

AEA Consulting

2020

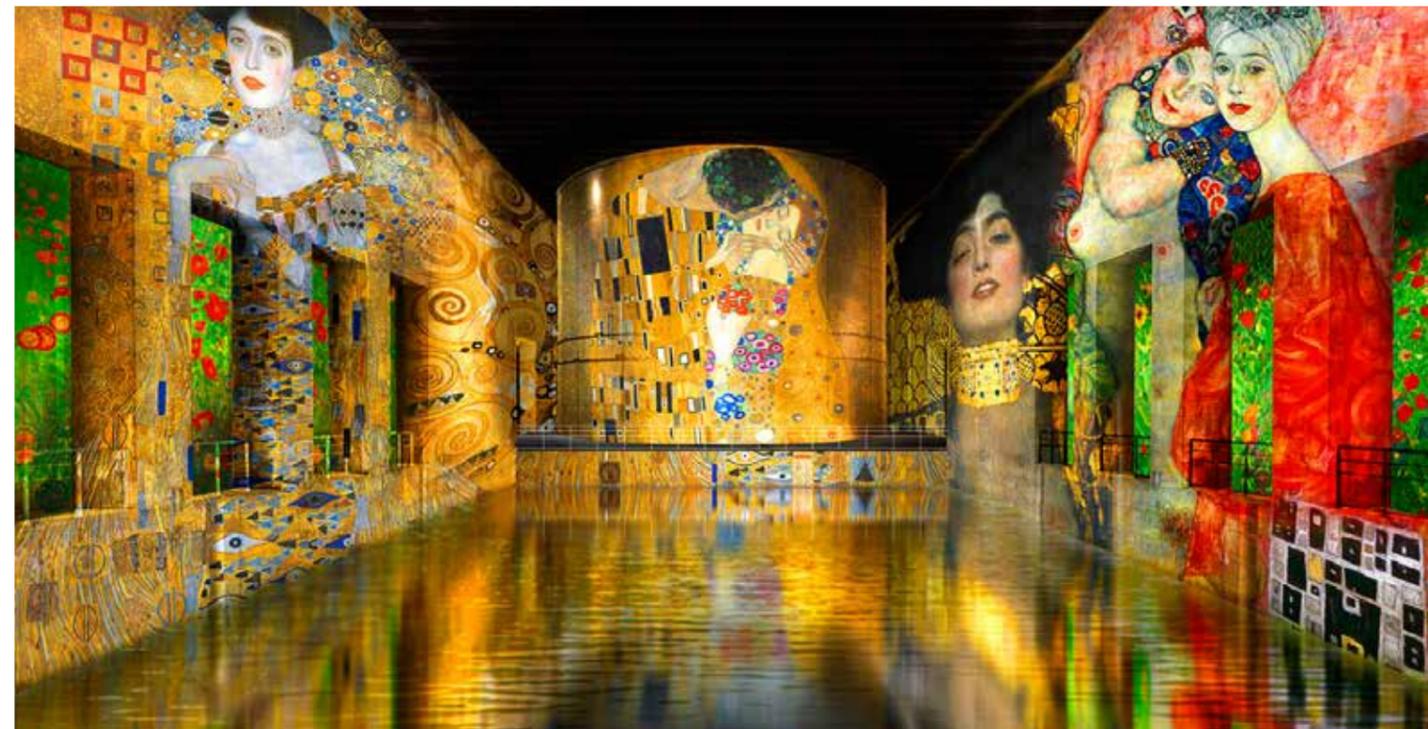
**Cultural
Infrastructure
Index**



2020

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:
Culturespaces Les Bassins de Lumières
Digital Arts Centre, Bordeaux, France

Left:
Kadokawa Cultural Museum,
Tokorozawa, Japan

Cover:
Oklahoma Contemporary Arts Center,
Oklahoma City, OK



AEA Consulting

Introduction

Our 2020 analysis is the fifth undertaken by AEA Consulting. 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. 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.¹ Each year we try to advance the sophistication of the analysis, now identifying longer-term trends over the five-year span of this publication.

The coronavirus had a significant impact on project construction timelines and completions – or in some cases more accurately “opening dates”. Many major cultural buildings scheduled to be completed in 2020 pushed back their openings to 2021 due to pandemic related delays, including the Grand Egyptian Museum in Cairo (\$1 billion), the National Museum of Art, Architecture, and Design (\$723 million) and the Munch Museum (\$321 million), both in Oslo, the Academy Museum of Motion Pictures in Los Angeles (\$380 million), Bourse de Commerce-Pinnault Collection in Paris (\$170 million), and the National Museum of African American Music in Nashville (\$60 million). Consequently, these delayed openings had a



substantial impact on the figures for completed projects in 2020, down 30% in volume and 27% in value from 2019.

As we noted in last year’s Index, the lasting legacy of the pandemic on the scale and type of cultural infrastructure is unknown. It is unclear whether projects are being scaled back, as changes in approaches to design are for the most part still at the discussion and prototype stage, or short-term and improvisatory in nature.

This year’s analysis (our fifth year) finds that:

- \$5.7 billion-worth of new physical assets were completed globally in 2020 across 104 projects (2019 figures were \$7.9 billion across 149 projects), and \$8.2 billion of investment in 130 projects was announced (2019 figures were \$4.8 billion and 101 projects). As mentioned above and as might be expected due to the pandemic, this represents a 30% decrease in the volume and 27% decrease in the value of completed projects compared with the year prior. What is perhaps more surprising is that the volume and value of announced projects increased during the period, and for the first time since 2016 volume was up by 29% and value by 72% following a dip in 2019.
- Geographically, construction in North America and Europe slowed substantially with the number of completed projects down by 51% (from 65 to 32) and 39% (from 38 to 23), respectively, compared with last year. But this was not the case universally: completed

projects in Asia, Australia/New Zealand, the Middle East and Africa were either flat or increased, and it was the first year that the number of projects completed in Asia (34) exceeded those in North America (32) to become the leading region globally. Project announcements tell a similar story, with a notable increase in Asia both in terms of volume (+100% to 24) and value (+135% to \$3.6 billion). This was led by investment in China (specifically Shenzhen) where announced spending exceeded the US for the first time (\$3.3 billion and \$1.6 billion, respectively).

- Houston, Texas was the city with the highest number of completed projects (three) while Shenzhen was the city with the highest number of announced projects (ten). Infrastructure development continued well beyond the bellwether destinations: projects in the top 70 global cities² accounted for just 22% of completed projects this year and 29% in 2019.
- Despite a fall in the total number of completed projects, their aggregate size increased 13% to 2.0 million square meters, and their median size also increased 30% to 5,853 square meters. This jump was driven by a handful of large-scale projects in Asia and the Middle East including Changzhou Culture Plaza in China which (at 365,000 square meters) is the largest completed project recorded to date. Conversely, the aggregate size of announced projects fell 80% to 1.9 million square meters following a peak in 2019.
- The median budget for completed projects was \$31.2 million, marginally lower than \$32.0 million in 2019, and the median budget for announced projects was \$40.0 million, up 33% from \$30.0 million in 2019.
- Museums remained the dominant building type, accounting for the lion’s share (about half) of announced and completed projects and constituting \$7.0 billion of total investment. Performing Arts Centers were the next most popular form (23%), followed by Multifunction Arts Venues (18%) and Cultural Hubs/Districts (9%). The highest growth was seen among Multifunction Arts Venues, which increased both in terms of their volume (up 54%, to 43) and value (up 132%, to \$2.8 billion). This could be indicative of a broader move toward more flexible cultural infrastructure.
- A breakdown among new buildings, renovations, and expansions announced this year indicates an increase in the volume and value of new buildings

and a decrease in renovations and expansions. 102 new buildings represented \$7.2 billion of investment (up from 64 projects and \$3.5 billion in 2019), compared with only 15 renovations worth \$584.0 million (down from 17 and \$490.0 million) and 13 expansions worth \$383.0 million (down from 20 and \$816.0 million).

- Analysis of the sponsoring organizations for completed projects reveals a decrease in the relative share of not-for-profit projects (31%, down from 54%) and increase in public projects (49%, up from 25%). This reflects a longer-term trend visible across completed and announced projects – the number of not-for-profit projects show a compound annual growth rate of -9%, while public projects have grown at a rate of +14% over the same period (2017-20). Commercial (6%), private (4%), and public-private partnerships (3%) still account for only a small proportion of total cultural infrastructure.
- The top three highest value projects completed in 2020 were: Humboldt Forum, Berlin, Germany (\$825.0 million); Suzhou Bay Cultural Center, Suzhou, China (\$422.0 million); and the expansion of the Museum of Fine Arts Houston, Texas, US (\$385.0 million). The top three announced projects were: Shenzhen Natural History Museum, Shenzhen, China (\$496.0 million); National Museum of the U.S. Navy, Washington, D.C, US (\$450.0 million); and Shenzhen Reform and Openness Policy Exhibition Hall, Shenzhen, China (\$437.0 million). Seven of the top 13 highest value projects announced in 2020 are located in Shenzhen, China worth a grand total of \$2.5 billion (see separate article).

We look forward to the 2021 Index to continue to monitor these trends.



Above: Museum Piguet, Le Brassus, France

Facing: Zuhai Museum, Zuhai, China

¹ This is the fifth year of formal publication. However, AEA has tracked infrastructure projects in the cultural sector for over seven years and therefore is able to identify new projects as opposed to re-announced projects with some accuracy. Budget data in currencies other than US dollars were converted to US dollars using conversion rates current as of June 3, 2021.

² As determined by Kearney’s 2019 Global Cities Report.

In Focus: Shenzhen, China



One city stands out in this year's Index: 30% of the total value of announced projects and seven of the top 13 projects by budget are located in Shenzhen in Guangdong Province, China, upriver from Hong Kong. (Figure 1) The city is gearing up for the completion of its plan to build ten major cultural infrastructure projects and ten cultural districts by 2023. (Figure 2) 2020 saw the announcement of all winning design teams of all ten projects, featuring architects such as Jean Nouvel and ZHA. The speed at which cultural infrastructure is developed in China is no new story. But the scale and character of this concentration of development in Shenzhen reveals four points about the evolving nature of cultural infrastructure in China: first, that the city itself is being envisioned as a cultural "district"; two, that traditional heritage is reclaiming a central role in urban planning; three, that museums remain the bulwark of cultural infrastructure development; and four, Shenzhen remains a key site of urban experimentation in China. We touch on each of these below.

Above:
Shenzhen Opera House

The city-wide cultural "district"

Significantly, the ten new buildings will be built outside of the city center, focusing on connecting newer districts and facilities with those built within the Special Economic Zone (SEZ) boundaries. (Figure 3) The primary motivation behind the "Double Ten" plan is to address the low density of modern public cultural facilities in Shenzhen relative to other major cities in China: Shenzhen (population of over 20 million) has around 50 major cultural facilities, ten fewer than Guangzhou which has a smaller population of 15.3 million.¹

The plan builds on the city's reputation as a hub of international design and innovation, often known as China's Silicon Valley and a creative capital in its own right. The combination of a highly educated workforce with strong economic conditions for innovation and

¹ Shenzhen's Major Cultural and Sports Facilities Construction Planning Press Conference, December 10, 2018. Accessed at <http://www.sz.gov.cn/cn/xxgk/xwfy/wqhg/20181210/>. Double Ten" is the name referring to the plan to concurrently develop ten new cultural facilities and regenerate ten cultural districts. See Shenzhen's Major Cultural and Sports Facilities Construction Planning Press Conference, December 10, 2018. Accessed at <http://www.sz.gov.cn/cn/xxgk/xwfy/wqhg/20181210/>.

experimentation has made this megacity the hi-tech center of China, and positioned it as the new gem of Southern China. Uncertainty around the status of Hong Kong as a global hub has created the opportunity for Shenzhen to play the lead role in the central government's plans for the development and integration of the Guangdong – Hong Kong – Macau Greater Bay Area. While Shenzhen has the flashy cityscape to show for it (having completed the second-highest number of tall buildings in the world in 2020 despite a 20% year-on-year decrease in skyscraper construction globally in 2020, and only just losing the top spot it had held since 2015 to Dubai), Shenzhen has had no new iconic public infrastructure built since the last major round of development in the 2000s and the addition of the creative industries as a fourth pillar in the 2009 cultural plan.² The pace of development has also been slower outside of the city center and the original boundaries of the SEZ.

While the majority of the city's high-profile buildings built in the last decade are concentrated along Shennan Road, which bifurcates the city, the new projects are situated in new CBDs and developments ranging from Qianhai New City Center on the Western coast to Dapeng New District East of the city. The creation of

² Council on Tall Buildings and Urban Habitat, Year in Review: Tall Trends of 2020, 43-44.

51 smaller facilities across the ten municipal districts reflects an ambition to create a network of cultural nodes across the entire city. This, combined with ten new iconic landmarks that have a total estimated budget of ¥110.2 billion (US\$17.03 billion) that are to be completed in the space of five years, means that Shenzhen has the capital and momentum to achieve status as a major new cultural capital.

Traditional heritage has a central role in urban design and cultural planning

The story of the economic miracle of Shenzhen – formally established as a city and the country's first Special Economic Zone in 1979 as part of then-Premier Deng Xiaoping's "reform and opening-up policy" – is well-rehearsed. This is enshrined in the newly announced Shenzhen Reform and Opening-Up Exhibition Hall, dedicated to Chinese policy reform and urban development. In its short 42-year history, Shenzhen's urban area has expanded sixfold, population has increased 40 times, and GDP over 9,000 times. To make way for this narrative of dramatic transformation, Shenzhen's heritage as a meeting point for migrants and as an industrial hub has been neglected in favor of emphasizing the story of the meteoric rise of a sleepy fishing village turned modern metropolis. But the focus of the new cultural developments signals the growing importance of traditional heritage in the urban landscape.



Figure 1: Map of Shenzhen, Guangdong Province, China

Name	Architect	Square Meters	Cost in US dollars
Shenzhen Conservatory of Music	Miralles Tagliabue EMBT + Hyp-Arch Design	129,700	\$270,000,000
Shenzhen Creative Design Hall	East China Architectural Design and Research Institute and MAD (Beijing)	52,000	N/A
Shenzhen Finance Culture Center	Swooding Architects & CSCEC	48,000	\$231,000,000
Shenzhen Institute of Innovation and Design	Dominique Perrault Architecture + Zhubo Design	320,000	\$430,000,000
Shenzhen Mangrove Wetland Museum	Trace Architecture Office & AECOM	30,000	\$270,000,000
Shenzhen Maritime Museum	SANAA	120,000	N/A
Shenzhen Natural History Museum	B+H Architects & 3XN & Zhubo Design	42,000	\$496,000,000
Shenzhen Opera House	Jean Nouvel	220,000	N/A
Shenzhen Reform and Openness Policy Exhibition Hall	Sou Fujimoto Architects + Donghua Chen Studio	90,000	\$432,000,000
Shenzhen Science and Technology Museum	Zaha Hadid Architects	130,000	\$323,000,000

Figure 2: List of the ten major cultural infrastructure projects in Shenzhen to be completed by 2023

Ten cultural districts have also been selected for regeneration, many of which are deeply connected to the area's rich history. The ancient city of Nantou, the region's pre-colonial administrative center that governed as far away as present-day Huizhou, Zhuhai, and Hong Kong, will be redeveloped into a heritage district. Gankeng Hakka Town, one of ten ancient Hakka (an ethnic minority in China) villages in Shenzhen, is also being transformed into an eco-tourist destination, focusing on the city's Hakka population that first arrived in the early Qing dynasty in the mid-17th century.

Museums are still the mainstay of cultural infrastructure development

Of the ten new iconic projects, half are museums – ranging from the orb-ed biospheres of the Shenzhen Maritime Museum (SANAA), to the terraced pebble-shaped Shenzhen Science & Technology Museum (Zaha Hadid Architects) – indicating that the “Chinese Museum Boom” shows little signs of slowing. Since the national statistical bulletin on culture began in 1996 until 2015 the total number of museums in China more than tripled, to 4,000, with the vast majority being public museums and financed through government subsidy.³

³ Statistical Yearbook of Cultural Relics of China, republished in Fenghua Zhang & Pascal Courty, 'The China Museum Boom: soft power and cultural nationalism, *International Journal of Cultural Policy* 27:1: 30-49.

Shenzhen remains at the forefront of experimentation in China

The addition of these new cultural facilities continues the experimentation seen in construction and redevelopment projects in Shenzhen. The city led the organization of the first international tender for land use rights in China in 1992, which preceded the sweeping reforms of the land use system and the introduction of the visual language of international architects into the landscape of Chinese cities. In 2014, Shenzhen was one of ten local governments permitted to issue municipal bonds for the first time to finance public infrastructure; these ten iconic cultural buildings are to be delivered via innovative means of public-private partnerships and financing.

Whether this pace of development is sustained remains to be seen, but early indications are that despite the pandemic, Shenzhen is still prioritizing building new cultural landmarks as part of its ongoing transformation into one of the world's leading centers of innovation, creative industries, and culture.

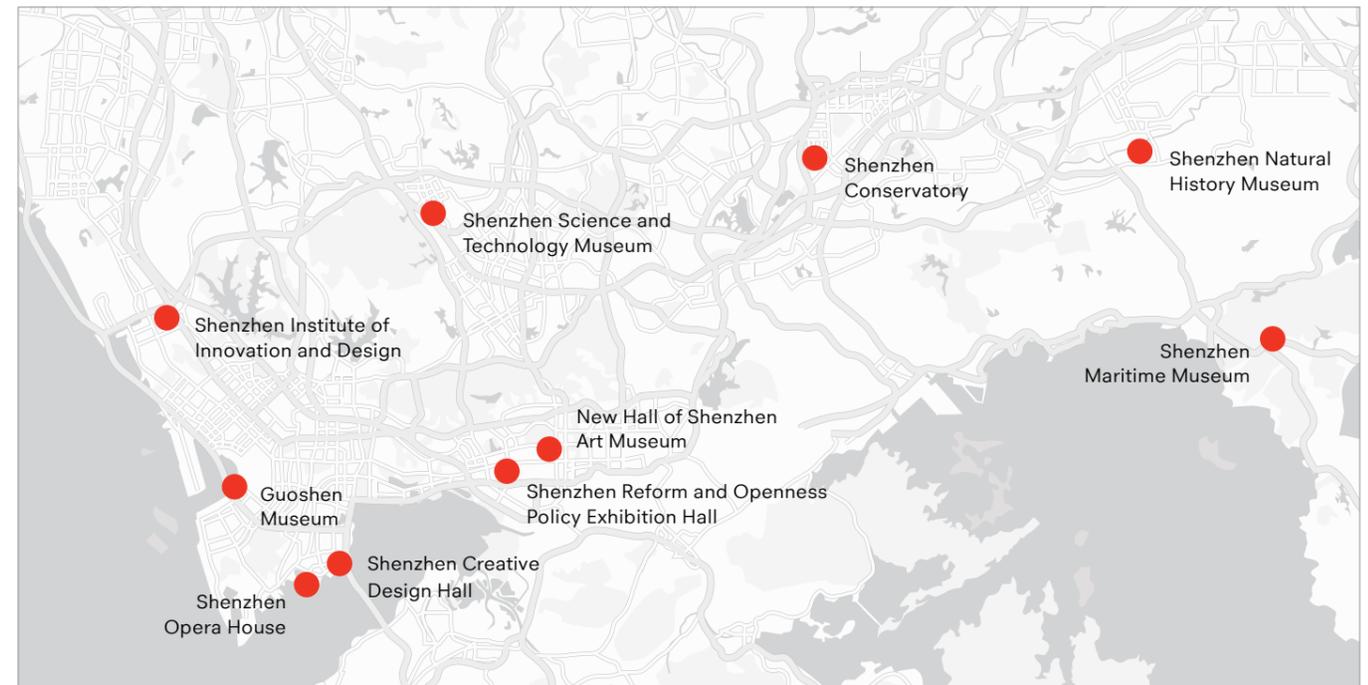


Figure 3: Locations of the ten major cultural infrastructure projects within Shenzhen

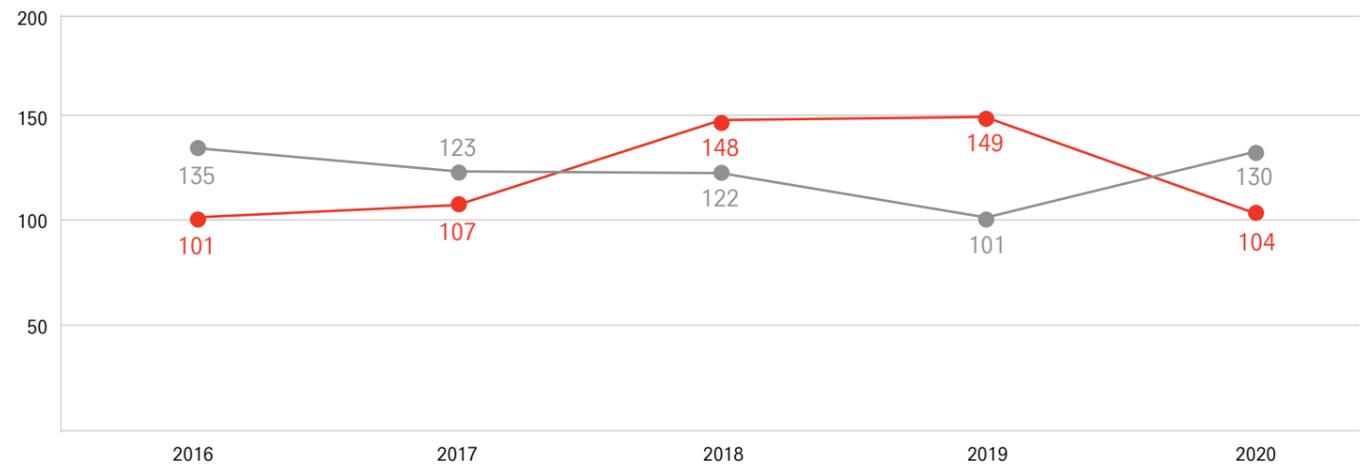


Above: Shenzhen Maritime Museum

Total Project Numbers

ANNOUNCED 2020 **130** | COMPLETED 2020 **104**

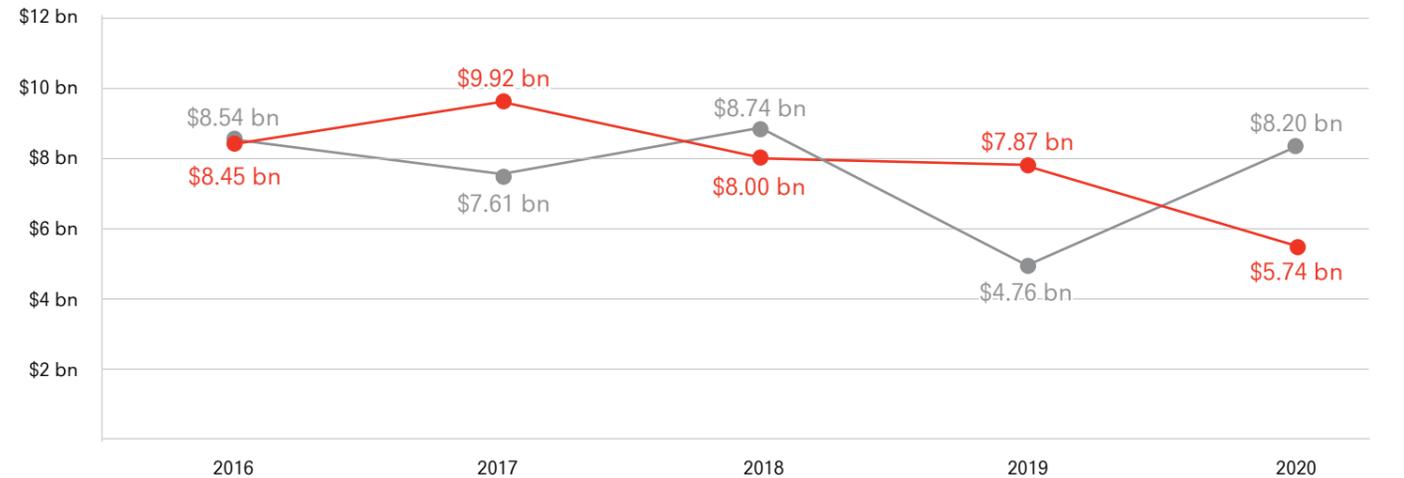
CAGR ANNOUNCED 2016-20 **-1%** | CAGR COMPLETED 2016-20 **1%**



Total Capital Investment

ANNOUNCED 2020 **\$8.196 bn** | COMPLETED 2020 **\$5.744 bn**

CAGR ANNOUNCED 2016-20 **-1%** | CAGR COMPLETED 2016-20 **-9%**



MUSEUM/
GALLERY



61
56



PERFORMING
ARTS CENTER



32
21



MULTIFUNCTION
ARTS VENUE



21
22



CULTURAL HUB/
DISTRICT



16
5

2020 MEDIAN
SQUARE METERAGE
FOR COMPLETED
PROJECTS

5,853

2020 MEDIAN COST
PER SQUARE METER
FOR COMPLETED
PROJECTS

\$5,990

MUSEUM/
GALLERY



\$4.297 bn
\$2.642 bn

PERFORMING
ARTS CENTER



\$1.736 bn
\$1.077 bn

MULTIFUNCTION
ARTS VENUE



\$1.605 bn
\$1.148 bn

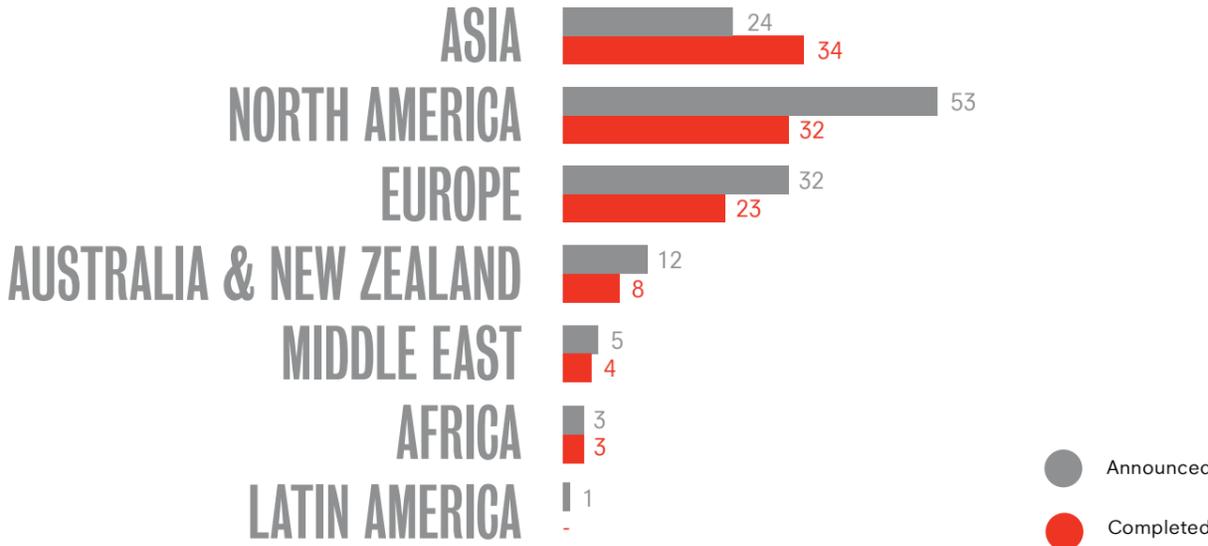
CULTURAL HUB/
DISTRICT



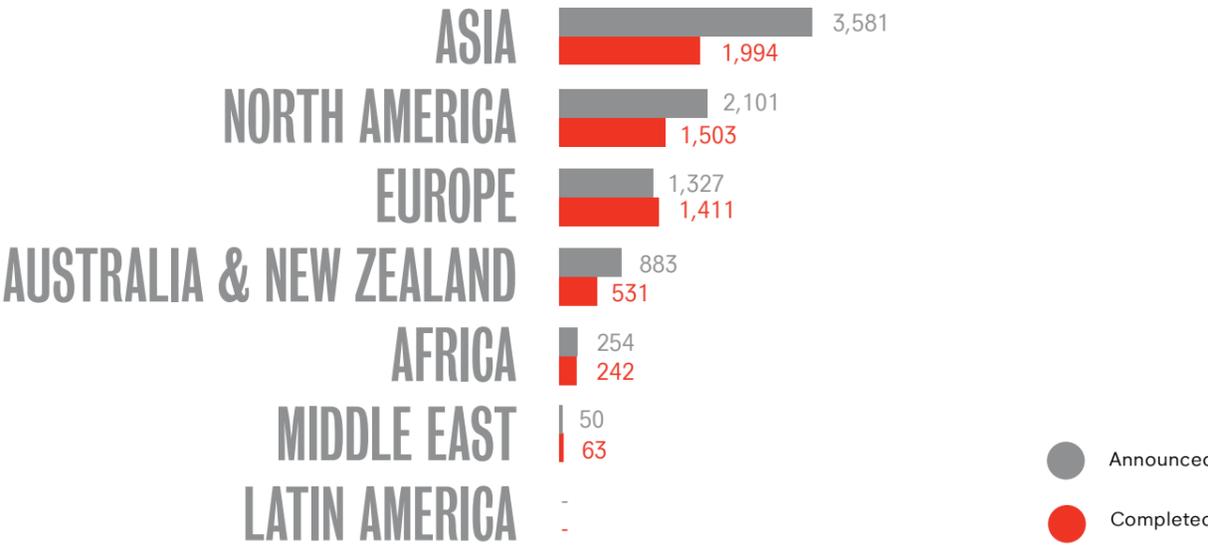
\$0.558 bn
\$0.877 bn

Regional Distribution

Number of projects announced/completed

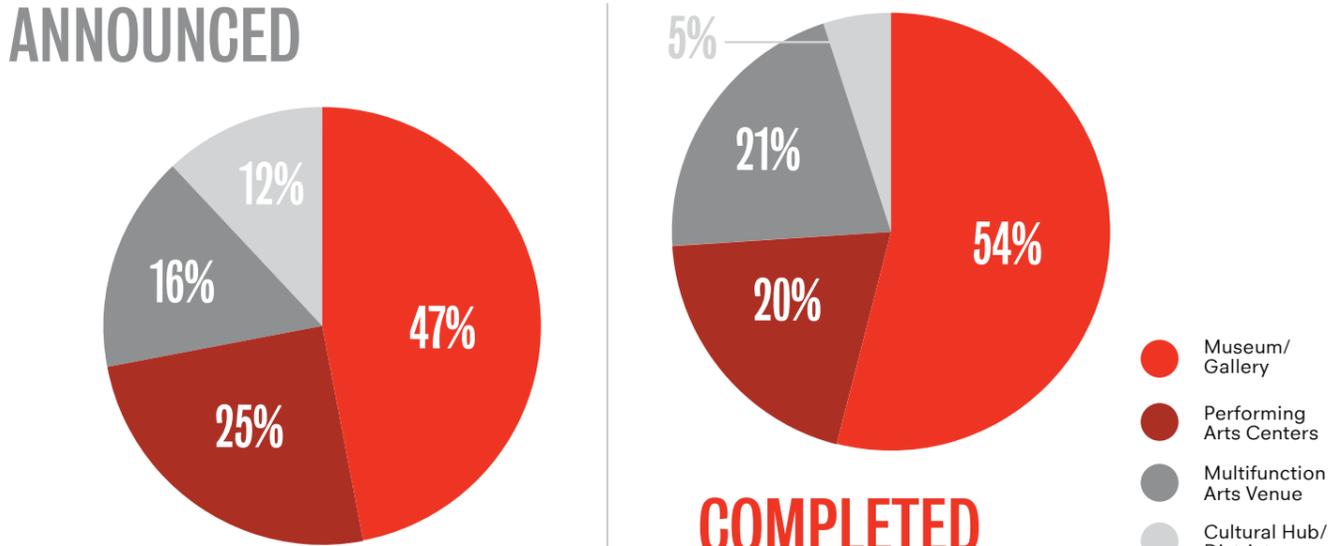


Total capital investment (US\$ in millions)

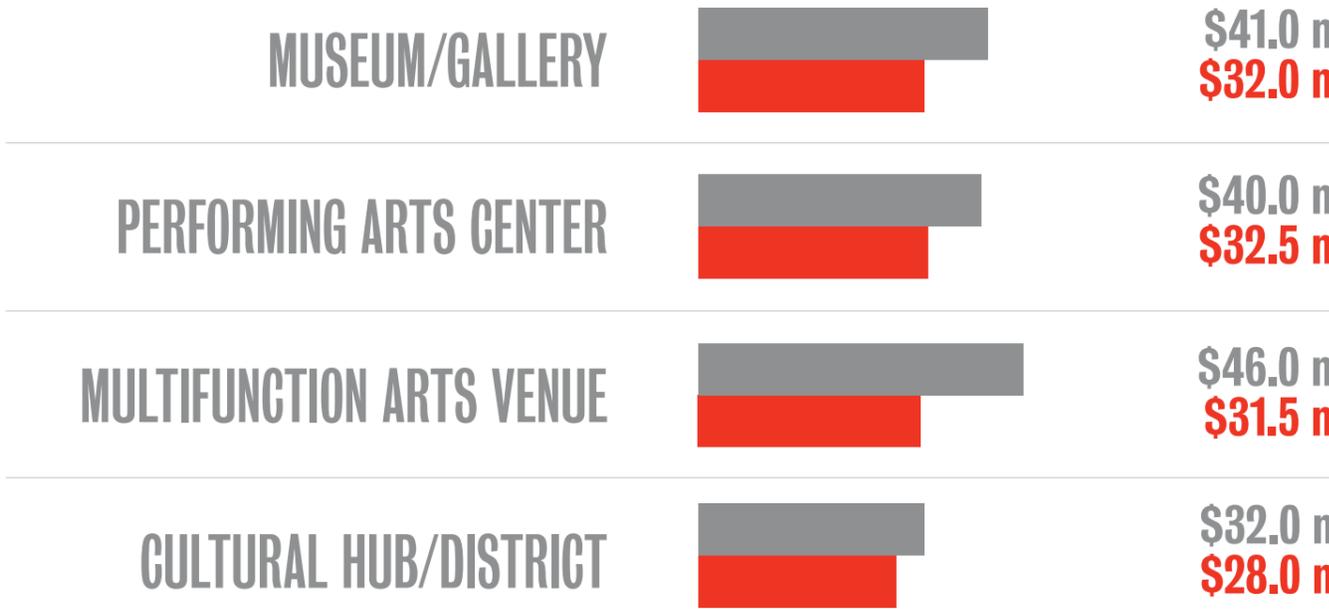


Building Type

Percentage of projects by building type



Median budget by project type



NORTH AMERICA

Museum/Gallery
20 announced, 17 completed
Performing Arts Center
19 announced, 10 completed
Multifunction Arts Venue
5 announced, 5 completed
Cultural Hub/District
8 announced

Houston, TX

Museum/Gallery
1 completed
Performing Arts Center
1 announced, 2 completed

Washington, DC

Museum/Gallery
2 announced, 2 completed

LATIN AMERICA

Museum/Gallery
1 announced

EUROPE

Museum/Gallery
15 announced, 11 completed
Performing Arts Center
7 announced, 4 completed
Multifunction Arts Venue
6 announced, 5 completed
Cultural Hub/District
4 announced, 3 completed

London

Museum/Gallery
1 announced
Multifunction Arts Venue
2 announced, 1 completed
Performing Arts Center
1 announced
Cultural Hub/District
1 completed

MIDDLE EAST

Museum/Gallery
5 announced, 3 completed
Multifunction Arts Venue
1 completed

ASIA

Museum/Gallery
13 announced, 19 completed
Performing Arts Center
7 announced, 4 completed
Multifunction Arts Venue
6 announced, 10 completed
Cultural Hub/District
1 announced, 2 completed

Shenzhen

Museum/Gallery
5 announced
Multifunction Arts Venue
3 announced
Performing Arts Center
2 announced
Cultural Hub/District
1 completed

Sydney

Museum/Gallery
2 announced, 1 completed
Multifunction Arts Venue
1 completed

AFRICA

Museum/Gallery
1 announced, 2 completed
Performing Arts Center
1 completed

AUSTRALIA & NEW ZEALAND

Museum/Gallery
6 announced, 4 completed
Performing Arts Center
1 announced, 3 completed
Multifunction Arts Venue
4 announced, 1 completed
Cultural Hub/District
1 announced

Capital Costing: the (important) difference between net and gross areas

By Breck Perkins, Directional Logic

This is the first in a series of short articles on aspects of capital projects in the cultural sector that often trip up the unwary. It addresses some of the confusions between gross (or total) space and net (or usable) space and how they are used to calculate hard costs of construction.

A core aspect of the cost planning process of cultural infrastructure projects is the “net to gross” ratio used to determine total building square footage and how that figure impacts the overall project cost that the Cultural Infrastructure Index seeks to capture. As most project budgets are calculated based on the area required for the building program, this is often the starting point for discussions about – and sometimes confusion about – cost.

The building program (in American English) or brief (British English) is the detailed description of the building’s functional requirements. It is the articulation of the “problem” to which the design provides a “solution.” It should therefore describe among other things

the functional areas needed; the required adjacencies among them; and the anticipated construction budget. Moving from a set of aspirations to a detailed program is a complex process. If the program does not appropriately capture the aspirations and budgetary framework of the project, then the design team can hardly be blamed if the project does not meet the client’s requirements.

It is important to note that the aggregate program area or net building square footage is the total *usable* area defined in the program. But ultimately the *total* square footage – which drives capital cost – includes other areas such as mechanical rooms, circulation spaces, structure elements, and the building envelope itself. These areas need to be added to the net program figure to arrive at the building’s total gross square footage. The multiple applied to the net figure to get the gross figure is referred to as the “grossing factor.” Grossing factors vary from as low as 30% to as high as – gulp – 70%.

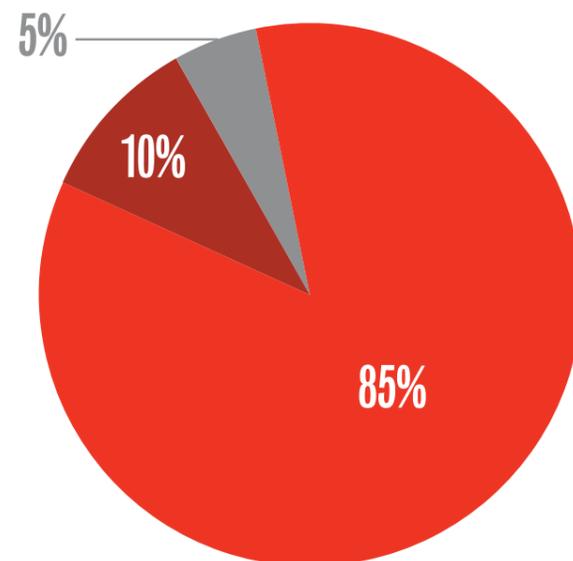
So, if, for example, the program area is 100,000 square feet and the grossing factor is 50% of the net area, the total required building square footage would be 150,000 square feet. Most cultural buildings tend to have high grossing factors, ranging between 45% to 65%, due to the nature of their content and design. High ceilings, soaring entry foyers, generous circulation spaces, etc., all add to the grossing factor. The efficiency of the grossing factor is mainly driven by the shape and size of site footprints, building geometry or size of the floor plates, system performance, and code requirements, as well as program stacking and adjacency requirements. For instance, cultural buildings tend to require unusually robust and specialized mechanical systems in order to maintain precise temperature and humidity-controlled environments. These not only present additional costs but also the need for additional area to accommodate machinery. Similarly, performance spaces require generous circulation for high occupancy, and sophisticated state of the art audio visual equipment and systems. Further still, these buildings tend to include large clear-span spaces, requiring additional heavy structure.

It is the gross area, not the net, that determines and drives the cost of the overall capital project. All aspects of the project are in turn affected by the program: the budget, the alignment of the design with institutional aspirations, and, of course, the schedule. The greatest opportunity for achieving tight alignment of expectations is during the initial phase when project aspirations and program are being established, and

when most cost drivers are still fluid. The process of aligning project aspirations and budget, which should occur early on, has the most impact on construction cost. If delayed, it gets progressively more complicated and expensive to make changes as the design process moves towards conclusion or, even worse, once construction is underway. Therefore, it is critically important that when developing the program and associated budget, appropriate grossing factors are applied. If not, the program and budget will be misaligned from the start, with consequential pressures either to reduce the program (expensive and with adverse impact on the design) or revise the budget upward, with all the drama and unpleasant fall-out that this involves.

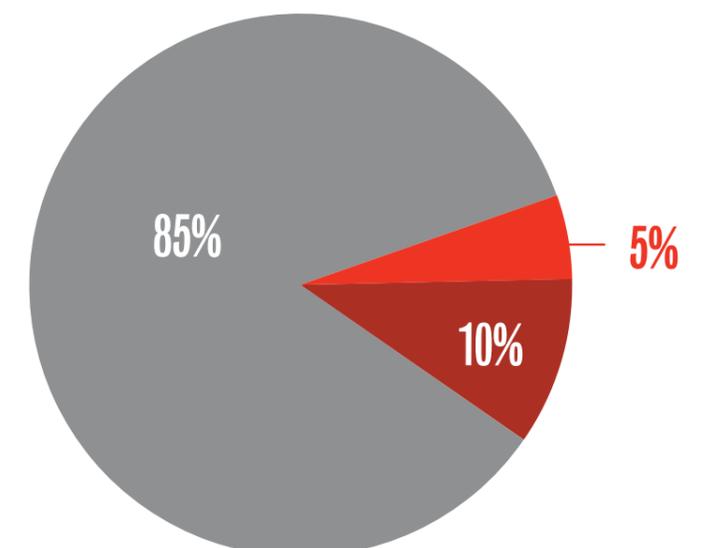
This article was written by Brett Perkins of Directional Logic, professional construction cost consultants. Directional Logic provides cost planning and management services, advising on the feasibility of projects from inception through conclusion of the construction period, and with deep experience in the arts. Additional information can be found at directionallogic.com

INFLUENCE ON CONSTRUCTION COST



- Consideration of Options, Project Vision, and Program
- Design
- Construction Procurement

ACTUAL EXPENDITURE DURING EACH STAGE



- Consideration of Options, Project Vision, and Program
- Design
- Construction Procurement

Top 10 Budgets for Announced Projects

Name	Budget	City/State	Country	Region	Building Type
Shenzhen Natural History Museum	\$496,000,000	Shenzhen	China	Asia	Museum/Gallery
National Museum of the U.S. Navy	\$450,000,000	Washington, D.C.	US	North America	Museum/Gallery
Shenzhen Reform and Openness Policy Exhibition Hall	\$437,000,000	Shenzhen	China	Asia	Multifunction Arts Venue
Shenzhen Institute of Innovation and Design	\$436,000,000	Shenzhen	China	Asia	Multifunction Arts Venue
Shenzhen Science and Technology Museum	\$329,000,000	Shenzhen	China	Asia	Museum/Gallery
Henan Museum of Science and Technology	\$318,000,000	Zhengzhou	China	Asia	Museum/Gallery
World Centre for Indigenous Culture	\$306,000,000	Perth	Australia	Australia/New Zealand	Multifunction Arts Venue
Vltava Philharmonic Concert Hall	\$290,000,000	Prague	Czech Republic	Europe	Performing Arts Center
Shenzhen Conservatory of Music	\$273,000,000	Shenzhen	China	Asia	Performing Arts Center
Shenzhen Mangrove Wetland Museum	\$273,000,000	Shenzhen	China	Asia	Museum/Gallery

Top 10 Budgets for Completed Projects

Name	Budget	City/State	Country	Region	Building Type
Humboldt Forum	\$825,000,000	Berlin	Germany	Europe	Cultural Hub/District
Suzhou Bay Cultural Center	\$422,000,000	Suzhou	China	Asia	Multifunction Arts Venue
Museum of Fine Arts Houston	\$385,000,000	Houston, TX	US	North America	Museum/Gallery
Urumqi Cultural Center	\$312,000,000	Urumqi	China	Asia	Multifunction Arts Venue
Western Australian Museum	\$303,000,000	Perth	Australia	Australia/New Zealand	Museum/Gallery
Tianjin Juilliard School	\$225,000,000	Tianjin	China	Asia	Performing Arts Center
National Museum of the United States Army	\$200,000,000	Fort Belvoir, VA	US	North America	Museum/Gallery
He Art Museum	\$187,000,000	Shunde	China	Asia	Museum/Gallery
Upopoy National Ainu Museum	\$182,000,000	Shiraoi	Japan	Asia	Museum/Gallery
Hubei Provincial Museum	\$162,000,000	Wuhan	China	Asia	Museum/Gallery

All Projects Tracked: Announced

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
Arts and Heritage Hub	Ladysmith	Canada	North America	New	Cultural Hub/District		NA	\$21,000,000	Public
Arts Centre and Library	Whitecourt	Canada	North America	New	Multifunction Arts Venue		NA	\$33,000,000	Public
Arts Centre and Maritime Museum	Langford	Canada	North America	New	Multifunction Arts Venue		7,432	\$72,000,000	Not-for-profit
Australian National Surfing Museum and Cultural Centre	Torquay	Australia	Australia/New Zealand	New	Multifunction Arts Venue		NA	\$21,000,000	Public
Babyn Yar Holocaust Memorial Center	Kyiv	Ukraine	Europe	New	Museum/Gallery	Querkraft Architekten	NA	\$100,000,000	Not-for-profit
Barbican Centre	London	UK	Europe	Renovation	Performing Arts Center		NA	\$14,000,000	Not-for-profit
Beit HaKehillot Jewish Heritage Museum	Jerusalem	Israel	Middle East	New	Museum/Gallery	Berenbaum Jacobs Associates	NA	\$50,000,000	Not-for-profit
Belvedere Museum Salzburg	Salzburg	Austria	Europe	New	Museum/Gallery		NA	\$36,000,000	Public
Benaki Museum	Melbourne	Australia	Australia/New Zealand	New	Museum/Gallery	Bates Smart	NA	\$230,000,000	Public
Bolton Music & Performing Arts Centre	Bolton	UK	Europe	New	Performing Arts Center		NA	N/A	Public
Borough Hall Cultural Centre	Hartlepool	UK	Europe	New	Performing Arts Center		NA	N/A	Public
Brigham Young University Music Building and Concert Hall	Provo, UT	US	North America	New	Performing Arts Center	HKS Architects	15,793	N/A	Not-for-profit
Calder Philadelphia	Philadelphia, PA	US	North America	New	Museum/Gallery	Herzog & de Meuron	NA	\$50,000,000	Not-for-profit
California State University San Bernardino Performing Arts Village	San Bernardino, CA	US	North America	New	Performing Arts Center	HGA Architects and Engineers	6,951	\$111,000,000	Public
Canterbury Museum	Christchurch	New Zealand	Australia/New Zealand	Renovation	Museum/Gallery		NA	\$140,000,000	Not-for-profit
Capital Jewish Museum	Washington, D.C.	US	North America	New	Museum/Gallery	SmithGroup	2,323	\$40,000,000	Not-for-profit
Cité du Théâtre	Paris	France	Europe	New	Performing Arts Center	Nieto Sobejano Arquitectos & Marin + Trottin Architectes	22,000	\$182,000,000	Public
Cité du Vin	Beijing	China	Asia	New	Multifunction Arts Venue	Architecture-Studio	18,000	\$73,000,000	Public/Private
Civic and Cultural Arts Precinct	Bundaberg	Australia	Australia/New Zealand	New	Cultural Hub/District		NA	\$42,000,000	Public
Colby College Gordon Center for Creative and Performing Arts	Waterville, ME	US	North America	New	Performing Arts Center	William Rawn Associates Architect	6,875	\$80,000,000	Not-for-profit
Comic-Con Museum	San Diego, CA	US	North America	New	Museum/Gallery	KCM Group	6,317	\$34,000,000	Not-for-profit
Creative Discovery Museum	Chattanooga, TN	US	North America	Renovation	Museum/Gallery		3,995	\$10,000,000	Not-for-profit
Creative Hub Community Arts Center	Worcester, MA	US	North America	New	Cultural Hub/District		2,787	\$15,000,000	Not-for-profit
Cuiwan Culture and Art Center	Zhongshan	China	Asia	New	Multifunction Arts Venue		67,190	\$94,000,000	Public
Cultural Hall	Banja Luka	Bosnia and Herzegovina	Europe	New	Multifunction Arts Venue	Milos Jovic, Nenad Stijovic, Nikola Gjorgjievski, & Stefan Ilic	NA	N/A	Public
Culturespaces Hall des Lumieres	New York, NY	US	North America	New	Museum/Gallery	Woods Bagot & Higgins Quasebarth & Partners	2,601	N/A	Commercial
Docking the Amsterdam	Amsterdam	Netherlands	Europe	New	Museum/Gallery	ZJA	NA	N/A	Not-for-profit
Drake's Island Museum and Heritage Centre	Plymouth	UK	Europe	New	Museum/Gallery		NA	N/A	Not-for-profit
Edo Museum of West African Art	Benin City	Nigeria	Africa	New	Museum/Gallery	Adjaye Associates	930	N/A	Not-for-profit
Elgin Cultural Quarter	Elgin	UK	Europe	New	Cultural Hub/District		NA	\$44,000,000	Public
Emery Theatre	Cincinnati, OH	US	North America	Renovation	Performing Arts Center		NA	\$30,000,000	Private
Event Central Cultural Hub	Sheffield	UK	Europe	New	Cultural Hub/District		NA	\$29,000,000	Public
Fantasy Playhouse	Huntsville, AL	US	North America	New	Performing Arts Center		3,317	\$12,000,000	Not-for-profit
Florida International University CasaCuba	Miami, FL	US	North America	New	Multifunction Arts Venue	Rene Gonzalez Architects	4,645	\$26,000,000	Public
Fotografiska Berlin	Berlin	Germany	Europe	New	Museum/Gallery	Herzog & de Meuron	5,481	N/A	Commercial
Fram Museum	Oslo	Norway	Europe	Expansion	Museum/Gallery	Reiulf Ramstad Arkitekter	2,600	N/A	Not-for-profit
Georgetown Steam Plant Arts and Science Hub	Seattle, WA	US	North America	New	Cultural Hub/District		1,850	\$10,000,000	Not-for-profit
Georgia Military College Fine Arts Center Theater	Milledgeville, GA	US	North America	New	Performing Arts Center		2,787	\$11,000,000	Public
Glenbow Museum	Calgary	Canada	North America	Renovation	Museum/Gallery	Robert Claiborne	28,992	\$95,000,000	Not-for-profit
Grammy Museum	Atlanta, GA	US	North America	New	Museum/Gallery		NA	N/A	Not-for-profit
Guangzhou Show Theatre	Guangzhou	China	Asia	New	Performing Arts Center	Steven Chilton Architects	25,000	N/A	Commercial

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
Henan Museum of Science and Technology	Zhengzhou	China	Asia	New	Museum/Gallery	China Construction Third Engineering Bureau	130,400	\$318,000,000	Public
History and Heritage Museum	Lucknow	India	Asia	New	Museum/Gallery		4,645	N/A	Public
Hospitalfield House Arts Centre	Arbroath	UK	Europe	Renovation	Multifunction Arts Venue	Caruso St John Architects	NA	\$16,000,000	Not-for-profit
Hudson River Museum	Yonkers, NY	US	North America	Expansion	Museum/Gallery	Archimuse	1,115	\$13,000,000	Not-for-profit
Humber Cultural Hub	Toronto	Canada	North America	New	Cultural Hub/District	Diamond Schmitt Architects	33,445	N/A	Public
Iliara Alpi Italian-African Museum	Rome	Italy	Europe	Renovation	Museum/Gallery	DTAH	NA	\$12,000,000	
Imagine Children's Museum	Everett, WA	US	North America	Expansion	Museum/Gallery		4,366	\$25,000,000	Not-for-profit
Indo-Islamic Cultural Centre	Ayodhya	India	Asia	New	Multifunction Arts Venue		NA	N/A	Not-for-profit
Istropolis Cultural Centre	Bratislava	Slovakia	Europe	New	Multifunction Arts Venue	KCAP & Cityförster	NA	N/A	Public
Jewish Arts Quarter	Melbourne	Australia	Australia/New Zealand	New	Multifunction Arts Venue	Mclldowie Partners	NA	N/A	Public
Jewish Holocaust Centre at Jewish Arts Quarter	Melbourne	Australia	Australia/New Zealand	New	Museum/Gallery	Kerstin Thompson Architects	NA	\$20,000,000	Not-for-profit
Kemerovo Museum and Theater Complex	Kemerovo	Russia	Europe	New	Cultural Hub/District	Coop Himmelb(l) au	20,982	N/A	
Kiewit Luminarium	Omaha, NE	US	North America	New	Museum/Gallery	HDR	7,618	\$101,000,000	Not-for-profit
Korean Museum of Urbanism and Architecture	Sejong-si	South Korea	Asia	New	Museum/Gallery	AZPML & UKST	17,050	\$42,000,000	Public
Larrakia Cultural Centre	Darwin	Australia	Australia/New Zealand	New	Multifunction Arts Venue	Rossi Architects & Susan Dugdale and Associates	NA	\$46,000,000	
Lethbridge Indigenous Cultural Centre	Lethbridge	Canada	North America	New	Multifunction Arts Venue		NA	N/A	Public
Loew's Theatre	Jersey City, NJ	US	North America	Renovation	Performing Arts Center		NA	\$72,000,000	Public/Private
Lone Star College University Park Performing Arts Center	Houston, TX	US	North America	New	Performing Arts Center		2,787	\$22,000,000	Public
Macau Opera House	Macau	China	Asia	New	Performing Arts Center		NA	N/A	
Magra El-Oyoun Fence Cultural and Tourism Hub	Cairo	Egypt	Africa	New	Cultural Hub/District		NA	\$254,000,000	Public
Maritime Center Rotterdam	Rotterdam	Netherlands	Europe	New	Museum/Gallery	Mecanoo	15,000	N/A	Private
Milwaukee Repertory Theater	Milwaukee, WI	US	North America	Expansion	Performing Arts Center		2,787	N/A	Not-for-profit
Milwaukee Youth Arts Center	Milwaukee, WI	US	North America	Expansion	Multifunction Arts Venue	Ramlow/Stein Architecture + Interiors	3,902	\$13,000,000	Not-for-profit
Minnesota Military Museum	Little Falls, MN	US	North America	New	Museum/Gallery		3,716	\$16,000,000	Not-for-profit
Morris Performing Arts Center	South Bend, IN	US	North America	Renovation	Performing Arts Center		NA	\$20,000,000	Public
Musee D'Orsay	Paris	France	Europe	Expansion	Museum/Gallery	Agathe Boucleinville	1,858	\$24,000,000	Public
Museum Friedland Documentation Center	Friedland	Germany	Europe	New	Museum/Gallery	Dichter Architekturgesellschaft	NA	\$16,000,000	Public
Museum of Applied Arts and Sciences Museums Discovery Centre	Sydney	Australia	Australia/New Zealand	Expansion	Museum/Gallery	Lahznimmo Architects	NA	\$23,000,000	Public
Museum of Decorative Arts	Sydney	Australia	Australia/New Zealand	New	Museum/Gallery		NA	N/A	Public
Museum of Latin American Art	Long Beach, CA	US	North America	New	Museum/Gallery	TEN Arquitectos	NA	N/A	Not-for-profit
MUSEum+	Ostrava	Czech Republic	Europe	New	Museum/Gallery		NA	\$119,000,000	Public
Music and Arts Hub	Bulawayo	Zimbabwe	Africa	New	Cultural Hub/District		NA	N/A	Commercial
National Log Driving Museum and Competence Centre for Wetlands	Strommen	Norway	Europe	New	Museum/Gallery	Karres en Brands	7,000	N/A	Not-for-profit
National Museum of the U.S. Navy	Washington, D.C.	US	North America	New	Museum/Gallery		NA	\$450,000,000	Public
Natural History Museum	Jebel Akhdar	Oman	Middle East	New	Museum/Gallery		NA	N/A	Public
Natural History Museum London Harwell Science and Innovation Campus	Harwell	UK	Europe	New	Museum/Gallery		NA	\$254,000,000	Public
New Hope Artist Colony	New Hope, PA	US	North America	Renovation	Cultural Hub/District		NA	\$35,000,000	Not-for-profit
New Museum of Santiago de Chile	Santiago	Chile	Latin America	New	Museum/Gallery	Cristian Fernandez Arquitectos & VadesHagemann Arquitectos	7,510	N/A	Not-for-profit
Niagara Falls Cultural Hub	Niagara Falls	Canada	North America	New	Cultural Hub/District		1,951	\$13,000,000	Public
Oxford University Schwarzman Centre	Oxford	UK	Europe	New	Performing Arts Center	Hopkins Architects	NA	N/A	Public
Parker Playhouse	Ft. Lauderdale, FL	US	North America	Renovation	Performing Arts Center	Wilson Butler Architects	NA	\$30,000,000	Not-for-profit
Performing Arts Center	Kenosha, WI	US	North America	New	Performing Arts Center		NA	\$40,000,000	Public
Prophet Muhammad SAW Museum and Islamic Civilization	Jakarta	Indonesia	Asia	New	Museum/Gallery		NA	N/A	Not-for-profit
Queens University Agnes Etherington Arts Centre	Kingston	Canada	North America	Expansion	Museum/Gallery		NA	\$45,000,000	Public
Quentin Blake Centre for Illustration	London	UK	Europe	New	Museum/Gallery	Tim Ronalds Architects	1,100	\$11,000,000	Not-for-profit

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
Red Sea Museum	Jeddah	Saudi Arabia	Middle East	New	Museum/Gallery		NA	N/A	Public
Riga Acoustic Concert Hall	Riga	Latvia	Europe	New	Performing Arts Center		NA	\$106,000,000	Public
Rochester Institute of Technology Orchestra Hall	Rochester, NY	US	North America	New	Performing Arts Center	Michael Malzan Architecture & SWBR	NA	N/A	Not-for-profit
Rochester Institute of Technology Theatre	Rochester, NY	US	North America	New	Performing Arts Center	Michael Malzan Architecture & SWBR	3,716	\$40,000,000	Not-for-profit
Royal BC Museum Archives Building	Colwood	Canada	North America	New	Museum/Gallery		4,267	\$12,000,000	Public
San Diego State University Performing Arts District	San Diego, CA	US	North America	New	Cultural Hub/District	HGA Architects and Engineers	NA	\$37,000,000	Public
Sanxingdui Museum	Guanghan	China	Asia	Expansion	Museum/Gallery		30,000	\$166,000,000	Public
Sara Hildén Art Museum	Tampere	Finland	Europe	New	Museum/Gallery		4,000	N/A	Not-for-profit
Seo-Seoul Museum of Art	Seoul	South Korea	Asia	New	Museum/Gallery	THE_SYSTEM LAB	7,000	\$23,000,000	Public
Shaker Museum	Chatham, NY	US	North America	New	Museum/Gallery	Seldorf Architects	2,787	\$15,000,000	Not-for-profit
Shakespeare Festival Theatre	Stratford, CT	US	North America	New	Performing Arts Center		NA	\$77,000,000	
Shenzhen Conservatory of Music	Shenzhen	China	Asia	New	Performing Arts Center	Miralles Tagliabue EMBT + Hyp-Arch Design	129,700	\$273,000,000	Public
Shenzhen Creative Design Hall	Shenzhen	China	Asia	New	Multifunction Arts Venue	East China Architectural Design and Research Institute and MAD	52,000	N/A	Public
Shenzhen Finance Culture Center	Shenzhen	China	Asia	New	Museum/Gallery	Swooding Architects & CSECC	48,000	\$234,000,000	Public
Shenzhen Institute of Innovation and Design	Shenzhen	China	Asia	New	Multifunction Arts Venue	Dominique Perrault Architecture + Zhuo Design	320,000	\$436,000,000	Public
Shenzhen Mangrove Wetland Museum	Shenzhen	China	Asia	New	Museum/Gallery	Trace Architecture Office & AECOM	30,000	\$273,000,000	Public
Shenzhen Maritime Museum	Shenzhen	China	Asia	New	Museum/Gallery	SANAA	120,000	N/A	Public
Shenzhen Natural History Museum	Shenzhen	China	Asia	New	Museum/Gallery	B+H Architects & 3XN & Zhuo Design	42,000	\$496,000,000	Public
Shenzhen Opera House	Shenzhen	China	Asia	New	Performing Arts Center	Jean Nouvel	220,000	N/A	Public
Shenzhen Reform and Openness Policy Exhibition Hall	Shenzhen	China	Asia	New	Multifunction Arts Venue	Sou Fujimoto Architects + Donghua Chen Studio	90,000	\$437,000,000	Public
Shenzhen Science and Technology Museum	Shenzhen	China	Asia	New	Museum/Gallery	Zaha Hadid Architects	130,000	\$329,000,000	Public
Smithfield Market Cultural Centre	London	UK	Europe	New	Multifunction Arts Venue	Studio Egret West	NA	N/A	Public
Somewhere Appalachia Arts Hub	Straight Creek, KY	US	North America	New	Cultural Hub/District		NA	N/A	Not-for-profit
St. Lawrence Centre for the Arts	Toronto	Canada	North America	New	Performing Arts Center		NA	\$165,000,000	Public
State Square Art Gallery	Darwin	Australia	Australia/New Zealand	New	Museum/Gallery	Ashford Group	NA	\$38,000,000	Public
State Theatre New Jersey	New Brunswick, NJ	US	North America	Renovation	Performing Arts Center	DLR Group	NA	\$27,000,000	Not-for-profit
Steinkjer Cultural Centre	Steinkjer	Norway	Europe	New	Multifunction Arts Venue		9,000	\$32,000,000	Public
Taft Museum	Cincinnati, OH	US	North America	Renovation	Museum/Gallery		NA	\$11,000,000	Not-for-profit
teamLab Borderless Jeddah	Jeddah	Saudi Arabia	Middle East	New	Museum/Gallery		NA	N/A	Commercial
teamLab Borderless Riyadh	Riyadh	Saudi Arabia	Middle East	New	Museum/Gallery		NA	N/A	Commercial
Teatre Principal Cultural Hub	Barcelona	Spain	Europe	Renovation	Cultural Hub/District		NA	\$42,000,000	Public
The Collective Blackhorse Lane	London	UK	Europe	New	Multifunction Arts Venue	ACME	13,006	N/A	Commercial
The Stages at Northstar	Truckee, CA	US	North America	New	Performing Arts Center	Williams + Paddon Architects + Planners	5,574	\$60,000,000	Not-for-profit
Theatre Royal	Timaru	New Zealand	Australia/New Zealand	Expansion	Performing Arts Center	Architectus & Dave Pearson Architects	NA	\$17,000,000	Public
Tivoli Theatre	Chattanooga, TN	US	North America	Expansion	Performing Arts Center	Franklin Architects	5,203	\$42,000,000	Not-for-profit
Toy Museum	Gandhinagar	India	Asia	New	Museum/Gallery		NA	\$205,000,000	Public
University of British Columbia Museum of Anthropology Great Hall	Vancouver	Canada	North America	New	Museum/Gallery	Nick Milkovich Architects	NA	\$25,000,000	Public
University of Northern Iowa Gallagher Blueodorn Performing Arts Center	Cedar Falls, IA	US	North America	Expansion	Performing Arts Center	Malcolm Holzman	1,394	\$15,000,000	Public
Virginia Museum of History & Culture	Richmond, VA	US	North America	Renovation	Museum/Gallery	Glavé & Holmes Cultural Studio	23,226	\$30,000,000	Not-for-profit
Vitava Philharmonic Concert Hall	Prague	Czech Republic	Europe	New	Performing Arts Center		30,500	\$290,000,000	Public
Wolfsonian-FIU Museum	Miami Beach, FL	US	North America	Expansion	Museum/Gallery	Zyscovich Architects	25,000	N/A	Public
World Centre for Indigenous Culture	Perth	Australia	Australia/New Zealand	New	Multifunction Arts Venue		NA	\$306,000,000	Public
Yin Ruins Museum	Anyang	China	Asia	New	Museum/Gallery		51,000	\$166,000,000	Public
Zhongge	Qingdao	China	Asia	New	Cultural Hub/District		NA	\$16,000,000	Public/Private

All Projects Tracked: Completed

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
Al Jouf Regional Museum	Dumat Al-Jandal	Saudi Arabia	Middle East	New	Museum/Gallery	Tarik Alireza Consulting Engineers	12,000	\$16,000,000	Public
Albertina Modern	Vienna	Austria	Europe	New	Museum/Gallery		2,508	\$61,000,000	Public
Angelo State University Museum	San Angelo, TX	US	North America	New	Museum/Gallery	Kinney Franke Architects	2,875	\$18,000,000	Public
Art Museums of Colonial Williamsburg	Williamsburg, VA	US	North America	Expansion	Museum/Gallery	Samuel Anderson Architects	6,039	\$42,000,000	Not-for-profit
Auckland War Memorial Museum	Auckland	New Zealand	Australia/New Zealand	Renovation	Museum/Gallery	Jasmx, Design Tribe, Salmond Reed Architects + FJMT	NA	\$27,000,000	Public
Bao'an Cultural Complex	Shenzhen	China	Asia	New	Cultural Hub/District	Rocco Design Architects	110,000	N/A	Public
Baxter Perkinson Center for the Arts and Education	Chester, VA	US	North America	New	Multifunction Arts Venue	DLR Group	2,183	\$17,000,000	Not-for-profit
Belconnen Arts Centre	Canberra	Australia	Australia/New Zealand	Expansion	Performing Arts Center	Cox Architecture	NA	\$11,000,000	Public
Bolnisi Museum	Bolnisi	Georgia	Europe	New	Museum/Gallery	architects.ge	NA	N/A	Public
Capital Repertory Theater	Albany, NY	US	North America	Renovation	Performing Arts Center		2,601	\$14,000,000	Not-for-profit
Carmen Würth Forum	Künzelsau	Germany	Europe	Expansion	Multifunction Arts Venue	David Chipperfield Architects	5,500	\$47,000,000	Private
Center of Creative Arts	St. Louis, MO	US	North America	Expansion	Multifunction Arts Venue	Christner + Axi:Ome	4,831	\$36,000,000	Not-for-profit
Changzhou Culture Plaza	Changzhou	China	Asia	New	Multifunction Arts Venue	gmp	365,000	N/A	Public
Cheng Shifa Art Museum	Shanghai	China	Asia	New	Museum/Gallery	Tongji Architectural Design Group	11,500	N/A	Public
Chiayi Art Museum	Chiayi	Taiwan	Asia	New	Museum/Gallery	StudioBase Architects & M.H. Wang Architects and Associates	4,211	N/A	Public
Collection Centre Netherlands	Amersfoort	Netherlands	Europe	New	Museum/Gallery	cepezed	31,500	\$36,000,000	Public
Coppell Arts Center	Coppell, TX	US	North America	New	Performing Arts Center	Corgan	2,996	\$18,000,000	Not-for-profit
Cromwell Place Art Hub	London	UK	Europe	New	Cultural Hub/District	Buckley Gray Yeoman	3,252	\$28,000,000	Commercial
Crystal Bridges Museum of American Art The Momentary	Bentonville, AR	US	North America	New	Museum/Gallery	Wheeler Kearns Architects	5,853	N/A	Not-for-profit
Culturespaces Les Bassins de Lumières Digital Arts Centre	Bordeaux	France	Europe	New	Multifunction Arts Venue		3,000	N/A	Private
Czech State Opera	Prague	Czech Republic	Europe	Renovation	Performing Arts Center		NA	\$57,000,000	Public
Danum Gallery, Library and Museum	Doncaster	UK	Europe	New	Multifunction Arts Venue	Willmott Dixon	4,580	\$20,000,000	Public
Elephant Museum	Surin Province	Thailand	Asia	New	Museum/Gallery	Bangkok Project Studio	5,400	N/A	Public
Gemäldegalerie Alte Meister	Dresden	Germany	Europe	Renovation	Museum/Gallery		NA	\$61,000,000	Public
Grand Theatre of Rabat	Rabat	Morocco	Africa	New	Performing Arts Center	Zaha Hadid Architects	47,000	\$153,000,000	Public
Hail Regional Museum	Hail	Saudi Arabia	Middle East	New	Museum/Gallery		11,000	\$18,000,000	Public
He Art Museum	Shunde	China	Asia	New	Museum/Gallery	Tadao Ando	16,000	\$187,000,000	Private
Hechal Hatarbut Arts Center	Jerusalem	Israel	Middle East	New	Multifunction Arts Venue		NA	\$12,000,000	Public
Henan Museum	Zhengzhou	China	Asia	Renovation	Museum/Gallery		5,300	N/A	Public
Her Majesty's Theatre	Adelaide	Australia	Australia/New Zealand	Renovation	Performing Arts Center	Cox Architecture	NA	\$50,000,000	Not-for-profit
HeyTown Art Center	Beijing	China	Asia	New	Multifunction Arts Venue	META - Project	3,300	N/A	Commercial
Hirosaki Museum of Contemporary Art	Hirosaki	Japan	Asia	New	Museum/Gallery	Atelier Tsuyoshi Tane Architects	3,576	N/A	Public
Hoff Family Arts and Culture Center	Council Bluffs, IA	US	North America	New	Multifunction Arts Venue	Alley Poyner Macchietto Architecture	8,826	\$27,000,000	Not-for-profit
Holland Dafang Creative Village	Dafang	China	Asia	New	Multifunction Arts Venue	NEXT architects	48,000	N/A	Public
Hotan Museum	Xinjiang	China	Asia	Renovation	Museum/Gallery		13,493	N/A	
Hubei Provincial Museum	Wuhan	China	Asia	Expansion	Museum/Gallery		18,000	\$162,000,000	Public
Humboldt Forum	Berlin	Germany	Europe	New	Cultural Hub/District	Franco Stella	40,000	\$825,000,000	Public
Hurghada Museum	Hurghada	Egypt	Africa	New	Museum/Gallery		10,000	\$13,000,000	Public/Private
International Center for Photography	New York, NY	US	North America	New	Museum/Gallery	SHoP Architects & Gensler	3,716	\$29,000,000	Not-for-profit
Jewish Museum Frankfurt	Frankfurt	Germany	Europe	Expansion	Museum/Gallery	Staab Architekten	NA	\$61,000,000	Public
Jiashan Museum and Library	Jiaxing	China	Asia	New	Multifunction Arts Venue	UAD	47,800	\$62,000,000	Public
Jingdezhen Imperial Kiln Museum	Jingdezhen	China	Asia	New	Museum/Gallery	Studio Zhu-Pei	10,370	\$138,000,000	Public
Junshan Cultural Center	Beijing	China	Asia	New	Multifunction Arts Venue	Neri&Hu	4,000	N/A	Commercial
Kadokawa Culture Museum	Tokorozawa	Japan	Asia	New	Museum/Gallery	Kengo Kuma and Associates	40,000	\$34,000,000	Public/Private

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
Kyoto City KYOCERA Museum of Art	Kyoto	Japan	Asia	Renovation	Museum/Gallery	Jun Aoki & Associates & Tezō Nishizawa Architects	NA	\$91,000,000	Public
Loop of Wisdom Technology Museum and Reception Center	Chengdu	China	Asia	New	Multifunction Arts Venue	Powerhouse Company	5,000	N/A	Commercial
Lost Sheteti Museum	Seduva	Lithuania	Europe	New	Museum/Gallery	Lahdelma & Mahlamäki Architects	3,000	\$18,000,000	Not-for-profit
MassArt Art Museum	Boston, MA	US	North America	Renovation	Museum/Gallery	designLAB architects	1,394	\$13,000,000	Not-for-profit
MAXXI L'Aquila	L'Aquila	Italy	Europe	New	Museum/Gallery	Fondazione MAXXI	NA	N/A	Public
Milliken University Center for Theatre and Dance	Decatur, IL	US	North America	New	Performing Arts Center	BLDD Architects	5,760	\$29,000,000	Not-for-profit
MOAE- Huamao Museum of Art Education	Ningbo	China	Asia	New	Museum/Gallery	Álvaro Siza + Carlos Castanheira	5,300	N/A	Private
Montreal Biodome	Montreal	Canada	North America	Renovation	Museum/Gallery		NA	\$30,300,000	Public
Museum of Fine Arts Houston	Houston, TX	US	North America	Expansion	Museum/Gallery	Steven Holl Architects & Lake/Flato Architects	60,387	\$385,000,000	Not-for-profit
Museum of the History of Photography in Krakow	Krakow	Poland	Europe	New	Museum/Gallery		NA	\$12,000,000	Public
Museum of Underwater Art	Townsville	Australia	Australia/New Zealand	New	Museum/Gallery		NA	N/A	Not-for-profit
Museum Piguet	Le Brassus	Switzerland	Europe	New	Museum/Gallery	Bjarke Ingels Group	2,373	N/A	Private
Naismith Memorial Basketball Hall of Fame	Springfield, MA	US	North America	Renovation	Museum/Gallery	CambridgeSeven	NA	\$22,000,000	Not-for-profit
National Children's Museum	Washington, D.C.	US	North America	New	Museum/Gallery		3,066	\$16,000,000	Public
National Cowboy and Western Heritage Museum	Oklahoma City, OK	US	North America	Expansion	Museum/Gallery	Benham	6,968	\$15,000,000	Not-for-profit
National Museum of Contemporary Art	Athens	Greece	Europe	New	Museum/Gallery		NA	\$47,000,000	Public
National Museum of Military Vehicles	Dubois, WY	US	North America	New	Museum/Gallery		13,006	\$100,000,000	Not-for-profit
National Museum of Racing and Hall of Fame	Saratoga Springs, NY	US	North America	Expansion	Museum/Gallery	Butler Rowland Mays Architects	NA	\$20,000,000	Not-for-profit
National Museum of the United States Army	Fort Belvoir, VA	US	North America	New	Museum/Gallery	Skidmore, Owings & Merrill (SOM)	17,187	\$200,000,000	Public
Octagon Theatre	Bolton	UK	Europe	New	Performing Arts Center	Willmott Dixon	NA	\$17,000,000	Not-for-profit
Oklahoma Contemporary Arts Center	Oklahoma City, OK	US	North America	New	Museum/Gallery	Rand Elliott Architects	5,017	\$30,000,000	Not-for-profit
Palazzi dell'arte Rimini (PART)	Rimini	Italy	Europe	New	Museum/Gallery	AR.CH.IT	NA	N/A	Public/Private
Phoenix Central Park Gallery and Performance Hall	Sydney	Australia	Australia/New Zealand	New	Multifunction Arts Venue	John Wardle Architects + Durbach Block Jaggars	1,185	\$24,000,000	Private
Pivot Center for Art, Dance and Expression	Cleveland, OH	US	North America	New	Performing Arts Center		7,432	\$14,000,000	Not-for-profit
Planet Word Museum	Washington, D.C.	US	North America	New	Museum/Gallery	Beyer Blinder Belle	4,645	\$25,000,000	Not-for-profit
Presidential Symphony Orchestra Hall	Ankara	Turkey	Asia	New	Performing Arts Center	Uygun Mimarlık	62,547	N/A	Public
Queens University Sarah Belk Gambrell Center for Arts & Civic Engagement	Charlotte, NC	US	North America	New	Multifunction Arts Venue	Little Diversified Architectural Consulting	5,063	\$23,000,000	Not-for-profit
Red Plum Culture and Creative Park	Shenyang	China	Asia	New	Cultural Hub/District	IIA Atelier +AAArchitects	14,490	\$24,000,000	
Rice University Brockman Hall for Opera	Houston, TX	US	North America	New	Performing Arts Center	Allan Greenberg Architect	7,804	\$100,000,000	Not-for-profit
Royal College of Music Concert Halls and Museum	London	UK	Europe	Renovation	Multifunction Arts Venue		NA	\$56,000,000	Public
Shanghai Jewish Refugees Museum	Shanghai	China	Asia	Expansion	Museum/Gallery		3,100	N/A	Public
Sharm el-Sheikh Museum	Sharm el-Sheikh	Egypt	Africa	New	Museum/Gallery		220,000	\$76,000,000	Public
Shimao "The Wave" Art Museum	Tianjin	China	Asia	New	Museum/Gallery		3,563	N/A	Commercial
Slippery Rock University Performing Arts Buildings	Slippery Rock, PA	US	North America	Renovation	Performing Arts Center		NA	\$30,000,000	Public
South Carolina Children's Theatre	Greenville, SC	US	North America	New	Performing Arts Center	Craig Gauden Davis Architecture	3,345	\$15,000,000	Not-for-profit
Stadtcasino Basel Concert Hall	Basel	Switzerland	Europe	Renovation	Performing Arts Center	Herzog & de Meuron	8,488	N/A	Not-for-profit
Suzhou Bay Cultural Center	Suzhou	China	Asia	New	Multifunction Arts Venue	Christian de Portzamparc	215,000	\$422,000,000	Public
Tabouk Regional Museum	Tabouk	Saudi Arabia	Middle East	New	Museum/Gallery	Tarik Alireza Consulting Engineers	12,854	\$17,000,000	Public
Taipei Music Center	Taipei	Taiwan	Asia	New	Performing Arts Center	RUR Architecture DPC	70,200	\$155,000,000	Public
Taketa History and Culture Museum	Taketa	Japan	Asia	New	Museum/Gallery	Kengo Kuma and Associates	1,238	N/A	Public
TaoCang Art Centre	Jiaxing	China	Asia	New	Museum/Gallery	Roarc Renew	2,448	N/A	Commercial
teamLab Digital Immersive Museum	Macau	China	Asia	New	Museum/Gallery		5,000	N/A	Commercial
Texas Christian University Music Center	Fort Worth, TX	US	North America	New	Performing Arts Center	Bora Architecture & Interiors	5,574	\$53,000,000	Not-for-profit
The Box	Plymouth	UK	Europe	New	Multifunction Arts Venue	Atkins	3,500	\$65,000,000	Not-for-profit

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
The Gordy	Houston, TX	US	North America	New	Performing Arts Center	Gensler	6,211	\$35,000,000	Not-for-profit
The Hedberg at University of Tasmania	Hobart	Australia	Australia/New Zealand	New	Performing Arts Center	Liminal Studio & WOHA	NA	\$84,000,000	Public
Tianjin Juilliard School	Tianjin	China	Asia	New	Performing Arts Center	Diller Scofidio + Renfro	32,500	\$225,000,000	Private
U.S. Olympic and Paralympic Museum	Colorado Springs, CO	US	North America	New	Museum/Gallery	Diller Scofidio + Renfro	5,574	\$90,000,000	Not-for-profit
University of Montevallo Center for the Arts	Montevallo, AL	US	North America	New	Multifunction Arts Venue	Davis Architects	3,345	\$25,000,000	Public
University of Sydney Chau Chak Wing Museum	Sydney	Australia	Australia/New Zealand	New	Museum/Gallery	Johnson Pilton Walker	8,000	\$32,000,000	Public
Upopoy National Ainu Museum	Shiraoi	Japan	Asia	New	Museum/Gallery		8,600	\$182,000,000	Public
Urumqi Cultural Center	Urumqi	China	Asia	New	Multifunction Arts Venue		200,000	\$312,000,000	Public
Walton Arts Center - Walmart Arkansas Music Pavillion	Rogers, AR	US	North America	Expansion	Performing Arts Center		NA	\$17,000,000	Not-for-profit
Western Australian Museum	Perth	Australia	Australia/New Zealand	New	Museum/Gallery	Hassel + OMA	7,000	\$303,000,000	Public
Wonderscope Children's Museum	Kansas City, KS	US	North America	New	Museum/Gallery	Haizlip Studio	2,787	\$15,000,000	Not-for-profit
World of Wine Museum District	Porto	Portugal	Europe	New	Cultural Hub/District		NA	N/A	Commercial
Xiangwan Citizens Arts Center	Zhuhai	China	Asia	New	Multifunction Arts Venue		NA	N/A	Public
Zhoshy Khan Historical and Cultural Complex	Ulytau	Kazakhstan	Asia	New	Multifunction Arts Venue		NA	N/A	Public
Zhuhai Museum	Zhuhai	China	Asia	New	Museum/Gallery	gmp	55,807	N/A	Public
Zuidplein Theatre	Rotterdam	Netherlands	Europe	New	Performing Arts Center	De Zwarte Hond	12500	N/A	Public/Private



Above:
Jingdezhen Imperial Kiln Museum, Jingdezhen, China

About AEA Consulting

AEA Consulting is a global consulting firm setting the standard in strategy and planning for the cultural and creative industries. We are known for our candid and impartial advice that draws on deep knowledge of the cultural sector as well as robust research and analytical insight.

Since 1991, we have successfully delivered more than 1,200 assignments in 38 countries, helping clients around the world plan and realize vital and sustainable cultural projects.

With offices in New York and London, AEA offers a talented, multidisciplinary team of professionals with proven practical experience who deliver personalized solutions to clients in the arts, cultural, creative and public sectors. We thrive on new challenges and approach problem-solving with curiosity, creativity and integrity.

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About GCDN

An initiative of AEA Consulting, the Global Cultural Districts Network (GCDN) is an international federation committed to improving the quality of urban life through the contribution of the arts, culture and creative industries.

Founded in 2013, the membership network fosters cooperation and knowledge-sharing among those responsible for creative and cultural districts, and engages leaders in culture and in urban development through convenings, research and collaborations in order to inform global, local and sectoral agendas.

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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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Above:
Museum of Fine Arts Houston Kinder Building, Houston, TX

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Taketa History and Culture Museum, Taketa, Japan



