Reopening the Cultural Sector in U.S. Cities
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:
  o State and local regulations and related public health guidance
  o Recommendations from industry associations and advocacy groups
  o Local networks of affected venues
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

Source: Studies of consumer sentiment by colleendilen.com, Association of Leading Visitor Attractions (ALVA) UK
# Reopening Culture: Venue Considerations

<table>
<thead>
<tr>
<th>Conditions</th>
<th>Indoor Exhibit-Based Venues (museums, galleries, historic sites, aquariums, etc.)</th>
<th>Indoor Fixed-Seat Venues (theaters, lecture/concert halls, cinemas, etc.)</th>
<th>Outdoor Venues (concerts in parks, street festivals, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability for patrons to socially distance</td>
<td>HIGH</td>
<td>LOW</td>
<td>HIGH</td>
</tr>
<tr>
<td>Ability for patrons to avoid touching surfaces</td>
<td>HIGH</td>
<td>LOW</td>
<td>HIGH</td>
</tr>
<tr>
<td>Ability to control patron flow</td>
<td>HIGH</td>
<td>HIGH</td>
<td>MEDIUM</td>
</tr>
<tr>
<td>Ability to minimize patron contact with staff</td>
<td>HIGH</td>
<td>MEDIUM</td>
<td>HIGH</td>
</tr>
<tr>
<td>Ability for staff to clean frequently during programming</td>
<td>HIGH</td>
<td>MEDIUM</td>
<td>MEDIUM</td>
</tr>
<tr>
<td>Financial viability w/ conditions above</td>
<td>MEDIUM</td>
<td>LOW</td>
<td>MEDIUM</td>
</tr>
</tbody>
</table>
### REOPENING CULTURE: SAMPLE OF U.S. MUSEUM PRACTICES TO DATE

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

Source: World Cities Culture Forum
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:
  o Prohibit queues in entry spaces
  o Limit 10 people to waiting areas
  o Require a minimum social distance of 1.5m
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: WIESEBADEN, 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
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
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
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:
  o Reviewed the relevant state and local guidelines
  o Submitted a formal business reopening plan
  o Provided a written commitment to continue to follow applicable guidance post-reopening
## 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

Source: World Cities Culture Forum and public reporting
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)

<table>
<thead>
<tr>
<th>Factor</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of COVID vaccine</td>
<td>74%</td>
</tr>
<tr>
<td>Mandatory face coverings</td>
<td>70%</td>
</tr>
<tr>
<td>Seeing others visit</td>
<td>59%</td>
</tr>
<tr>
<td>Ability to be outdoors</td>
<td>55%</td>
</tr>
<tr>
<td>Availability of COVID treatments</td>
<td>38%</td>
</tr>
<tr>
<td>Government lifting travel restrictions</td>
<td>36%</td>
</tr>
<tr>
<td>Organizations choosing to re-open</td>
<td>34%</td>
</tr>
<tr>
<td>Availability of hand sanitizer</td>
<td>33%</td>
</tr>
<tr>
<td>Limiting attendance numbers</td>
<td>24%</td>
</tr>
<tr>
<td>Avoiding long lines of people</td>
<td>24%</td>
</tr>
</tbody>
</table>

**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)

<table>
<thead>
<tr>
<th>Factor</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased cleaning of surfaces</td>
<td>54%</td>
</tr>
<tr>
<td>Availability of COVID vaccine</td>
<td>50%</td>
</tr>
<tr>
<td>Limited attendance numbers</td>
<td>46%</td>
</tr>
<tr>
<td>Mandatory face coverings for visitors</td>
<td>43%</td>
</tr>
<tr>
<td>Government announcing safe to return</td>
<td>41%</td>
</tr>
<tr>
<td>Availability of COVID immunity testing</td>
<td>40%</td>
</tr>
<tr>
<td>Mandatory face coverings for staff</td>
<td>31%</td>
</tr>
<tr>
<td>Health screenings prior to entry</td>
<td>29%</td>
</tr>
<tr>
<td>Organizations choosing to re-open</td>
<td>19%</td>
</tr>
<tr>
<td>Seeing others visit</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: colleendilen.com

Source: culturetrack.com
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.

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

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