

**Research on 6 reopened Historic Places
and Museums during the epidemic of
COVID-19 in Shanghai and Suzhou**

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1.0 Introduction

Since the outbreak of COVID-19 in mainland China in late January, 2020, a series of control notices have been implemented by national cultural and tourism department on January 20th. The notice of suspension of reception or closure has been issued to travel-related accommodation institutions, tourist attractions, cultural and entertainment venues, art galleries, cultural centers, museums, and open cultural relics protection units. Some festivals, gatherings, activities with cultural and tourism attributes, as well as tour groups have also been suspended. On January 24th, all the open tourist sites in China mainland were closed for prevention and control.

With the strict measures over the past two months, the COVID-19 epidemic has been effectively controlled, in which the overall situation is gradually improving. Some cities with relatively mild epidemic status, such as Suzhou, began to reopen tourist attractions in batches since February 28th. Other cities with relatively tough epidemic status, such as Shanghai, began to reopen some A level tourist attractions, museums and art galleries to the public since March 13th.

The open status of A level tourist attractions in Shanghai is as below (up to March 30th 2020):

Category	Number of A level Tourist Attractions	Number of Reopened Tourist Attractions	Open Rate
5A	3	2	67%
4A	62	36	58%
3A	48	29	60%
Total	113	67	59%

(Please be aware that The Oriental Pearl Radio & TV Tower (5A) and Shanghai Jinmao Tower (4A) was reopened on March 13th but reclosed on March 30th. Data from Shanghai Municipal Cultural and Tourism Bureau. <https://www.maigoo.com/goomai/181236.html>)

The open status of museums in Shanghai is as below (up to March 30th 2020):

Number of Museum	Number of Reopened Museums	Open Rate
135	70	52%

The open status of public parks in Shanghai is as below (up to March 30th 2020):

Number of Public Parks	Number of Reopened Public Parks	Open Rate
352	335	95%

However, all the A level tourist attractions, museums, gallery, public cultural and tourism venues, entertainment venues and other 11 categories of industries or venue facilities must follow the regulations of the «Guidelines on COVID-19 Epidemic Prevention and Control»^①, which proposed

by Shanghai Municipal Cultural and Tourism Bureau on March 3rd. This guideline is expected to remain in effect for the next two months.

① Please refer to the link: <https://mp.weixin.qq.com/s/eXN1jPdC8ZbHea5MQQrC3Q>

As the guideline is all in Chinese, we have translated the part '3.2 Open Service' which clarifies the regulations of controlling the tourist sites:

15. Encourage the implementation of flow control such as booking visits, reasonably arrange the time of booking visits, avoid the concentration of visitors into the tourist sites, and properly arrange visitors to enter the tourist sites in batches. The daily reception shall not exceed 50% of the original maximum daily capacity, and the instantaneous flow shall not exceed 30% of the original maximum instantaneous flow, so as to ensure that the distance between visitors is more than 1.5 meters.
16. Visitors are required to check in before enter the tourist sites. All visitors who have their body temperature higher than 37.3 **degrees**, or with cough, shortness of breath or other abnormal phenomena are refused to enter the sites and advised to go to the clinic for treatment. All visitors must wear masks at all times.
17. Implement identity registration system. Visitors are required to present their valid identification card and register their personal information before entering the sites. Visitors from key areas should voluntarily report basic information and health status. Visitors who holding the green code (green means health) can enter the sites. Encourage the use of internet, database and other methods to fully grasp the basic information of tourists, so as to effectively track and control.
18. Cancellation of group reception service. Suspension of education, lectures and other public activities of personnel gathering. Suspend face to face guiding service, but use audio guide, WeChat official account, apps, QR code instead for audience.
19. Strengthen audience evacuation and strictly control personnel gathering. The personnel in the open area should step up the inspection around the sites. If there is a dense crowd, they should immediately urge the evacuation.
20. Create a good atmosphere by sending short messages, scrolling screens, and promotional videos. Advocate dispersed visiting, reduce concentration, be aware to personal protection. Uncivilized behavior should be advised and stopped. The instantaneous visitor flow of the sites and the relatively dense area should be displayed in a prominent position.

2.0 On-site Research

According to the data above, more than half of the A level tourist attractions, museums and art galleries in Shanghai have been reopened to the public since March 13th. Base on that, we conducted a field research on two 3A tourist attractions, one 4A museum and one art museum in Shanghai, and a historical district and classical garden attractions in Suzhou from April 17th to 20th. The following paragraphs will introduce the spatial forms, epidemic prevention measures and current operation status of the six tourist sites.

The 6 tourist sites are as below:

	Name	Category
1	Shanghai Tianzi Fang	Conservation Areas / Traditional Residential Areas
2	Shanghai 50 Moganshan Road (M50)	Industry Heritage
3	Shanghai Museum	National 4A level Tourist Attraction
4	Shanghai Power Station of Art (PSA)	Industry Heritage
5	Suzhou Pingjiang Road Historical District	National Cultural and Historical Area
6	Suzhou Classical Gardens Attractions	World Heritage Sites and National Monument

2.1 Shanghai Tianzi Fang (Conservation Areas/Traditional Residential Areas)

Tianzi Fang used to be a typical local residential - Linong, first built in 1920s locating in the former French concession in Shanghai, which was mixed with small factories since 1930s. Around 90s of last century, the factories began to closed, then some artists moved in. The regeneration of Tianzi Fang was totally initiated from privet part, most of the houses and building have been rented to studio, gallery, exhibition hall and shops, which attracted many tourists every year since past 10 years.

The predecessor of Tianzi Fang is the traditional “linong” (alley) of Shanghai. Its spatial form still retains the original shape of crossing linong, which are narrow and compact. The wide linong are four to five meters wide, but the narrow ones may be only two or three meters wide. Within some narrow linong, you can still see a dense network of electric wires and residents' clothes hanging outside the balcony. The three permanent entrances to Tianzi Fang are located in the three main linong — 210, 248 and 274 of Taikang road (arrows on the map). Visitors enter from the three entrances and walk along the narrow streets to experience the old Shanghainese way of life. The unique street culture attracts a large number of tourists including both individual and group visitors here, the instantaneous peak of the flow of people once reached about 5,000.

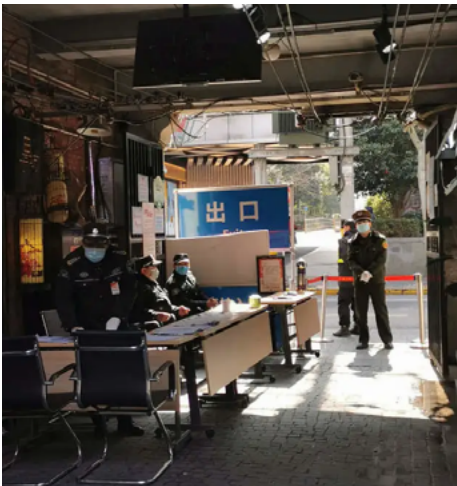


Map of Tianzi Fang

(source: Tianshi 2010. PhotoFans, viewed 27 April 2020, <<http://bbs.photofans.cn/thread-322652-1-172.html>>.)

► Epidemic Prevention Measures

Tianzi Fang has closed on January 24th and reopened since March 18th. The entrance in 210 and 274 linong are closed, only the one in 248 (red arrow on map) is open. All employees and tourists entering the park must wear masks and show their reservation codes, green health code, ID, as well as take temperature test. The identification registration management are also necessary for everyone within the site. The instantaneous tourist number of Tianzi Fang is restricted under 2500 since March 18th, which is less than half of the peak level. The group tourists are banned so far.



The Entrance of Tianzi Fang

(source: Tencent Website, 2020. viewed 27 April 2020, <<https://new.qq.com/omn/20200318/20200318A0J5K00>>.)

► **Current operation status (up to April 17th)**

The outbreak of COVID-19 causes a great decline of the visitors in Tianzi Fang, there are about 1000-1500 people a day but the instantaneous tourists are only 100 on average. Therefore, although there are over 70% stores are open, their situation is still not optimistic and would not recover in a short period.



Street View of Tianzi Fang
(source: Ye Y., 2020.)

We have interviewed three shopkeepers, who respectively operated jewelry store, café and Chinese traditional jewelry store (seal, pendant, etc.).

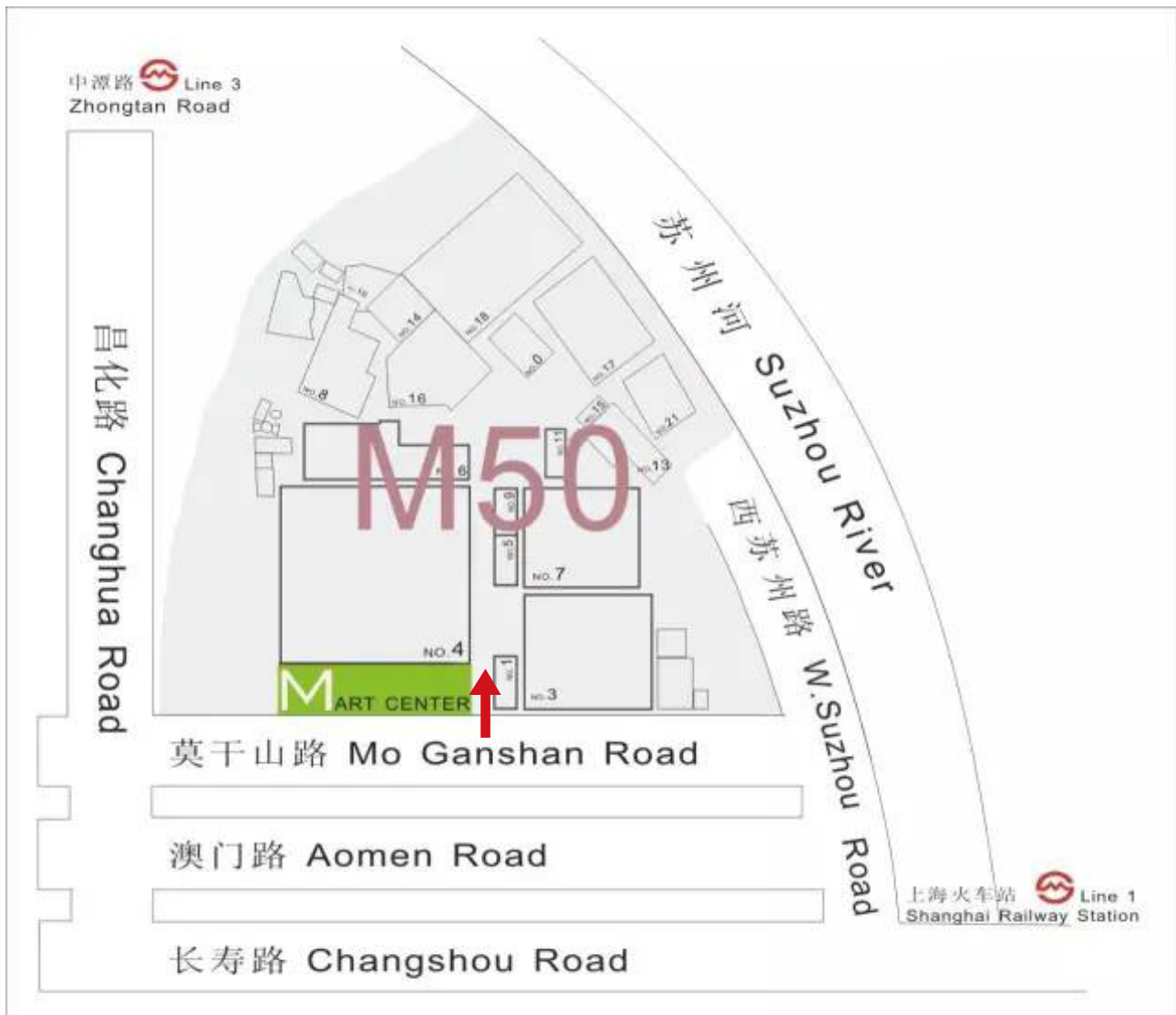
- Number of visitors:
All the shopkeepers responded there's almost no customers come and face deficit every day (during the interview, no customers in the jewelry store and traditional jewelry store, 3 to 5 customers in the café).
- Government subsidy / temporary rent relief:
All the shopkeepers responded no government subsidy, but the rent relief depend on the negotiation with landlord. The negotiation result of the jewelry store was no rent for two months, while the café and traditional jewelry store were still negotiating. However, the shopkeeper of jewelry store reflected that the two months' rent relief does not help a lot.
- Cooperative groups/organizations:
All the shopkeepers in Tianzi Fang have to register in the marketing department,

in which they have a WeChat group with all the shopkeepers in. They also have private small WeChat groups, but only for daily affairs without any purpose of cooperation.

- Future development:

All the shopkeepers responded they will close the store if there's still unoptimistic. It is hard to estimate how long the epidemic would take and how long is the number of visitors likely to improve.

2.2 Shanghai 50 Moganshan Road (M50) (Industry Heritage)



Map of M50

(source: M50, 2017. viewed 27 April 2020, <https://www.sohu.com/a/153443877_307247>.)

The predecessor of M50 art District is Shanghai Chunming woolen textile factory, which transformed into a contemporary art district in 2000. M50 covers an area of 41 acres and distributes in an arc-shape area along the Suzhou River with only one entrance in the middle of Mo Ganshan Road (arrow on the map). It owns more than 50 industrial buildings in various historical periods from the 1930s to the 1990s, which is the most intact remains of ethnic industrial buildings along the Suzhou river.

Since 2000, with the construction of urban industrial district and the improvement of business forms, the creative-design-based artists' studios, cultural and art institutions and design enterprises have been gradually introduced. M50 therefore became one of the most symbolic art districts in Shanghai. Today, M50 has introduced more than 140 artists' studios, galleries, higher art education and various cultural and creative institutions from 20 countries and regions.

► Epidemic Prevention Measures

M50 was closed on January 24th and reopened since the end of March. There is still only one entrance locates on middle of Mo Ganshan Road (arrow on map). All the visitors and employees are required to wear masks and take temperature test, as well as show their green health code and ID before enter the sites. On the day of April 20th, over 60% of galleries and stores in M50 was reopened, but just a few people show up on the streets even there is no tourists restrictions in M50.



Street View of M50
(source: Ye Y., 2020.)

► Current operation status (up to April 20th)



OFOTO Gallery

(source: OFOTO Gallery, 2015. viewed 27 April 2020, <<http://www.ofoto-gallery.com/packs.php?in=3&id=2142&lang=zh&lang=zh>>.)

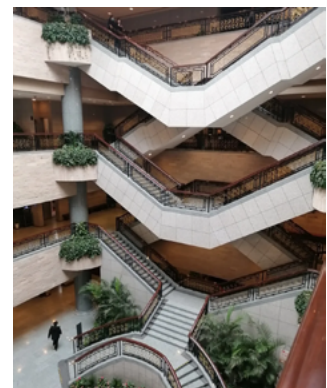
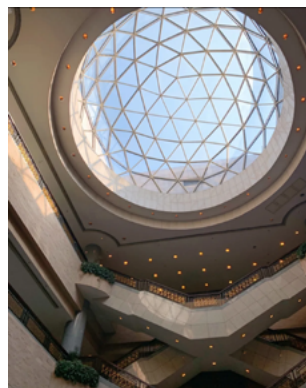
During the on-site research, we have interviewed the director of OFOTO Gallery Mr. Huang. He responded that the gallery was in a difficult situation, in which all the plans were disrupted. His feedback is as blow:

- Number of visitors:
Due to the growing trend of global COVID-19 epidemic, all the exhibitions of OFOTO Gallery are cancelled currently. It causes both the local and overseas customers are in a sharp decrease.

- Business transformation:
As all the exhibitions are cancelled and the transportation of artworks to overseas are also blocked, OFOTO has shift most of its exhibitions/activities online. However, online mode is much less effective than face to face, but the second half year will still focus on online business.
- Government subsidy / temporary rent relief:
No government subsidy so far but still negotiating with landlord about the rent relief. However, as the property of M50 is owned by national enterprise, there is a specific administrative department to manage the surrounding environment. The department covered parking fee for one month during the epidemic.
- Cooperative groups/organizations:
Difficult to implement. As most galleries have arranged their plans one year in advance, it is difficult to match the time with each other. It is only possible for some small exhibitions with one or two galleries or for some large-scale events such as expositions, but all need coordination.
- Future development:
The field of art collection is always like a parabola, which the best status use to be fleet. The epidemic has again caused the collection field into a downward mode, which needs a long time to recover. It is expected that the situation of OFOTO will rebound during September to November this year.

2.3 Shanghai Museum (National 4A level Tourist Attraction)

Shanghai Museum has 11 galleries and three exhibition halls with a display area of 2,800 square meters. It has a collection of nearly one million cultural relics, including 120,000 rare relics such as bronze ware, ceramics, calligraphy and paintings. The basic positioning of Shanghai Museum is the museum of ancient Chinese fine art, in which its collection, exhibition and research concentrates on ancient Chinese artworks. With the development of more than half a century, by the end of 2014, Shanghai museum owns a total of 101,925 collections, of which 717 first-grade cultural relics, 34,505 second-grade cultural relics and 107,992 third-grade cultural relics.



Landscape of Shanghai Museum
(source: Ye Y., 2020.)

The first floor of Shanghai Museum is the Ancient Chinese Bronze Gallery, Ancient Chinese Sculpture Gallery and exhibition hall. The second floor is Ancient Chinese Ceramics Gallery, Zande Lou Ceramics Gallery and exhibition hall. The third floor is Chinese Calligraphy Gallery, Chinese Painting Gallery and Ancient Chinese Seal Gallery. The fourth floor is Ancient Chinese Jade Gallery, Ancient Chinese Currency Gallery, Chinese Ming and Qing Furniture Gallery, Chinese Minority Nationalities' Art Gallery and exhibition hall.

► Epidemic Prevention Measures

Shanghai Museum was closed on January 24th and has reopened since March 13th with a strict epidemic prevention measure. Firstly, all visitors need to make a reservation online with their valid ID in advance. Visitors could choose their visiting time but could only come during this period. Secondly, all visitors must wear masks and take temperature test, as well as show their ID, green health code and reservation code before check in. 2000 reservations per day and 300 instantaneous visiting is the maximum.



The Entrance and Exit of Shanghai Museum
(source: Ye Y., 2020.)

► Current operation status (up to April 17th)

Due to the government restriction on the number of visitors, the daily visitors in Shanghai Museum must under 2000. We took the on-site research at 13: 15 to 14:15, April 17th (Friday), there are 4 galleries (11 in total) and 3 exhibition halls (3 in total) are closed, therefore we only visit the other 7 galleries (Ancient Chinese Bronze Gallery, Ancient Chinese Sculpture Gallery, Ancient Chinese Ceramics Gallery, Chinese Painting Gallery, Ancient Chinese Seal Gallery, Ancient Chinese Jade Gallery and Ancient Chinese Currency Gallery). Some galleries have more than 10 visitors but some are less than 5. It is estimated that there are about 60-80 visitors within the museum during this period. However, Shanghai Museum is a non-profit museum without any ticket fee, the restrictions of visitors would not cause big impacts on it.



Shanghai Museum
(source: Ye Y., 2020.)

2.4 Shanghai Power Station of Art (PSA) (Industry Heritage)

Established on October 1st, 2012, Shanghai Power Station of Art (PSA) is the first public contemporary Art museum in mainland China. It locates along the Huangpu river, which covers an area of 42,000 square meters, with an exhibition hall area of 15,000 square meters. The chimney with a height of 165 meters is both an urban landmark of Shanghai and a special exhibition space of PSA. The architecture of PSA was rebuilt from the Nanshi Power Station. It witnessed Shanghai's urban transformation of Shanghai from industry to the era of information. PSA owns 12 exhibition halls, library, research room, lecture hall and other functional facilities.



Landscape of PSA
(source: Ye Y., 2020.)

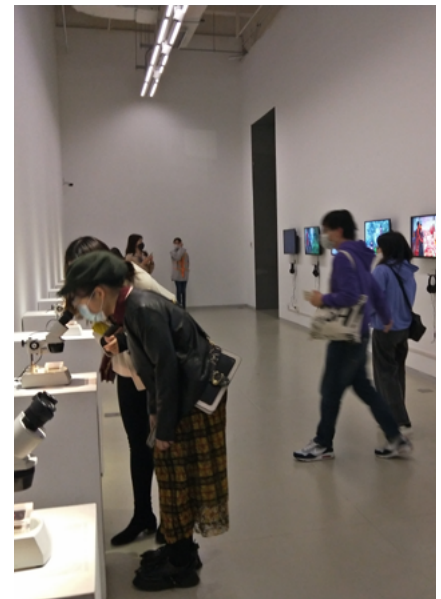
► Epidemic Prevention Measures

PSA was closed on January 24th and has reopened since March 13th. Its measurements similar with Shanghai Museum but much stricter. Reservation is also necessary but no time restriction. ID, reservation code, green health code, as well as temperature test and masks are required before check in. ID and temperature test are required as well in the exit. Within the museum, there are staffs in each region to control the number of visitors. Daily reservation must less than 1000.



Staffs inside each region
(source: Ye Y., 2020.)

► **Current operation status (up to April 18th)**



View inside PSA
(source: Ye Y., 2020.)

We have interviewed the director of PSA media department Ms. Zhang. She responded that PSA is a non-profit museum, thus the epidemic has not affected PSA as much as for-profit institutions, generally it's manageable. Her feedback is as below:

- Number of visitors:
As the restriction of the number of visitors is 1000, there are about 400 to 500 visitors on business day and 700 to 800 at weekend.
- Business transformation:
As most of the exhibitions are cancelled or postponed, PSA mainly focuses on the online activities/exhibitions currently (such as theme design projects, epidemic

prevention poster exhibition, etc.).

- Government subsidy / temporary rent relief:

Government has issued 21 relevant regulations, which is helpful in a certain degree. However, the restriction of visitors causes the reduction of ticket fee (some exhibitions would require ticket fee).

- Emergency response mechanism:

PSA has emergency procedure handbook. Meetings/discussions were also conducted regularly based on the epidemic situation.

- Future development:

Ms. Zhang responded that it is hard to estimate how long the epidemic would last, but new measures will be specified base on the situation.

2.5 Suzhou Pingjiang Road Historical District (National Cultural and Historical Area)

Pingjiang Road (red dotted line on the map) is a historical street in Suzhou, which locates along Pingjiang River. It is the most well-preserved historical district of the ancient city of Suzhou, which is well-known as the epitome of the ancient city. Its panorama firstly appeared in «Pingjiang Tu» which depicted the landscape of Suzhou during Southern Song Dynasty. Over 800 years, the street layout of Pingjiang Road was basically remained the same as the original pattern since Tang and Song Dynasties, which is still vital and flourishing today.



Map of Pingjiang Road Historical District

(source: Guo X., 2016. viewed 27 April 2020, <<https://you.ctrip.com/travels/suzhou11/2668436.html>>.)

Pingjiang Road, with a length of 1,606 meters and a width of 3.2 meters, is a classic water lane with a long history in Suzhou. One of the most famous Suzhou classical gardens ‘Humble Administrator Garden’ and ‘Shuangta Garden’ are located in both ends.

In May 2004, the protection and renovation of Pingjiang Road and the branch historical streets on both sides were finished, following the principle of ‘restoration as the past’. The interior of many ancient houses along the street have been rebuilt as bars, clubs under the exterior of wooden door panels, in which it still looked like an ordinary historical folk house. The difference could only be seen from the particularly delicate carved porch.

► Epidemic Prevention Measures

The historical district in Pingjiang Road was closed on February 5th and has reopened since February 28th. Due to the epidemic situation of Suzhou is relatively mild, Suzhou’s tourist sites implement two policies for local and non-local tourists separately. Local residents do not need to make reservation, could enter with health code and ID after temperature test (masks are also required). Visitors who are not from Suzhou must make an online reservation one day before, and choose one of the two periods that you will access: 10:00-15:00 (limited to 500 people) or 15:00-19:30 (limited to 500 people). ID, masks, health code and temperature are also required before entry.

► Current operation status (up to April 17th)

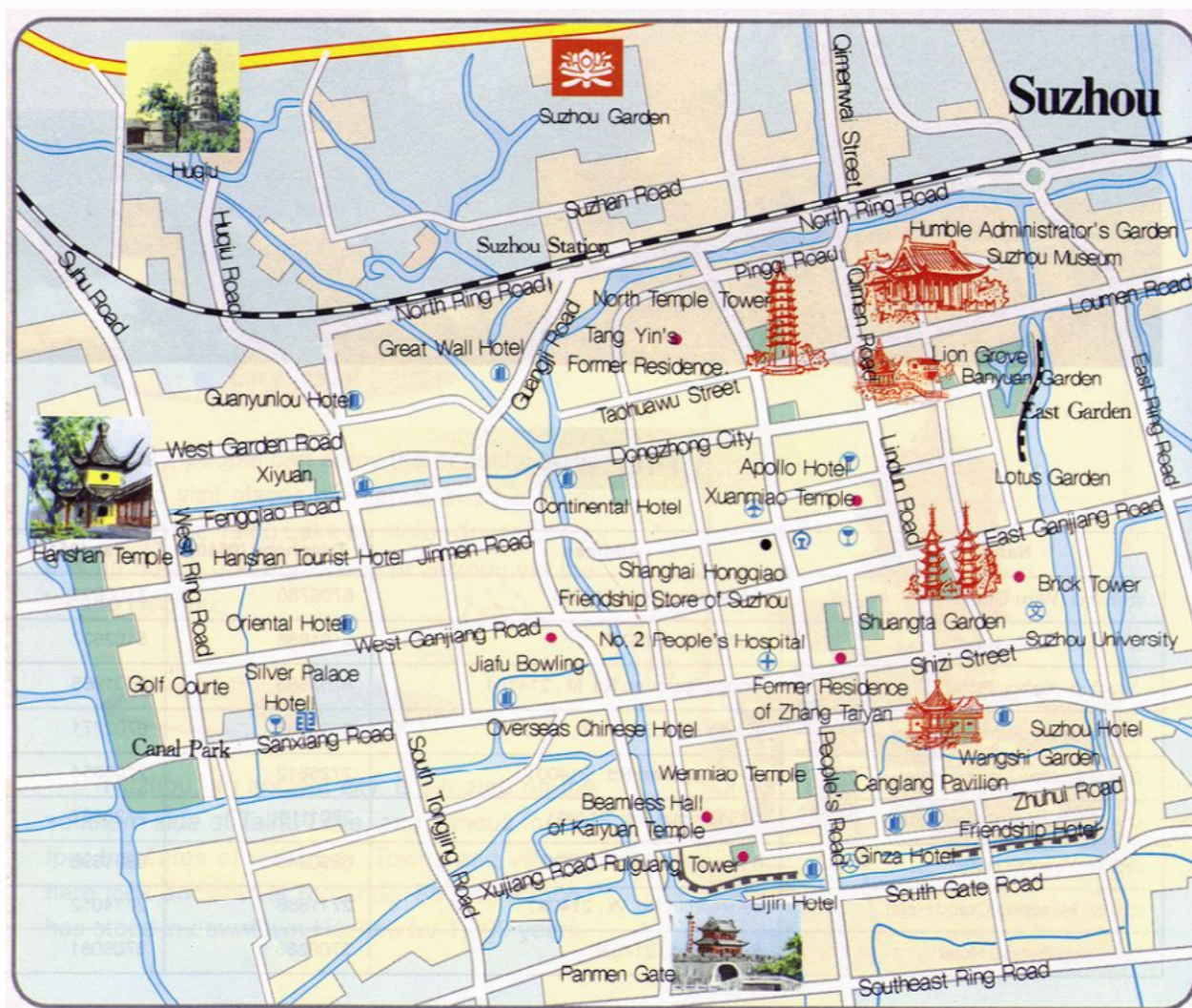
We took the on-site research On April 17th (Friday afternoon), there are more than 1000 visitors entered Pingjiang Road every day and over 80% of stores reopened. Most of the shopkeepers responded that the performance is worse than last year, however, it’s much better than expectation due to the visitors are increasing steadily. For some restaurants, although it’s open for serving, they still restrict the number of people according to the requirements of the street market supervision department and the commerce chamber of Pingjiang Road. All people need to show their health code and take temperature test before enter the restaurant. Group tourists are also banned so far.



Street View of Pingjiang Road Historical District
(source: Ding F., 2020.)

2.6 Suzhou Classical Gardens (World Heritage Site and National Monument)

The Classical Gardens of Suzhou are a group of gardens in Suzhou region, which have been added to the UNESCO World Heritage List. Spanning a period of almost one thousand years, from the Northern Song to the late Qing Dynasties, these gardens, most of them built by scholars, standardized many of the key features of classical Chinese garden design with constructed landscapes mimicking natural scenery of rocks, hills and rivers with strategically located pavilions and pagodas.



Map of Suzhou City with Some of the Classical Gardens

(source: China Mike., 2010. viewed 27 April 2020, <<https://www.china-mike.com/china-travel-tips/tourist-maps/suzhou/>>.)

According to the records of «Suzhou fuzhi», there were 6 gardens in Zhou Dynasty, 4 gardens in Han Dynasty, 7 gardens in Tang Dynasty, 118 gardens in Song Dynasty, 48 gardens in Yuan Dynasty, 271 gardens in Ming Dynasty and 130 gardens in Qing Dynasty. Most of the existing classical gardens in Suzhou are from Ming and Qing Dynasties, which represents the unique types of Jiangnan classical gardens. From 2015 to 2018, Suzhou government has issued four documents of the «List of Suzhou Classical Gardens», there is a total of 108 gardens in the city have been included in the protection system and 77 gardens are open to the public currently. All the selected

gardens are listed for protection according to regulations, which defined the specific scope, contents and objects.

► Epidemic Prevention Measures



The Entrance of Humble Administrator Garden (5A)

(source: Tencent Website, 2020. viewed 27 April 2020, <<https://new.qq.com/omn/20200228/20200228A0GEXB00.html>>.)

Up to the end of March, there are over 20 classical gardens has reopened. ID, health code, temperature test is required for all gardens, but reservation is not necessary for all. Some of the gardens also have flow restriction in different periods. For Humble Administrator Garden (5A), Lion Grove Garden (4A) and Liu Garden (5A), the daily visitor number and instantaneous visitor number are restricted in 10% and 20% of the past. The other classical gardens are 20%.

► Current operation status (up to April 17th)



Landscape of Classical Gardens

(source: Ding F., 2020.)

Suzhou government has launched an activity called “The Suzhou Tourist Season of Spring” which implemented a series of preferential terms in tourist sites. All the ticket-required national A level tourist sites are half price off since May 1st to June 30th. Especially for nationwide medical personnel, all the national tourist sites are free for one year. For the family members of medical team who supported Hubei Province, all the national tourist sites are free for three years.

Furthermore, since April 25th to June 25th, the four scenic classical gardens: Huqiu Scenic Area (5A), Humble Administrator Garden (5A), Couple's Retreat Garden (World Heritage Site) and Yi Garden extend the opening hours from 7:30 to 19:00 according to the night economic development policy. However, based on the regulations, the maximum number of visitors during 17:30 to 19:00 should no more than 30% of the normal maximum capacity, which are as below:

Classical Gardens	Number of visitors	Ticket Fee (Apr. to May)	Ticket Fee (June)
Huqiu Scenic Area	2070	70	60
Humble Administrator Garden	1050	80	70
Couple's Retreat Garden	360	25	20
Yi Garden	300	15	15

Data from Suzhou Municipal Garden and Afforestation Administration

3.0 Evaluation and Comments

The above 6 tourist sites are facing more or less impacts brought by the epidemic of COVID-19. In our opinions, the reason why the level of impacts onto each tourist site is different, there are three factors should be considered. Firstly, the type of the attractions/institutions is for-profit or non-profit. Secondly, for for-profit attractions/institutions, what their business categories are. Thirdly, for some local-based tourist attractions, any autonomous merchant alliance exists. These three factors do not represent all, but it's expected to encourage more discussions from managers, scholars and relevant professionals in order to formulate a comprehensive action plan.

► For-profit and non-profit institutions

Among the above 6 tourist sites, PSA, Shanghai Museum and Suzhou Suzhou Classical Gardens are non-profit institutions, while for Tianzi Fang, M50 and Pingjiang Road Historical District, we classified them as for-profit institutions (the property is owned by national enterprises and Tianzi Fang is mostly owned by private) due to our target units are the self-employed merchants within the tourist sites. For the three non-profit units, we can see their impacts are relatively small comparing with for-profit units, and government also formulated a series of measures and subsequent operation regulations immediately. Therefore, even a sharp drop in the number of visitors after the outbreak of COVID-19, they did not face serious operational difficulties. Another reason is that both PSA and the Shanghai Museum have their own emergency plans in advance, in which they responded very quickly to minimize the impacts. Therefore, it should be noticed that the emergency plan is important and necessary for both for-profit and non-profit institutions.

For the three for-profit units, the impacts are relative huge. Firstly, the similarity of these three units is that they are all composed of self-employed merchants, thus the sharp decrease of the number of visitors would directly result in operating difficulties or even closure. Therefore, these self-employed merchants are the ones who need the most government support, but there's not any support measures from the government so far. Secondly, there is not an alliance of autonomous organizations between the merchants (we will discuss it in the third point with the example of Tianzi Fang and Pingjiang Road Historical District). Therefore, for those for-profit tourist sites which composed of self-employed merchants, we need to consider how to deal with the operating difficulties when facing such three (or one of the) “no” — no financial support, no customers, no autonomous alliance.

► Business categories

Comparing Tianzi Fang and M50 galleries, the merchants of Tianzi Fang are in a worse situation than the ones in M50. Firstly, Tianzi Fang has already transformed itself from a cultural creative

clusters into a tourism attraction. Most of the former artist studios are now the stores which selling mid-range tourism cultural products. Therefore, even though there were a large number of groups tourists everyday in Tianzi Fang before the outbreak of epidemic, once the epidemic occur, the public would abandon it quickly. For M50, it is still an industrial heritage site which dominated by artist studios and galleries. Although these studios and galleries were greatly affected, they still got exhibition and some online activities to attract visitors. Their cultural connotataion is also able to maintain their regular customers.

However, it should be noticed that the industries of tourism and retailing are likely to recover much more quicly than the industry of culture. Thus, it is predictable that the Tianzi Fang will recover faster than M50.

► **Autonomous merchant alliance**

From the above analysis, it can be seen that Tianzi Fang is greatly affected, but another similar tourist site Pingjiang Road Historic District has not suffered such great difficulties in operation. One of the reasons is because the spatial layout of Tianzi Fang which are narrow and close. Most of the tourists refuse to go there in consideration of personal safety. But another more important reason is that the lack of community cooperation in Tianzi Fang.

Pingjiang Road Historical District has more than 10 communities, with more than 3,400 households and 9,000 residents. Most of the shopkeepers within the district are from this communities, in which it's much easier for them to develop groups due to this close relationship and then form a mutually beneficial cooperative alliance. The Chamber of Business in Pingjiang Road is a specific example which holding more than 40 member merchants all over the district. The work of the Chamber of Business including promoting the resource sharing and mutual benefit of merchants on Pingjiang Road, transforming related product into characteristics cultural and tourism products, and supervising and guiding merchants to abide the law and operate honestly, so as to realize the sustainable development of businesses in the historic district. Therefore, we can see that it is a relatively mature autonomous alliance, which plays a great role in the development of Pingjiang Road Historic District after it reopen. Another organization Integrity Alliance whose members include not only merchants and operating institutions, but also the law enforcement departments to maintain the business order of the district. It could be seen that the merchant alliance is also a powerful way that connects with government or any other institutions/agencies.

Therefore, Pingjiang Road is a more integrated and community-based historical district with stronger vitality. During the epidemic period, its community life is able to be maintained by local residents. The function of recombination within the district also enables it to recover quickly after the epidemic. But for Tianzi Fang, the local residents are less than 10% and the only functions here are business and tourism. That's why the vitality of Tianzi Fang is greatly affectedcd by the epidemic.

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Sources:

Ding Feng and Ye Yuanyuan, Shanghai Ruan Yisan Heritage Foundation

Producer of the document:

Ye Yuanyuan, Shanghai Ruan Yisan Heritage Foundation

Reference:

List of National A level Tourist Sites, released by hanghai Municipal Cultural and Tourism Bureau, <https://www.maigoo.com/goomai/181236.html>.

Guidelines on COVID-19 Epidemic Prevention and Control, released by hanghai Municipal Cultural and Tourism Bureau, <https://mp.weixin.qq.com/s/eXN1jPdC8ZbHea5MQQrC3Q>.

List of Suzhou Classical Gardens, released by Suzhou Municipal Garden and Afforestation Administration, <http://suzhou.bendibao.com/tour/2017823/ly64460.shtm>.

The Chamber of Business of Suzhou Pingjiang Road Historical District, released by Suzhou Pingjiang Historic District Protection and Renovation co. LTD, <http://www.pj-road.com/nd.jsp?id=27>.

Shanghai Ruan Yisan Heritage Foundation (RHF) is the first private foundation initiated by Mr. Ruan Yisan, which engaged in the protection of urban historical and cultural Heritage in China. Mr. Ruan Yisan has long been engaged in the conservation of historical and cultural Cities in China and owns a high reputation within the field. The National Research Center of Historic Cities (NRCHC) of Tongji University, which led by Mr. Ruan Yisan, is an important academic institution in the field of urban heritage protection and planning in China. As a non-profit foundation, the funds of RHF is used to support urban heritage conservation in China. Our missions including conduct research, educational training and academic exchange activities on urban heritage; participate in the restoration, protection and reuse of historic buildings, and carry out popularization and enlightenment activities through the media to raise the public's awareness of historical environmental protection; collect information of endangered city heritage, collect donations and provide consultation to the society; and projects funded according to the wishes of donors.