



Toledo Museum of Art Toledo, OH

August 28-29 2018

Section 1: Technical Assistance Panel

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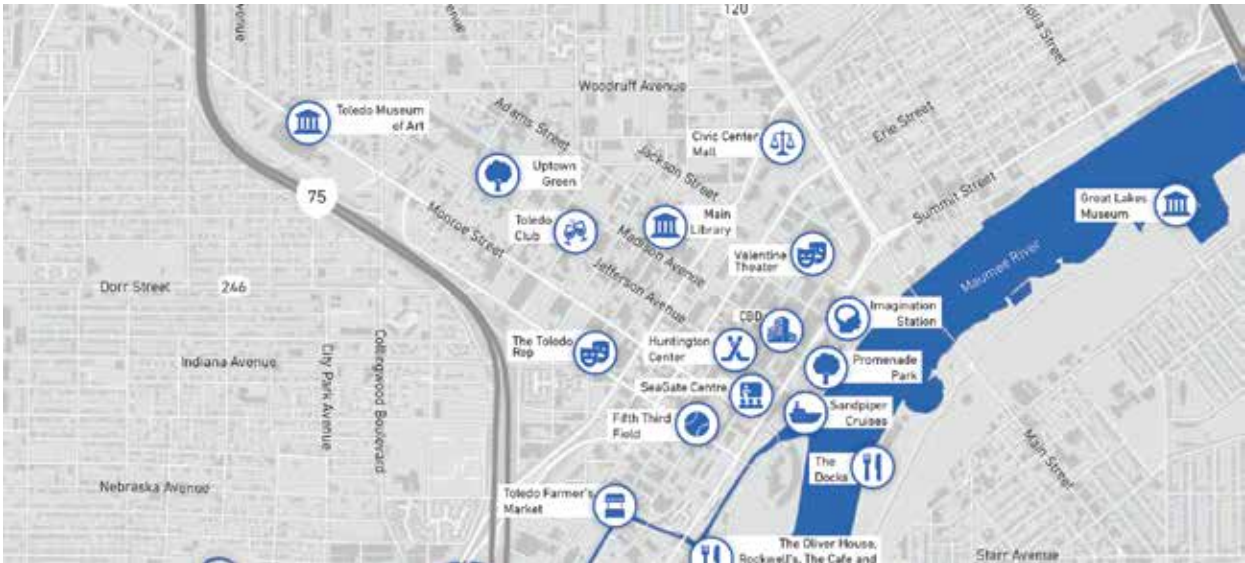
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Since its founding in 1901, the Toledo Museum of Art (TMA) has earned a global reputation for the quality of its collection, its innovative and extensive education programs, and its architecturally significant campus. Today, with ambitious plans to expand its mission impact and contribute to the burgeoning resurgence of Toledo’s urban core, TMA has opportunities to leverage its real estate portfolio for continuing and sustained excellence on both the global and local levels.

To assist with long term campus visioning and technical recommendations TMA engaged Urban Land Institute (ULI) Cleveland to conduct a Technical Assistance Panel (TAP) to explore options and strategies that will ultimately influence the creation of a request for proposals for acquisition, development and redevelopment of the TMA land and assets. This report summarizes the recommendations of the TAP and is intended for internal use by TMA Staff and Board leadership.



Source: Downtown Toledo Master Plan

Toledo Museum of Art Background

In its first century TMA solidified its reputation as a world-class arts museum. In its second century it is seeking to enhance that reputation by fully realizing its museum-in-a-park vision for its campus. TMA seeks to cultivate an environment – both inside the walls of TMA and outside on its greenspace – that is sensory, participatory, and inclusive. TMA will do this through its continued focus on arts education and its more recently adopted paradigm of visual literacy and design thinking.

As TMA pursues this campus redevelopment it is building on considerable strengths:

- TMA is already a regional and national draw, attracting 400,000 visits a year
- TMA would like to expand the visitor experience and enhance its activities at the neighborhood and city levels
- TMA would like to attract more national and international visitors
- TMA’s educational mission can be enhanced through programming in a larger campus environment

Today TMA is a world-class institution in a mid-size American city. Placing TMA in the proper geographical and demographic context is essential. Toledo, like many Midwest cities, is not growing its population and economy at the same rate it was a century ago but it is far from a city in decline. On the contrary, there are strong signals of a resurgence in Toledo, such as ProMedica’s 10 year, \$50M investment in developing Toledo’s neighborhoods and market analysis [see chart] showing growth in parts of Toledo closely tied to TMA’s campus.

Market Fundamentals

| | Old West End + Downtown | 10 Minute Walk |
|-------------------------------------|----------------------------|----------------|
| Residents | 11,911 | 1,870 |
| Employees | 29,731 | 1,044 |
| Median Home Value | \$81,624 | \$97,581 |
| Median Age | 37 | 43 |
| Average Household Income | \$40,750 | \$42,340 |
| Households Earning Over \$75,000 | 16% | 20% |
| Households Earning Over \$75,000 | 798 | 203 |

This part of Toledo experiencing the strongest market trend happens to be the neighborhood where TMA is located—The Old West End. The Old West End has one of the largest collections of Victorian, Edwardian, and Arts and Crafts homes in the United States, and serves as a showcase of architectural styles popular with Americans around the turn of the century. The Old West End Historic District is just outside of downtown and uptown Toledo. It is located roughly from the Toledo Museum of Art (at Monroe Street) up to Collins and Central, and from Glenwood Avenue to Collingwood Boulevard.

To play its role in advancing the trajectory of Toledo’s civic progress TMA is committed to engaging its community, further cultivating connections to and within Toledo’s Old West End, and improving a welcoming sense of place with any redevelopment of its campus. In short, with regard to its City and its neighborhood, TMA will respect the past and also to build for the future.

Technical Assistance Panel Program

The ULI Cleveland Technical Assistance Service program draws upon ULI member expertise to provide creative and practical solutions to land use challenges in communities across the Northern Ohio region and beyond. ULI Cleveland recruited experts in real estate development, community engagement, nonprofit development, real estate analysis, architecture, and design. The panelists volunteered their time for the benefit of the community as part of a Technical Assistance Panel (TAP).

The TAP was conducted August 28-29, 2018 at the TMA campus. Prior to the TAP panelists conducted extensive research on the real estate market, historical context, and demographics of the City of Toledo, with particular attention to the Old West End neighborhood, which surrounds TMA’s campus.

During the two full days on site panelists were briefed by TMA leadership on TMA's Mission, Vision, and Purpose, as well as its current organizational strategic plan and campus master plan; were given a guided tour of the land and buildings in question, as well as the surrounding neighborhoods; and conducted small group interviews with 40 TMA stakeholders including Board members, staff, partners, artists, Toledo residents, and civic leaders.

Land Study Area

The primary study area TMA recommended for the TAP included TMA land and property on the blocks bound by West Woodruff Avenue to the North, Monroe Street to the South, Parkwood Avenue to the West, and Collingwood Boulevard to the East. This study area is located across Monroe St from the TMA's 1912 flagship building, and directly to the east of TMA's 2006 Glass Pavilion.

The properties on these blocks include a collection of five residential buildings collectively known as Museum Place Apartments. These buildings include The Bartley Mansion (1855 Collingwood Blvd); The Libby House (1835 Collingwood Blvd); Richardson House (1825 Collingwood Blvd); The Lincoln Building (2330 Monroe St); and The Delmar Building (2350 Monroe St). These buildings currently range from five to thirty five apartment units in size. Among the five buildings only the Bartley Mansion is currently vacant and in the process of renovation. Throughout the other four buildings a few rooms are being used for temporary office or storage space, while the rest have rental tenants.

Other TMA properties on these blocks include the multi-tenant Professional Building at 1838 Parkwood Av and the Conference Center at 521 W. Woodruff Ave.

TAP Study Area



Scope of Work

The TAP focused on exploring four questions for the Toledo Museum of Art:

1. Which museum property assets should be included in the scope of the RFP (buildings, tracts of land, parking opportunities, etc.)?
2. How should TMA structure the RFP to ensure that the museum's goals are met (long-term control of land, control over the uses on the site, guidance around design principles) while attracting quality partners?
3. What mix of uses will the proposed site support while providing maximum benefit to TMA and strategic fit with the museum campus, Old West End neighborhood, and Monroe Street development plans?
4. What financing and public partnership opportunities are available to TMA or their partners to support the campus redevelopment? What are the financial incentives and community benefits of an affordable housing requirement and what is the recommended mix?

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General Recommendations

Campus Vision

The TAP commended and affirmed TMA's vision for a unified museum-in-a-park campus and also made further suggestions for mission and land use optimization.

Gateway to Arts Campus

Leveraging the intersections, the access points to the campus, there is an opportunity to create architectural and psychological gateways to TMA's campus. Creating these gateways is a central recommendation of the TAP to strengthen linkages to the Old West End, to the small but growing district to the east (along Adams St), and to downtown Toledo. Moreover, these gateways will not only serve a wayfinding function but will also be visually striking show-pieces, potentially works of art in their own right.

Moreover, this is a prime opportunity to combine elements of creativity, visual design, and placemaking. Artistic gateways would be welcomed in the community; as one TAP interviewee said *"Toledo has a habit of painting everything grey; there is not enough [metaphorical] red."* TAP Chair Scott Goldstein summarized the opportunity for gateways on the TMA campus: *"This isn't just about signs, but about creating a sense of place."*

Existing Conditions



Gateway Idea: Playhouse Square Chandelier in Cleveland, Ohio



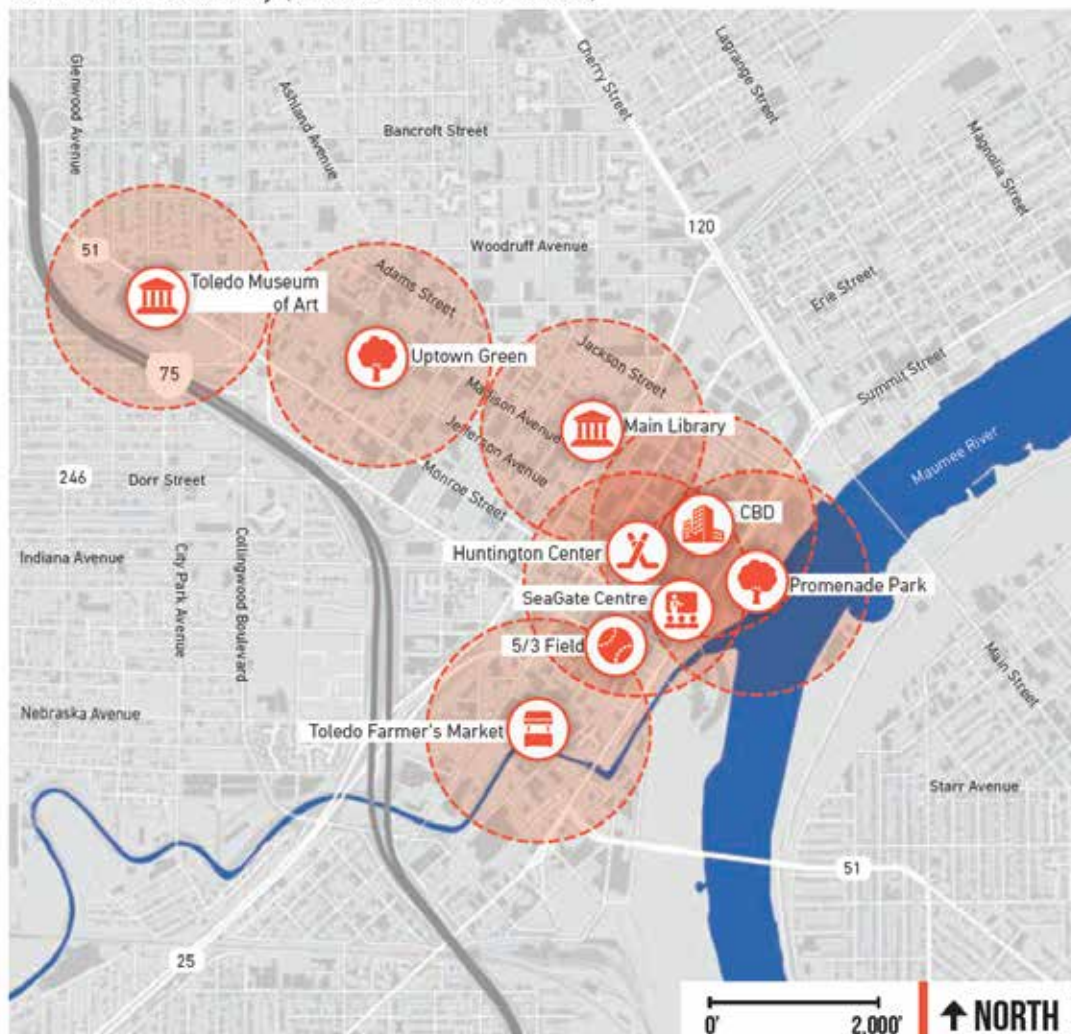
Integration and Connectivity: The Engines of Growth

Just as TMA's cultural significance adds enormous value to Toledo, its pending campus redevelopment represents a blue sky of opportunity for Toledo's future. Redevelopment that enhances and explicitly announces TMA's status as the anchor institution on the west end of downtown Toledo is mutually beneficial to both TMA and the City of Toledo.

The east end of downtown is anchored by Toledo's largest employers and attractions such as Fifth Third Field, the Convention Center, and a swath of recently reinvigorated public space on the waterfront (e.g. Promenade Park). Continued activity in downtown Toledo's bi-nodal anchors will increase pedestrian traffic along the connecting corridors (Monroe St, Jefferson Ave, Madison Ave, and Adams St). Additional foot traffic makes further investment and development along these streets more feasible, which in turn creates a more vibrant and integrated downtown. This virtuous cycle of civic and economic development can be catalyzed by the decisions TMA makes to enhance its already magnificent campus.

Increased site circulation via alternative forms of transit will help amplify and accelerate this growth. At the time of the TAP there were at least two strong possibilities for TMA to support visitation that is not reliant on automobiles. First, the City of Toledo's Master Plan already calls for bike lanes that will connect to the TMA campus, so TMA can install bike share stations at these connection points. Second, TMA can work with the City to expand and aesthetically enhance bus stops throughout and around the campus. These investments would visually and psychologically reinforce TMA's role as an anchor institution that catalyzes growth throughout Toledo.

Downtown Walkability (Quarter Mile Walk Sheds) Source: Downtown Toledo Master Plan



This recommendation supports a primary goal of TMA's Master Plan; as Deputy Director Adam Levine stated in the February 6, 2018 News Release *"Our goal throughout the process of developing and implementing this historic Master Plan is to foster TMA's role as an anchor and partner within the Old West End neighborhood."* This sentiment was echoed by a TAP interviewee who said *"We want to strengthen connectivity between the neighborhoods."*

Parking and Monroe Street

To achieve TMA's goals of unifying the museum-in-a-park campus and redirecting visitors to TMA's front door on Monroe Street, the current Campus Master Plan recommends various parking scenarios and addresses Monroe Street traffic. The TAP agreed with the ultimate goals of a unified campus and an unforgettable front door experience but suggested TMA explore additional options.

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Regarding the long-term aspiration of relocating a stretch of Monroe Street, the TAP suggested that other redevelopment solutions can achieve a connected, unified, and walkable campus more efficiently. Road redesign, such as "road diet" tactics, could supplement any of the development concepts offered below and at significant cost savings.



Infinite Possibilities

Overall the TAP recommended a full spectrum of possibilities for future redevelopment of the campus and that the following concepts are merely three illustrative nodes along that spectrum; many possible development concepts exist between and beyond these options that TMA may ultimately prefer.

Development Concept 1

Comprehensive Arts Campus

Concept Description

One development concept the TAP offered for consideration is to build a comprehensive arts campus by mixed-use developments that include a constellation of amenities and destinations, all the while preserving the lush greenspace integral to TMA's museum-in-a-park vision.

To provide a secondary hub of activity on the TMA campus the TAP recommended construction of a boutique hotel. A trendy hotel could be the perfect complement to TMA on this burgeoning arts campus as it would provide high quality, convenient lodging and dining options on site for TMA's growing audience of national and international visitors. Artists, museum professionals, art historians, students and donors traveling to TMA for extended visits would be primary market for this hotel. As development continues on TMA's campus – both new construction and historic renovation – the hotel could become a destination in its own right.

Example: 21C Art Hotel



In addition to the hotel TMA would work with developers to bring in other amenities currently lacking within a 10-minute walk of campus, such as a restaurant, café, or local retail. Certain Museum Place buildings could be renovated and re-purposed for artspace, or live-work artist lofts, which would further contribute to the vibrancy of the arts campus.

High quality design supplemented by thoughtfully curated art in park spaces and landscaped pedestrian paths will unify the campus physically and aesthetically. Adding wayfinding signs throughout and to/from the campus would conveniently alert visitors to the historical and cultural significance of TMA's place within Toledo.

After successfully implementing this first phase of the arts campus TMA could consider additional mixed-use buildings that combine affordable and market-rate housing with space for additional restaurants, offices, and smaller performing arts spaces. A diverse arts campus like this will have quiet times and extremely busy times so the development plan and the uses need to be arranged to support the possible range of activity levels.

More than a mere location it will be a culturally rich, economically thriving place to live, work, and play; a self-contained ecosystem that at the same time is embedded in and completely connected to the larger urban context of Toledo and the Old West End neighborhood. TMA's arts campus will become a tourist attraction for many reasons; TMA's role will shift from being the sole attraction for visitors to being the primary attraction supported by other attractions.

Mission Alignment

Developing a comprehensive arts campus on TMA land could create a thriving live/work/play/create district with the amenities to attract first-rate artists from around the world, an array of programming options relevant to every dimension of the local community, and cultivate a growing and artistically engaged population in and around Toledo.

Technical Approach

General guidelines

- Repurpose Delmar and Lincoln apartment building for Artspace
- Develop strong gateway use (e.g. retail, restaurant) at Northwest corner of Monroe and Collingwood
- Acquire triangle parcel for future amenities
- Maintain Professional Building with nonprofit, arts-related tenants
 - Toledo Symphony
 - Arts Commission
 - Art Space
- Construct structured parking off Jefferson to support all uses

Phase I

- Demolish homes on Collingwood (Libby and Richardson Houses)
 - Reuse of these buildings is not feasible in this scenario
- Renovate Bartley Mansion for hotel common spaces
- Construct a 100-120 key boutique hotel along Collingwood connected to Bartley Mansion
 - For use by out-of-town TMA visitors, visiting artists, and others visiting Toledo



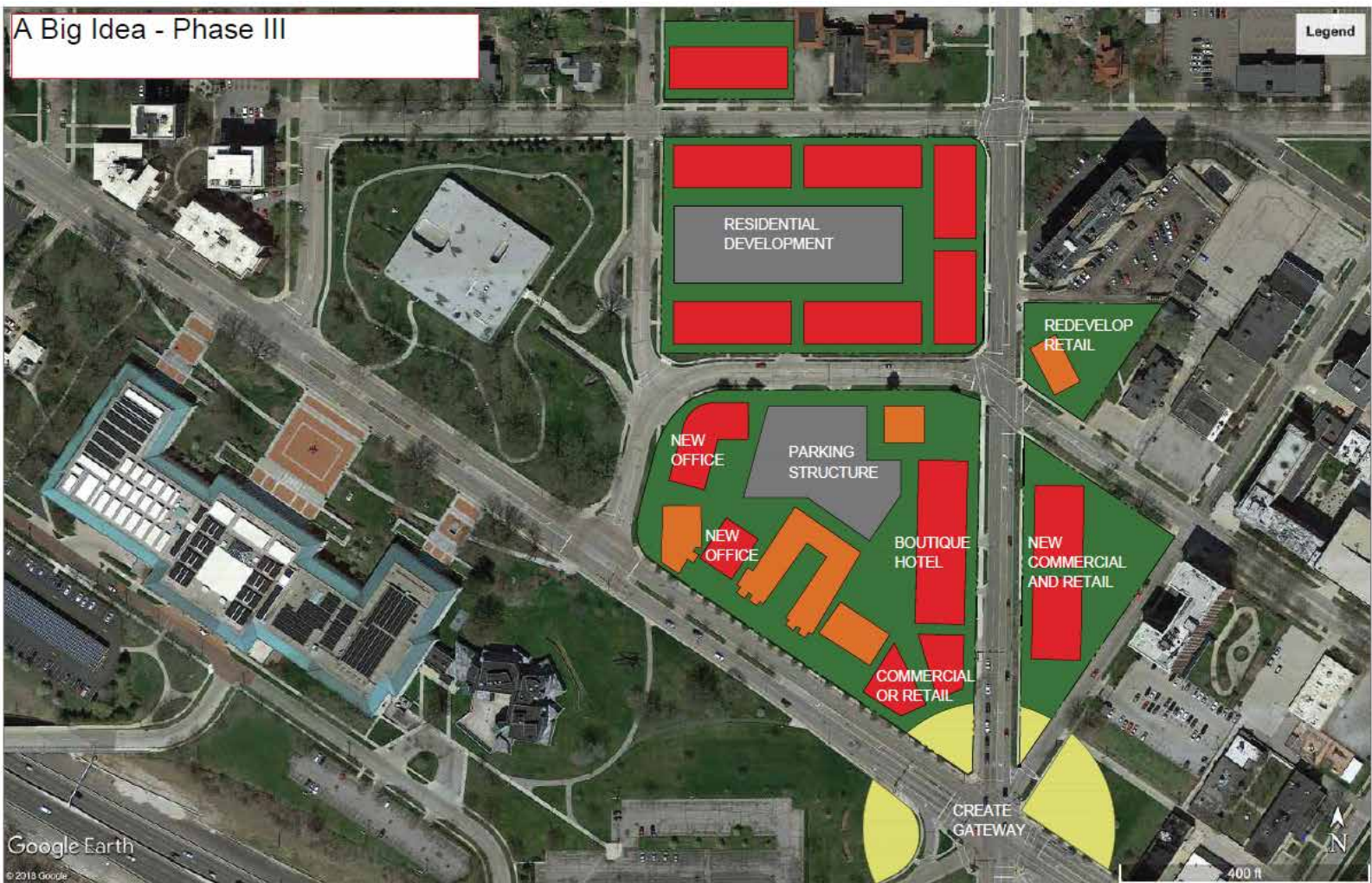
Phase II

- Demolish Conference Center
- Conduct market study to see if Toledo at that point in the future will accommodate market rate multi-family housing
 - Per one TAP interviewee: *“financially accessible housing to attract artists and other ‘bohemian types’ is an attractive vision [for the potential reuse of Museum Place Apartments].”*
- Develop market rate and affordable townhouses
- Construct housing in a way that provides an architectural transition – both in form and in function – from the TMA campus to housing style of the Old West End neighborhood



Phase III

- Construct additional office space on Jefferson behind Professional Building
- Lease to commercial/retail tenants providing goods and services aligned with TMA's mission (e.g. school, café, studio space)



Pros and Cons

The value-add of the comprehensive arts campus concept is twofold: it greatly enhances the out-of-town visitor experience and also adds amenities for residents in adjacent neighborhoods. In other words TMA will be more of a destination for international visitors and locals alike.

The major concern with this concept is that it will require TMA backing and financial support. TMA leadership must decide whether the mission-related impact will outweigh the financial investment.

Successful Examples

University of Chicago's Arts + Public Life Initiative provides a good example of another world-class institution that chose to pursue a bold vision and take a risk in building a mixed-use development to create and enhance an arts campus, even though market indicators had shown that private investment would not take the initial risk on its own. This initiative features an arts incubator, a café with steady artistic patronage, and an artist-in-residence program that has attracted top artists from around the globe. TAP Chair Scott Goldstein, a member of ULI Chicago, notes that this initiative required an active role by the University to prove that a successful mixed-use development anchored by arts-related investments could work, an approach similar to what the TAP is recommending with this development concept.

Development Concept 2

Art-Related Adaptive Reuse

Concept Description

Another development concept the TAP offered for consideration is to renovate the buildings in question and repurpose some them for uses with a more direct link to TMA's mission.

Renovating the Barley Mansion as high-class extended stay residences provides TMA with attractive options to create an artist-residence program attracting the best artistic talent from around the world, or to offer to VIP guests (e.g. curators, art historians, major donors) visiting TMA for consecutive days.

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New long term residential options on campus created by renovating one or two Museum Place apartments could be designed to cater specifically to an audience segment TMA deems critical to its campus vision.

Additional development can be used to add a few desirable amenities to the TMA campus, such as a café; create more space – office, maker, or performance space – for organizations focused on digital arts (including film making and graphic design), musical arts, or theatre; or commercial space for creative entrepreneurs and start ups as office tenants.

Under this development concept TMA would end up with a renovated, refreshed, and reinvigorated museum-in-a-park campus where all buildings demonstrate artistic excellence and either directly or indirectly support TMA's mission.



Mission Alignment

Adaptive reuse of the Museum Place Apartments for arts-related and arts-supportive development would allow for TMA to create more spaces on campus for arts education and to make smaller facilities investments that add attractive amenities to TMA's museum-in-a-park.

Technical Approach

- Complete Renovation of Bartley Mansion (10 units) for Artists-in-Residence or extended stay TMA guests
- Complete Renovation of Delmar and Lincoln Apartments
 - o Hire apartment manager
 - o Potential new uses of buildings
 - Conversion to Senior Housing; per one TAP interviewee
"TMA can't afford to ignore the growing senior population."
 - Convert these buildings to artspace (e.g. artist live-work lofts)
 - Daycare- to foster intergenerational learning and to provide high quality early Childhood education options for the children of TMA staff & neighborhood families
 - Coffee Shop- to add a much desired and prototypically arts-friendly amenity on campus for international and local visitors alike
- Develop architectural and landscape amenities to improve gateway aspect
- Demolish Libby and Richardson Houses – Consider development of neighborhood-friendly retail or arts-related commercial buildings
- Maintain Professional Building with current nonprofit partners as tenants (e.g. Toledo Symphony Orchestra, Arts Commission)
- Ownership options:
 - o TMA as master developer
 - Multiple operators of various properties on campus
 - Ground lease or even potential building leases
 - o Full redevelopment as a joint venture or with an equity partner
 - Master Developer duties outsourced (via RFQ/RFP)

Rehab and Reuse Lincoln and Delmar Buildings as ArtSpace



Pros and Cons

Adding arts-related aspects to these TMA properties serves to both enhance and expand TMA's mission impact while at the same time unifying the campus through preserving and revitalizing structures to the same levels of architectural excellence TMA is known for. The drawback to this adaptive reuse concept is that it may require TMA subsidy, time, and expertise.

Successful Examples

The University Circle district that surrounds the Cleveland Museum of Art and Case Western Reserve University has some examples of arts-supportive adaptive reuse of historical houses. This area features restaurants, cafes, and nonprofit offices among the rehabbed properties. As one TAP panelist cautioned in the Question & Answer portion of the TAP's final presentation: some of these investments in University Circle had a very long path to net return on investment (e.g. Glidden House bed & breakfast) or continue to be individual loss leaders but add a complementary amenity that helps the district as a whole remain profitable (e.g. Arabica Coffee House).

Incorporate early childhood education options



Successful example: Glidden House, University Circle



Development Concept 3

Park

Concept Description

A third development concept the TAP offered for consideration is to demolish the residential structures, hold onto the land for potential future use, and create an beautiful park more expansive than what the status quo allows.

This park can include public spaces for performances or farmer's markets; spectacular sculpture gardens; awe-inspiring landscape design; nature walking and bike paths; outdoor arts classrooms; visually inspired playgrounds; family picnic areas, and anything else TMA leadership might want for the ideal museum-in-a-park.

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Mission Alignment

By demolishing the existing residential structures and investing in a visually striking park and sculptural garden TMA would be expanding its campus vision of a museum-in-park. Meanwhile, TMA maintains clean and complete ownership of all the land for possible alternative uses in the future.

Technical Approach

- Acquire triangle park
- Demolish all structures on these blocks
- Clean and prepare land for world-class park and sculptural garden
- Design and implement participatory and inclusive park programming to further arts education, to promote visual literacy, or to build community





Pros and Cons

By creating one big park and holding onto the land TMA would benefit from creating a strong visual identity throughout the entire campus. It would also provide future flexibility for potential TMA expansion, reduce operating costs, and avoid the financial risks of redevelopment. The downside to this concept is push back from the Old West End neighborhood and potentially other stakeholders on issues of historic building preservation.

Successful Examples

Returning to again to University Circle in Cleveland we see a partnership between CMA-CWRU that has demolished buildings, created inter-campus greenspace, and finds these institutions expanding their lens for future uses of the land that has been made possible only by removing the previous structures.



Example: Greenspace and park designs

Procedural Recommendations

Overall the TAP cautioned against rushing to a RFP. A world-class organization like TMA needs a robust long-term redevelopment strategy, not just a RFP for developers to do something with the Museum Place properties. The Master Plan is a good start but the TAP strongly recommended TMA spend even more time exploring the possibilities, the nuances, and the potential second- and third-order implications of development options furnished in this process.

As such, to best serve TMA and its broad goals for future use of its campus the TAP recommended issuing a Request for Qualifications (RFQ) rather than a RFP. Ideally a RFQ will allow TMA identify developers that are high quality and philosophically aligned with TMA's desires. This will allow for the most efficient selection of the right developer(s) while at the same time offering TMA another feedback loop through which it can further refine and clarify its own vision for the campus. As one TMA Board member said during TAP interviews *"I don't want to see us giving up ownership of the property. At the same time we need to attract quality developers, not some 'fly-by-night' outfit."*

Land Ownership

The question of land ownership in any possible redevelopment is another issue for TMA to consider in order to position the project for maximum success. The TAP illustrated this issue by discussing the option of a ground lease, which would entail TMA retaining ownership of the land being redeveloped on its campus.

The benefits of a Ground Lease include: 1) maintaining TMA's long term control over property development and management; 2) the possibility of earned revenue for TMA via the ongoing activities on the site; and 3) a potential developer will not have to make the perhaps prohibitive capital investment of buying the land from TMA in order to bring a project to fruition.

Providing balance the TAP also mentioned some downsides of a ground lease, mostly around increased difficulty in financing. This difficulty can include the legal prohibition of having any for-sale real estate product on land governed by a ground lease; the fact that some developers will not consider ground leases; or, leading to a more complicated financing picture with regard to lenders and bond funds.

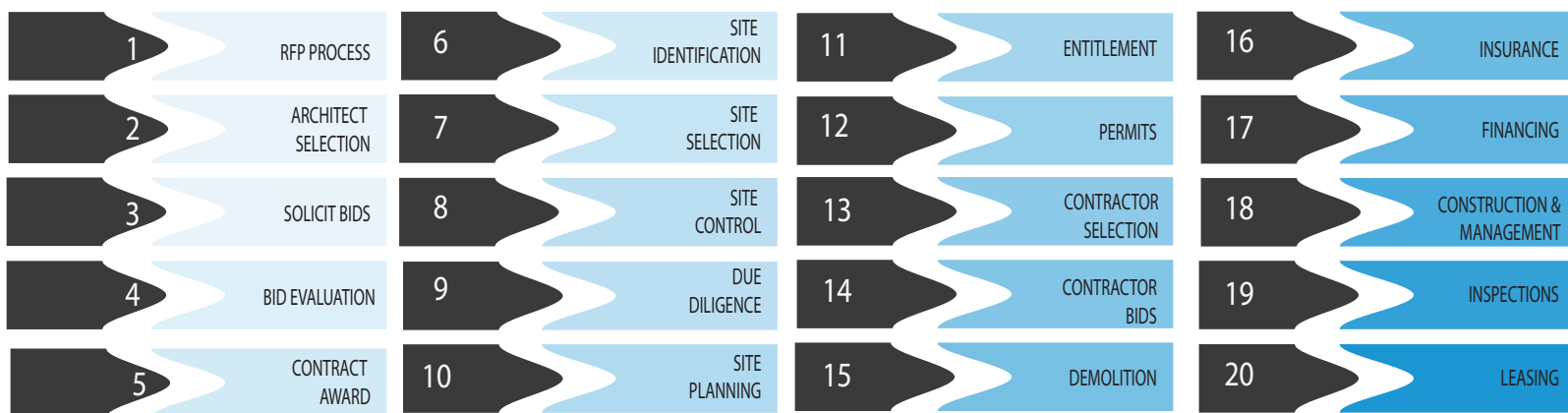
Another drawback to a ground lease pertains to concerns that may arise near the end of the lease term: concerns that the building owners will not continue to invest in upgrades or needed repairs to the property; difficulty for building owners to attract new tenants, should space be available in the building, in the last few years of the ground lease.

There are at least three tools available for TMA to mitigate the concerns about upkeep of the buildings in a long-term ground lease. All three tools include ways of contractually obligating the buildings' owners/operators to maintain standards of quality. Those are: 1) Deed restrictions, which explicitly describe what can and cannot be done with the buildings on site; 2) a Planned Unit Development (PUD) which would include a development agreement and be codified by the City of Toledo; and/or 3) should TMA decide to sell the land, "claw back" language in the purchase agreement stipulating that if the purchaser ever fails to meet certain standards, TMA will re-assume ownership of the property. Any of these options may require legal action to enforce.

Other TAP suggestions around a ground lease included making sure that liabilities are contractually transferred to the developer, and arranging financing such that TMA is only subordinate to a single primary lender rather than a host of downstream lenders.

The Development Process

Assuming the RFQ as the step prior to beginning the development process, the TAP provided the 20 steps that should follow:



The TAP also suggested TMA conduct its own due diligence and compile the results into a Due Diligence Packet that includes: building assessment; environmental assessment; market study; existing land use and zoning; title search; survey; TMA Master Plan and other relevant plans.

Financing Tools

The TAP enumerated various tools that TMA may utilize in order to finance the any campus redevelopment they decide on:

- Community Reinvestment Act (CRA) Tax Abatement or Tax Increment Financing (TIF)
- Federal & State Historic Tax Credits
- Toledo Lucas County Port Authority Bonds
- PACE (Better Buildings Program)
- New Market Tax Credits
- Bank - Community Development Funds
- Local Initiatives Support Corporation (LISC) Financing
- Ohio Finance Fund
- Low Income Housing Tax Credits

Summary

Moving away from the granular and industry-specific terms the TAP boiled its procedural recommendations into the following seven main points:

- Refine TMA goals for site
- Review development concepts and adapt to best fit for TMA
- Discuss long-term control options (e.g. deed restrictions vs. ground lease)
- Determine if TMA has any long term facility needs
- Prepare RFQ based on vision, goals and development concepts
- Select developer(s) to begin discussions based on qualifications
- Begin development process

Other Suggested Next Steps

Board Development

Given the importance of land use and development, the TAP also recommended that TMA considers recruiting additional members to the Board of Directors with expertise in real estate development. This could entail professionals in the fields of architecture, planning, real estate development, or construction. These new Board members could apply their industry expertise in addition to vigilance to TMA's strategic considerations to aid in making sense of the complex and evolutionary nature of an institutional real estate portfolio.

Values-Driven Communication and Community Engagement

For whichever campus redevelopment option TMA decides to pursue communication with stakeholders is paramount up to and through the completion of this ambitious undertaking. Communicating regularly, consistently, and with the desire to understand stakeholder concerns just as much as you desire to relay your own message is vital to the sustained success of any high performing organization such as TMA.

Some suggestion for specific stakeholder groups included:

- **TMA Board of Directors:** Given the Board's governance role, ultimate responsibility, and proximity to the campus redevelopment all Board members must fully engage with TMA staff leadership and development partners in robust and continued dialogue. Once a decision is made the entire Board needs to commit – even if decision was not made through consensus – to this future vision for the TMA campus and communicate this consistent message externally as ambassadors for the Museum.
- **TMA Staff:** TMA can continue to foster an inclusive, collaborative staff dynamic by keeping them apprised throughout the decision-making and development processes—soliciting their feedback and creating a sense of shared ownership even though the staff (with the exception of the Executive team) is not making the redevelopment decisions. Continued transparency will maintain morale during periods of change and possible friction. Finally, your staff members are some of your biggest supporters and as long as they feel heard they will help disseminate TMA's message throughout their networks.
- **The Community:** The community, broadly speaking, includes TMA patrons, Toledo residents, funders, and other organizational partners. Create multiple safe spaces for ongoing, symmetrical dialogue with your neighbors and external constituencies; be adamant in active listening practices so that TMA's commitment to ongoing community engagement is demonstrable. Remember that opposition is virtually inevitable in a public dialogue of this magnitude; opposition is not a cause for defensiveness but rather a signal to redouble your efforts to invite the community in as co-creators of TMA's – and of Toledo's – future. Your community is your greatest partner and the community's voice can wisely drive a lot joint programming in the vibrant, unified museum-in-a-park you are building for everyone. ULI Cleveland is well positioned to provide ongoing community engagement technical assistance to TMA.

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