

ITN # CMGR-200032-D

Old Fire Station #1, 427 S Main St. Gainesville, FL 32601

Rental & Adaptive Reuse Opportunity (REBID)

Due: April 14, 2020 @ 3:00 p.m. local time

Proposal for SPARC352



This Proposal is submitted by:

The University of Florida, a public body corporate of the state of Florida, including the following affiliated departments and organizations:

Office of the Senior Vice President and Chief Operating Officer;

UF Health Shands Arts in Medicine (AIM);

College of the Arts (COTA);

Center for Arts in Medicine (CAM);

Center for Arts, Migration and Entrepreneurship (CAME); and

Office of Collaborative Initiatives.

(The above are individually referred to as noted above and collectively referred to in this Proposal as "UF")

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Executive Summary

Introduction

This Proposal describes the development of Old Fire Station #1 into a central community site for arts, culture, learning, and community wellness. The idea set forth in this Proposal is for UF to act as lead agency to develop and operate the site as a Space for People, Arts, Research, and Creative Collaboration and Community (that is, **SPARC352**). The goal of SPARC352 is to establish a knowledge and empowerment hub that promotes arts, cultural engagement, entrepreneurial ingenuity, and community capacity building while also striving to enhance health, well-being, economic agency, and social connectedness in our community.

Grounded in the principle that creativity is at the core of vibrant and healthy communities, this Proposal outlines a plan for a community-engaged model of research, collaboration, and community development that will facilitate place-based, multi-stakeholder partnerships. The vision is that these partnerships will bring together knowledge, programming, resources, and community assets to promote a range of collaborative and creative efforts.

ITN Section 3.1 Proposed Concept

The overarching purpose of SPARC352 will be to enhance health, well-being, economic agency, and community connectedness by:

- Offering a physical space (in the form of creative studios, flexible work areas, and makerspace) for people to work, learn, and create together;
- Offering community programs and activities in arts, health, and entrepreneurship; and
- Collaborating with communities to develop new partnerships, programs, ideas, solutions, and knowledge in support of this purpose.

SPARC352 will generate benefits for a broad range of stakeholders and activate the site to:

1. Embed in the community a range of programming at the intersection of arts, culture, entrepreneurship, education, and wellness in a central and readily accessible location, from the moment the site begins operations. This will be accomplished using three different models for program and service delivery, including programs delivered (1) by UF and UF partners; (2) by artists and community stakeholders; and (3) in collaboration with UF, community stakeholders, and artists. Furthermore, this Proposal outlines an approach to engage the community directly in the development of new programmatic offerings through co-creation efforts. These efforts will foster the mutually beneficial and reciprocal partnerships that must be forged together to promote community wellness and economic sustainability.
2. Engage resources within the community through a physical space that includes creative studios, flexible work areas, and a makerspace for community residents, small businesses, non-profits, entrepreneurs, artists, musicians, other performers, community organizers, and other stakeholders to work individually or collectively. The site would also serve as a collision space for these stakeholders to promote culture and local history, fostering unity in our community by building new and expanded networks and partnerships to innovate, work, learn, and create together.
3. Activate and shift agency in the surrounding communities by engaging with the community directly in the development of an “empowerment hub” - a place where knowledge, ideas, and history can be shared among individuals who can activate that knowledge within their neighborhoods and communities by designing and developing

community-based interventions aimed at promoting processes of social change. The site will host and facilitate planned collision/collaborative events to determine relevant problems, issues, and opportunities as a shift from traditional models of institution/community collaboration and to create a collaborative model that can be replicated in other places where similar challenges are present.

4. Emulate the UF/IFAS Extension office approach of bringing research, programs and people to the community as delivered by UF and other land-grant institutions (the "Extension Model"), but with a focus on arts, health, and entrepreneurship. Beyond these resources, however, SPARC352 will also foster collaboration and partnerships within our community to develop new programs, gather knowledge, and generate ideas that contribute to local health, well-being, and social connectedness, as a potential model for state and national programs.

ITN Section 3.2 Proposer Qualifications/Experience

1. **CAM** has a proven track record in conducting research and driving practice around arts and health since the 1996. CAM, in partnership with ArtPlace America, is currently leading a national initiative to build a field of arts in public health and serves as a national model for arts in health research, education, and training. Research conducted through CAM focuses on community health, health communication, health behavior change, rural health disparities, and community building. CAM evolved from UF Health's Shands Arts in Medicine (**AIM**), established in 1990, which focuses on programs designed to transform the hospital experience for patients, visitors, caregivers, and staff, and also offers an array of community-based programming. The two programs function holistically, bringing a comprehensive approach to the use of the arts to promote health.
2. **CAME** is a new center housed within **COTA**. CAME has the ambitious mission to connect with community to create opportunities that nourish local and global arts and cultural networks, foster cultural innovation, and cultivate the relationship between artistic production and economic sustainability; with a specific focus on migration and the cultural forms to support the productive creativity and content generated by artists and cultural practitioners.
3. Extension is a mission of the land grant system facilitated by the Smith-Lever Act in 1914. Out of this legislation comes the cooperative partnership between UF/IFAS, the United States Department of Agriculture, and the county governments among Florida's 67 counties to provide scientific knowledge and expertise to the public through non-resident educational programs. SPARC352 will build on this wealth of experience by leveraging the Extension Model to deliver UF's knowledge in arts, culture, and wellness and to maintain a partnership with the City of Gainesville that engages and supports the community.
4. A recent example of successfully taking the Extension Model into other areas can be found in Infinity Hall, a public-private partnership that is located in the Innovation District, less than 1 mile from Old Fire Station #1. UF has partnered with property owner, Signet Management, to deliver programming, labs, and events for UF student-residents. The site is a Living Learning Community for UF students interested in innovation and entrepreneurship, with partners who operate on-site to foster a learning environment while also offering students hands-on experience and makerspace opportunities using equipment such as 3D printers and laser cutters.
5. The Proposal is backed by a highly qualified and experienced team of people with backgrounds as artists and practitioners, makers, creatives, trans-disciplinary researchers, and educators. In addition, our team has expertise in entrepreneurship,

innovation, community engagement, community development, business development, strategic planning, social justice, and grassroots activism.

ITN Section 3.4 Financial Analysis and Feasibility

1. The success of this proposal depends on building mutually beneficial and sustainable partnerships. To that end, the viability of SPARC352 rests upon two key approaches to partnership that will support on-site operations over the long term. The first approach emulates the 'Extension Model' of land-grant universities, fostering a long-term partnership between UF and the City of Gainesville around the adaptive reuse and activation of Old Fire Station #1.
2. The second approach relates to the collaborative engagement of community stakeholders through a Cooperative Membership Model. This model harnesses the value existing within our communities in the form of in-kind and financial resources and leverages that value through collaborative efforts and local partnerships that are supported through SPARC352. This model harnesses the value existing within our communities in the form of in-kind and financial resources and leverages that defined value through collaborative efforts and local partnerships that are supported through SPARC352. The participants in this model – which include residents, entrepreneurs, non-profits, or small businesses – will benefit from the energy, creativity, knowledge, experience, and networks that other members have to offer.
3. UF will serve as the lead agency for SPARC352 operations by contributing both financial and in-kind resources to fund the start-up and ongoing operations of the site. The scope of this investment will comprise an estimated \$900,000 - \$1,000,000 annually in staff, programming, grants, and donor funds from UF and UF partners. These resources will be necessary to fund the base operations from the first day that the site is open to the public.
4. SPARC352 will operate as a not-for-profit enterprise. A 5-year operating budget forecast for SPARC352 anticipates that operations will break even by year 5, which speaks to the sustainability of the plan set forth in this Proposal. Should the operations of SPARC352 generate any unrestricted surplus, those monies will be reinvested in future operations or directly in the community to generate community-wide benefits.
5. Proposed staffing of the facility will include a combination of in-kind faculty, staff, and contractors from UF, many of whom will be present on-site full-time or part-time. In addition, there are a number of site-specific employment opportunities for community residents or Cooperative Members to manage, support, and maintain site operations. These positions will be critical for successfully promoting the site and increasing the capacity of SPARC352 to meet increasing demands for access and use.

ITN Section 3.5 Understanding of Project Goals/Vision

1. The overarching goal for SPARC352 aligns well with the City's vision to activate the site and benefit the surrounding community by establishing partnerships that support the social and cultural well-being of the area. SPARC352 will support downtown reinvestment objectives of economic development, sustainability, and a sense of community through partnerships, programming, and services. Facilitated by this Proposal, these will also grow and develop over time to comprise the foundation of a modern, inclusive community that welcomes diversity and innovation, while also being respectful of the history and culture that define the Greater Gainesville area.
2. In part, these partnerships will activate the site by embedding programming, services, and other resources from partner institutions in a central location to promote

community wellness and learning. These partnerships will also enable informational exchange to support community-led efforts and innovations to develop solutions in relation to demonstrated needs. Both non-profit and for-profit organizations will benefit from a thriving and sustainable environment, promoting increased activity around arts, culture, wellness, and enterprise.

3. These partnerships will also support the long-term sustainability of the community by using a community-engaged model to facilitate an empowerment hub for residents, neighborhood groups, and community leaders. Such a hub will enable these stakeholders to gather, learn, and share meaningful knowledge and experience, promoting an enhanced sense of pride in the community. Spurring civic engagement based on reciprocal relationships in this way highlights community expertise and activates that knowledge to promote action to revitalize the area organically.
4. SPARC352 will also actively engage with artists, creatives, and makers to support public art and other beautification initiatives throughout the area, and to link culture and sense of place with art and creative expression. Spaces on site will be used for learning and exchange, creative and collaborative work environments, and for arts, wellness, and entrepreneurial programming for the broader community. Co-locating access to wellness resources and rotating offerings with arts and enterprise will combine and increase exposure of these programs and services and bring recipients and audiences to the space year-round.
5. The aspiration for SPARC352 is that the sum of all these elements will build upon one another to develop a successful and thriving setting along South Main Street. Locating SPARC352 in proximity to other arts, recreational, and innovation-driven spaces fortifies the identity of the area and its ability to attract businesses, visitors, and investment to the site and surrounding locations. Activities in the space will also prioritize access for residents of surrounding neighborhoods such as Porters Quarters. If successful, SPARC352 will also encourage workforce development, investment, and enhanced business activities that will strengthen Downtown as well as elevate the authenticity that defines the surrounding communities and the history of the area.

ITN Section 3.6 Minority, Women Business Enterprises Participation

1. SPARC352 will function as a collision space for art, culture, creativity, and local entrepreneurship. The focus will be on linking community residents, leaders, activators, artists, and entrepreneurs to the resources they need to support and sustain their creative endeavors. For minority- and women- owned business enterprises (MWBEs), the site will operate as a connector, catalyst, and champion by offering space, resources, networks, and knowledge needed to successfully navigate an entrepreneurial endeavor.
2. As a connector, the site will foster an inclusive and collaborative environment for MWBEs as vendors and users of the space. SPARC352 will provide a work environment via access to creative studios, flexible work areas, and makerspace, where residents, entrepreneurs, and small businesses can develop and test new ideas. These resources will connect MWBEs, entrepreneurs, and creatives to promote collaborations and inspire innovation at the intersection of arts, wellness, and business enterprise.
3. In addition, users of the space will have opportunities and an available location to host events, programs, and trainings - these will enable MWBEs, entrepreneurs, and creatives to showcase their work via pop-up stores, galleries, or performances. These stakeholders will have a platform to promote and sell their products to an early and local market, which serves to stimulate and circulate investment in the local economy.

4. As a catalyst, SPARC352 will be a hub for innovation, economic stimulation, and workforce development, and act as an incubator for local and small businesses focused around art, culture, and creative industries. It will additionally operate as a satellite where informational exchange takes place and can be transferred out to support other communities. The community-engaged mechanisms to be employed on-site will influence the range of programs and training offered and will be defined by local need and demand. Examples of possible training and skills can include financial literacy, marketing, business development, legal knowledge, etc.
5. As a champion, SPARC352 will elevate the value of artists, creatives, and entrepreneurs by offering in-person and digital service offerings, such as 'Artist Gateway' (artist workforce development, digital badging and certification), to help connect artistic production with economic sustainability. SPARC352 will aim to empower creatives and entrepreneurs with the resources, networks, community, and sense of identity they need to thrive in their spheres and to contribute to the vibrancy, culture, and well-being of the local community and beyond.

ITN Section 3.7 Term

1. The premise of this Proposal is a long-term partnership, that emulates the Extension Model, between UF and the City of Gainesville to revitalize Old Fire Station #1 through renovation of the structure and adaptive reuse of the site by developing **SPARC352** as a knowledge and empowerment hub that promotes arts, cultural engagement, entrepreneurial ingenuity, and community capacity building. Additional collaborations and partnerships needed to achieve this goal will be further developed with and among a variety of community stakeholders in accordance with the approach and plan outlined in this Proposal.
2. The proposed term for the partnership between UF and the City of Gainesville will be for an initial five- to seven-year period, whereby UF will function as lead agency and facilitator for the site by delivering knowledge, programming, and resources from UF and its partners to activate the site. In addition, UF will also market, promote, and facilitate access to a broad range of community stakeholders by supporting collaborative partnerships and activities which access, leverage, and benefit from site operations.
3. The initial term for the partnership will be a period of five to seven years, after which time, UF and the City of Gainesville will have the option to extend the partnership arrangement on similar terms and conditions for a new period. Any potential leases, memberships, or other rights to access and use the property will not extend beyond the applicable term of the partnership unless expressly agreed to by both UF and the City of Gainesville.
4. In accordance with Financial Procedures Manual Section 41-423 (Prohibition of lobbying in procurement matters), UF representatives have not had contact with City officials or employees during the period of this ITN regarding this Proposal or to discuss a specific partnership arrangement related to Old Fire Station #1. Accordingly, specific details about the terms, obligations, rights or responsibilities of either UF or the City of Gainesville are not detailed in this Proposal, and will need to be discussed and negotiated to establish a formal arrangement in the event that the City of Gainesville elects to move forward with this Proposal at the conclusion of this ITN bid process.