

Timelines and Leadership Statements

A. Selected Renovations and Infrastructure Projects, 1990–2021

B. Leadership statements regarding institutional transformation

C. Leadership statements regarding the HVAC

D. Leadership statement about storage

A. Selected Renovations and Infrastructure Projects, 1990–2021

- 1 1990 – Classic Court is reinstalled with the 2,000 year old Bacchus mosaic floor, and the Peristyle is renovated
- 2 1992 – Center for the Visual Arts designed by Frank O. Gehry is built, Houses gallery and museum’s reference library
- 3 1992 – Old boilers, chillers, and engine drives replaced with “the most efficient products available on the market at that time” Carol Bintz, the museum’s finance director, said.
- 4 2001-01 – Facade of the front of the building restored, \$15 million spent on repairs, including “The new electronically controlled atmosphere is **“state of the art” for artwork, “In such utterly stable conditions, the art will last longer than we could ever have imagined.”** Carol Bintz, the museum’s finance director, said.
- 5 2001 – Professional Arts Building renovated, gallery added
- 6 2001 – Georgia and David K. Welles Sculpture Garden built, adding twenty-two sculptures and landscaped green spaces
- 7 2004 – 2006 – Glass Pavilion built for glass collection, 76,000-sq. ft. post-modern building designed by Tokyo-based SANAA, Ltd.
- 8 2008 – 1,450 solar panels are installed on the roof over the Classic Court and Peristyle to maximize operational efficiency through renewable energy, one of the largest solar panel installations in the state of Ohio. On a clear, sunny day, the solar modules produce up to 20% of the total electrical demand for the building.
- 9 2012 – glass collection reinstalled in the Glass Pavilion
- 10 2012 – Wolfe Gallery for Contemporary Art, a new renovated space costing \$2-million, opens
- 11 2013 – [The Art of Efficiency](#) energy brochure boasts State of the Art HVAC
- 12 2016 – POLISHING THE GEM: renovation and reinstallation of galleries in the West Wing including Gallery 29, American Art, and the creation of a “new media gallery” replacing the two period rooms (Swiss room, French room) and storage room along the south wall.
- 13 2016 – Levis Galleries (Galleries 28A-C) in the West Wing: “The renovation of the Levis Galleries is part of our plan for large-scale gallery renovation and reinstallation to be completed by 2020.”
- 14 2019 – **HVAC temperature control replacement \$605,020**
- 15 2020 – **HVAC temperature control replacement \$191,587**
- 16 2021 – Cloister Gallery renovated, repainted, reinstalled with new casework, lighting and security measures.

B. Leadership statements regarding institutional transformation

“The last time we did work this major on a gallery was maybe in the 1980s. We’re talking over 40 years ago. It’s time.” Sara Jane DeHoff, The Blade, 11-21-2024

“Our gallery presentation is four decades old, which is to say that our visitor experience is built on a 40-year-old infrastructure,” Levine said. “If our mission is to integrate art into the lives of people, then rehanging our collection is only half of the equation. The reinstallation offers us a chance to go back to the conceptual as well as the physical studs, rethinking the museum experience for the 21st century. We are developing exciting plans on this front that we believe can create different paradigms for

engagement.” Reimagining Our Galleries: Toledo Museum of Art retrieved May 21, 2025

We took a deep dive into the specific strategies utilized in pursuing innovation and decided that we wanted to be a “fast follower....” ...we look to other, larger organizations in our industry or adjacent industries to prove concepts and bring costs down. Then we leverage these new tools and approaches when they are at or near maturity. – Adam Levine, July 14, 2025, Observer

“This is something our community should really be excited for but it is something that is really going to distinguish the museum across on the national and international stage.” Adam Levine, May 9, 2025 City Paper, Toledo Museum of Art embarks on ‘Transformation 2027’

“Of course, the cloister was not originally in Toledo, Ohio, so it can be moved.” Adam Levine, May 9, 2025 City Paper

“When TMA commissioned the 2006 project that would become the Glass Pavilion, it was not conceived as a place where glass would be displayed always and forever,” Adam Levine said. ~ 8/24/2025 THE BLADE

*We seek to innovate for our community and for our field. Museums need big solutions for 21st century problems, and we will not be afraid to take calculated risks or to **leverage paradigm shifts**. 2021 strategic five-year plan*

“The superpower that an art museum has is when something goes up on the wall, it’s considered good. We set the canon.” Adam Levine, Forbes, Feb. 28, 2022

*Last night, the Toledo Museum of Art sold three paintings made by artists better represented in the collection by superior examples. We are grateful for a successful result and are focused on the opportunity to **leverage these funds** into supporting our collecting strategy, our strategic plan, and our mission. Adam Levine, May 22, 2022, The Blade*

“When you create a framework, it’s operational in an ongoing way,” Levine said. “Once we provided the resources to that ongoing effort, now we have a cultural shift and a new framework for how we can leverage this extraordinary collection to service the community.” October 1, 2022, The Blade

TMA’s exhibitions will depart Toledo to traverse the globe, providing the Museum and its hometown the visibility it once enjoyed. – 2021 strategic five-year plan

“Never have so many of our masterworks travelled together, and we could not be more excited for them to debut in Auckland.” Adam Levine to the New Zealand Arts Review, Feb. 5, 2025

The logo brings the transformative power of art to everyone; it’s a public manifestation of TMA’s five-year strategic plan to become the model U.S. museum with a commitment to quality and a culture of belonging.

“Our normal activities of the Toledo Museum of Art quite literally generate millions of dollars in advertising values for the museum, and therefore for our community,” Levine said.

“The museum isn’t just broadcasting the incredible work it’s doing, it’s broadcasting the incredible things happening in Toledo to a national and international audience ... There is no institution in Toledo whose earned media equates to our earned media.” 2/1/2025 The Blade

In a *New York Times* article *“To Avert Crisis, Talladega College Sells Its Art Treasures”* (October 29, 2025), about spending an estimated \$5 million on a painting by an uncelebrated artist, Adam Levine stated, *“My objective and the objective of the Toledo Museum of Art is to support Talladega College.”*

“Because the resources are owned by the museum, there is greater stakeholder alignment. The only question is, does it serve our acquisition strategy? There isn’t really a donor relations component to the calculus. Donors can be hugely advantageous, of course, but it does introduce another variable. We’re able to be a little more focused on our collecting strategy.” Adam Levine, Feb. 5, 2026, Artnews

Though far less visible, the project also includes improvements to the heating, ventilation, and air conditioning systems that are vital for protecting its valuable collection while also lowering the museum’s carbon footprint. Set to begin work in 2025, the HVAC portion of the project will be funded with tax-exempt Property Assessed Clean Energy (<https://columbusfinance.org/services/energy-program/>) (PACE) bond financing, a tranche of which will be provided by Columbus-Franklin County Finance Authority. The Finance Authority joined the Toledo-Lucas County Port Authority and Cleveland-Cuyahoga County Port Authority to complete the ambitious project’s financing stack. – December 11, 2024 Columbus-Franklin County Finance Authority Toledo Museum of Art: Ohio Port Authority Partnership in Action

C. Leadership statements regarding the HVAC

“PACE financing was a strong fit for us at TMA, with no initial capital required and reasonable long-term fixed rates,” says President, Director, and CEO Adam Levine. *“We appreciated the collaboration between the Toledo-Lucas County Port Authority, the Columbus-Franklin County Port Authority, and the Cleveland-Cuyahoga County Port Authority to provide such a competitive offer for our transformative project.”* – December 11, 2024 Columbus-Franklin County Finance Authority Toledo Museum of Art: Ohio Port Authority Partnership in Action

Levine claimed that the museum had neglected HVAC maintenance for years. However, the timeline itself shows that the HVAC was indeed maintained before his arrival. He used this as an excuse to close all galleries and replace the HVAC system to preserve the art. Notably, the first time he mentioned having to close the museum for this reason was in on August 24, 2025.

“There was no universe where every gallery in the Toledo Museum of Art wasn’t going to have to close by 2027 because we had to replace the HVAC for the preservation of the artwork.” August 24, 2025, *The Blade*

The timing, Levine added, is driven by necessity. The museum’s heating and cooling system has reached the end of its life, and closing some galleries allows staff to tackle all upgrades simultaneously. November 17, 2025, WTOL

WHY MAKE CHANGES NOW?

Levine said the short answer to the question of timing is that TMA’s heating and cooling system is at the end of its useful life and needs total replacement.

Since the HVAC system mostly exists in the attic and is divided into separate units, galleries must close as different zones are replaced throughout the building.

“You cannot leave artwork in galleries that do not have humidity and temperature control,” said Levine. “So forget the reinstallation — there was no universe in which every gallery of the Toledo Museum of Art wasn’t going to have to close by 2027 anyway, because the artwork would have needed to be moved as the HVAC unit was replaced.”

Museum leadership decided to seize on the opportunity to re-evaluate what Levine described as a “tired” conceptual framework that does not represent the world or the breadth of the collection as it has grown over the past 50 years adequately.

Museum administration decided it would be more efficient in terms of time and cost to reinstall the galleries as part of the HVAC replacement. –December 11, 2025, Toledo Free Press

With aging mechanical systems and infrastructure, the museum decided this would be the ideal time for a major renovation. Gardner noted that it is rare for a museum to have the opportunity to make such dramatic changes.

“We knew we were going to have to do a major infrastructure upgrade to the heating and cooling system, which necessitates taking all the artwork out of the galleries anyway,” [Andrea Gardner, deputy director] said. ~ January 24, 2026, bgindependentmedia.org

*In addition to keeping up with changing audiences, the project allows the museum to tackle **deferred maintenance** and refresh tired areas of the building, Ms. Gardner said.*

*“It was really time to do an update, and so now we’re able to do that comprehensively and address our **deferred maintenance**...” Ms. Gardner called working on the reinstallation a “one-in-a-lifetime opportunity.” “They haven’t done it for 40 plus years, and so they probably won’t do it again for 40 plus years.” October 22, 2025 The Blade*

Why are you doing this project? *The Museum’s HVAC system had reached the end of its useful life. To safely replace it—and protect the collection—we needed to remove artworks from the galleries and store them securely. This necessary work also gives us the opportunity to **rethink how we share the collection**.*

Why is so much closing at once? *This is part of TMA’s **once-in-a-generation** reinstallation project, marking our first full gallery reimagining in **more than four decades**.*

Is the overall footprint of the museum changing? *The overall square footage will be very similar, a little larger than it is now.*

Has TMA loaned artwork to other museums or put artwork in to storage? *Yes, but it will be back. In order to install the HVAC system, all the artwork had to be protected, which means it needed to be removed and put into storage. Some of the art was loaned to other museums and will return when the museum re-opens.*

– TMA website, retrieved on May 20, 2022 [TMA’s accordion question-answers about the renovation 2026](#)

D. WHAT ARE THE MUSEUM'S PLANS FOR ITS ART STORAGE NEEDS?

"The facility we are in is not growing, so we are looking for more art storage options, but that is not part of this project." May 9, 2025, City Paper

E.

"Change is hard, but change can be better, and I think you will see some really exciting things that we have planned for you."

"This is your museum, and I promise you when you come to the museum there will be moments of great familiarity, by design, not by accident."

– TMA preps for gallery closures on Dec. 15 Toledo Free Press December 11, 2025

"It's really heartwarming, because our visitors love TMA the way it is right now," Andrea Gardner said. "Change is always hard and change causes anxiety for everybody."