

Reopening the Cultural Sector in U.S. Cities

Bloomberg
Philanthropies

COVID-19
LOCAL
RESPONSE
INITIATIVE

Photo: Matthieu Joannon/Unsplash

July 21, 2020



REOPENING CULTURE: WHAT'S AT STAKE?

CULTURE IS A SIGNIFICANT DRIVER OF ECONOMIC ACTIVITY, DIRECT AND RELATED EMPLOYMENT, TOURISM AND NEIGHBORHOOD IDENTITY IN THE U.S.

IN 2017, THE PRODUCTION OF ARTS AND CULTURAL GOODS AND SERVICES:

- Contributed \$877.8 billion to the U.S. economy or 4.5% of GDP, more than construction, transportation and warehousing, travel and tourism, mining, utilities, and agriculture as industries
- Employed over 5 million wage-and-salary workers across the country with earnings of more than \$405 billion
- Exported \$72.6 billion, roughly \$30 billion more than imported, providing a positive trade balance

REOPENING CULTURE: WHAT'S THE PROBLEM?

- Early reopening guidance was not sector-specific and did not acknowledge differences in cultural venues, grouping indoor exhibit-based venues (museums), fixed-seating venues (theaters and concert halls) and outdoor facilities.
- While sector-specific reopening guidance is now more widely available, much of it requires significant changes to operations in response to directives that are still in flux.
- In addition, overlapping layers of authority and expertise are not being coordinated around reopening including:
 - State and local regulations and related public health guidance
 - Recommendations from industry associations and advocacy groups
 - Local networks of affected venues

LIST: These Houston-area museums are open or will open later in May

Texas museums are allowed to reopen under Phase 1 of Gov. Abbott's executive order.



(The Houston Holocaust Museum (Copyright 2019 G. LYNN PHOTOGRAPHY, Inc.)

Source: click2houston.com

Bars & Entertainment Venues

- Open at 1/2 Capacity
- Includes tours, museums, theaters, etc.
- Clean all surfaces after every use
- Employees screened daily and required to wear face masks

Source: Nashville Roadmap for Reopening

REOPENING CULTURE: WHAT'S THE PUBLIC DEMAND?

RESEARCH SHOWS CONSUMERS INTEND TO VISIT CULTURAL INSTITUTIONS WHEN THEY REOPEN:

- Higher demand - Outdoor attractions and venues that allow greater freedom of movement (e.g., museums, botanical gardens, zoos, outdoor performances)
- Lower demand - Indoor spaces with fixed seating (e.g., cinema, theaters, concert halls)

TO FEEL SAFE, CONSUMERS WILL EXPECT TO SEE SIGNIFICANT OPERATIONAL CHANGES. AMONG THE MOST FREQUENTLY CITED WERE:

- Ability to socially distance at the venue
- Limitation on number of visitors
- Requirement for visitors and staff to wear face masks
- Observable cleaning protocols including availability of on-site hand sanitizer



REOPENING CULTURE: VENUE CONSIDERATIONS

CONDITIONS	INDOOR EXHIBIT-BASED VENUES <i>(museums, galleries, historic sites, aquariums, etc.)</i>	INDOOR FIXED-SEAT VENUES <i>(theaters, lecture/concert halls, cinemas, etc.)</i>	OUTDOOR VENUES <i>(concerts in parks, street festivals, etc.)</i>
Ability for patrons to socially distance	HIGH	LOW	HIGH
Ability for patrons to avoid touching surfaces	HIGH	LOW	HIGH
Ability to control patron flow	HIGH	HIGH	MEDIUM
Ability to minimize patron contact with staff	HIGH	MEDIUM	HIGH
Ability for staff to clean frequently during programming	HIGH	MEDIUM	MEDIUM
Financial viability w/ conditions above	MEDIUM	LOW	MEDIUM

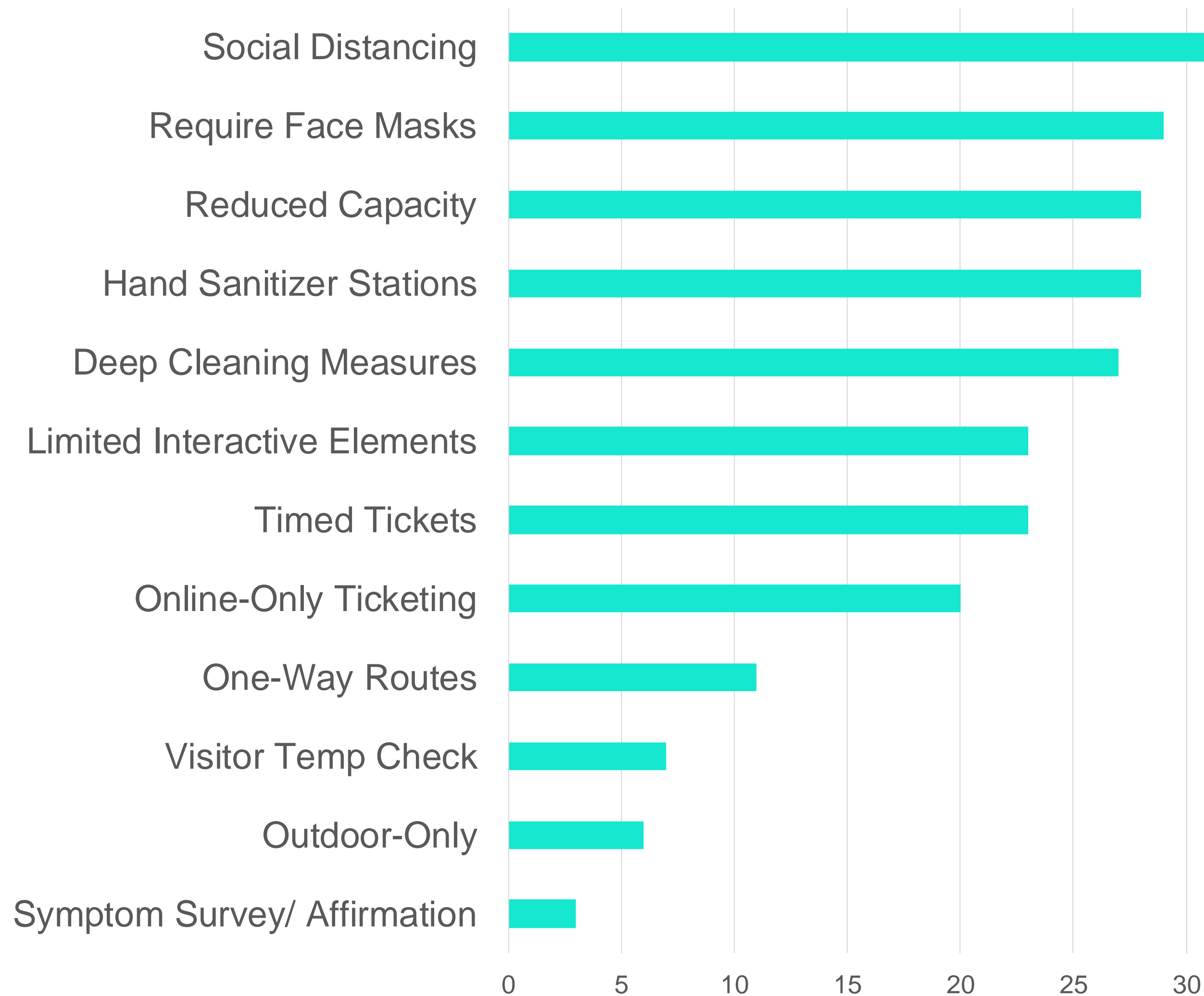


REOPENING CULTURE: SAMPLE OF U.S. MUSEUM PRACTICES TO DATE

- ✓ Museum has included measure in their public reopening plan
- ✗ Museum has not included measure in their public reopening plan
- ? No public information available

Reopen Date	Museum	Reduced Capacity	Social Distancing	Require Face Masks	Visitor Temp Check	Timed Tickets	Online-Only Ticketing	Hand Sanitizer Stations	Deep Cleaning Measures	Limited Interactive Elements	One-Way Routes
15-May	Houston Museum of Natural Science (TX)	25%	✓	✓	✗	✗	✗	✓	✓	✓	?
23-May	Museum of Fine Arts Houston (TX)	25%	✓	✓	✓	✓	✗	✓	✓	✓	?
26-May	Holocaust Museum Houston (TX)	50%	✓	✓	✗	✗	✗	✓	✓	✓	?
5-Jun	Anchorage Museum (AK)	✓	✓	✓	✗	✓	✓	✓	✓	✓	?
5-Jun	Children's Museum Houston (TX)	20%	✓	✓	✓	✓	✓	✓	✓	✓	✓
10-Jun	Crystal Bridges Museum of American Art (AR)	30 per 15 min	✓	✓	✗	✓	✓	✓	✓	✓	✓
16-Jun	Arizona-Sonora Desert Museum (AZ)	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓
17-Jun	Louisiana Children's Museum (LA)	✓	✓	✓	✗	✓	✓	?	✓	✗	✗
20-Jun	Kimbell Art Museum (TX)	✓	✓	✓	✗	✗	✗	✓	✓	✓	?
20-Jun	National Gallery of Art Sculpture Garden (DC)	Max 271	✓	✓	✗	✓	✗	?	✓	✓	✗
22-Jun	International Spy Museum (DC)	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓
22-Jun	Museum of the Bible (DC)	✓	✓	✓	✓	✗	✗	✓	✓	✓	✓
23-Jun	High Museum of Art (GA)	✓	✓	✓	✗	✓	✓	✓	?	✓	?
23-Jun	Museum of Discovery and Science (FL)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
27-Jun	Eiteljorg Museum of American Indians and Western Art (IN)	50%	✓	✓	✓	✗	✗	✓	?	✗	?
1-Jul	Frist Art Museum (TN)	40 per 30 min	✓	✓	✓	✓	✓	✓	✓	✓	?
1-Jul	Knoxville Museum of Art (TN)	25 per hour	✓	✓	✗	✓	✓	✓	?	?	✓
1-Jul	Modern Art Museum of Fort Worth (TX)	?	✓	✓	✗	✗	✗	✓	✓	?	?
5-Jul	Speed Art Museum (KY)	Max 625	✓	✓	✗	✓	✓	✓	✓	✓	✓
6-Jul	Grand Rapids Public Museum (MI)	✓	✓	✓	✗	✗	✓	✓	✓	✓	?
7-Jul	Kansas Children's Discovery Center (KS)	✓	✓	✗	✗	✓	✓	✓	✓	✓	✗
9-Jul	Henry Ford Museum (MI)	✓	✓	✓	✗	✓	✓	✓	✓	✓	✗
15-Jul	Detroit Institute of Arts (MI)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗
15-Jul	Storm King Art Center (NY)	✓	✓	✗	✗	✓	✓	✗	✓	✗	✗
26-Jul	Boston Museum of Science (MA)	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓

REOPENING CULTURE: U.S. MUSEUM PRACTICES TO DATE



CERTAIN MEASURES ARE INSTITUTED CONSISTENTLY ACROSS MUSEUMS

- Enforcing social distancing & face coverings
- Limiting visitor numbers to below capacity
- Visible cleaning protocols including hand sanitizer stations

OTHER MEASURES ARE LESS CONSISTENT

- Hands-on interactive elements limited by many, though others choose to increase cleaning regimen instead
- Timed ticketing & online-only ticketing instituted by many but not all
- Outdoor-only exhibits & one-way routes instituted by some where space permits
- Visitor temperature checks & symptom surveys instituted by few

See the Appendix for additional reopening measures from U.S. and international cities.



REOPENING CULTURE: INTERNATIONAL CITY RESPONSES

THE WORLD CITIES CULTURE FORUM, A NETWORK OF MUNICIPAL CULTURAL LEADERS FROM 42 GLOBAL CITIES, SURVEYED MEMBERS ON THE TOP FIVE ACTIONS TAKEN TO SUPPORT THEIR CULTURAL SECTORS DURING THE PANDEMIC.

- **Emergency Relief**
 - Additional direct funding for organizations
 - Expedite/relax conditions on existing funding
 - Allow loan/tax/rent payment deferral
- **Recovery Support**
 - Fund artists to create new digital content
 - Facilitate safe outdoor events in public space
 - Vouchers/incentives for cultural consumption
- **Reopening**
 - Comprehensive guidance on safety precautions
 - Sector-specific policies for phased reopening
 - Convene task force of city and field representatives
- **Advocacy & Lobbying**
 - Lobby regional/national government
 - Sector surveys & economic impact analysis
- **Comms & Information**
 - Communications campaign
 - Centralized database of artists/resources



REOPENING CULTURE: HOW SHOULD U.S. CITIES RESPOND?

- Adopt sector-specific guidelines on reopening that acknowledge differences in cultural venues and visitor experiences at:
 - Indoor exhibit-based venues (museums, galleries, historic sites, aquariums, etc.)
 - Indoor fixed-seat venues (theaters, lecture/concert halls, cinemas, etc.)
 - Outdoor venues (concerts in parks, street festivals, etc.)
- Support consistent, effective messaging to the public about COVID-19 measures at cultural venues
- Develop clear protocols in the event subsequent closures are needed
- Consider the creation of a mark or seal to certify venues that adhere to applicable regulations and public health guidance around reopening
- Include culture in long-term recovery planning recognizing its impact on local economies, identity and quality of life

REOPENING CULTURE

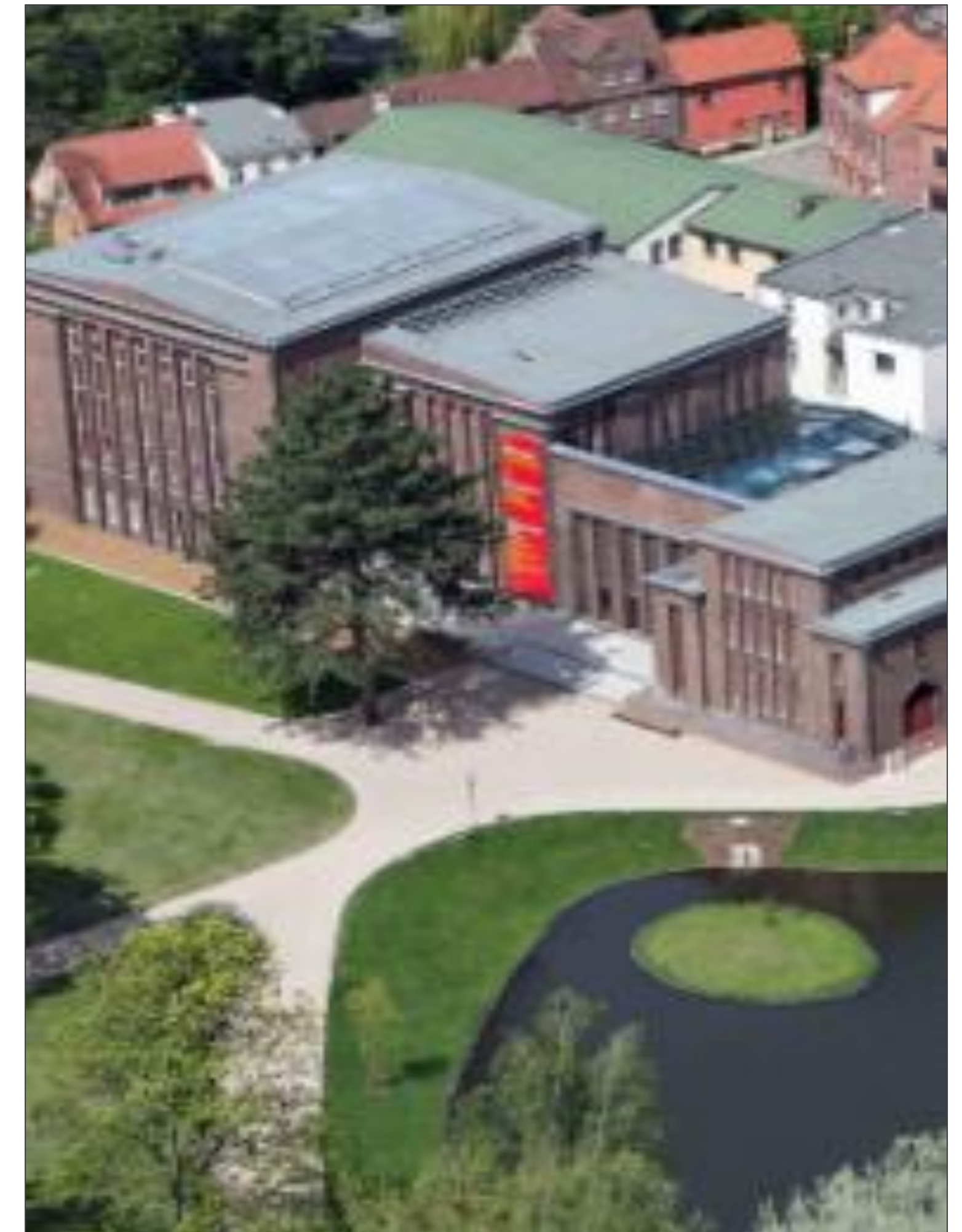
CASE STUDIES



REOPENING CULTURE CASE STUDY: BRANDENBURG, GERMANY

LOCAL CONTEXT

- The Association of Brandenburg Museums allowed its museums to reopen on April 22 with guidelines, but left decisions to the individual institution.
- Most cultural institutions reopened in German states on May 6.
- The Association Guidelines are based on local law which:
 - Prohibit queues in entry spaces
 - Limit 10 people to waiting areas
 - Require a minimum social distance of 1.5m



Brandenburg State Museum for Modern Art

REOPENING CULTURE CASE STUDY: BRANDENBURG, GERMANY

LOCAL CONTEXT

Highlights from the Brandenburg Museum Association Guidelines include:

Social distancing

- Markings to define the maximum walkable floor space
- Timed electronic ticketing
- Plexi-glass at entry
- Card payment only where possible

Limiting services

- No cloakrooms, only free-standing cloak stands and lockers
- No food or drink provision

Communication

- COVID-19 regulations posted at entry points and in numerous locations inside the museum
- Personnel training on visitor management and COVID-19 measures



Minimum distance of 1.5m is marked out on the museum's foyer floor © Blmk



Visitors in pairs can each take one end of a selection of poles and ribbons exactly 1.5m long © Blmk

REOPENING CULTURE CASE STUDY: WIESBADEN, GERMANY

LOCAL CONTEXT

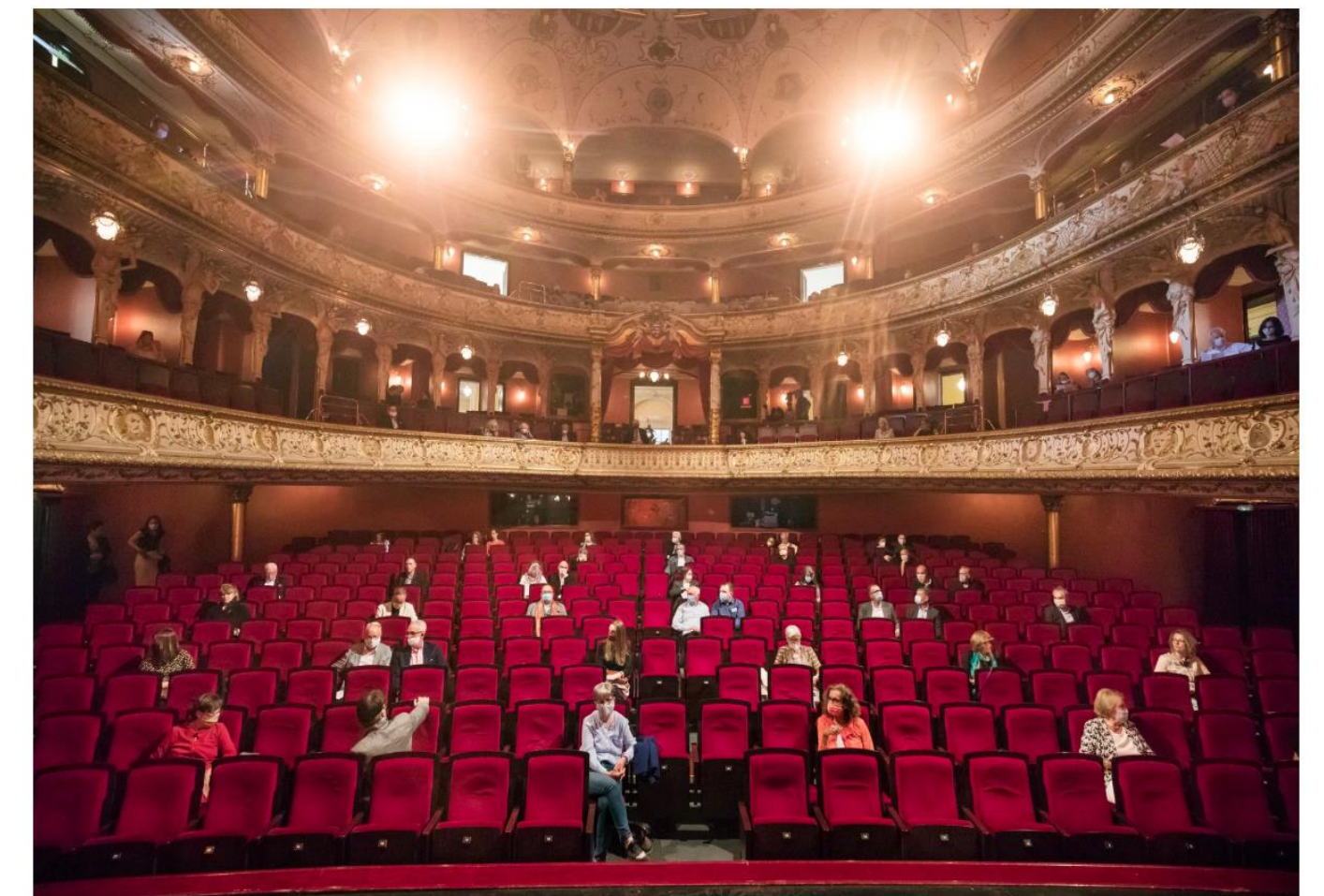
Wiesbaden State Theater is the first major European concert hall to reopen since the pandemic. Hygiene and safety measures include:

- **Personal data and identification**
 - Name, address and phone number of patrons recorded to enable contact tracing
 - Patrons required to have identification
- **Face covering**
 - Masks required for entry, but may be removed once seated
- **Seating**
 - 200 of 1,000 seats available in main theater
 - No fixed seats, only guarantees for particular row
 - One empty row and three empty seats between patrons
- **Facilities and services**
 - No cloakroom
 - One person at a time in the restroom
 - Limited restaurant service

The New York Times

An Audience Comes Out of
Lockdown for Schubert and Mahler

Observing social distancing, a German theater cautiously
restarted live concerts.



By Jack Ewing

Published May 19, 2020
Updated May 20, 2020, 5:55 a.m. ET



REOPENING CULTURE CASE STUDY: SHANGHAI, CHINA

LOCAL CONTEXT

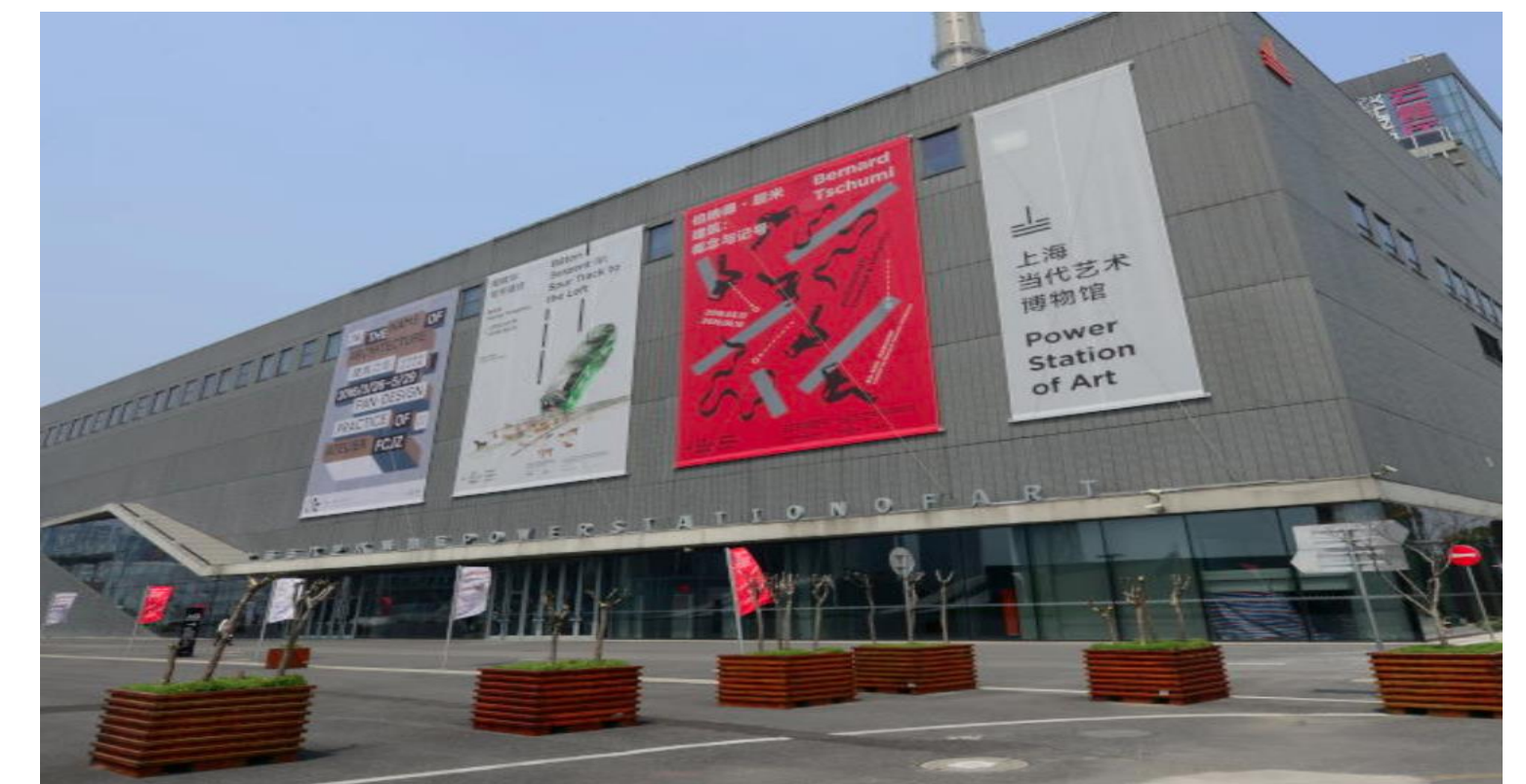
On March 13, the Shanghai Museum and Shanghai Power Station Museum reopened to the public. Both had been closed since late January, when all of mainland China was put under lockdown to contain COVID-19.

Among the measures taken by Shanghai museums include:

- Advance bookings via smartphone apps
- Limits of 2,000 visitors per day and 300 at a time (Shanghai Museum)
- Visitor temperatures checks
- Two-hour limits on visits



Shanghai Museum



Shanghai Power Station Museum

REOPENING CULTURE CASE STUDY: SHANGHAI, CHINA

RELEVANT GUIDANCE

Since the reopening of cultural venues in Shanghai, Hong Kong and Singapore, the International Committee for Museums and Modern Art (CiMAM) developed guidelines based on the approaches of several Asian cultural venues.

The guidelines are based on four pillars:

- Ensuring the security of visitors
- Ensuring the security of personnel
- Management of infrastructure
- Constant communication with the public



Visitors to Shanghai museums must have their temperatures checked, wear masks and may stay no more than two hours © Power Station of Art, Shanghai

REOPENING CULTURE CASE STUDY: SHANGHAI, CHINA

FOCUS ON DOMESTIC TOURISM

- Launch of *Visit Shanghai* app with nine sectors represented including sports, healthcare, arts and transportation, with incentives and discounts aimed at getting locals to return
- Shanghai Disneyland reopened on May 11 after 107 days of closure
- Starting at 20% capacity, increasing to 5,000 per week until the park reaches 30% capacity



VISIT SHANGHAI APP available on App Store



REOPENING CULTURE CASE STUDY: HOUSTON, TEXAS

MUSEUM OF FINE ARTS, HOUSTON (MFAH)

- After a two-month closure, MFAH became the first fine arts museum in the U.S. to reopen its doors on Saturday, May 23
- Texas Governor Greg Abbott lifted the state's stay-at-home order on May 1, which allowed businesses to reopen
- Reopening protocols include:
 - Limiting museum capacity to 25%
 - Face masks for visitors older than 2, and all staff members
 - Temperature checks upon entry
 - Social distancing
 - No food or beverage service
 - Cashless payment only
 - No large bags or coat check service



REOPENING CULTURE CASE STUDY: SAFETY CERTIFICATIONS

SEALS TO CERTIFY SAFETY

- Some governments, local municipalities and tourism bureaus are beginning to offer certifications to businesses that commit to following government regulations and public health guidance as part of reopening.
- Specific requirements vary by jurisdiction, but many rely upon self-certification from businesses that have:
 - Reviewed the relevant state and local guidelines
 - Submitted a formal business reopening plan
 - Provided a written commitment to continue to follow applicable guidance post-reopening



Seals for businesses that reopen safely in Chicago and Fort Worth



Seal for businesses that reopen safely from the UK's Visit Britain tourism bureau

REOPENING CULTURE

APPENDIX





REOPENING CULTURE: U.S. AND INTERNATIONAL PRACTICES TO DATE

Capacity Limits

- **Entrance quotas**
- **Timed ticketing** for staggered entrance
- **Time limited visits** (e.g., two hours)
- **Extended opening hours** to stagger visits
- **Restricted access** for small rooms/spaces
- **Distanced seating** for household groups

Visitor Requirements

- **Require face masks**
- **Require 6 ft distance** from non-household members
- **Temperature checks** / thermal scanning
- **Visitor registration** to assist with contact tracing
- **Registration of health information** via smartphone app in coordination with local health officials
- **Clear signage** warning against visitors entering with symptoms

Venue Hygiene

- **Frequent cleaning regimen**, particularly for high-touch areas/items
- **Placement of no-touch hand sanitizer dispensers** at all entrances/exits
- **Limited usage of high-touch amenities** (e.g., water fountains, revolving doors)

Activity Adjustments

- **Suspend or adjust group tours** and tour routes
- **Limit and guide movement** through exhibits to a single direction
- **Eliminate audio guides** and replace with smartphone app
- **Close interactive program elements with high touch surfaces**
- **Close or restrict concessions and gift shops**

Ticketing & Reception

- **Shift reception services outdoors**
- **Build plexiglass shields** for all visitor services
- **Online-only ticketing**
- **No-touch scanning** for tickets
- **Designate 6-foot spacing** for queues

Special Considerations

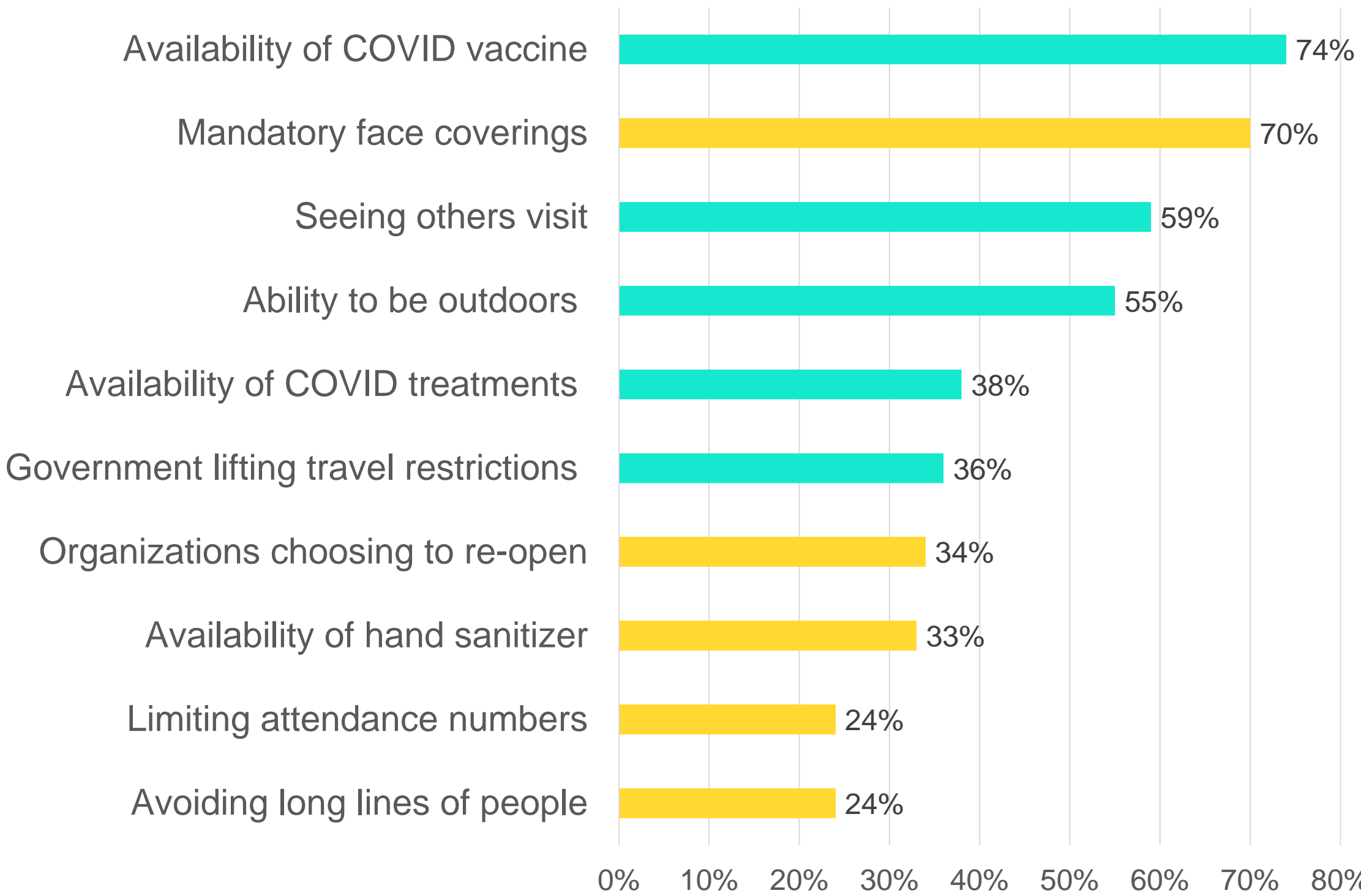
- **Special policy or opening hours for at-risk visitors**
- **Special policy for at-risk staff** or staff who fall ill
- **Temporary quarantine areas on every floor** for visitors that fall ill



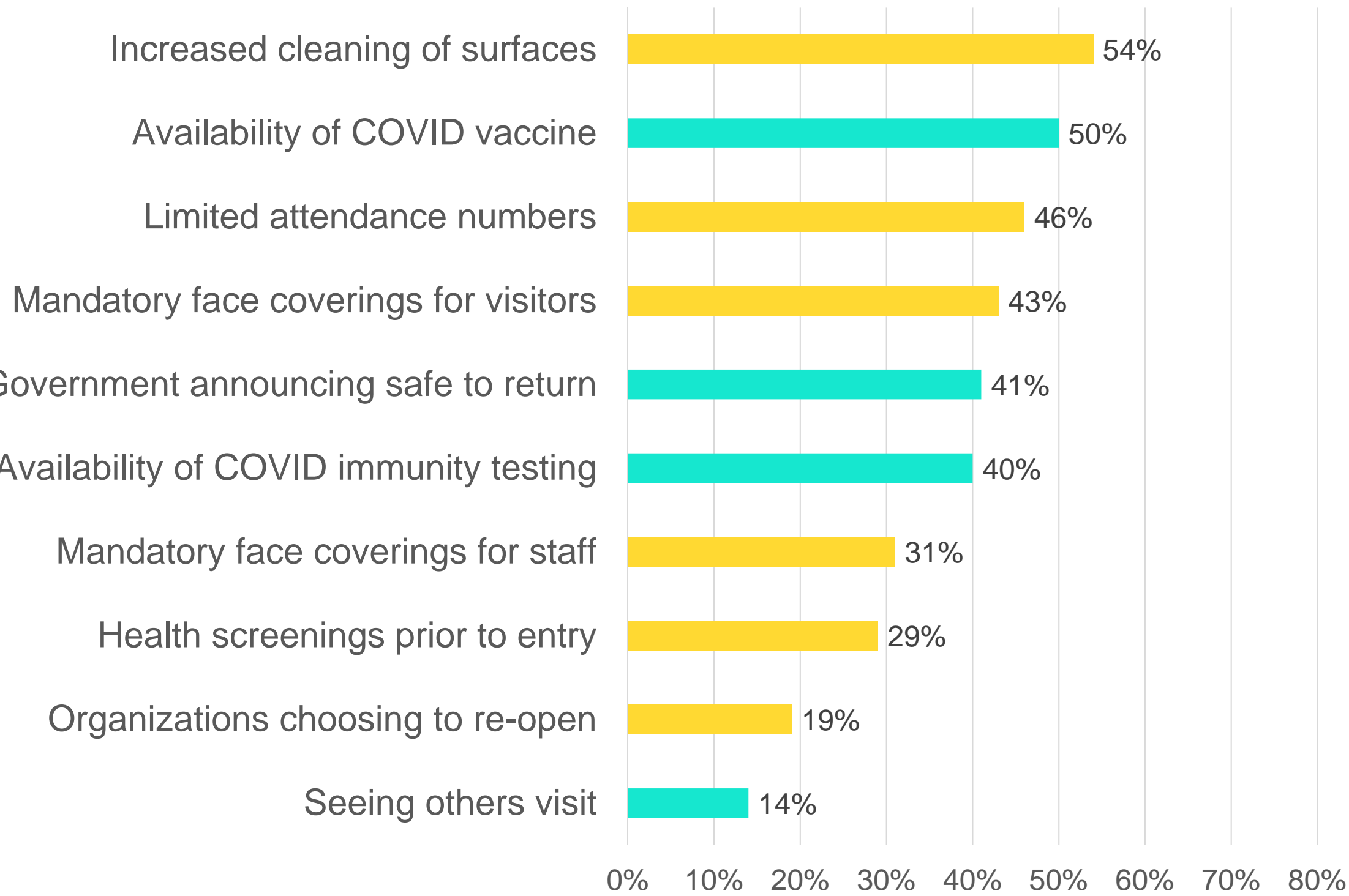
REOPENING CULTURE: U.S. AUDIENCE PERCEPTIONS

SURVEYS OF POTENTIAL VISITORS SHOW FACTORS THAT CONVEY A FEELING OF SAFETY

Top 10 Answers: *What would make you feel safe and comfortable going to a museum, aquarium, theater, zoo, or concert again? (select all that apply)*



Top 10 Answers: *Which of the following factors will most influence your decision to resume attending in-person arts & culture experiences? (select up to 5)*



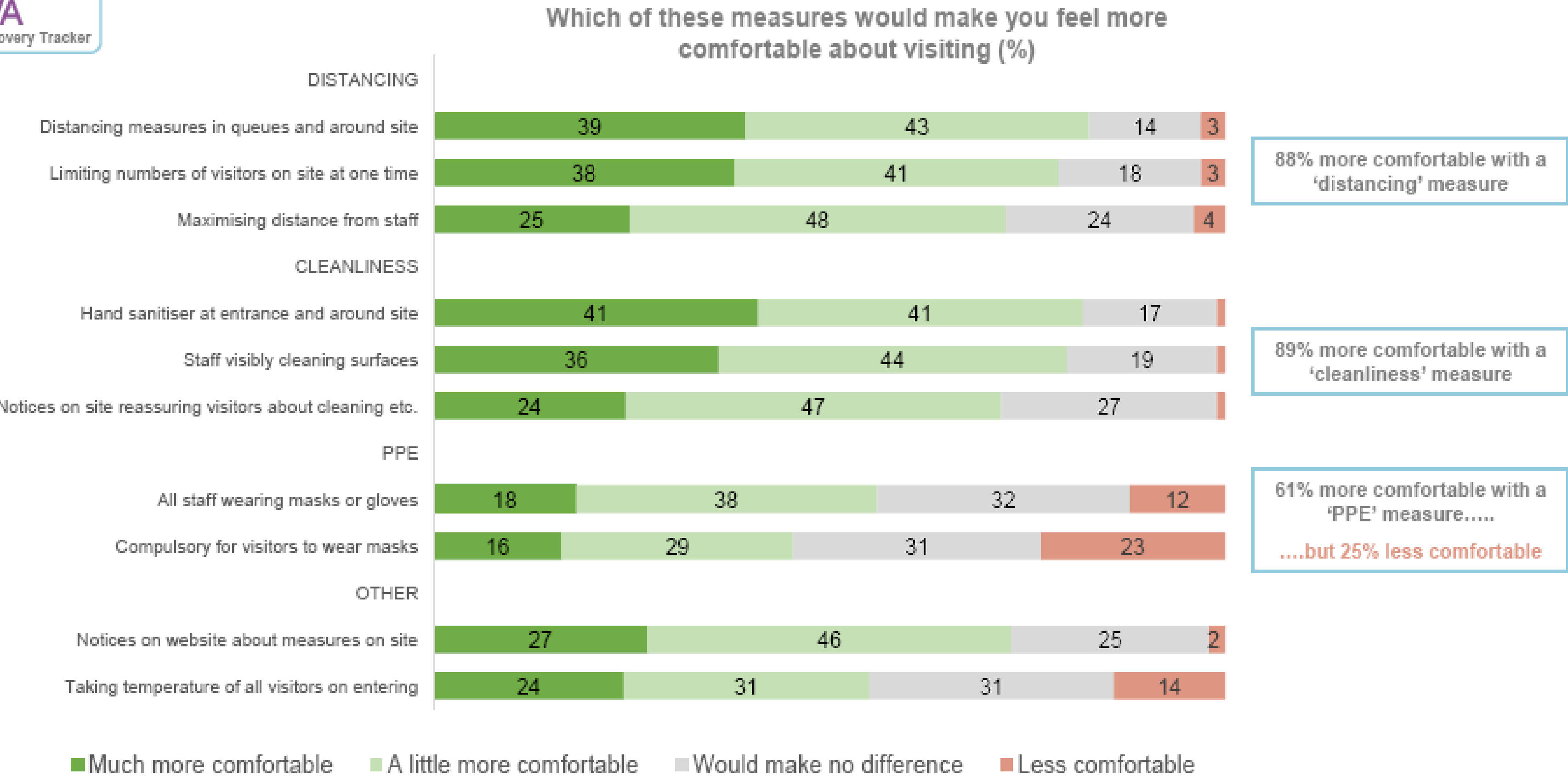
Organization can control

Outside organizational control

REOPENING CULTURE: UK VISITOR PERCEPTIONS

Distancing and cleanliness measures strongly welcomed by the market, but attractions must be seen to be delivering and policing these effectively – notices alone are not enough. A quarter will feel less comfortable with introducing PPE, especially if compulsory for visitors

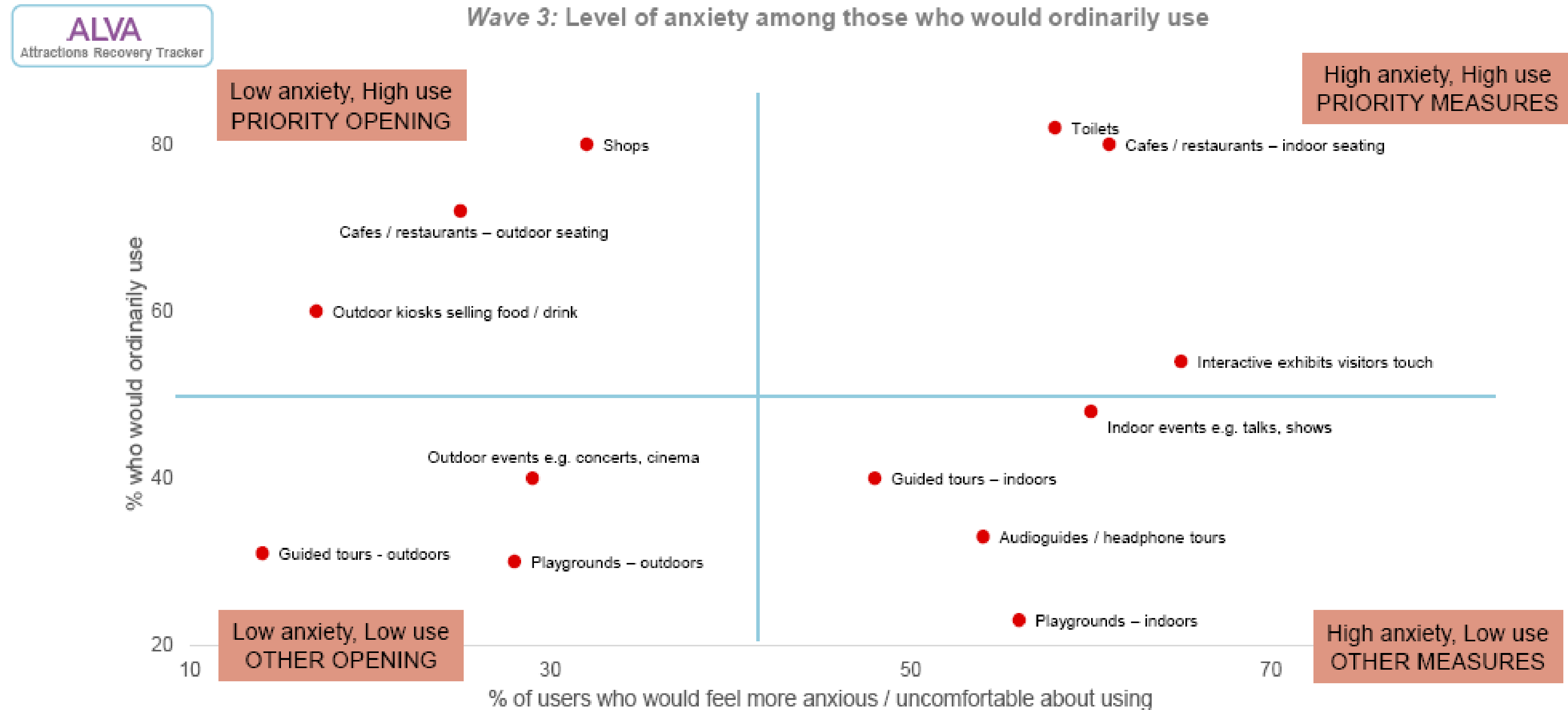
ALVA
Attractions Recovery Tracker



Source: Association of Leading Visitor Attractions (ALVA), UK

REOPENING CULTURE: UK VISITOR ANXIETY

Toilets, indoor catering and interactives are in the *'high use, high anxiety'* area – so need to be priorities for attractions in their pre-visit communications, as well as on-site actions



Source: Association of Leading Visitor Attractions (ALVA), UK



REOPENING CULTURE: SELECTED RESOURCES

MUSEUMS AND COLLECTING INSTITUTIONS

- American Alliance of Museums' [Preparing to Reopen: COVID-19 Resources for the Museum Field](#) offers a resource guide on museum reopenings and sample reopening plans
- American Industrial Hygiene Association's [Back to Work Safely Museums](#) offers guidance for small and mid-size museums with an emphasis on facility hygiene and employee and visitor wellness

PERFORMING ARTS AND THEATER

- American Repertory Theater & Harvard T.H. Chan School of Public Health's [Roadmap for Recovery & Roadmap for Recovery and Resilience for Theater](#) has an emphasis on facilities and building infrastructure
- Event Safety Alliance's [Reopening Guide](#) offers comprehensive guidance for event professionals and presenters of performing arts
- Performing Arts Consortium's [Guide to Reopening Theatrical Venues](#) focuses on risk mitigation measures for performing arts centers

SMALL VENUES, STUDIOS AND REHEARSAL SPACES

- American Federation of Musicians' [Returning to Work Safely](#) focuses on individual artists and operations at small live venues, studios and rehearsal spaces



REOPENING CULTURE: QUESTIONS?



TRACEY KNUCKLES

Bloomberg Associates, Cultural Assets Management

www.bloombergassociates.org

tknuckles@bloomberg.org

(212) 205-0144