arts buildings is unclear – as are the changes in social behavior and expectations of public spaces that it carries in its train. But combined with the possibility of recession, and the need for cultural institutions to prove themselves as relevant civic institutions in this moment of profound self-examination, it is difficult to believe that we won't see profound changes in the patterns of cultural infrastructure investment around the world in the next few years, and that projects currently on the drawing board are not being reexamined and rigorously tested against new expectations.

There are already straws in the wind in the 2019 Cultural Infrastructure Index - our fourth edition.

The Index seeks to measure investment in capital projects in the cultural sector, identifying projects with a budget of US\$10 million or more that were publicly announced or completed within a calendar year. "Cultural infrastructure" comprises museums/galleries, performing arts centers, multifunction arts venues, and cultural hubs or districts, and projects tracked include new buildings, renovations, and expansions.

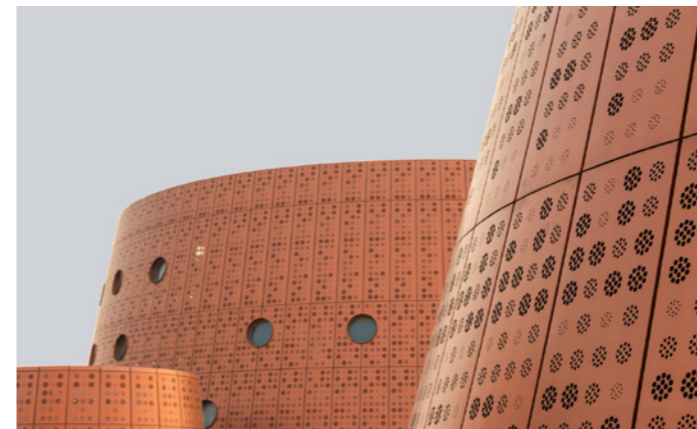
The data that underpins the Index is gathered daily throughout the year by AEA staff members who scour hundreds of publications in English, Spanish, Russian, Arabic, and Chinese, including several aggregator sites and news forums. That's a lot of time, not an algorithm. While we cannot claim that the Index is exhaustive, it is intended to provide a broad snapshot of global cultural infrastructure investment and provide useful information on the number, type, location, and budgets of major cultural infrastructure projects announced and completed each year. Each year we try to advance the sophistication of the analysis, now identifying longer-term trends over the four-year span of this publication.

This year's analysis finds that:

- \$7.9 billion-worth of new physical assets were completed globally in 2019 across 149 projects (2018 figures were \$8 billion across 148 projects), and \$4.8 billion of investment in 101 projects was announced (2018 figures were \$8.7 billion and 122 projects). This represents a slowdown in the growth of the number of completed projects seen every year since 2016 (+1% growth from 2018 versus a +14% compound annual growth rate – or CAGR – for the period between 2016 and 2019) and the fourth consecutive drop in the number of announced projects from a peak of 135 in 2016 (-9% CAGR). In terms of investment, the value of completed projects is the same as last year but the value of announced

projects has almost halved. We may have reached peak cultural infrastructure.

- The median budget for completed projects is \$32 million, down slightly from \$34.5 million in 2018, and the median budget for announced projects is \$30 million, down 21% from \$38 million in 2018. Since 2016, median project budgets have reduced steadily for both completed and announced projects, with CAGRs of -8% and -6% respectively.
- The median size for completed and announced projects is also down to 4,500 square meters (6,503 square meters in 2018) and 5,203 square meters (5,394 square meters in 2018) respectively. However, total project area is up 28% for completed projects (1.8 million square meters compared with 1.4 million in 2018) and 114% for announced projects (9.6 million square meters compared with 4.5 million in 2018). The increase in total area is attributed to a small number of projects of dizzying proportions including the planned Chapultepec Park Cultural Complex in Mexico City which, at 8 million square meters, is the largest project we have recorded to date.
- Geographically, North America and Asia have had busy years – led by the US and China – while infrastructure development in Europe and other territories has slowed. Together, North America and Asia accounted for 67% of completed projects by volume and 74% by value, both showing positive growth in completed projects every year since the Index was first published in 2016, with CAGRs of 17% and 27% respectively. In all other regions the total volume and value of completed and announced projects decreased this year, including a 50% drop in the number of projects announced in Europe (from 34 to 17) and an 80% drop in Australia/New Zealand (from 15 to 3).



- Infrastructure development continues well beyond the bellwether destinations: projects in the top 75 global cities accounted for just 29% of completed projects this year and 33% in 2018.
- Museums remain the most dominant building type with 94 completed projects this year, a new high and a 24% jump from 2018 that constitutes 63% of total projects and \$5.4 billion of investment. The volume and value for all other types of completed projects have fallen this year, albeit slightly: performing arts centers from 36 (2018) to 34 (2019); multifunction venues from 22 (2018) to 17 (2019); and cultural hubs/districts from 14 (2018) to 4 (2019).
- A breakdown between new buildings, renovations, and expansions completed in 2019 reveals an increase in the volume and value of expansions and a decrease in renovation projects. 26 expansions represented \$1.5 billion of investment (up from 15 projects and \$535 million in 2018) while 15 renovations represented \$541 million of investment (down from 34 projects and \$1.5 billion in 2018). The volume and value of new buildings was more or less consistent with 2018: 108 projects representing \$5.8 billion.
- Analysis of the sponsoring organizations for completed projects shows an increase in the number of not-for-profit projects (up from 52 in 2018 to 81 in 2019) and decrease in the number of publicly funded (down from 62 in 2018 to 33 in 2019) and private projects (down from 23 in 2018 to 6 in 2019). The number of commercial projects has remained comparatively small and stable (5 in 2018 and 7 in 2019).
- The top three highest value completed projects in 2019 were: The Shed (\$475 million) and the Museum of Modern Art (\$450 million), both in New York, and both designed by architects Diller Scofidio + Renfro (who were joined by the Rockwell Group for The Shed); and Jean Nouvel's National Museum of Qatar in Doha (\$434 million). The top three announced projects were Longfu Temple Cultural Complex in Beijing, China (\$1.4 billion); The Arts and Culture Center of South Carolina in Greenville, US (\$300 million); and Cannes International Film Museum in France (\$227 million).
- The most frequently engaged architectural practices were David Chipperfield Architects and Ennead Architects, both completing three projects this year across China, Germany, and the US.

We look forward to the 2020 Index to continue to monitor these trends.

Case Studies

Anticipating the changes that will be brought about by the COVID-19 pandemic, the case studies in this year's Cultural Infrastructure Index focus on the repurposing of existing spaces. As the pandemic redefines how we gather physically, many existing arts spaces will end up repurposed for new patterns of use. While this may not require the level of transformation seen in the spaces highlighted here, arts organizations — and the architects, designers, engineers, and artists working with them — might be well served by these imaginative examples.



TANK

Shanghai, China
Architect: Open Architecture

Along the banks of Shanghai's Huangpu River, a series of aviation fuel tanks on the site of the former Longhua Airport (closed in 1966) have been transformed from an industrial relic into a launching point for new art and cultural activity. The tanks, along with the newly created underground space that link them together, are now a private, not-for-profit art center and open park called TANK Shanghai. It includes exhibition galleries, an education center, a music club, event spaces, a bookstore, and a café, all contained within a unique 10,000 square meter space on a 12-acre site covered with new parkland and gardens.

Previously a restricted zone controlled by the Chinese military, the government targeted the space to become more attractive and accessible. Built by the local government's Shanghai West Bund Development Group and operated by prominent contemporary art collector Qiao Zhibing, TANK Shanghai aims to break down boundaries with the public and be an accessible place for all. The tanks of the site are the project's most unique feature, paying homage to the area's industrial history — but their incorporation into the site also demonstrates a desire to break away from the typical walls, both literal and metaphorical, set up by other art institutions.

The close connection of architecture and landscape is thus central to the design by OPEN Architecture — the tanks and landscape elements are linked by a Z-shaped "Super Surface" of a rolling landscape of trees and grasses that also incorporates a collection of public art. Each of the five tanks on site is uniquely used to house the required program elements: Tank 1 is a two-story pub that often features live music performances. Tank 2 is the restaurant, with a roof deck for outdoor dining. Tank 3 provides space for large artworks and installations — almost unchanged except for an oculus above (retractable, so it can fully open to the elements) and needed improvements for life safety. Tank 4 houses a three-level cube that offers smaller-scale gallery space, offices, and entertainment space. And Tank 5 sees a rectangular prism pass through its gallery space to form two stages on each end. Underneath the Super Surface is an open space that links up three of the five tanks from the underground level, providing more galleries, circulation, and space for mechanical systems.

Outside, gently sloping meadows flow around each tank. An "Urban Forest" to the west that houses two smaller galleries: the "Project Space," constructed on the footprint of a demolished pump room on site, and the "Reflecting Gallery," designed in part to accommodate municipal infrastructure needs. The eastern part of the site includes a grassy plaza that offers additional standing room for audiences during music festivals. In total, the site now offers an accessible landscape that crosses from the street to the river's edge, inviting neighbors and visitors to move between the city, art, and nature.

Exhibitions to date have been wide ranging, including art world stars such as Theaster Gates and Adrián Villar Rojas, to the technological wonder of the teamLAB collective, to group shows of local artists where art and design mesh together to create new conversations about the place of art next to a consumer economy. The events calendar has been dotted with fashion week shows, an art festival, book fair, and even an AI conference. Others come to the site simply to enjoy the parkland, whether by exercising or just relaxing with a picnic lunch. This has activated a formerly grim area of Shanghai, about 30 minutes from downtown, returning needed landscape and animal life to the area, and bringing a sense of inclusion and possibility for people.



Muzeum Susch

Engadin Valley, Switzerland
Architects: Chasper Schmidlin (Schmidlin Architeken) + Lukas Voellmy (LUVO Architekten)

Awarded as the Swiss Building of the Year 2019, Muzeum Susch is the rebirth of a former medieval monastery in the Alpine mountains of Switzerland — a former vicarage and hospice that saw a brewery building added in the 19th century to take advantage of the site of a naturally occurring water source. Architects Chasper Schmidlin and Lukas Voellmy restored the existing structures to honor the site's heritage and local vernacular building, and then expanded the spaces by introducing their minimal architectural additions.

Muzeum Susch comprises four buildings: the Bieraria (brewery) and Bieraria Veglia (old brewery), which are linked by a tunnel and house the exhibition space; foundation offices; a restaurant; and Chasa della Santa, the house for the artists' residence. The surrounding landscape, by Günther Vogt, also works with the historic elements of the site, creating additional low walls where stones from the river with different colors and structures are inserted into the dark, natural stone wall, a remembrance of the site's natural history.

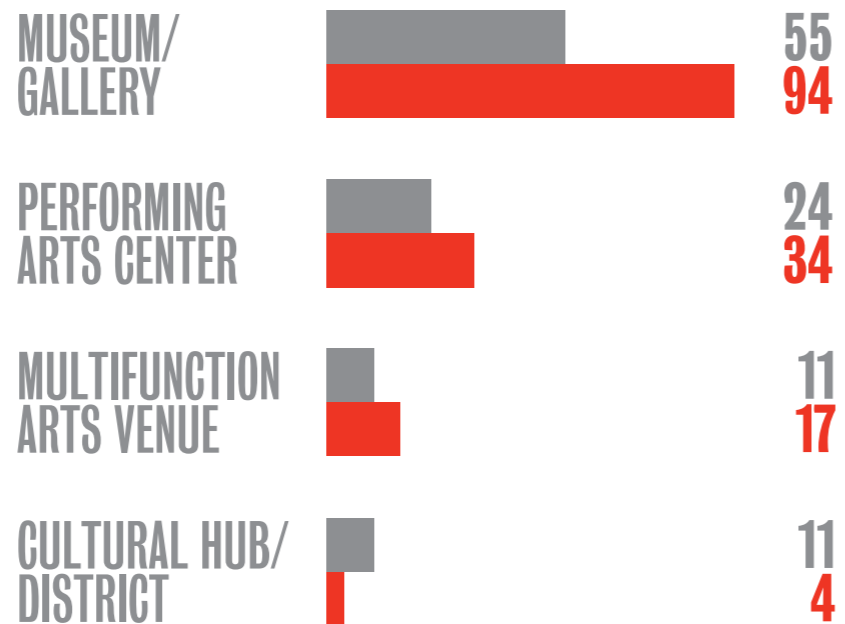
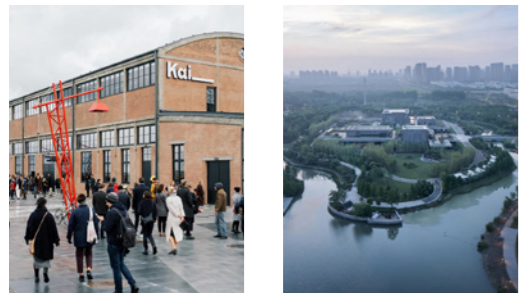
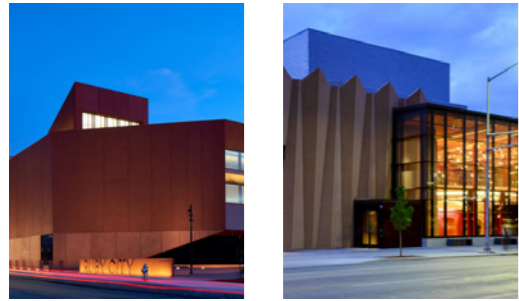
The site's historic buildings were protected by the Cantonal Historical Preservation Law, so additional rooms were created

by clearing out the rock below and beside the brewery — over a year of explosions and excavation, moving 9,000 tons of Amphibolite — before construction. The result is a large quantity of exposed mountain rock throughout, both inside and outside the museum, and nearly tripling the available floor space. The resulting galleries offer 1,500 total square meters of space to house permanent installations of artworks — featuring international contemporary artists such as Mirosław Bałka, Sara Masüger, Adrián Villar Rojas, and Monika Sosnowska — and a regular program of temporary exhibitions. Site-specific new works were created in situ, while other major works have been permanently installed in specially designed spaces — with more permanent additions slated to arrive in the future. Each built-in artwork aims to shape the character of the space, while inviting further exploration of their dialog and interaction with the temporary works that occupy the majority of work on display.

Founded by Grażyna Kulczyk, a Polish entrepreneur, the Muzeum is informed by a collection focused on conceptual art and female artists, largely centered on Central Eastern European art underrepresented in the European market. This leads to a deep understanding of woman artists and an aim to contribute to the recognition and greater visibility of artists and artworks — a "redefinition of the canonical and the marginalized, not as a dominating force silencing others but as an influential voice for making other voices heard." Other activities since the Muzeum's opening have included the inaugural edition of an annual symposium; the programs of an academic institute supporting research on gender issues in art and science; and the launch of an interdisciplinary artist residency program.

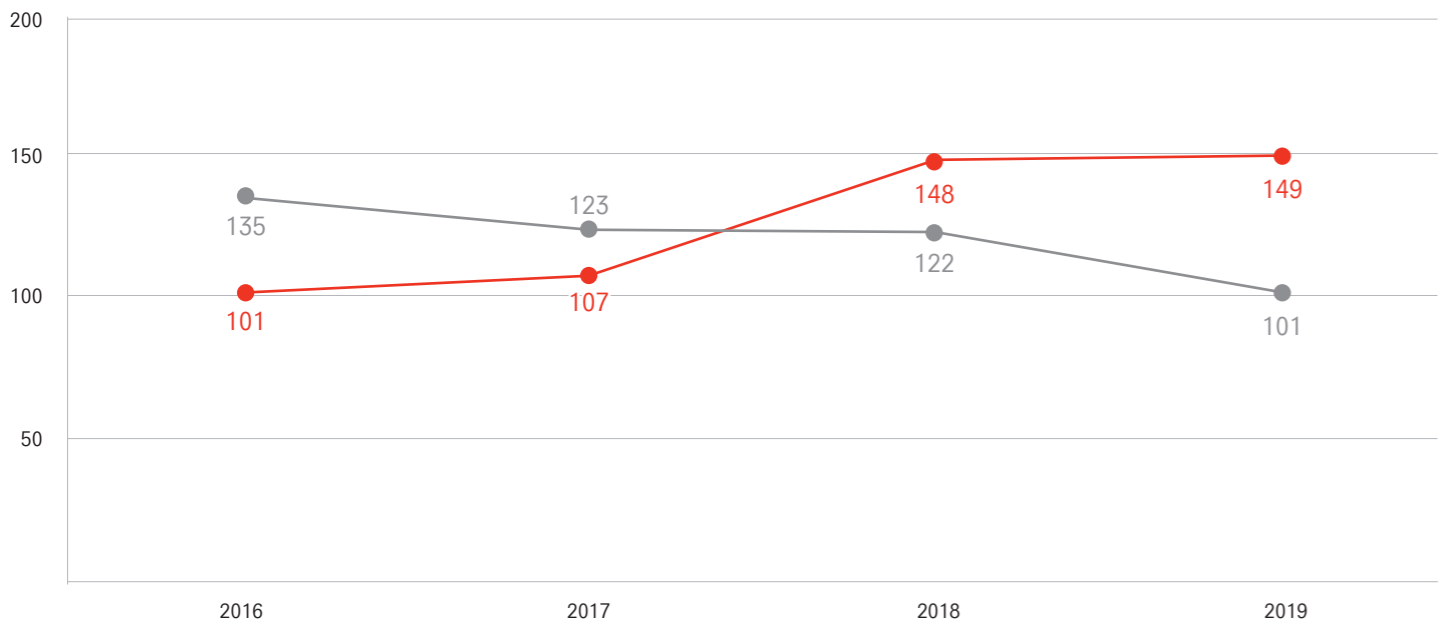
TOTAL PROJECTS

ANNOUNCED 2019 **101** | COMPLETED 2019 **149**



● PROJECTS ANNOUNCED
● PROJECTS COMPLETED

CAGR ANNOUNCED 2016-19 \rightarrow -9%
CAGR COMPLETED 2016-19 \rightarrow 14%



TOTAL CAPITAL INVESTMENT

ANNOUNCED 2019 **\$4,757,000,000** | COMPLETED 2019 **\$7,874,000,000**

MEDIAN SQ METERAGE FOR COMPLETED PROJECTS IN 2019

4500

MEDIAN COST PER SQ METER FOR COMPLETED PROJECTS IN 2019

\$7259

MUSEUM/GALLERY **\$1.92 bn**
\$5.43 bn

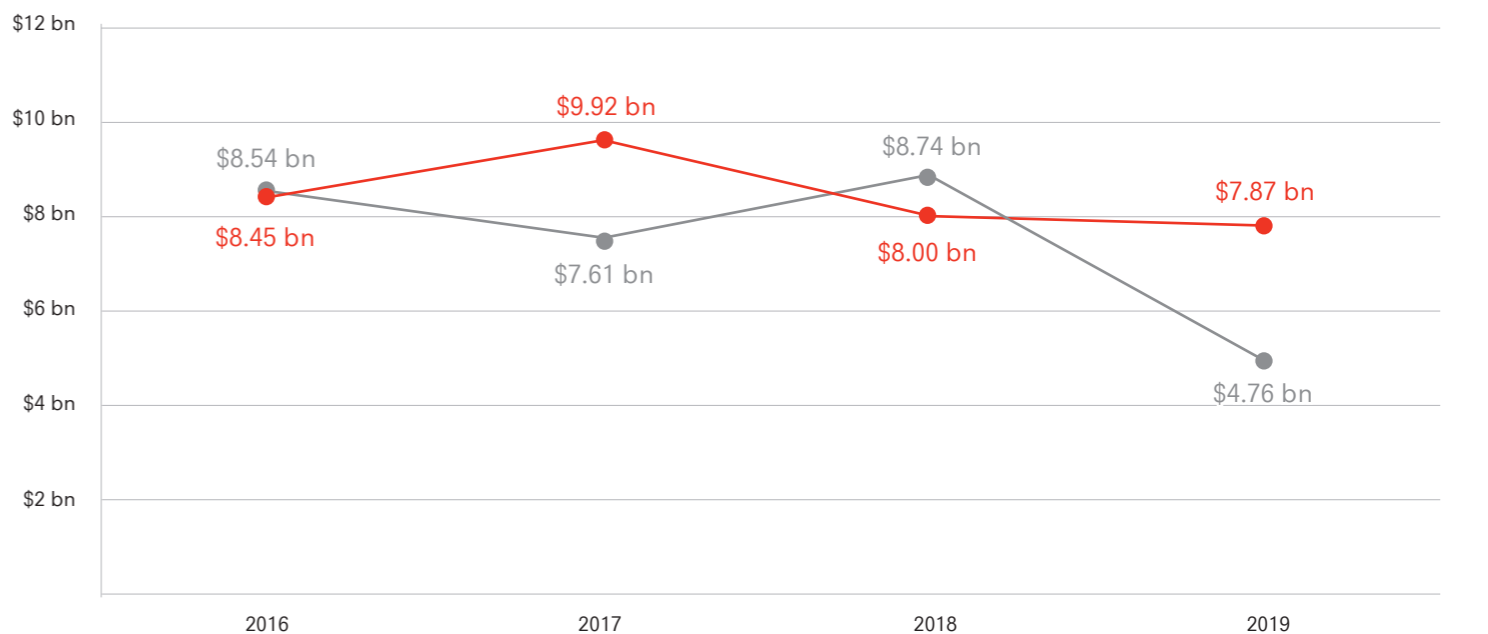
PERFORMING ARTS CENTER **\$0.62 bn**
\$1.33 bn

MULTIFUNCTION ARTS VENUE **\$0.53 bn**
\$0.66 bn

CULTURAL HUB/DISTRICT **\$1.69 bn**
\$0.46 bn

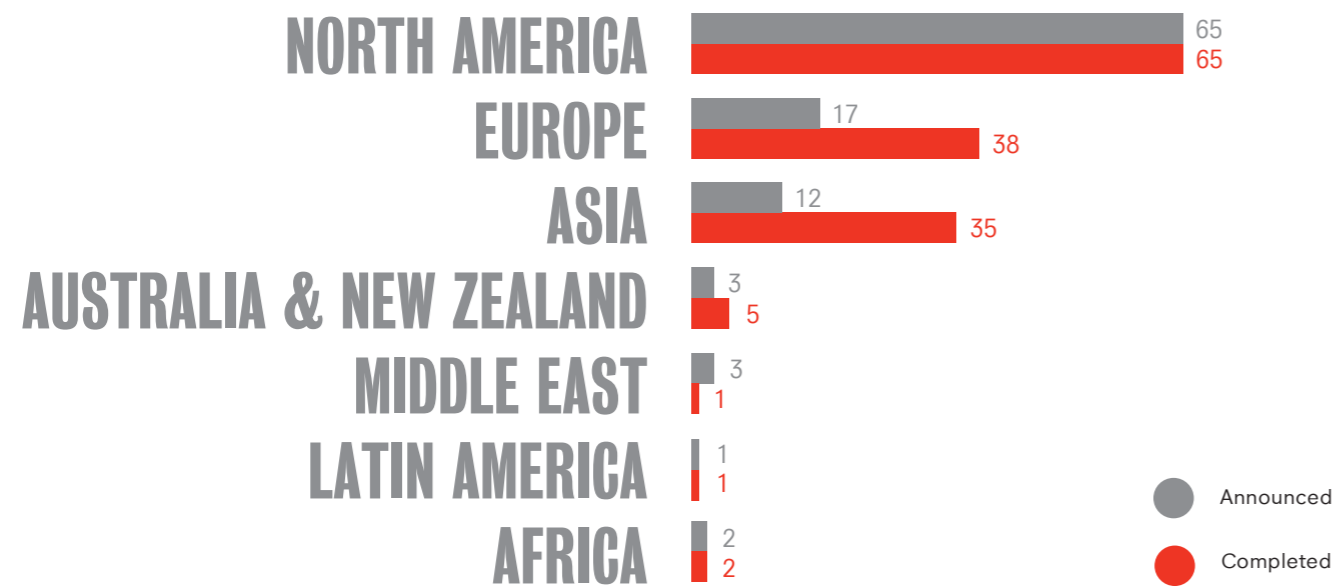
● PROJECTS ANNOUNCED
● PROJECTS COMPLETED

CAGR ANNOUNCED 2016-19 \rightarrow -18%
CAGR COMPLETED 2016-19 \rightarrow -2%



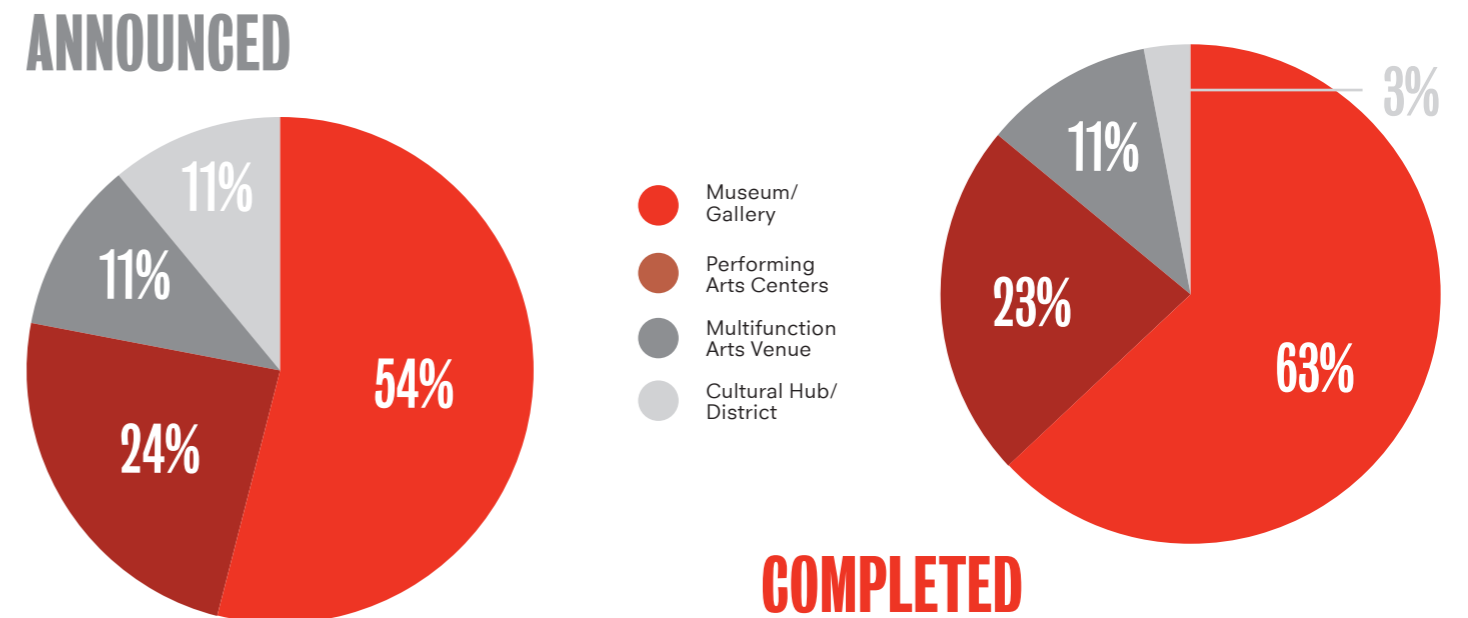
REGIONAL DISTRIBUTION

Number of projects announced/completed

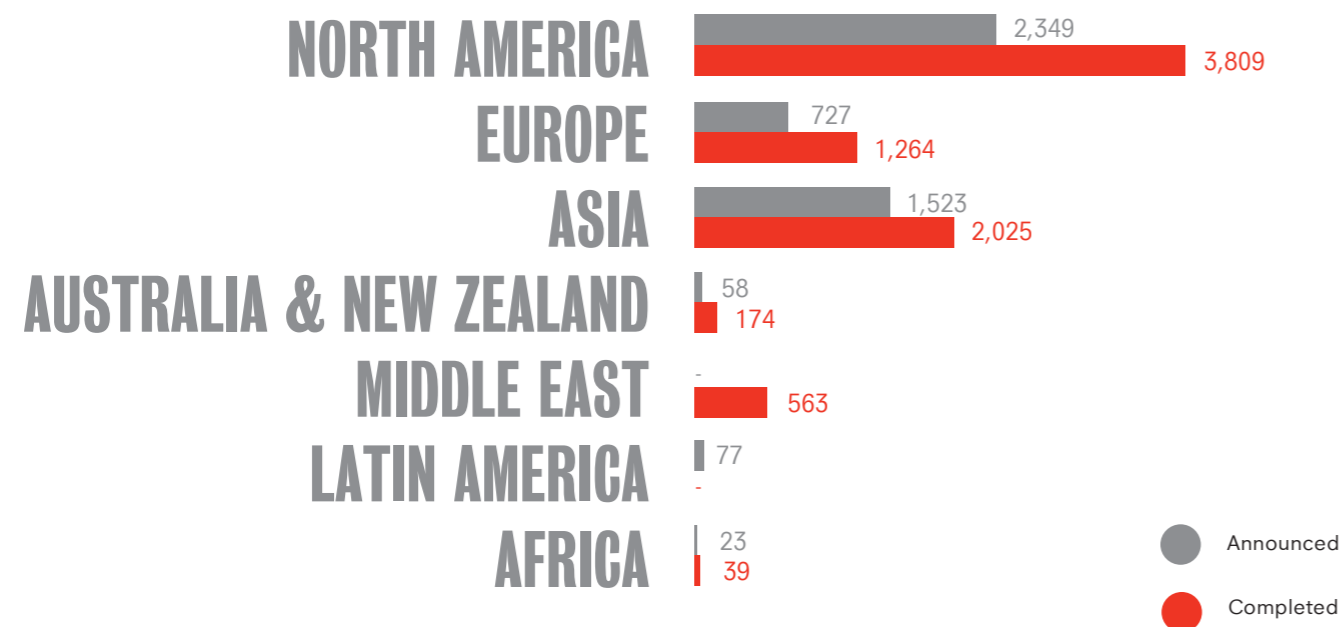


PROJECT TYPE

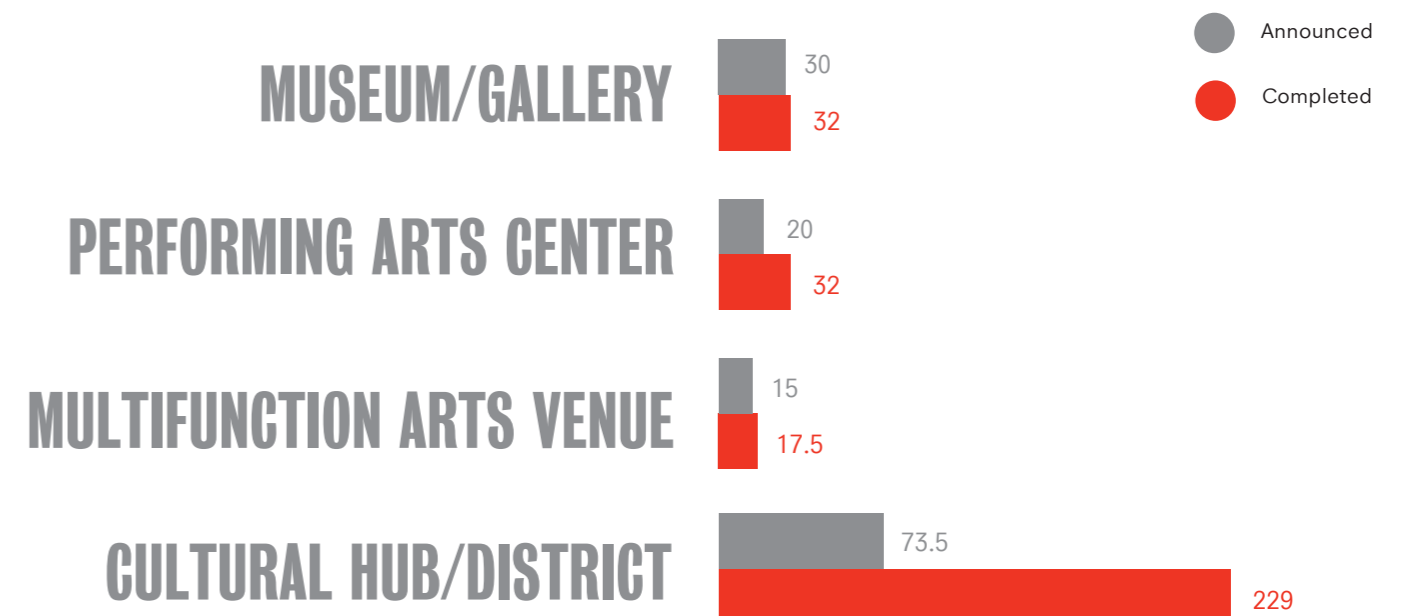
Percentage of projects by type



Total capital investment (US\$ in millions)



Median budget by project type (US\$ in millions)



NORTH AMERICA

Museum/Gallery
33 announced, 36 completed
Performing Arts Center
18 announced, 20 completed
Multifunction Arts Venue
9 announced, 9 completed
Cultural Hub/District
5 announced

New York
Museum/Gallery
1 announced, 5 completed
Multifunction Arts Venue
1 announced, 2 completed
Cultural Hub/District
1 announced

LATIN AMERICA

Museum/Gallery
1 completed
Cultural Hub/District
1 announced

AFRICA

Museum/Gallery
2 announced, 2 completed

EUROPE

Museum/Gallery
10 announced, 30 completed
Performing Arts Center
6 announced, 6 completed
Multifunction Arts Venue
1 completed
Cultural Hub/District
1 announced, 1 completed

London
Museum/Gallery
1 completed
Performing Arts Center
3 announced, 1 completed

MIDDLE EAST

Museum/Gallery
3 completed
Multifunction Arts Venue
1 announced

AUSTRALIA & NEW ZEALAND

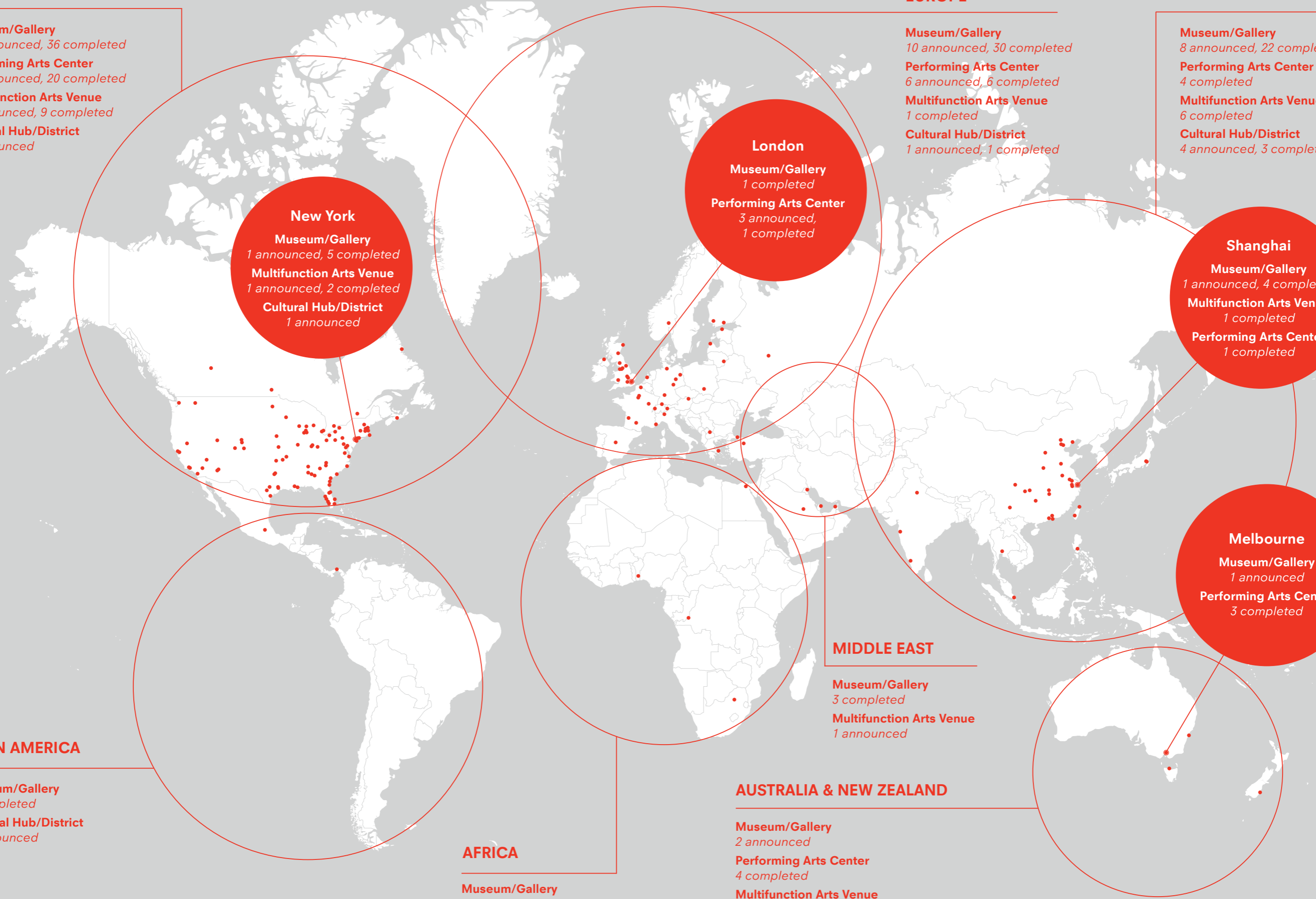
Museum/Gallery
2 announced
Performing Arts Center
4 completed
Multifunction Arts Venue
1 announced, 1 completed

ASIA

Museum/Gallery
8 announced, 22 completed
Performing Arts Center
4 completed
Multifunction Arts Venue
6 completed
Cultural Hub/District
4 announced, 3 completed

Shanghai
Museum/Gallery
1 announced, 4 completed
Multifunction Arts Venue
1 completed
Performing Arts Center
1 completed

Melbourne
Museum/Gallery
1 announced
Performing Arts Center
3 completed



Top 10 Budgets for Announced Projects

Name	Budget	City/State	Country	Region	Project Type
Longfu Temple Cultural Complex	\$1,410,000,000	Beijing	China	Asia	Cultural Hub/District
The Arts and Culture Center of South Carolina	\$300,000,000	Greenville, SC	US	North America	Multifunction Arts Venue
Cannes International Film Museum	\$227,000,000	Cannes	France	Europe	Museum/Gallery
McCord Museum	\$134,000,000	Montreal	Canada	North America	Museum/Gallery
Virginia Museum of Fine Arts	\$126,000,000	Richmond, VA	US	North America	Museum/Gallery
Art Gallery of Nova Scotia	\$104,000,000	Halifax	Canada	North America	Museum/Gallery
International Maritime & Emigration Museum	\$102,000,000	Derry	UK	Europe	Museum/Gallery
American Repertory Theater	\$100,000,000	Boston, MA	US	North America	Performing Arts Center
Worcester Arts and Education Center	\$94,000,000	Worcester, MA	US	North America	Multifunction Arts Venue
Missouri Botanical Garden	\$92,000,000	St. Louis, MO	US	North America	Museum/Gallery

Top 10 Budgets for Completed Projects

Name	Budget	City/State	Country	Region	Project Type
The Shed	\$475,000,000	New York, NY	US	North America	Multifunction Arts Venue
Museum of Modern Art	\$450,000,000	New York, NY	US	North America	Museum/Gallery
National Museum of Qatar	\$434,000,000	Doha	Qatar	Middle East	Museum/Gallery
National Maritime Museum of China	\$424,000,000	Tianjin	China	Asia	Museum/Gallery
LAB Art Museum	\$424,000,000	Wulong	China	Asia	Museum/Gallery
Changsha Meixihu International Culture and Art Centre	\$390,000,000	Changsha	China	Asia	Cultural Hub/District
Tsz Shan Monastery Buddhist Art Museum	\$387,000,000	Hong Kong	China	Asia	Museum/Gallery
University of Michigan Natural History Museum	\$261,000,000	Ann Arbor, MI	US	North America	Museum/Gallery
John F. Kennedy Center for the Performing Arts	\$250,000,000	Washington, D.C.	US	North America	Performing Arts Center
New Brunswick Performing Arts Center	\$172,000,000	New Brunswick, NJ	US	North America	Performing Arts Center

All Projects Tracked: Announced

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
798CUBE Art Centre: Picasso and Giacometti Museum	Beijing	China	Asia	New	Museum/Gallery	Studio Zhu-Pei	3,600	NA	Public/Private
American Repertory Theater	Boston, MA	US	North America	New	Performing Arts Center	Haworth Tompkins	NA	\$100,000,000	Not-for-profit
Art Gallery of Nova Scotia	Halifax	Canada	North America	Expansion	Museum/Gallery		13,192	\$104,000,000	Not-for-profit
Art Institute of Chicago	Chicago, IL	US	North America	Renovation	Museum/Gallery	Barozzi Veiga	24,536	NA	Not-for-profit
Arts and Entertainment District	Bonner Springs, KS	US	North America	New	Cultural Hub/District	HOK Group and NSPJ Architects	728,434	NA	Commercial
Australian Sports Museum	Melbourne	Australia	Australia/New Zealand	Renovation	Museum/Gallery	arete Australia	NA	\$12,000,000	Public
Bay Area Discovery Museum	Sausalito, CA	US	North America	Renovation	Museum/Gallery	Olson Kundig	NA	\$19,000,000	
BIG ARTS	Sanibel, FL	US	North America	New	Performing Arts Center	Amy Nowacki Architect	2,508	\$14,000,000	Not-for-profit
Boardwalk by Candlelight	Fort Collins, CO	US	North America	New	Performing Arts Center		NA	\$10,000,000	Commercial
Brantford Theatre	Brantford	Canada	North America	New	Performing Arts Center	+VG Architects	NA	\$16,000,000	Not-for-profit
British Museum Archaeological Research Collection	Berkshire	UK	Europe	New	Museum/Gallery	John McAslan & Partners	15,628	\$81,000,000	Public
Cannes International Film Museum	Cannes	France	Europe	New	Museum/Gallery		NA	\$227,000,000	Commercial
Centennial Concert Hall	Winnipeg	Canada	North America	Renovation	Performing Arts Center		NA	\$11,000,000	Not-for-profit
Centre Pompidou	Massy	France	Europe	New	Museum/Gallery		22,000	NA	Not-for-profit
Chapultepec Park Cultural Complex	Mexico City	Mexico	Latin America	New	Cultural Hub/District	Benjamin Romano, Mauricio Rocha and Rozana Montiel	8,000,000	\$77,000,000	
Chicago History Museum	Chicago, IL	US	North America	Renovation	Museum/Gallery		NA	\$11,000,000	Not-for-profit
Cincinnati Ballet Valentine Center for Dance	Cincinnati, OH	US	North America	New	Performing Arts Center	GBBN	5,295	\$30,000,000	Not-for-profit
Coastal Community Center for the Arts	Brunswick, GA	US	North America	New	Performing Arts Center	John A. Tuten & Associates	NA	\$20,000,000	Public
Colorado Symphony Concert Hall	Denver, CO	US	North America	New	Performing Arts Center		NA	\$16,000,000	Not-for-profit
Cyfarthfa Castel Museum and Visitor Centre	Merthyr Tydfil	UK	Europe	Renovation	Museum/Gallery	Ian Ritchie Architects	NA	\$64,000,000	
Daniel Island Performing Arts Center	Daniel Island, SC	US	North America	New	Performing Arts Center	SMHa	3,716	NA	Commercial
Epiphany Center for the Arts	Chicago, IL	US	North America	New	Multifunction Arts Venue	FitzGerald Associates	3902	\$15,000,000	Not-for-profit
Experience Children's Museum	Erie, PA	US	North America	Expansion	Museum/Gallery		NA	\$15,000,000	Not-for-profit
Fargo Performing Arts Center	Fargo, ND	US	North America	New	Performing Arts Center		NA	NA	Not-for-profit
Florida Theatre	Jacksonville, FL	US	North America	Renovation	Performing Arts Center	VRL Architects	NA	\$10,000,000	Not-for-profit
Giant Panda Museum Experience	Chengdu	China	Asia	New	Museum/Gallery	Jora Vision	NA	NA	Public
Global Village Museum	Indianapolis, IN	US	North America	New	Multifunction Arts Venue		5,203	\$12,000,000	Not-for-profit
Goat Farm Arts Center	Atlanta, GA	US	North America	Expansion	Cultural Hub/District	Mack Scogin Merrill Elam Architects	37,161	NA	Commercial
Grand Rapids African American Museum and Archives	Grand Rapids, MI	US	North America	New	Museum/Gallery		1,208	\$10,000,000	Not-for-profit
Grand Rapids Public Museum	Grand Rapids, MI	US	North America	Expansion	Museum/Gallery		NA	NA	
Greenwich Festival Theatre	London	UK	Europe	New	Performing Arts Center	Gravity Design Associates	NA	NA	
Greenwood Cultural Center	Tulsa, OK	US	North America	Expansion	Museum/Gallery	Local Projects	1,096	\$18,000,000	Not-for-profit
Guoshen Museum	Shenzhen	China	Asia	New	Museum/Gallery		120,000	NA	Public/Private
Hirshorn Museum Sculpture Garden	Washington, D.C.	US	North America	Renovation	Museum/Gallery	Hiroshi Sugimoto	6,070	NA	Public
Hispanic Cultural Institute	Buffalo, NY	US	North America	New	Multifunction Arts Venue	Stieglitz Snyder Architecture	2,601	\$10,000,000	Not-for-profit
Immigrant Research and Performing Arts Center	New York, NY	US	North America	New	Multifunction Arts Venue		NA	\$15,000,000	Not-for-profit
Indian Museum of Natural History	New Delhi	India	Asia	New	Museum/Gallery		NA	\$66,000,000	Public/Private
International Maritime & Emigration Museum	Derry	UK	Europe	New	Museum/Gallery		NA	\$102,000,000	
Jeep Museum	Toledo, OH	US	North America	New	Museum/Gallery		5,203	\$40,000,000	Commercial
Jefferson Memorial Museum	Washington, D.C.	US	North America	New	Museum/Gallery		NA	\$10,000,000	Public
Kadokawa Cultural Complex	Tokorozawa	Japan	Asia	New	Cultural Hub/District	Kengo Kuma and Associates	40,000	\$34,000,000	Public/Private
L10 Arts and Cultural Center	New York, NY	US	North America	New	Cultural Hub/District	Ten Arquitectos and Andrea Steele Architecture	4,645	NA	Public
Longfu Temple Cultural Complex	Beijing	China	Asia	New	Cultural Hub/District	B.L.U.E. Architecture and W Studio	180,000	\$1,410,000,000	Public

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
McCord Museum	Montreal	Canada	North America	Expansion	Museum/Gallery		27,871	\$134,000,000	Not-for-profit
Meow Wolf Phoenix	Phoenix, AZ	US	North America	New	Multifunction Arts Venue		7,897	NA	Commercial
Missouri Botanical Garden	St. Louis, MO	US	North America	Expansion	Museum/Gallery	Ayers Saint Gross	8,361	\$92,000,000	Not-for-profit
Montreal Holocaust Museum	Montreal	Canada	North America	New	Museum/Gallery		2,323	\$37,000,000	Not-for-profit
Morgan Library and Museum	New York, NY	US	North America	Renovation	Museum/Gallery	Beyer Blinder Belle	NA	\$13,000,000	Not-for-profit
Moscow Museums Storage and Arts Complex	Moscow	Russia	Europe	New	Cultural Hub/District	IQ	69,677	NA	Public
Museum of Contemporary Art Detroit	Detroit, MI	US	North America	Renovation	Museum/Gallery	PLY+ Architecture	2,044	\$15,000,000	Not-for-profit
Museum of Contemporary Art of Georgia at Goat Farm Arts Center	Atlanta, GA	US	North America	New	Museum/Gallery	Mack Scogin Merrill Elam Architects	2,601	NA	Not-for-profit
Museum of Jazz and Art	Oakland, CA	US	North America	New	Museum/Gallery		6,503	\$90,000,000	Not-for-profit
Museum of Science and History	Jacksonville, FL	US	North America	Expansion	Museum/Gallery	ELM Design Group	43,000	\$80,000,000	Not-for-profit
National Botanical Museum	Kunming	China	Asia	New	Museum/Gallery	Architectural Design & Research Institute of Tsinghua University (THAD) and Sutherland Hussey Harris	6,000	NA	Public
National Concert Hall	Vilnius	Lithuania	Europe	New	Performing Arts Center	Arquivo Architects	NA	\$59,000,000	Public
National Museum of Finland	Helsinki	Finland	Europe	Expansion	Museum/Gallery	JKMM Architects	1,310	NA	Public
National Museum of the Surface Navy	Los Angeles, CA	US	North America	New	Museum/Gallery		1,394	\$19,000,000	Not-for-profit
National Railway Museum	York	UK	Europe	Expansion	Museum/Gallery	Feilden Fowles Architects	4,500	\$21,000,000	Public
National Resistance Museum	Milan	Italy	Europe	New	Museum/Gallery	Herzog & de Meuron	NA	\$17,000,000	Public
Nevada Southern Railroad Museum	Boulder City, NV	US	North America	Expansion	Museum/Gallery	LGA Architecture	836	\$35,000,000	Not-for-profit
North Carolina Maritime Museum	Beaufort, NC	US	North America	New	Museum/Gallery		7,432	\$60,000,000	Not-for-profit
North West Museum and Art Gallery	Burnie	Australia	Australia/New Zealand	New	Multifunction Arts Venue	Terroir	1,800	\$13,000,000	Not-for-profit
Northlight Theater	Evanston, IL	US	North America	New	Performing Arts Center	Eckenhoff Saunders Architects	3,512	\$20,000,000	Not-for-profit
Oakland Civic	Oakland, CA	US	North America	Renovation	Multifunction Arts Venue	Heller Manus Architects	18,581	\$65,000,000	Not-for-profit
Oakland Museum	Oakland, CA	US	North America	Renovation	Museum/Gallery	Mark Cavagnero Associates and Hood Design Studio	8,733	\$85,000,000	Not-for-profit
Old Vic Theatre	London	UK	Europe	Expansion	Performing Arts Center		NA	\$15,000,000	
Oolite Arts	Miami, FL	US	North America	New	Museum/Gallery	Barozzi Veiga	3,716	\$30,000,000	Not-for-profit
Otago Museum	Dunedin	New Zealand	Australia/New Zealand	Renovation	Museum/Gallery		NA	\$33,000,000	Not-for-profit
PACE Center	Gonzales, LA	US	North America	New	Multifunction Arts Venue		2323	\$10,000,000	Public
Penn State University Art Museum	State College, PA	US	North America	New	Museum/Gallery	Allied Works	6,503	\$71,000,000	Not-for-profit
Performing Arts Center	The Woodlands, TX	US	North America	New	Performing Arts Center		9,290	\$71,000,000	Not-for-profit
Phillip and Patricia Frost Museum of Science	Miami, FL	US	North America	Expansion	Museum/Gallery	Thinc	1,828	\$10,000,000	Not-for-profit
Queens County Farm Museum	Floral Park, NY	US	North America	Expansion	Museum/Gallery		1,149	\$14,000,000	Not-for-profit
Red Mountain Theatre Arts Campus	Birmingham, AL	US	North America	New	Performing Arts Center	LIVE Design Group	4,645	\$25,000,000	Not-for-profit
Rock and Roll Hall of Fame	Cleveland, OH	US	North America	Expansion	Museum/Gallery		4,645	\$35,000,000	Not-for-profit
Roman Quarter Museum	York	UK	Europe	New	Museum/Gallery	DC Architecture	10,058	NA	Private
Royal Art Complex	Riyadh	Saudi Arabia	Middle East	New	Multifunction Arts Venue		NA	NA	
Royal Statue Museum	Abomey	Benin	Africa	New	Museum/Gallery		NA	\$23,000,000	
Salvador Dali Museum	St. Petersburg, FL	US	North America	Expansion	Museum/Gallery		1,858	\$30,000,000	Not-for-profit
Science and History Museum	Corpus Christi, TX	US	North America	Renovation	Museum/Gallery		3,716	\$10,000,000	Not-for-profit
Scottsdale Museum of Contemporary Art	Scottsdale, AZ	US	North America	Expansion	Museum/Gallery		NA	NA	
Socio-Cultural Centre	New Delhi	India	Asia	New	Cultural Hub/District		NA	NA	Public/Private
Somerset House Auditorium	London	UK	Europe	New	Performing Arts Center	Niall McLaughlin Architects	1,600	\$64,000,000	Not-for-profit
Starlight Performing Arts Center	McKinney, TX	US	North America	New	Performing Arts Center		7,990	NA	Commercial
The Arts and Culture Center of South Carolina	Greenville, SC	US	North America	New	Multifunction Arts Venue		14,400	\$300,000,000	
The Cultural Centre in India, Kerala	Kozhikode	India	Asia	New	Cultural Hub/District	Darvish Architects	28,000	\$13,000,000	
The Museum of Antiquities	Cairo	Egypt	Africa	New	Museum/Gallery		8,500	NA	
Turku Castle Museum of History	Turku	Finland	Europe	New	Museum/Gallery		NA	\$30,000,000	Not-for-profit
Ullen Centre for Contemporary Art (UCCA) Shanghai	Shanghai	China	Asia	New	Museum/Gallery	SO-IL	5,000	NA	Commercial
University of Liverpool Arts and Humanities Centre	Liverpool	UK	Europe	New	Performing Arts Center	Ellis Williams	NA	\$28,000,000	

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
University of Salford Maxwell Hall	Salford	UK	Europe	Renovation	Performing Arts Center	Flanagan Lawrence	NA	\$19,000,000	Not-for-profit
University of Texas at Austin Blanton Museum of Art	Austin, TX	US	North America	Renovation	Museum/Gallery	Snohetta	846	\$29,000,000	Not-for-profit
University of Texas at Dallas Arts and Performance Complex	Dallas, TX	US	North America	New	Cultural Hub/District		10,219	\$70,000,000	Not-for-profit
Virginia Museum of Fine Arts	Richmond, VA	US	North America	Expansion	Museum/Gallery		16,137	\$126,000,000	Not-for-profit
Walnut Street Theater	Philadelphia, PA	US	North America	Expansion	Performing Arts Center	JKRP Partners	3,345	\$39,000,000	Not-for-profit
Weitzman Cultural Complex	Haverhill, MA	US	North America	New	Cultural Hub/District	Fishbrook Design Studio	3,159	\$86,000,000	Not-for-profit
Winspear Centre for Music	Edmonton	Canada	North America	Expansion	Performing Arts Center	Aedas	4,181	\$48,000,000	Not-for-profit
Winter Springs Performing Arts Center	Winter Springs, FL	US	North America	New	Performing Arts Center		4,366	NA	Not-for-profit
Worcester Arts and Education Center	Worcester, MA	US	North America	Renovation	Multifunction Arts Venue	Architectural Heritage Foundation	10,281	\$94,000,000	Not-for-profit
Wynn Crystal Lotus Palace Museum	Macau	China	Asia	New	Museum/Gallery	Robert A.M. Stern Architects	NA	NA	Commercial
Yageo Foundation Art Museum	Taipei	Taiwan	Asia	New	Museum/Gallery		NA	NA	Private

All Projects Tracked: Completed

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
Aberdeen Art Gallery	Aberdeen	UK	Europe	Renovation	Museum/Gallery	Hoskins Architects	NA	\$44,000,000	
Acropolis Museum	Athens	Greece	Europe	Expansion	Museum/Gallery		4,000	NA	Public
Al Salam Palace Museum	Shuwaikh	Kuwait	Middle East	New	Museum/Gallery	SSH	32,000	\$129,000,000	Public
Al Shindagha Museum	Dubai	UAE	Middle East	New	Museum/Gallery	John R Harris	2,880	NA	Public
Alliance Theatre at Woodruff Arts Center	Atlanta, GA	US	North America	Renovation	Performing Arts Center	Trahan Architects	5,757	\$32,000,000	Not-for-profit
American Civil War Museum	Richmond, VA	US	North America	New	Museum/Gallery	3North	2,694	\$25,000,000	Not-for-profit
Aranya Art Center	Qinhuangdao	China	Asia	New	Museum/Gallery	Neri&Hu Design and Research Office	1,500	NA	Commercial
Arter	Istanbul	Turkey	Europe	New	Museum/Gallery	Grimshaw	18,000	\$135,000,000	Not-for-profit
Arts Center at Governors Island	New York, NY	US	North America	New	Multifunction Arts Venue	Pei Cobb Freed & Partners and Adamson Associates Architects	3,716	\$12,000,000	Not-for-profit
Asheville Art Museum	Asheville, NC	US	North America	Expansion	Museum/Gallery	ARCA Design and Ennead Architects	5,017	\$26,000,000	Not-for-profit
Avenel Performing Arts Center	Woodbridge, NJ	US	North America	New	Performing Arts Center		1,254	NA	
Baker Museum	Naples, FL	US	North America	Expansion	Museum/Gallery	Weiss/Manfredi	1,640	\$27,000,000	Not-for-profit
Bank of Thailand Learning Center	Bangkok	Thailand	Asia	New	Multifunction Arts Venue	Creative Crews	26,500	\$15,000,000	Private
Bauhaus Museum Dessau	Dessau	Germany	Europe	New	Museum/Gallery	Addenda Architects	5,500	\$32,000,000	Not-for-profit
Bauhaus Museum Weimar	Weimar	Germany	Europe	New	Museum/Gallery	Heike Hanada Laboratory of Art and Architecture	2,000	\$26,000,000	Not-for-profit
Baumgartner Center for Dance	Milwaukee, WI	US	North America	New	Performing Arts Center	HGA	4,831	\$26,000,000	Not-for-profit
Boulevard Theatre	London	UK	Europe	New	Performing Arts Center	SODA Studio	NA	\$51,000,000	Not-for-profit
Brera Art Gallery	Milan	Italy	Europe	Expansion	Museum/Gallery		NA	NA	
Bucerius Kunst Forum	Hamburg	Germany	Europe	New	Museum/Gallery	gmp architekten	3,400	NA	Not-for-profit
Burke Museum of Natural History and Culture	Seattle, WA	US	North America	New	Museum/Gallery	Olson Kundig	10,498	\$106,000,000	Not-for-profit
Cantonal Museum of Fine Arts	Lausanne	Switzerland	Europe	New	Museum/Gallery	Barozzi Veiga	7,500	\$65,000,000	Public
Capitol Theatre	Melbourne	Australia	Australia/New Zealand	Renovation	Performing Arts Center	Six Degrees	NA	\$14,000,000	Not-for-profit
Cayton Children's Museum	Santa Monica, CA	US	North America	New	Museum/Gallery	OFFICEUNTITLED	1,951	\$15,000,000	Not-for-profit
Center for the Arts Crested Butte	Crested Butte, CO	US	North America	Expansion	Multifunction Arts Venue	Gilbert Sanchez Architect	2,601	\$20,000,000	Not-for-profit
Centre Pompidou x West Bund	Shanghai	China	Asia	New	Museum/Gallery	David Chipperfield Architects	2,508	\$17,000,000	Not-for-profit
Changjiang Art Museum	Taiyuan	China	Asia	New	Museum/Gallery	Vector Architects	3,932	NA	Public
Changsha Meixihu International Culture and Art Centre	Changsha	China	Asia	New	Cultural Hub/District	Zaha Hadid Architects	115,000	\$390,000,000	Public
Châtelet Theatre	Paris	France	Europe	Renovation	Performing Arts Center		NA	\$36,000,000	
Children's Museum of Pittsburgh MuseumLab	Pittsburgh, PA	US	North America	New	Museum/Gallery	KoningEizenberg	3,716	\$19,000,000	Not-for-profit
Chongqing Jiangshan Yun Chu Gallery	Chongqing	China	Asia	New	Museum/Gallery	LWK + PARTNERS	2,500	NA	Commercial

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
The Museum of Regeneration of Shougang No. 3 Blast Furnace	Shanghai	China	Asia	New	Museum/Gallery	CCTN Design	49,800	NA	Public/Private
The Music Center	Los Angeles, CA	US	North America	Renovation	Performing Arts Center	Rios Clementi Hale Studios	3,252	\$41,000,000	Not-for-profit
The Shed	New York, NY	US	North America	New	Multifunction Arts Venue	Diller Scofidio + Renfro	18,500	\$475,000,000	Not-for-profit
The Silverstone Experience	Northampton	UK	Europe	New	Museum/Gallery	Cube Design	4,000	\$25,000,000	Not-for-profit
The Twist at Kistefos	Jevnaker	Norway	Europe	New	Museum/Gallery	Bjarke Ingels Group	1,000	\$22,000,000	Not-for-profit
TheatreSquared	Fayetteville, AR	US	North America	New	Performing Arts Center	Marvel Architects	4,645	\$32,000,000	Not-for-profit
Tianjin Binhai Exploratorium	Tianjin	China	Asia	New	Museum/Gallery	Bernard Tschumi Architects	33,000	NA	Public
Tsz Shan Monastery Buddhist Art Museum	Hong Kong	China	Asia	New	Museum/Gallery		2,230	\$387,000,000	Not-for-profit
University of Michigan Natural History Museum	Ann Arbor, MI	US	North America	New	Museum/Gallery	Ennead Architects	2,044	\$261,000,000	Not-for-profit
University of Nebraska Strauss Performing Arts Center	Omaha, NE	US	North America	Expansion	Performing Arts Center	HDR	2,323	\$18,000,000	Not-for-profit
University of Nevada Reno Arts Building	Reno, NV	US	North America	New	Multifunction Arts Venue	DLR Group Westlake Reed Leskosky	3,948	\$36,000,000	Not-for-profit
University of Pennsylvania Museum of Archaeology and Anthropology	Philadelphia, PA	US	North America	Renovation	Museum/Gallery	Gluckman Tang Architects	10,000	\$35,000,000	Not-for-profit
Utah Valley University Noorda Center for the Performing Arts	Orem, UT	US	North America	New	Performing Arts Center	Method Studio	12,077	\$60,000,000	Not-for-profit
Virginia Wesleyan University Goode Fine and Performing Arts Center	Norfolk, VA	US	North America	New	Performing Arts Center	Tymoff + Moss Architects	2,155	\$12,000,000	Not-for-profit
Washington University Kemper Art Museum	St. Louis, MO	US	North America	Expansion	Museum/Gallery	Escher GuneWardena Architecture	520	\$12,000,000	Not-for-profit
West Wing Art Museum	Langfang	China	Asia	New	Museum/Gallery	WAY Studio	13,000	NA	Public
Wild Rice @ Funan	Singapore	Singapore	Asia	New	Performing Arts Center	Zarch Collaboratives	2,044	\$11,000,000	Not-for-profit
Windermere Jetty Museum of Boats, Steam and Stories	Windermere	UK	Europe	New	Museum/Gallery	Carmody Groarke	NA	\$25,000,000	Not-for-profit
World War II Aviation Museum	Colorado Springs, CO	US	North America	Expansion	Museum/Gallery	CSNA Architects	3,716	\$12,000,000	Not-for-profit
Wuxi Taihu Show Theatre	Wuxi	China	Asia	New	Performing Arts Center	Steven Chilton Architects	34,500	NA	Public/Private
Yucaipa Performing Arts Center	Yucaipa, CA	US	North America	New	Performing Arts Center	JSFA	1,505	\$13,000,000	Not-for-profit
Zhejiang Museum of Natural History at Anji	Anji	China	Asia	New	Museum/Gallery	David Chipperfield Architects	200,000	NA	Public

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Statue of Liberty Museum, New York, NY, US

Facing:
Changsha Meixihu International Culture and Art Centre, Changsha, China

Credits

We extend special thanks to lead researcher Laura Casale, assisted by the team of Harry Fisher-Jones, Christie Lam, and Liam Velez.

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