



**AEA Consulting**

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# 2018

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## Cultural Infrastructure Index





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## 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:*  
King Abdulaziz Centre for World Culture,  
Dhahran, Saudi Arabia

*Left:*  
AZULIK uh may Arts Center, Tulum, Mexico

*Cover:*  
V&A Dundee, Dundee, UK





# Introduction



We are pleased to release the 2018 Cultural Infrastructure Index, our third edition. 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, 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.<sup>1</sup>

This year's analysis finds that:

- \$8.0 billion-worth of new physical assets were completed globally in 2018 across 148 projects (2017

<sup>1</sup> This is the third year of formal publication. However AEA has tracked infrastructure projects in the cultural sector for over six 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 to June 1, 2019.

figures were \$9.9 billion across 107 projects), and a further \$8.7 billion in investment in 122 projects was announced (2017 figures were \$7.6 billion and 123 projects respectively). This represents a fairly constant picture – the significantly lower investment figure for completed projects is accounted for mostly by the presence of the Louvre Abu Dhabi in the 2017 analysis. We have been looking for indicators that suggest peak cultural infrastructure investment has been reached, but the announced trend line seems remarkably constant over the past three years and the number of completed projects has increased each year over the same period.

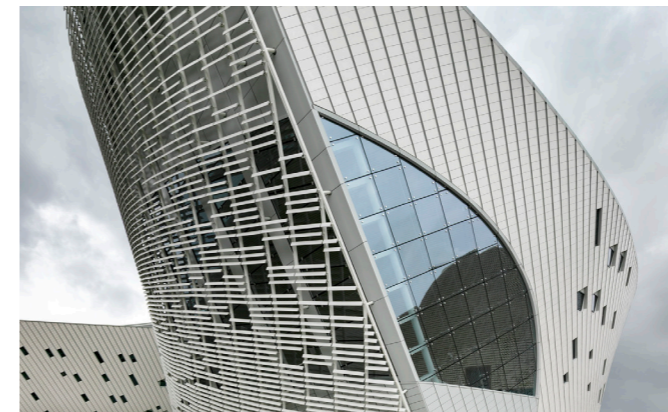
- The median budget for announced projects is similarly stable, up to \$38.0 million from \$36.8 million in 2017. The median value of completed projects was down slightly from \$36.1 million to \$34.5 million, which was not a material change from 2016.
- In 2017, two projects led to a significant bump in completed project value in the Middle East. This year, the decline in European projects and the

continued increase in Asian projects are perhaps the two most pronounced geographic trends. European completions are down from \$3.6 billion to \$1.7 billion, and announced projects have also decreased from \$3.3 billion to \$2.1 billion. Conversely, the value of completed Asian projects is up from \$1.5 billion to \$2.1 billion, with announced projects also up from \$1.0 billion to \$3.2 billion. The number and value of projects in Australia and New Zealand, while comparatively lower, have also climbed this year with total investment in completed and announced projects increasing from \$325.0 million to \$1.3 billion.

- In 2017 we noted a geographic expansion of investment well beyond the bellwethers: projects in the top 75 global cities<sup>2</sup> accounted for just 31% of completed projects. This year the figure is 33%.

In other news:

- The top three highest value completed projects this year were all in China: the Tai Kwun Centre for Heritage and Arts in Hong Kong (\$485.0 million); the Strait Culture and Art Centre in Fuzhou (\$463.0 million); and the Guangxi Culture and Art Centre in Nanning (\$427.0 million). The top three announced projects were Valley XL in Beijing, China (\$2.8 billion); the Museum of Natural History in Berlin (\$738.0 million); and the Australian War Memorial in Canberra (\$347.0 million).



**Above:**  
Strait Culture and Art Centre, Fuzhou, China

**Left:**  
National Kaohsiung Center for the Arts, Kaohsiung, Taiwan

<sup>2</sup> As determined by the A.T. Kearney report Global Cities 2018.

- The most engaged architectural practices are Olson Kundig, Snøhetta, and OMA, all with three projects. Last year it was Frank Gehry (4 projects), David Chipperfield (3 projects), and Kengo Kuma (3 projects).
- A breakdown between new buildings, renovations, and expansions completed in 2018 are consistent with last year's findings: 67% (65% in 2017), 23% (21% in 2017) and 10% (13% in 2017) respectively.
- A breakdown of the sponsoring organizations between public (44%), not-for-profit (37%), private philanthropic (16%), and commercial entities (4%) reveals an uptick in not-for-profit projects by number. These classifications are however less black and white than they appear. In particular, some private philanthropic projects have a partially commercial context and driver but are structured tax efficiently. Others are projects that are either mandated or highly incentivized (e.g. through zoning) by the public sector. We intend to dig deeper into these classificatory conundrums in future years.
- Museums remain by far the most dominant building type, by number and budget – accounting for a little over half of the total number and a little under half of total investment. For 2017, we began to tease out expenditure on multifunctional and mixed-use venues that combine in close proximity visual and/or performing arts with another function – residential, retail, or offices for example. These were down slightly by number (from 25 in 2017 to 22 in 2018) but up by \$433.3 million in volume of investment.
- With respect to the geographic distribution of projects around the globe, the rankings remain unchanged: North America continues to lead by number of projects (58 completed / 51 announced) as it did the prior two years, with Europe in second place again (44 completed / 34 announced) and Asia in third place (26 completed / 14 announced). But the ranking is significantly different by volume of investment: Asia is in second place for completed projects and first place for announced projects – suggesting a predictable longer-term shift in investment patterns. This is our third year of systematic published analysis. Future years will tell.

We look forward to the 2019 Index to continue to monitor these trends.



# Case Studies



## Tai Kwun Centre for Heritage and Arts

### Hong Kong

**Architects: Herzog & de Meuron (design / masterplan) + Purcell (conservation), with Rocco Design (executive architect)**

“Tai Kwun” is Cantonese for “big station”, the name both police officers and the public called the complex that included the Central Police Station, the Central Magistracy, and the Victoria Prison in one location, until its decommissioning in 2006. Most sites like this in Central Hong Kong – only a few minutes’ walk from the city’s major financial district – would have been bulldozed and redeveloped as high-rise commercial use. However, soon after decommissioning, the Government of Hong Kong SAR and The Hong Kong Jockey Club announced a not-for-profit plan to fund the revitalisation of the law enforcement compound as a place to celebrate Hong Kong’s arts and heritage – and create an “urban courtyard” for one of the densest cities in the world.

More than ten years, three concepts, and HK\$3.8 billion later, Tai Kwun has reopened as the Centre for Heritage and Arts, the largest conservation project in Hong Kong’s history – more than 27,000 square meters that include sixteen heritage buildings, two new buildings, and a series of outdoor spaces across the six-acre site. In contrast to their history as the home of law and order, the complex is now fully open to the public, enlivening Hong Kong’s cultural life through exhibitions, public events, and performances while allowing for an up-close appreciation of the contrasting styles of the buildings in a space.

Architects Herzog & de Meuron – known for their museum-quality spaces at historic spaces such as the Tate Modern – designed a series of interventions across the site, while conservation architects Purcell preserved the old brick structures and outdoor corridors. Most visitors enter into the lower Parade Ground, an open space surrounded by gabled roofed buildings that contain curated shops, bistros, bars, and fine-dining restaurants, as well as flexible spaces for public exhibitions devoted to heritage. From there, visitors pass through a new central axis cut into the existing architecture, delivering them to the rear Prison Yard, where the new cultural venues of Tai Kwun are concentrated – JC Contemporary, a Kunsthalle-style space displaying emerging Hong Kong artists alongside established international peers, and JC Cube, a space for performances of theatre, music, dance, and film.

JC Contemporary and JC Cube are monolithic masses from afar, lifted up above the surrounding gabled blocks. However, up close their detail emerges as cast aluminum facades that take cues from the bricks used in the surrounding buildings, but cut deeply to provide sun shading and rain protection from Hong Kong’s subtropical climate. The elevation of the buildings also creates a public route across the upper Prison Yard and a gathering space for outdoor events at The Laundry Steps – where the actual prison laundry workshop used to be.

Tai Kwun’s role is “a place of inspiration, stimulation, and enjoyment for all Hong Kong people,” and it is the among the first to open of a burst of new arts & cultural offerings in the city. The contemporary art ecology in Hong Kong is blossoming: HQueens, a “gallery tower” filled with blue-chip names such as David Zwirner and Hauser & Wirth also opened in 2018; The Mills repurposes a former textile factory as a new contemporary arts center; and M+ Museum of Visual Culture (also designed by Herzog & de Meuron) is under construction in the West Kowloon Cultural District – where traditional culture also found a contemporary home this year with the newly opened Xiqu Centre. They collectively serve as a vital platform for cultural discourse in Hong Kong.



## Menil Drawing Institute

### Houston, TX

**Architects: Johnston Marklee**

The Menil Collection, opened in 1987, is one of a relatively select group of truly beloved late 20th century museum buildings. It is the heart of a 30-acre campus filled with leafy live oak trees and low-slung bungalows – an arts oasis in the middle of a city that has grown rambunctiously around it. The Menil campus is integral to the experience of the Collection and is now home to five arts buildings, including its more recent, the Menil Drawing Institute, a \$40 million, 30,100-square foot building that is the first museum building in the United States dedicated to the art form.

The Menil Drawing Institute was established in 2008 to further the study of modern and contemporary drawings. Given the museum’s artist-centered approach and growing collection of more than 2,500 drawings, Trustees saw an opportunity to incorporate a dedicated space into the institutional master plan. The resulting building is a moderate scale that mediates the larger institutional space of the main building and the smaller domestic architecture of the bungalows that house administrative spaces, a bookstore and café, as well as scholars- and artists-in-residence. Architects Johnston Marklee have meshed the lines of Renzo Piano’s main building, the bungalows’ peaked roofs, and the courtyard that Philip Johnson designed for the Menil residence into a unique space that is set up entirely for the acquisition, exhibition, study, conservation, and storage of drawings and similar forms of “mark making.”

The institute is more than another public gallery – in fact, the public exhibition space of 2,850 square feet is less than 10% of the entire space, a response to the smaller scale of most drawings and the close looking they encourage. The building allows for scholarship, display, and administration through a composition that puts three enclosed volumes – one for each function – under a common steel-plate roof. The roof also covers a multifunction “living room” space that connects the three functions and provides a venue for public lectures, study, and social functions. Tree-filled courtyards through the plan create different moods and connect the interior back to the campus surrounding it.

The architects worked closely with the institute’s curators, art handlers, and framers to understand and resolve technical needs. Given the requirements of the medium, the building first had to deal with modulating the intense Houston daylight – from 10,000 foot-candles provided by the Texas sun down to 5 foot-candles in gallery spaces in order to protect delicate works on paper. An angular ceiling and wide eaves diffuse light from the glass exterior, while interior courtyards allow more light into corridors and offices that don’t have the same protective requirements. Complex humidifier systems keep moist air at optimum levels. Function also was carefully considered versus the encroaching effects of climate change and Houston’s severe weather. The drawing collection requires a place for safekeeping – yet the architects were dedicated to keeping the building low among the surrounding homes. That meant storage was sent below ground, to a basement twice wrapped in concrete, creating a “bathtub” that contains a separate drainage bed at its base. Further protection comes from larger grate drains at each entrance and four-foot-high dams that automatically deploy in the event of a water leakage. The design was tested when Hurricane Harvey hit Houston while the building was under construction – while it resulted in delays to the opening date, the basement remained “the driest place in the neighborhood.”



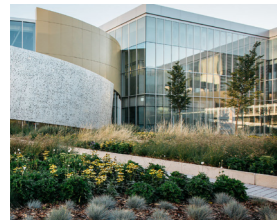
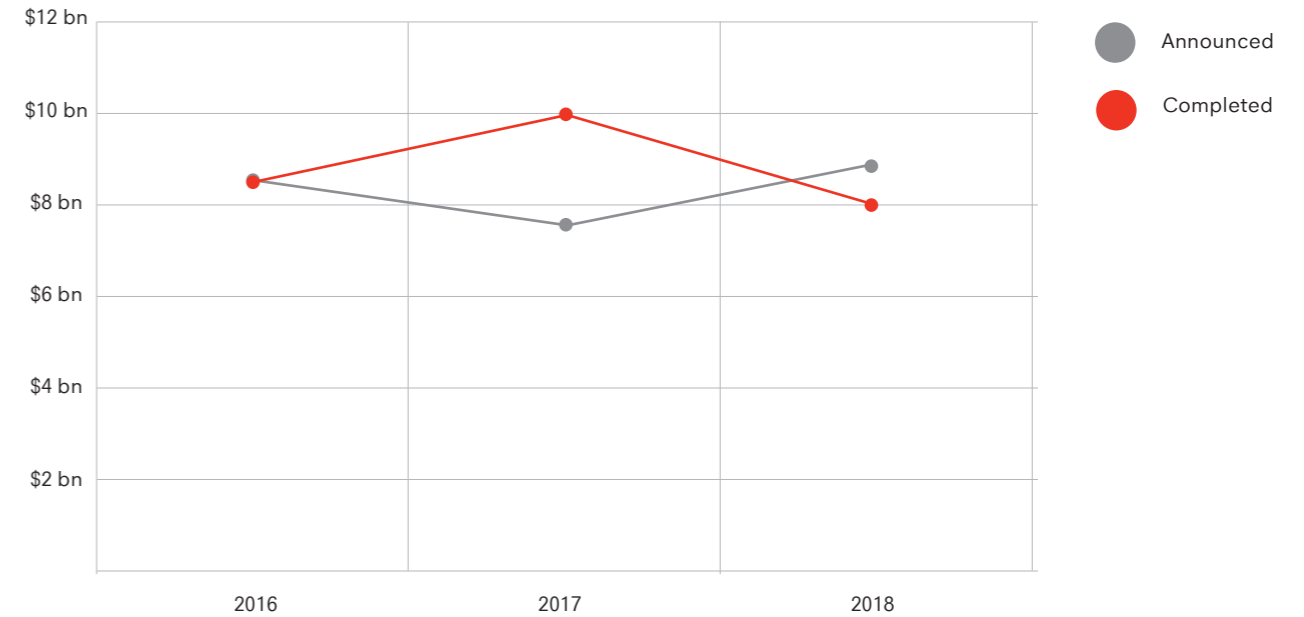
**270**  
TOTAL PROJECTS  
UP 17% ON 2017

PROJECTS  
ANNOUNCED **122**

PROJECTS  
COMPLETED **148**

**\$16.74 bn**  
TOTAL CAPITAL INVESTED

DOWN 5%  
ON 2017



MUSEUM/  
GALLERY



PERFORMING  
ARTS CENTER



MULTIFUNCTION  
ARTS VENUE



CULTURAL HUB/  
DISTRICT



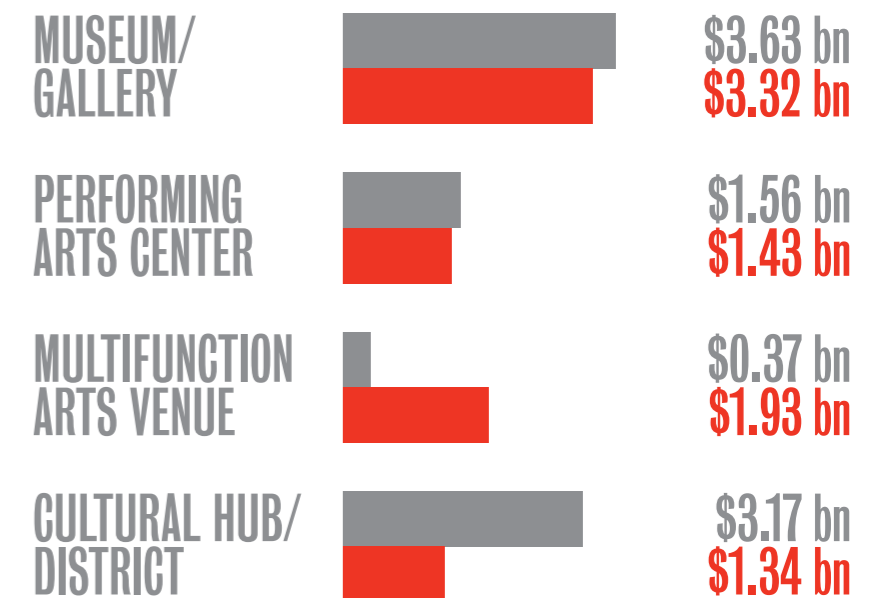
MEDIAN SQ METERAGE  
PER PROJECT

**6252**

MEDIAN COST PER  
SQ METER

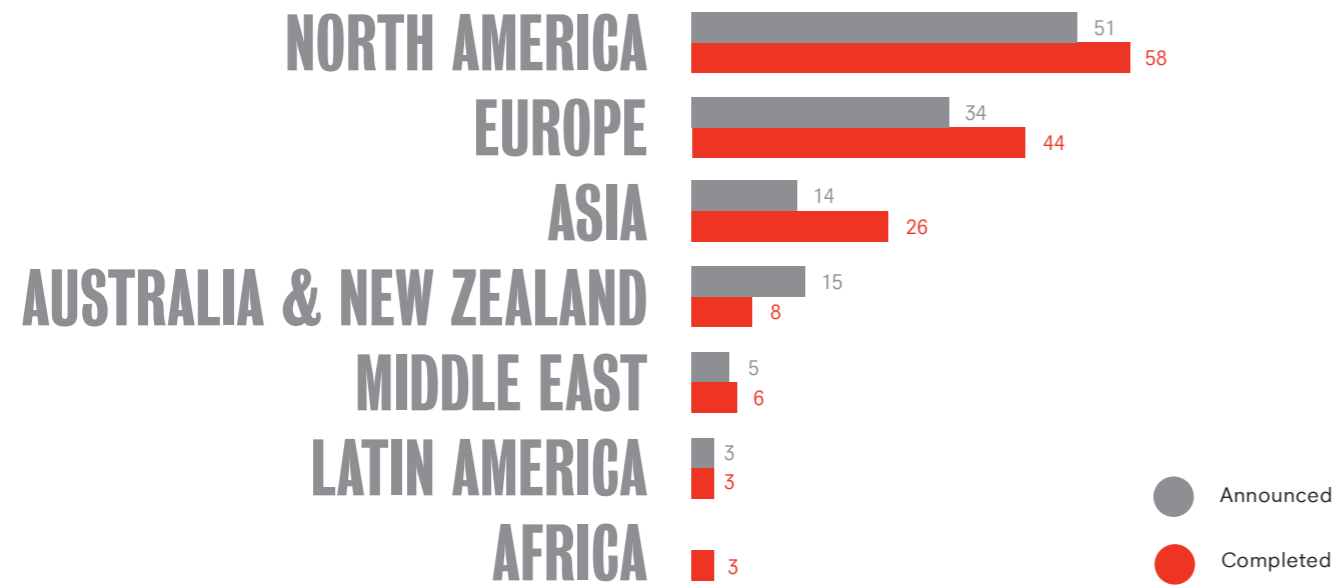
**\$7174**

**\$8.74 bn** PROJECTS ANNOUNCED  
**\$8.00 bn** PROJECTS COMPLETED

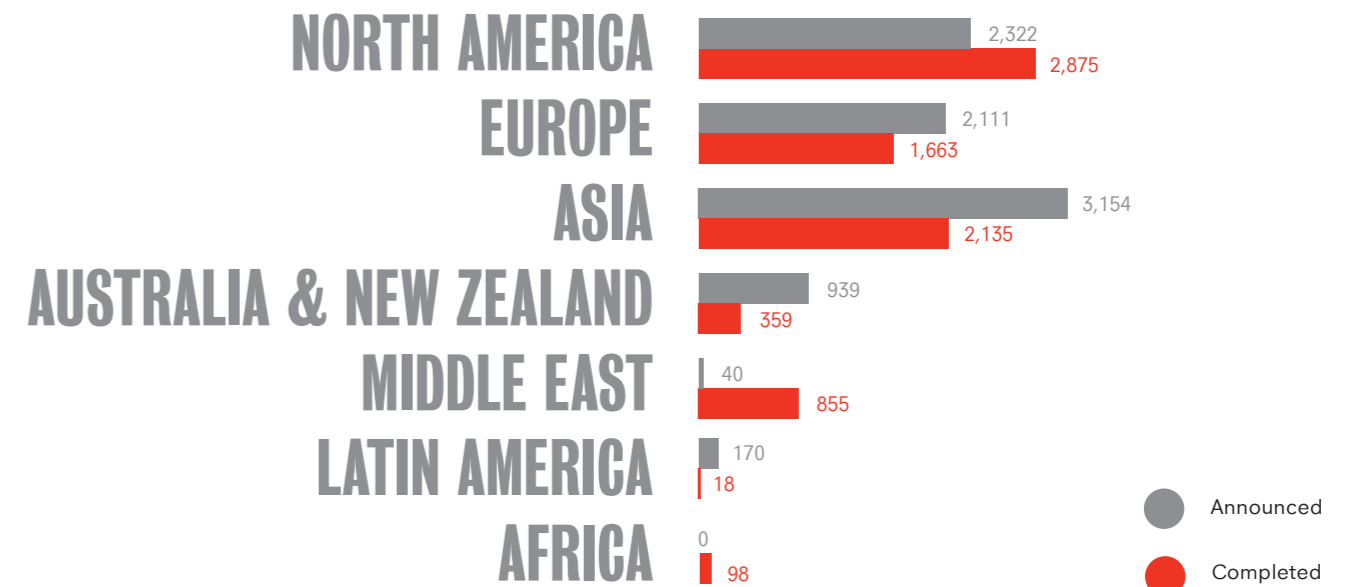




## Number of projects announced/completed, by region

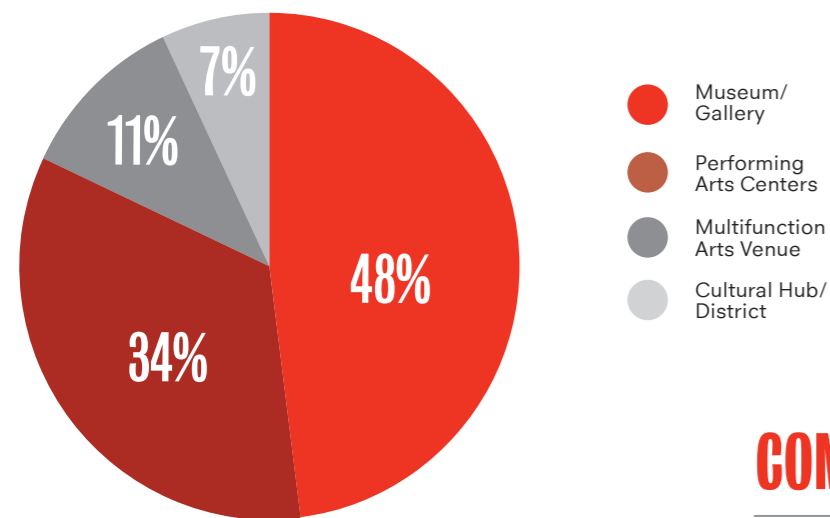


## Total budget invested (US\$ in millions), by region

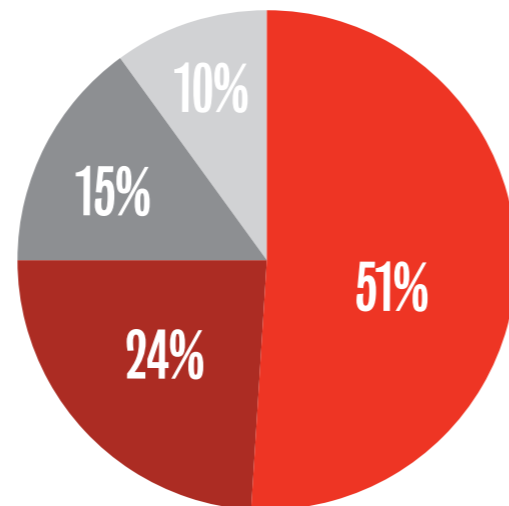


## Percentage of projects by building type

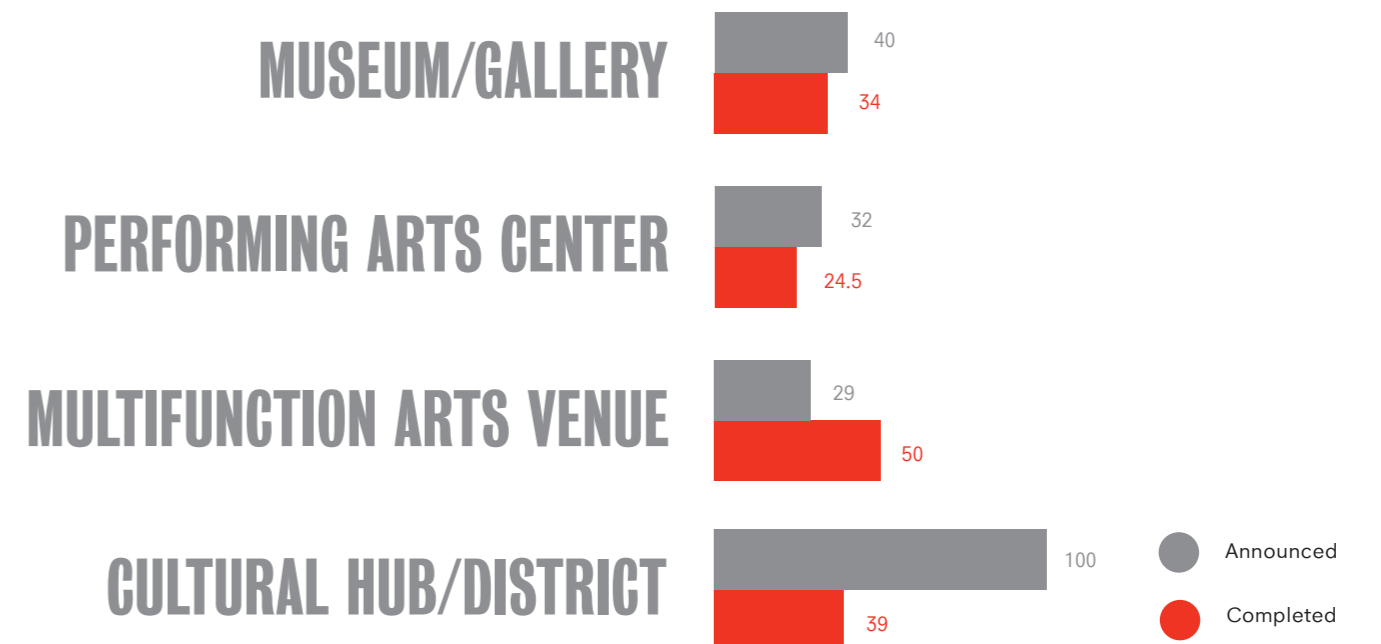
### ANNOUNCED



### COMPLETED



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





## NORTH AMERICA

**Museum/Gallery**  
24 announced, 34 completed

**Performing Arts Center**  
19 announced, 20 completed

**Multifunction Arts Venue**  
6 announced, 3 completed

**Cultural Hub/District**  
2 announced, 1 completed

### New York

**Museum/Gallery**  
3 announced, 1 completed

**Performing Arts Center**  
2 announced, 2 completed

## EUROPE

**Museum/Gallery**  
18 announced, 22 completed

**Performing Arts Center**  
12 announced, 13 completed

**Multifunction Arts Venue**  
2 announced, 6 completed

**Cultural Hub/District**  
2 announced, 3 completed

### London

**Museum/Gallery**  
3 announced, 3 completed

**Performing Arts Center**  
1 announced, 5 completed

**Multifunction Arts Venue**  
2 announced, 2 completed

## ASIA

**Museum/Gallery**  
4 announced, 13 completed

**Performing Arts Center**  
5 announced, 1 completed

**Multifunction Arts Venue**  
3 announced, 8 completed

**Cultural Hub/District**  
2 announced, 4 completed

## MIDDLE EAST

**Museum/Gallery**  
3 announced, 2 completed

**Performing Arts Center**  
1 announced

**Multifunction Arts Venue**  
1 announced, 2 completed

**Cultural Hub/District**  
2 completed

### Sydney

**Museum/Gallery**  
2 announced

**Performing Arts Center**  
2 announced

**Cultural Hub/District**  
1 completed

## LATIN AMERICA

**Museum/Gallery**  
2 announced, 1 completed

**Performing Arts Center**  
1 completed

**Multifunction Arts Venue**  
1 completed

**Cultural Hub/District**  
1 announced

## AFRICA

**Museum/Gallery**  
2 completed

**Cultural Hub/District**  
1 completed

## AUSTRALIA & NEW ZEALAND

**Museum/Gallery**  
8 announced, 2 completed

**Performing Arts Center**  
4 announced, 1 completed

**Multifunction Arts Venue**  
2 announced, 2 completed

**Cultural Hub/District**  
1 announced, 3 completed



# Top 10 Budgets for Announced Projects

Name	Budget	City/State	Country	Region	Project Type
Valley XL	\$2,800,000,000	Beijing	China	Asia	Cultural Hub/District
Museum of Natural History	\$738,000,000	Berlin	Germany	Europe	Museum/Gallery
Australian War Memorial	\$347,000,000	Canberra	Australia	Australia/New Zealand	Museum/Gallery
Sarasota Performing Arts Center	\$270,000,000	Sarasota, FL	US	North America	Performing Arts Center
Museum Boijmans Van Beuningen	\$249,000,000	Rotterdam	Netherlands	Europe	Museum/Gallery
Mullin Automotive Museum	\$189,000,000	West Oxfordshire	UK	Europe	Museum/Gallery
National Museum of Australia	\$184,000,000	Canberra	Australia	Australia/New Zealand	Museum/Gallery
Performing Arts Centre	\$181,000,000	Surrey	Canada	North America	Performing Arts Center
Taipei Fine Arts Museum Complex	\$168,000,000	Taipei	Taiwan	Asia	Museum/Gallery
Yale University Peabody Museum of Natural History	\$160,000,000	New Haven, CT	US	North America	Museum/Gallery

# Top 10 Budgets for Completed Projects

Name	Budget	City/State	Country	Region	Project Type
Tai Kwun Centre for Heritage & Arts	\$485,000,000	Hong Kong	China	Asia	Multifunction Arts Venue
Strait Culture and Art Centre	\$463,000,000	Fuzhou	China	Asia	Cultural Hub/District
Guangxi Culture & Art Center	\$427,000,000	Nanning	China	Asia	Multifunction Arts Venue
King Abdulaziz Centre for World Culture	\$400,000,000	Dhahran	Saudi Arabia	Middle East	Multifunction Arts Venue
Sheikh Abdullah Al-Salem Cultural Centre	\$391,000,000	Kuwait City	Kuwait	Middle East	Cultural Hub/District
Museum of Westward Expansion and Gateway Arch Visitors Center	\$380,000,000	St. Louis, MO	US	North America	Museum/Gallery
National Kaohsiung Center for the Arts	\$366,000,000	Kaohsiung	Taiwan	Asia	Performing Arts Center
Royal Alberta Museum	\$278,000,000	Edmonton	Canada	North America	Museum/Gallery
Cincinnati Museum Center at Union Terminal	\$228,000,000	Cincinnati, OH	US	North America	Museum/Gallery
Glenstone Museum	\$200,000,000	Potomac, MD	US	North America	Museum/Gallery

# All Projects Tracked: Announced

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
Al Quran Museum and Islamic Center	Malang City	Indonesia	Asia	New	Museum/Gallery			\$32,000,000	Public
Apollo Performing Arts Center	New York, NY	US	North America	Expansion	Performing Arts Center	Kostow Greenwood	2,323	NA	Not-for-profit
Arkansas Music Pavillon at Walton Arts Center	Rogers, AR	US	North America	Expansion	Performing Arts Center	CORE Architects		\$14,000,000	Commercial
Art and Film Center	Waterville, ME	US	North America	Renovation	Multifunction Arts Venue			\$20,000,000	Not-for-profit
Art Gallery of Nova Scotia Cultural Hub	Halifax	Canada	North America	New	Cultural Hub/District	Architecture 49	13,000	\$97,000,000	Not-for-profit
Arts Centre	Sevastopol	Russia	Europe	New	Cultural Hub/District			NA	
Assembly Rooms	Derby	UK	Europe	Renovation	Performing Arts Center			\$29,000,000	Public
Australian Centre for the Moving Image	Melbourne	Australia	Australia/New Zealand	Renovation	Museum/Gallery			\$22,000,000	Public
Australian Museum	Sydney	Australia	Australia/New Zealand	Expansion	Museum/Gallery		1,500	\$40,000,000	Public
Australian War Memorial	Canberra	Australia	Australia/New Zealand	Expansion	Museum/Gallery		10,000	\$347,000,000	Public
Bangladesh National Museum	Dhaka	Bangladesh	Asia	New	Museum/Gallery		34,924	NA	Public
Batemans Bay Regional Aquatic, Arts and Leisure Centre	Moruya	Australia	Australia/New Zealand	New	Multifunction Arts Venue	NBRS Architecture		\$32,000,000	Public
Belmont University Performing Arts Center	Nashville, TN	US	North America	New	Performing Arts Center	Esa		NA	Not-for-profit
British Museum	London	UK	Europe	Renovation	Museum/Gallery			NA	Public
British Museum Archaeological Research Collection	Shinfield	UK	Europe	New	Museum/Gallery			\$34,000,000	Public
Bronx Creative District	Bogota	Colombia	Latin America	New	Cultural Hub/District			\$119,000,000	Public
Brooks Museum of Art	Memphis, TN	US	North America	New	Museum/Gallery	Herzog & de Meuron		\$105,000,000	Not-for-profit
Cadillac Shanghai Concert Hall	Shanghai	China	Asia	Renovation	Performing Arts Center		12,816	NA	Public
Cappadocia Underground Museum	Nevsehir Province	Turkey	Asia	New	Museum/Gallery		57,000	NA	Public
Center for Creative Arts	St. Louis, MO	US	North America	Expansion	Multifunction Arts Venue	Christner Inc. and Axi: Ome		\$28,000,000	Not-for-profit
Children's Museum of Manhattan	New York, NY	US	North America	New	Museum/Gallery		6,503	\$125,000,000	Not-for-profit
Colston Hall	Bristol	UK	Europe	Renovation	Performing Arts Center	Levitt Bernstein		\$62,000,000	Not-for-profit
Concert Hall	Dundee	UK	Europe	New	Performing Arts Center			NA	
Coppell Arts Center	Coppell, TX	US	North America	New	Performing Arts Center	Corgan Architects	2,996	\$17,000,000	Not-for-profit
Court Theatre	Christchurch	New Zealand	Australia/New Zealand	New	Performing Arts Center			\$21,000,000	Not-for-profit
Crawford Art Gallery	Cork	Ireland	Europe	Renovation	Museum/Gallery			\$25,000,000	Public
Creative Music & Sound Youth Centre	Seoul	South Korea	Asia	New	Performing Arts Center			\$11,000,000	Not-for-profit
Crow Museum of Asian Art at University of Texas at Dallas	Dallas, TX	US	North America	New	Museum/Gallery			\$23,000,000	Private
Cultural Centre	Bodhgaya	India	Asia	New	Performing Arts Center			\$21,000,000	Public
David Zwirner Gallery	New York, NY	US	North America	Expansion	Museum/Gallery	Renzo Piano Building Workshop	4,645	\$50,000,000	Commercial
Delacorte Theater at Central Park	New York, NY	US	North America	Renovation	Performing Arts Center	Bjarke Ingels		\$110,000,000	Public
Destination Crenshaw	Los Angeles, CA	US	North America	New	Cultural Hub/District	Perkins + Will		\$100,000,000	
Fashion and Design Museum	Sydney	Australia	Australia/New Zealand	New	Museum/Gallery			NA	
Fenway Theater	Boston, MA	US	North America	New	Performing Arts Center	DAIQ Architects	7,990	NA	Commercial
Fort Ticonderoga Military Museum	Fort Ticonderoga, NY	US	North America	New	Museum/Gallery		3,716	\$45,000,000	Not-for-profit
George Washington Museum of American History	Highland, UT	US	North America	New	Museum/Gallery		3,716	\$70,000,000	Not-for-profit
Grand Opera House	Belfast	UK	Europe	Renovation	Performing Arts Center			\$16,000,000	Not-for-profit
Hangzhou Canal Art Center	Hangzhou	China	Asia	New	Multifunction Arts Venue	Benoy	14,000	NA	Public
Harris Museum and Art Gallery	Preston	UK	Europe	Renovation	Museum/Gallery			\$14,000,000	Public
Hertford Theatre	Hertford	UK	Europe	Expansion	Performing Arts Center			\$30,000,000	Not-for-profit
High Low	St. Louis, MO	US	North America	New	Multifunction Arts Venue	SPACE Architecture + Design	474	NA	Not-for-profit
Holy Franciscan Museum	Rio de Janeiro	Brazil	Latin America	Expansion	Museum/Gallery			\$51,000,000	
Hong Kong City Hall	Hong Kong	China	Asia	Renovation	Performing Arts Center			NA	Public



Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
<b>Hornsey Town Hall Arts Centre</b>	London	UK	Europe	Renovation	Multifunction Arts Venue			\$38,000,000	Not-for-profit
<b>Huddersfield Town Center Cultural Quarter</b>	Huddersfield	UK	Europe	New	Cultural Hub/District			\$57,000,000	Public
<b>Indianapolis Motor Speedway Museum</b>	Indianapolis, IN	US	North America	Expansion	Museum/Gallery			NA	Commercial
<b>INS Viraat Maritime Museum and Marine Adventure Center</b>	Mumbai	India	Asia	New	Multifunction Arts Venue			\$122,000,000	Public
<b>Jeddah Opera House</b>	Jeddah	Saudi Arabia	Middle East	New	Performing Arts Center			NA	Public
<b>Joslyn Art Museum</b>	Omaha, NE	US	North America	Expansion	Museum/Gallery	Snøhetta and Alley Poyner Macchietto	5,000	NA	Not-for-profit
<b>Journal Square Museum</b>	Jersey City, NJ	US	North America	New	Museum/Gallery	OMA	5,110	NA	Not-for-profit
<b>Kravis Center for the Performing Arts Lyric Theatre</b>	West Palm Beach, FL Sydney	US Australia	North America Australia/New Zealand	Renovation New	Performing Arts Center Performing Arts Center			\$50,000,000 NA	Not-for-profit Commercial
<b>M HKA</b>	Antwerp	Belgium	Europe	New	Museum/Gallery			\$73,000,000	Not-for-profit
<b>Magazine London</b>	London	UK	Europe	New	Performing Arts Center	Nissen Richards	5,394	NA	Commercial
<b>Marcus Center for the Performing Arts</b>	Milwaukee, WI	US	North America	Renovation	Performing Arts Center	HGA Architects		NA	Not-for-profit
<b>Mecklenburg-Vorpommern Archaeological Museum</b>	Rostock	Germany	Europe	New	Museum/Gallery			\$61,000,000	Public
<b>Meow Wolf Denver</b>	Denver, CO	US	North America	New	Multifunction Arts Venue	Shears Adkins Rockmore	8,361	\$50,000,000	Commercial
<b>Metal Museum</b>	Memphis, TN	US	North America	New	Museum/Gallery	Self+Tucker Architects	7,246	\$21,000,000	Not-for-profit
<b>Mexican American Cultural Center</b>	El Paso, TX	US	North America	New	Multifunction Arts Venue			\$15,000,000	
<b>Misk Art Institute</b>	Riyadh	Saudi Arabia	Middle East	New	Multifunction Arts Venue	aMDL and Skene Catling de la Pena		NA	Public
<b>Motown</b>	Hobart	Australia	Australia/New Zealand	New	Cultural Hub/District	Nonda Katsalidis, David Walsh		NA	Commercial
<b>Mullin Automotive Museum</b>	West Oxfordshire	UK	Europe	New	Museum/Gallery	Foster + Partners		\$189,000,000	Private
<b>Musée Jacqueline et Pablo Picasso</b>	Aix-en-Provence	France	Europe	New	Museum/Gallery		1,486	NA	Private
<b>Museum Boijmans Van Beuningen</b>	Rotterdam	Netherlands	Europe	Renovation	Museum/Gallery			\$249,000,000	Public
<b>Museum of History of Science and Technology in Islam</b>	Riyadh	Saudi Arabia	Middle East	New	Museum/Gallery			NA	Public
<b>Museum of Natural History</b>	Berlin	Germany	Europe	Renovation	Museum/Gallery			\$738,000,000	Public
<b>Museum of Pop Culture</b>	New York, NY	US	North America	New	Museum/Gallery		13,006	NA	Not-for-profit
<b>Museum of Portuguese History</b>	Lisbon	Portugal	Europe	New	Museum/Gallery			NA	
<b>Museum of the West</b>	Scottsdale, AZ	US	North America	Expansion	Museum/Gallery	Studio Ma	2,415	\$10,000,000	Not-for-profit
<b>National Concert Hall</b>	Dublin	Ireland	Europe	Renovation	Performing Arts Center			\$87,000,000	Public
<b>National Museum</b>	Rio de Janeiro	Brazil	Latin America	Renovation	Museum/Gallery			NA	Public
<b>National Museum of Australia</b>	Canberra	Australia	Australia/New Zealand	Expansion	Museum/Gallery	Ashton Raggatt McDougall		\$184,000,000	Public
<b>National Museum of Intelligence and Special Operations</b>	Ashburn, VA	US	North America	New	Museum/Gallery	Curt Fentress	5,203	\$72,000,000	Not-for-profit
<b>National Museum of Ireland</b>	Dublin	Ireland	Europe	Renovation	Museum/Gallery			\$95,000,000	Public
<b>National Museum of Racing</b>	Saratoga Springs, NY	US	North America	Renovation	Museum/Gallery			\$20,000,000	Not-for-profit
<b>National Museum of Saudi Arabia</b>	Riyadh	Saudi Arabia	Middle East	Expansion	Museum/Gallery			NA	Public
<b>National Purple Heart Hall of Honor</b>	New Windsor, NY	US	North America	Expansion	Museum/Gallery			\$10,000,000	Public
<b>National Railway Museum</b>	York	UK	Europe	Renovation	Museum/Gallery	Wilkinson Eyre		\$63,000,000	Public
<b>New England Museum Cultural and Exhibition Centre</b>	Inverell	Australia	Australia/New Zealand	New	Multifunction Arts Venue		10,000	\$16,000,000	
<b>NGV Contemporary</b>	Melbourne	Australia	Australia/New Zealand	New	Museum/Gallery	DeciBel Architecture	18,000	\$105,000,000	Public
<b>Norwich Castle Museum</b>	Norwich	UK	Europe	Renovation	Museum/Gallery			\$17,000,000	Public
<b>Ocean Community United Theatre</b>	Westerly, RI	US	North America	Renovation	Performing Arts Center			\$12,000,000	Not-for-profit
<b>Opera North</b>	Leeds	UK	Europe	Renovation	Performing Arts Center			\$23,000,000	Public
<b>Performing Arts Center</b>	Burlington, WI	US	North America	New	Performing Arts Center		3,252	\$15,000,000	Not-for-profit
<b>Performing Arts Centre</b>	Surrey	Canada	North America	New	Performing Arts Center		22,297	\$181,000,000	
<b>Pitlochry Festival Theatre</b>	Pitlochry	UK	Europe	Renovation	Performing Arts Center			\$32,000,000	Not-for-profit
<b>Playhouse in the Park</b>	Cincinnati, OH	US	North America	New	Performing Arts Center	BDHP Architecture		\$40,000,000	Not-for-profit
<b>Public Works Museum</b>	Baltimore, MD	US	North America	Renovation	Museum/Gallery			\$15,000,000	Not-for-profit
<b>Pulse Memorial and Museum</b>	Orlando, FL	US	North America	New	Museum/Gallery		2,787	\$45,000,000	Not-for-profit
<b>Queensland Performing Arts Centre</b>	Brisbane	Australia	Australia/New Zealand	New	Performing Arts Center	Snøhetta and Blight Rayner Architecture		\$104,000,000	Public
<b>Reynolds-Alberta Museum Storage Facility</b>	Wetaskiwin	Canada	North America	New	Museum/Gallery			\$29,000,000	Public
<b>Rockhampton Art Gallery</b>	Rockhampton	Australia	Australia/New Zealand	New	Museum/Gallery	Conrad Gargett Architects	4,700	\$22,000,000	Not-for-profit

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
<b>Rotorua Museum</b>	Rotorua	New Zealand	Australia/New Zealand	Renovation	Museum/Gallery	DPA Architects		\$31,000,000	Public
<b>Sarasota Performing Arts Centre</b>	Sarasota, FL	US	North America	New	Performing Arts Center	Sasaki Associates	23,226	\$270,000,000	Not-for-profit
<b>Science Centre</b>	Ljubljana	Slovenia	Europe	New	Museum/Gallery			\$22,000,000	
<b>Sheridan College Theatre</b>	Oakville	Canada	North America	New	Performing Arts Center	+VG Architects	7,432	\$26,000,000	Public
<b>Smithsonian National Museum of American History Molina Family Latino Gallery</b>	Washington, DC	US	North America	Expansion	Museum/Gallery		418	\$10,000,000	Public
<b>Springfield Art Museum</b>	Springfield, MO	US	North America	Renovation	Museum/Gallery	BNIM		\$20,000,000	Not-for-profit
<b>Sutherland Entertainment Centre</b>	Sydney	Australia	Australia/New Zealand	Renovation	Performing Arts Center	CHROFI and NBRS Architecture		\$15,000,000	Public
<b>Sverdlovsk Philharmonic Concert Hall</b>	Yekaterinburg	Russia	Europe	New	Performing Arts Center	Zaha Hadid Architects		NA	Public
<b>Taipei Fine Arts Museum Complex</b>	Taipei	Taiwan	Asia	New	Museum/Gallery		72,169	\$168,000,000	
<b>The Cherpines Children's Museum</b>	Geneva	Switzerland	Europe	New	Museum/Gallery		1,700	\$14,000,000	Not-for-profit
<b>The Military Museums</b>	Calgary	Canada	North America	Expansion	Museum/Gallery		3,716	NA	Public
<b>The Roundhouse Centre for Creative and Digital Entrepreneurs</b>	London	UK	Europe	New	Multifunction Arts Venue	Allies and Morrison		\$19,000,000	
<b>Theatr Clywd</b>	Flintshire	UK	Europe	New	Performing Arts Center	Haworth Tompkins		\$38,000,000	Not-for-profit
<b>Toledo Museum of Art</b>	Toledo, OH	US	North America	Expansion	Museum/Gallery	Beyer Blinder Belle		NA	Not-for-profit
<b>Tower of David Museum</b>	Jerusalem	Israel	Middle East	Expansion	Museum/Gallery	Kimmel Eshkolot Architects	7,105	\$40,000,000	Not-for-profit
<b>Tselinny Centre of Contemporary Culture</b>	Almaty	Kazakhstan	Asia	New	Multifunction Arts Venue	Asif Khan		NA	Private
<b>University of Southern Maine Center for the Arts</b>	Portland, ME	US	North America	New	Performing Arts Center			\$65,000,000	Public
<b>University Performing Arts Center</b>	Jersey City, NJ	US	North America	New	Performing Arts Center		2,363	\$90,000,000	
<b>Upper Harbor Terminal Community Performing Arts Center</b>	Minneapolis, MN	US	North America	New	Performing Arts Center	SHoP Architects		\$49,000,000	
<b>Uptown Theatre</b>	Chicago, IL	US	North America	Renovation	Performing Arts Center		4,274	\$75,000,000	Commercial
<b>V&amp;A Museum of Childhood</b>	London	UK	Europe	Renovation	Museum/Gallery	De Matos Ryan		\$17,000,000	Public
<b>Valdosta State University Performing Arts Center</b>	Valdosta, GA	US	North America	New	Performing Arts Center		3,716	\$18,000,000	Public
<b>Valley XL</b>	Beijing	China	Asia	New	Cultural Hub/District	Arquitectonica	4,046,860	\$2,800,000,000	Private
<b>Vernon Cultural Centre</b>	Vernon	Canada	North America	New	Multifunction Arts Venue			\$30,000,000	Not-for-profit
<b>V&amp;A Museum Collections and Research Centre</b>	London	UK	Europe	New	Museum/Gallery	Diller Scofidio + Renfro	15,000	\$28,000,000	Public
<b>Warsaw Jewish Theatre</b>	Warsaw	Poland	Europe	New	Performing Arts Center			\$41,000,000	
<b>Wisconsin Historical Museum</b>	Madison, WI	US	North America	New	Museum/Gallery		9,290	\$120,000,000	Public
<b>Yale University Peabody Museum of Natural History</b>	New Haven, CT	US	North America	Renovation	Museum/Gallery	Centerbrook Architects and Planners		\$160,000,000	Not-for-profit
<b>Yangshupu Road Museum District</b>	Shanghai	China	Asia	New	Cultural Hub/District			NA	Public
<b>Young Theatre</b>	Shanghai	China	Asia	New	Performing Arts Center			NA	

# All Projects Tracked: Completed

Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
<b>A.M. Qattan Foundation Cultural Hub</b>	Ramallah	Palestinian Territories	Middle East	New	Cultural Hub/District	Donaire Arquitectos	7,700	\$24,000,000	Not-for-profit
<b>Aberdeen Music Hall</b>	Aberdeen	UK	Europe	Renovation	Performing Arts Center	BDP		\$11,000,000	Not-for-profit
<b>Africa Museum</b>	Tervuren	Belgium	Europe	Renovation	Museum/Gallery	Stéphane Beel Architects	11,148	\$84,000,000	Public
<b>Alexandra Palace Theatre</b>	London	UK	Europe	Renovation	Performing Arts Center			\$24,000,000	Not-for-profit
<b>Amos Rex</b>	Helsinki	Finland	Europe	New	Museum/Gallery	JKMM Architects	22,000	\$56,000,000	Private
<b>Argyros Performing Arts Center</b>	Ketchum, ID	US	North America	New	Performing Arts Center	Williams Partners	2,323	\$15,000,000	Not-for-profit
<b>AZULIK uh may Arts Center</b>	Tulum	Mexico	Latin America	New	Multifunction Arts Venue	Roth		NA	Private
<b>Battersea Arts Centre</b>	London	UK	Europe	Renovation	Performing Arts Center	Haworth Tompkins		\$17,000,000	Not-for-profit
<b>Bluegrass Music Hall of Fame &amp; Museum</b>	Owensboro, KY	US	North America	New	Museum/Gallery		4,645	\$15,000,000	Not-for-profit



Name	City/State	Country	Region	Project Type	Building Type	Architect	Square Meters	Cost in US dollars	Org Type
<b>Bristol Old Vic</b>	Bristol	UK	Europe	Renovation	Performing Arts Center			\$32,000,000	Not-for-profit Public
<b>Brooklyn College Leonard and Claire Tow Center for the Performing Arts</b>	New York, NY	US	North America	New	Performing Arts Center	Pfeiffer Architects	5,756	\$100,000,000	Public
<b>Buntara Bhavana Cultural Centre</b>	Pune	India	Asia	New	Multifunction Arts Venue	Bunts Sangha Pune		NA	Private
<b>Buxton Contemporary</b>	Melbourne	Australia	Australia/New Zealand	New	Museum/Gallery	Fender Kastalidis	2,200	\$11,000,000	Not-for-profit Public
<b>Cairns Performing Arts Centre</b>	Cairns	Australia	Australia/New Zealand	New	Performing Arts Center	Cox Architecture	7,385	\$49,000,000	Public
<b>Cais do Sertão Museum</b>	Recife	Brazil	Latin America	New	Museum/Gallery	Brasil Arquitetura	7,500	NA	Public
<b>Carnegie Science Center</b>	Pittsburgh, PA	US	North America	Expansion	Museum/Gallery	Indovina Associates Architects	4,459	\$33,000,000	Not-for-profit Public
<b>Center for Contemporary Art DOX+</b>	Prague	Czech Republic	Europe	Expansion	Multifunction Arts Venue	Petr Hajek Architekti	5,450	\$20,000,000	Not-for-profit Public
<b>Children's Museum of Indianapolis</b>	Indianapolis, IN	US	North America	Expansion	Museum/Gallery	RATIO Architects	30,351	\$25,000,000	Not-for-profit Public
<b>China Museum of Design at the China Academy of Art</b>	Hangzhou	China	Asia	New	Museum/Gallery	Álvaro Siza and Carlos Castanheira	16,000	NA	Public
<b>Christchurch Arts Centre</b>	Christchurch	New Zealand	Australia/New Zealand	Renovation	Multifunction Arts Venue	Warren and Mahoney Architects		\$189,000,000	Not-for-profit Public
<b>Cincinnati Museum Center at Union Terminal</b>	Cincinnati, OH	US	North America	Renovation	Museum/Gallery	GBBN Architects		\$228,000,000	Not-for-profit Public
<b>City of Culture</b>	Tunis	Tunisia	Africa	New	Cultural Hub/District		50,000	\$50,000,000	Public
<b>Concord Museum</b>	Concord, MA	US	North America	Expansion	Museum/Gallery	designLAB Architects	1,208	\$13,000,000	Not-for-profit Public
<b>Cosmonautics and Aviation Centre at VDNH</b>	Moscow	Russia	Europe	New	Museum/Gallery		27,700	\$78,000,000	Public
<b>Crosstown Concourse Theatre</b>	Memphis, TN	US	North America	New	Performing Arts Center	Looney Ricks Kiss	1,858	\$12,000,000	Not-for-profit Public
<b>Discovery World - Milwaukee Science Museum</b>	Milwaukee, WI	US	North America	Expansion	Museum/Gallery	Eppstein Uhen Architects	1,858	\$18,000,000	Not-for-profit Public
<b>Dundee Printing Works Cultural Hub</b>	Dundee	UK	Europe	New	Cultural Hub/District	Andrew Black Design	18,581	\$23,000,000	Not-for-profit Public
<b>Elisabeth Center Antwerp</b>	Antwerp	Belgium	Europe	Renovation	Performing Arts Center		2,000	\$67,000,000	Public
<b>Equal Rights Heritage Center</b>	Auburn, NY	US	North America	New	Museum/Gallery	nARCHITECTS	697	\$10,000,000	Not-for-profit Public
<b>First Interstate Center for the Arts</b>	Spokane, WA	US	North America	Renovation	Performing Arts Center			\$23,000,000	Public
<b>Florence Culture and Art Exchange Centre</b>	Dalian	China	Asia	New	Multifunction Arts Venue	penda	8,000	NA	Private
<b>Fondazione Alda Fendi-Esperimenti</b>	Rome	Italy	Europe	Renovation	Multifunction Arts Venue	Jean Nouvel	3,800	NA	Private
<b>Fondazione Prada</b>	Milan	Italy	Europe	Expansion	Museum/Gallery	OMA	19,000	NA	Private
<b>Glenstone Museum</b>	Potomac, MD	US	North America	Expansion	Museum/Gallery	Thomas Pfifer	18,952	\$200,000,000	Private
<b>Golden Gate Theatre</b>	San Francisco, CA	US	North America	Renovation	Performing Arts Center	ELS Architecture and Urban Design		NA	Commercial
<b>Great Lakes Center for the Arts</b>	Bay Harbor, MI	US	North America	New	Performing Arts Center	TowerPinkster	3,112	\$25,000,000	Not-for-profit Public
<b>Green Square Community Cultural Precinct</b>	Sydney	Australia	Australia/New Zealand	New	Cultural Hub/District	Peter Stutchbury Architecture, D-5 Architects, Fox Johnston		\$14,000,000	Public
<b>Guangxi Culture &amp; Art Center</b>	Nanning	China	Asia	New	Multifunction Arts Venue	gmp Architects	113,764	\$427,000,000	Public
<b>Guantang Art Zone</b>	Beijing	China	Asia	New	Cultural Hub/District		40,000	NA	Private
<b>H Queen's</b>	Hong Kong	China	Asia	New	Cultural Hub/District	CL3	6,921	NA	Private
<b>Hilltop Gallery / Phoenix Valley Summit Arts Center Home of the Arts</b>	Luanping	China	Asia	New	Multifunction Arts Venue	dEEP Architects	2,600	NA	Private
<b>Idaho State History Museum</b>	Boise, ID	US	North America	Renovation	Museum/Gallery			\$17,000,000	Public
<b>Institute of Contemporary Art Boston</b>	Boston, MA	US	North America	Expansion	Museum/Gallery	Anmahian Winton Architects	1,394	\$10,000,000	Not-for-profit Public
<b>Jameel Arts Centre</b>	Dubai	UAE	Middle East	New	Multifunction Arts Venue	Serie Architects	10,000	NA	Not-for-profit Public
<b>King Abdulaziz Centre for World Culture</b>	Dhahran	Saudi Arabia	Middle East	New	Multifunction Arts Venue	Snøhetta	100,000	\$400,000,000	Public
<b>Kirkland Museum of Fine &amp; Decorative Art</b>	Denver, CO	US	North America	New	Museum/Gallery	Olson Kundig	3,577	\$22,000,000	Not-for-profit Public
<b>Kunsthalle Mannheim</b>	Mannheim	Germany	Europe	Expansion	Museum/Gallery	Architekten von Gerkan, Marg und Partner	17,366	\$75,000,000	Not-for-profit Public
<b>La Scala de France</b>	Paris	France	Europe	New	Performing Arts Center	Archidev	1,500	\$22,000,000	Private
<b>Lafayette Anticipations</b>	Paris	France	Europe	New	Multifunction Arts Venue	OMA	2,200	\$23,000,000	Private
<b>Lisser Art Museum</b>	Lisse	Netherlands	Europe	New	Museum/Gallery	KVDK architecten	2,140	NA	Not-for-profit Public
<b>LocHal</b>	Tilburg	Netherlands	Europe	New	Multifunction Arts Venue	Civic Architects	11,200	\$21,000,000	Public
<b>M9 Museums District</b>	Venice	Italy	Europe	New	Cultural Hub/District	Sauerbruch Hutton	10,000	\$123,000,000	Public
<b>Margravia Opera House</b>	Bayreuth	Germany	Europe	Renovation	Performing Arts Center			\$34,000,000	Public
<b>Mascot Hall of Fame Interactive Children's Museum</b>	Whiting, IN	US	North America	New	Museum/Gallery	Vavrek Architects	2,323	\$18,000,000	Commercial
<b>MCC Theater</b>	New York, NY	US	North America	New	Performing Arts Center	Andrew Berman Architect	2,508	\$35,000,000	Not-for-profit Public
<b>Menil Drawing Institute</b>	Houston, TX	US	North America	New	Museum/Gallery	Johnston Marklee	2,787	\$40,000,000	Not-for-profit Public

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<b>Minnesota Museum of American Art</b>	St. Paul, MN	US	North America	Renovation	Museum/Gallery	VJAA	3,345	\$23,000,000	Not-for-profit Public
<b>Mori Building Digital Art Museum: teamLab Borderless</b>	Tokyo	Japan	Asia	New	Museum/Gallery	teamLab Architects	9,941	NA	Commercial
<b>Moscow State University Art Museum</b>	Moscow	Russia	Europe	New	Museum/Gallery			NA	Public
<b>Mumbai City Museum</b>	Mumbai	India	Asia	Expansion	Museum/Gallery	Steven Holl Architects	11,148	\$40,000,000	Public
<b>Musée d'Art et d'Industrie</b>	Roubaix	France	Europe	Expansion	Museum/Gallery	Jean Paul Philippon	7,990	\$10,000,000	Public
<b>Musée de la Romanité</b>	Nîmes	France	Europe	New	Museum/Gallery	2Portzamparc	9,100	\$66,000,000	Public
<b>Museum of Black Civilizations</b>	Dakar	Senegal	Africa	New	Museum/Gallery	Beijing Institute of Architectural Design	14,000	\$48,000,000	Public
<b>Museum of Boulder</b>	Boulder, CO	US	North America	Renovation	Museum/Gallery		1,487	\$11,000,000	Not-for-profit Public
<b>Museum of Contemporary Art Toronto</b>	Toronto	Canada	North America	New	Museum/Gallery	architectsAlliance	5,110	\$19,000,000	Not-for-profit Public
<b>Museum of Fine Arts</b>	Budapest	Hungary	Europe	Renovation	Museum/Gallery		15,000	\$52,000,000	Public
<b>Museum of Italian Judaism and the Shoah</b>	Ferrara	Italy	Europe	New	Museum/Gallery	GTRF Tortelli Frassoni Architetti Associati	10,000	\$53,000,000	Public
<b>Museum of Recent Art (MARE)</b>	Bucharest	Romania	Europe	New	Museum/Gallery	Youssef Tohme Architects and Associates	1,580	NA	Private
<b>Museum of Surrey</b>	Surrey	Canada	North America	Expansion	Museum/Gallery	HCMA Architecture + Design	1,115	\$12,000,000	Public
<b>Museum of Westward Expansion and Gateway Arch Visitors Center</b>	St. Louis, MO	US	North America	New	Museum/Gallery	Cooper Robertson and James Carpenter Design Associates	4,274	\$380,000,000	Not-for-profit Public
<b>MUŻA - The Malta National Community Art Museum</b>	Valletta	Malta	Europe	Renovation	Museum/Gallery	DTR		\$11,000,000	Public
<b>National Comedy Center</b>	Jamestown, NY	US	North America	New	Museum/Gallery	JRA	3,437	\$50,000,000	Not-for-profit Public
<b>National Human Rights Museum</b>	Taipei	Taiwan	Asia	New	Museum/Gallery			NA	Public
<b>National Kaohsiung Center for the Arts</b>	Kaohsiung	Taiwan	Asia	New	Performing Arts Center	Mecanoo	141,000	\$366,000,000	Public
<b>National Law Enforcement Museum</b>	Washington, DC	US	North America	New	Museum/Gallery	Davis Buckley Architects and Planners	5,100	\$103,000,000	Not-for-profit Public
<b>National Museum</b>	Prague	Czech Republic	Europe	Renovation	Museum/Gallery			\$87,000,000	Public
<b>National Museum of Iran</b>	Tehran	Iran	Middle East	Renovation	Museum/Gallery			NA	Public
<b>National Museum of Modern and Contemporary Art</b>	Cheongju-si	South Korea	Asia	New	Museum/Gallery		20,000	\$47,000,000	Public
<b>National Museum of Natural History</b>	Manila	Philippines	Asia	Renovation	Museum/Gallery	Dominic Galicia Architects		\$46,000,000	Public
<b>National Museum of Serbia</b>	Belgrade	Serbia	Europe	Renovation	Museum/Gallery			\$15,000,000	Public
<b>National Veterans Memorial and Museum</b>	Columbus, OH	US	North America	New	Museum/Gallery	Allied Works Architecture	4,924	\$82,000,000	Not-for-profit Public
<b>Nationalmuseum</b>	Stockholm	Sweden	Europe	Renovation	Museum/Gallery	Wingårdhs and Wikerstål Arkitekter		\$126,000,000	Public
<b>Navy Pier Fifth Third Bank Family Pavilion</b>	Chicago, IL	US	North America	New	Cultural Hub/District	Gensler	18,581	NA	Commercial
<b>Nazareth College Glazer Music Performance Center</b>	Rochester, NY	US	North America	New	Performing Arts Center	SWBR	2,230	\$16,000,000	Private
<b>Nordic Foundation</b>	Seattle, WA	US	North America	New	Museum/Gallery	Mithun	5,295	\$45,000,000	Not-for-profit Public
<b>Norval Foundation</b>	Cape Town	South Africa	Africa	New	Museum/Gallery	DHK Architects	10,500	NA	Private
<b>Oberlin College Hall Annex</b>	Oberlin, OH	US	North America	Renovation	Performing Arts Center	Carpenter Sellers Del Gatto Architects	1,490	\$14,000,000	Not-for-profit Public
<b>Old Dominion University Barry Art Museum</b>	Norfolk, VA	US	North America	New	Museum/Gallery	Saunders + Crouse Architects	2,230	\$35,000,000	Public
<b>Onhsagwë:de' Cultural Center</b>	Salamanca, NY	US	North America	New	Multifunction Arts Venue		3,066	\$18,000,000	Public
<b>Ottawa Art Gallery</b>	Ottawa	Canada	North America	New	Museum/Gallery	KPMB Architects and Régis Côté et Associés	5,110	\$25,000,000	Not-for-profit Public
<b>Pablo Center At The Confluence</b>	Eau Claire, WI	US	North America	New	Performing Arts Center	Holzman Moss Bottino Architecture	12,077	\$60,000,000	Not-for-profit Public
<b>Palace for Mexican Music</b>	Merida	Mexico	Latin America	New	Performing Arts Center	Alejandro Medina Arquitectura, Reyes Ríos + Larrain arquitectos, Muñoz Arquitectos, and Quesnel Arquitectos	9,290	\$18,000,000	Public
<b>Palais Populaire by Deutsche Bank</b>	Berlin	Germany	Europe	New	Museum/Gallery	Kuehn Malvezz	3,000	NA	Private
<b>Phoenix Theatre</b>	Indianapolis, IN	US	North America	New	Performing Arts Center	RATIO Architects	1,858	\$10,000,000	Not-for-profit Public
<b>Pittsburgh Playhouse</b>	Pittsburgh, PA	US	North America	New	Performing Arts Center	DLR Group Westlake Reed Leskosky	8,547	\$74,000,000	Not-for-profit Public
<b>Queen Elisabeth Hall</b>	Antwerp	Belgium	Europe	New	Performing Arts Center	SimpsonHaugh	1,842	\$64,000,000	Public
<b>Red Earth Arts Precinct</b>	Karratha	Australia	Australia/New Zealand	New	Cultural Hub/District			\$39,000,000	Public
<b>Redhouse Arts Center</b>	Syracuse, NY	US	North America	New	Performing Arts Center	Schopfer Architects	3,716	\$10,000,000	Not-for-profit Public
<b>Richard and Nancy Donahue Family Academic Arts Center</b>	Lowell, MA	US	North America	New	Performing Arts Center	Leers Weinzapfel Associates		\$21,000,000	Public
<b>Royal Academy of Arts</b>	London	UK	Europe	Renovation	Multifunction Arts Venue	David Chipperfield Architects		\$71,000,000	Not-for-profit Public
<b>Royal Academy of Music</b>	London	UK	Europe	Renovation	Performing Arts Center	Ian Ritchie Architectes		\$38,000,000	Public
<b>Royal Air Force Museum</b>	London	UK	Europe	New	Museum/Gallery	Nex Architecture	5,200	\$11,000,000	Not-for-profit Public
<b>Royal Alberta Museum</b>	Edmonton	Canada	North America	New	Museum/Gallery	Richard Meier & Partners	38,926	\$278,000,000	Public
<b>Royal Museums Greenwich</b>	London	UK	Europe	Renovation	Museum/Gallery	Casson Mann	1,000	\$16,000,000	Public



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Royal Opera House	London	UK	Europe	Renovation	Performing Arts Center	Stanton Williams		\$64,000,000	Not-for-profit
Rubenstein Arts Center at Duke University	Durham, NC	US	North America	New	Multifunction Arts Venue	William Rawn Associates	6,503	\$50,000,000	Not-for-profit
Sandy Springs Performing Arts Center at City Springs	Sandy Springs, GA	US	North America	New	Performing Arts Center	Rosser Interntional		NA	Public
Santa Barbara Museum of Natural History	Santa Barbara, CA	US	North America	Renovation	Museum/Gallery	Schact Aslani Architects	8,175	\$20,000,000	Not-for-profit
Seattle Opera at Seattle Center	Seattle, WA	US	North America	New	Performing Arts Center	NBBJ	9,755	\$60,000,000	Not-for-profit
Sheikh Abdullah Al-Salem Cultural Centre	Kuwait City	Kuwait	Middle East	New	Cultural Hub/District	SSH	22,000	\$391,000,000	Public
Soldiers Memorial Military Museum	St. Louis, MO	US	North America	Renovation	Museum/Gallery	Mackey Mitchell Architects	3,995	\$30,000,000	Public
South Dakota State University Performing Arts Center	Brookings, SD	US	North America	Expansion	Performing Arts Center	Architecture Inc. and Malcolm Holzman	9,290	\$50,000,000	Public
Southbank Centre	London	UK	Europe	Renovation	Multifunction Arts Venue	Feilden Clegg Bradley Studios		\$44,000,000	Not-for-profit
St Fagans National Museum of History	Cardiff	Wales	Europe	Renovation	Museum/Gallery	Elmwood Projects		\$38,000,000	Public
Stanley Hotel Pavilion Amphitheater	Estes Park	US	North America	New	Performing Arts Center		1,765	\$10,000,000	Private
Steinhardt Museum of Natural History	Tel Aviv	Israel	Middle East	New	Museum/Gallery	Kimmel Eshkolot Architects	9,620	\$40,000,000	Public
Strait Culture and Art Centre	Fuzhou	China	Asia	New	Cultural Hub/District	PES Architects	153,000	\$463,000,000	Public
Studio 144	Southampton	UK	Europe	New	Cultural Hub/District	CZWG Architects	6,000	\$38,000,000	Public
Tacoma Art Museum	Tacoma, WA	US	North America	Expansion	Museum/Gallery	Olson Kundig	613	\$14,000,000	Not-for-profit
Tai Kwun Centre for Heritage & Arts	Hong Kong	China	Asia	New	Multifunction Arts Venue	Herzog & de Meuron	13,600	\$485,000,000	Not-for-profit
Taizhou Contemporary Art Museum	Taizhou	China	Asia	New	Museum/Gallery	Atelier Deshaus	2,450	NA	
Te Auaha (New Zealand Institute of Creativity)	Wellington	New Zealand	Australia/New Zealand	New	Multifunction Arts Venue	Foster + Melville Architects Ltd.	9,000	\$15,000,000	
Tenement Museum	New York, NY	US	North America	Renovation	Museum/Gallery	Perkins Eastman	2,569	\$10,000,000	Not-for-profit
Tennessee State Museum	Nashville, TN	US	North America	New	Museum/Gallery	HGA and EOA Architects	12,728	\$160,000,000	Public
The James Museum of Western and Wildlife Art	St. Petersburg, FL	US	North America	New	Museum/Gallery	Harvard Jolly Architecture and Wannemacher Jensen Architects	7,432	\$55,000,000	Private
The Met Philadelphia	Philadelphia, PA	US	North America	Renovation	Performing Arts Center	AOS Architects	10,219	\$56,000,000	Commercial
The Queen's Diamond Jubilee Galleries at Westminster Abbey	London	UK	Europe	New	Museum/Gallery	Ptolemy Dean		\$29,000,000	Public
Tian Han Cultural Park	Changsha	China	Asia	New	Cultural Hub/District	WCY Regional Studio	12,432	\$145,000,000	Public
Troubadour Wembley Park Theatre	London	UK	Europe	New	Performing Arts Center			NA	Not-for-profit
Troy Museum	Troy	Turkey	Asia	New	Museum/Gallery	Yalin Mimarlik	11,000	\$13,000,000	
Tsuruoka Cultural Hall	Tsuruoka City	Japan	Asia	New	Multifunction Arts Venue	SANAA	7,846	\$78,000,000	Public
Ullen Centre for Contemporary Art (UCCA) Dune	Beidaihe District	China	Asia	New	Museum/Gallery	OPEN Architecture	930	NA	Private
University Cultural Centre at the National University of Singapore	Singapore	Singapore	Asia	Renovation	Multifunction Arts Venue	Forum Architects	400	\$15,000,000	Private
University of Chicago Green Line Performing Arts Center	Chicago, IL	US	North America	New	Performing Arts Center	Morris Architects Planners in collaboration with Theaster Gates	6,600	\$10,000,000	Public
University of Colorado Colorado Springs Ent Center for the Arts	Colorado Spring, CO	US	North America	New	Multifunction Arts Venue	Semple Brown	8,547	\$70,000,000	Public
University of Minnesota Bell Museum	St. Paul, MN	US	North America	New	Museum/Gallery	Perkins + Will	8,547	\$79,000,000	Public
V&A Dundee	Dundee	UK	Europe	New	Museum/Gallery	Kengo Kuma and Associates	8,500	\$101,000,000	Public
Virginia Commonwealth University Institute for Contemporary Art	Richmond, VA	US	North America	New	Museum/Gallery	Steven Holl Architects	3,809	\$41,000,000	Public
Waltzing Matilda Centre	Winton	Australia	Australia/New Zealand	New	Museum/Gallery	Cox Architecture		\$16,000,000	
Washington State University Jordan Schnitzer Museum of Art	Pullman, WA	US	North America	Expansion	Museum/Gallery	Olson Kundig	1,534	\$15,000,000	Public
Waterfront Art Gallery	Nanchang	China	Asia	New	Museum/Gallery	Lacime Architects	1,192	NA	Private
Wellington College GW Annenberg Performing Arts Centre	Berkshire	UK	Europe	New	Performing Arts Center	Studio Seilern Architects	2,580	\$19,000,000	Public
Wenzhou Central Park Culture Club	Wenzhou	China	Asia	New	Multifunction Arts Venue	Lacime Architects	1,753	NA	Private
Xibo Museum	Shenyang	China	Asia	New	Museum/Gallery		7,400	\$10,000,000	Public
Zaryadye Concert Hall	Moscow	Russia	Europe	New	Performing Arts Center	Diller Scofidio + Renfro	25,200	NA	Public
Zhang Zhidong and Wuhan Museum	Wuhan	China	Asia	New	Museum/Gallery	Studio Libeskind	7,240	NA	Public
Zhi Art Museum	Chengdu	China	Asia	New	Museum/Gallery	Kengo Kuma and Associates	2,353	NA	Private

# 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 800 assignments, 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.

For more information visit:  
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# About GCDN

An initiative of AEA Consulting, the Global Cultural Districts Network is a membership-based network that fosters cooperation and knowledge-sharing among those responsible for planning and running districts and clusters that include a significant cultural element.

Founded in 2013, GCDN provides a context for cultural leaders to discuss emerging best practice across a range of issues related to the successful creation and management of cultural districts and cultural planning around the world.

For more information visit  
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*Above:*  
Pablo Center at the Confluence, Eau Claire, WI, US

*Facing:*  
M9 Museum District, Venice, Italy

# Credits

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

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