

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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1. Executive Summary

[Item related to Tab 3, covering Sections 3.1-3.7]

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.

2. Proposed Concept and Understanding of Project Goals/ Vision

[Item related to Tab 4, covering Sections 3.1 and 3.5]

The overarching purpose of SPARC352 is to enhance health, well-being, economic viability, and community connectedness using a 3-pronged approach to transform and activate Old Fire Station #1 into a vibrant community resource. The approach outlined in this Proposal includes:

- Offering a **physical space** (in the form of creative studios, flexible work areas, and makerspace) for people to work, learn, and create together (see Section 2.1);
- Offering community **programs and activities** in arts, health, and entrepreneurship (see Section 2.2); and
- **Collaborating with communities** to develop **new partnerships**, programs, ideas, solutions, and knowledge that contribute to enhanced health, well-being, economic agency and social connectedness (see Section 4.2).

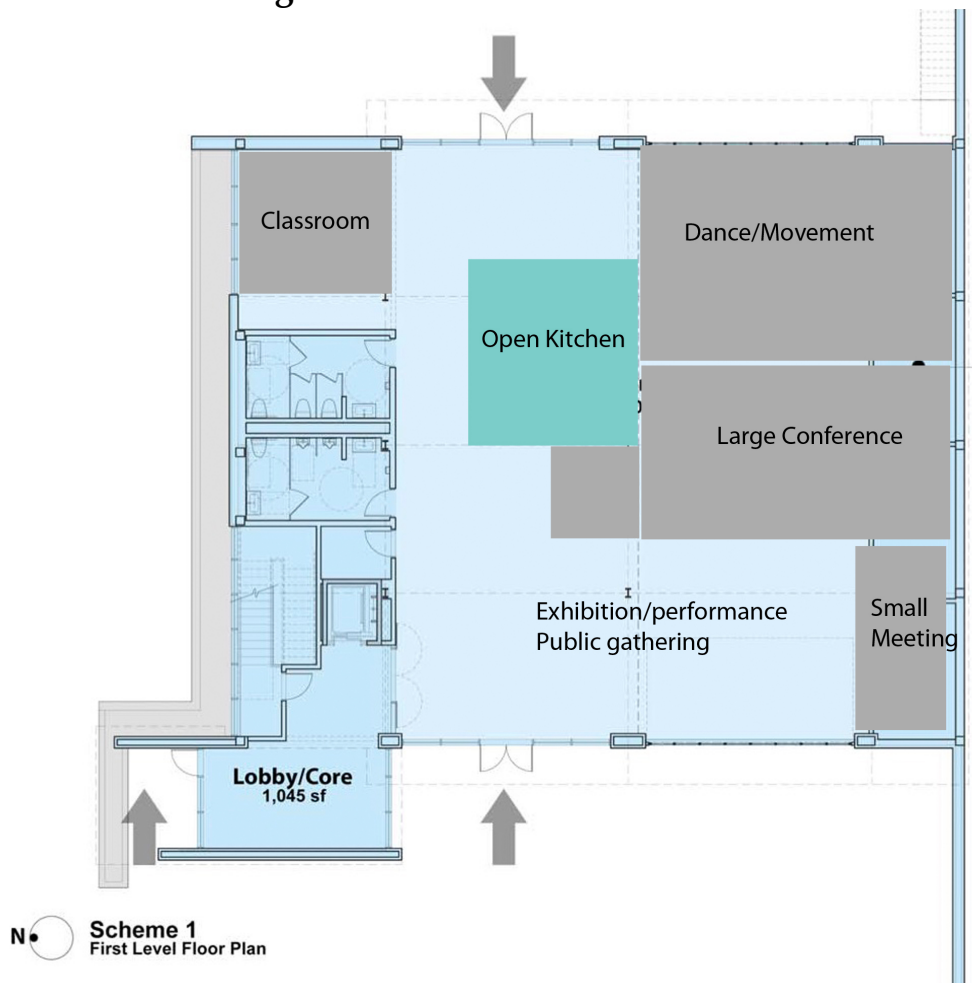
The vision for activating the property located at 427 S. Main Street with all the above elements is for SPARC352 to bring together knowledge, programming, resources, and community assets to support a range of collaborative and creative efforts that will promote a vibrant and healthy community by addressing a number of the City's redevelopment goals for Downtown in an engaged and responsible fashion (see Section 2.4).

2.1. Physical Space

SPARC352 will offer a variety of options for working, meeting, community programs, and cultural events. Many of these options will be no-cost or low-cost options for community partners in line with the Cooperative Membership Model described in Section 4.2.2, while other options will have associated fees or costs to promote sustainability of on-site operations and development opportunities to increase access.

We recognize that physical space is essential for good, community-minded ideas to develop and grow. The multidisciplinary collision space would support creative and entrepreneurial activities that promote individual and community development and community-driven efforts that address local needs. The building will offer visual art and movement studio spaces, office spaces, flexible work areas, multi-functional gathering and performance spaces, 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, and establish sustainable networks and partnerships.

2.1.1. Main Building 1st Level Floor Plan



Exhibition/Performance Public Gathering Space

- Dimensions, can accommodate 100 people
- Purpose/Use: Flexible space that can be adapted for live performances, large group gatherings, meetings, town halls, community events
- Features: Large windows for street views
- Capacity: Portable audience chairs, seating for 45 people

Dance/Movement Space, Multipurpose Studio

- Dimensions, can accommodate 15 people for planned activity /programming
- Purpose/Use: Flexible space that can be adapted for classes and workshops, collaborative artmaking or community project development, rehearsals, public programs, meetings and training, town halls, casual events, and networking
- Features: Sprung flooring (hardwood or marley; performance lighting system, sound absorbing walls, sound and projection equipment
- Capacity: Portable audience chairs create seating for 45 people

Large Conference Room

- Dimensions, accommodates 30 people
- Purpose/Use: Meetings, workshops, training
- Features: Tables, chairs, dry erase board(s), smart board, projector

- Capacity: Seating for 30 people

Small Meeting Area

- Dimensions, accommodates 15 people
- Purpose/Use: Meetings, workshops, training
- Features: Conference table(s), chairs
- Capacity: Seating for 15 people

Classroom

- Dimensions, accommodates 20 people
- Purpose/Use: Meetings, workshops, training
- Features: Conference table(s), chairs
- Capacity: Variable

Lobby/Reception Area

- Purpose/Use: Reception, registration, information, greeting
- Features: Reception desk, seating, computer, monitor /board with information
- Capacity: Limited

Restrooms

- Gender neutral restrooms
- Lactation room

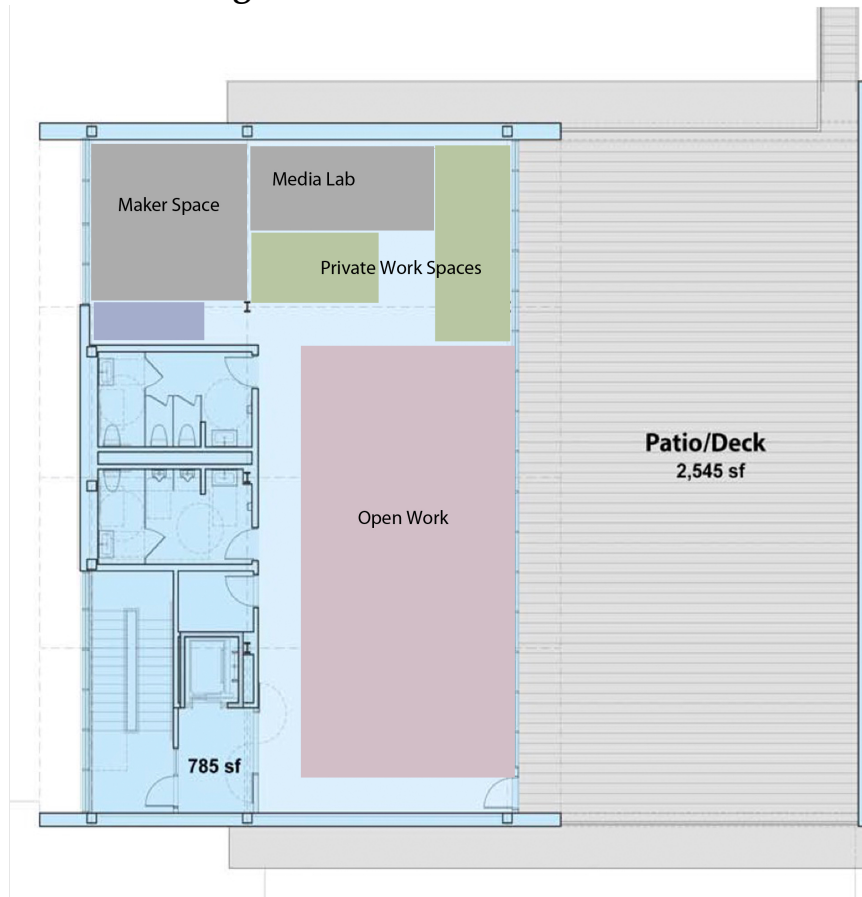
Open Kitchen

- Dimensions, TBD based on need and prospective partners
- Purpose/Use: Break room for Members, food and drink prep for on-site events, culinary arts programming, and training opportunities
- Features: Kitchen appliances for food catering applications
- Capacity: Variable

Storage

- Dimension and uses TBD
- Potential for open storage for supplies, materials, etc.
- Potential for secure storage for A/V equipment, personal belongings, etc.

2.1.2. Main Building 2nd Level Floor Plan



Makerspace

- Dimensions, can accommodate 8 people
- Purpose/Use: Arts-focused lab with the creative infrastructure to support hands-on making
- Features: Drafting tables, electrical outlets at each table, utility sink; 3D Printer(s), laser cutter, hand tools, die cutter(s); computers/laptops, design software, microprocessors, physical programmable technologies; sewing machines
- Capacity: Dimensions, accommodates 8 people

Open Work Area/Co-Working Spaces

- Dimensions, variable, can accommodate 12 people
- Purpose/Use: Flexible working space – single workstations/two-person stations/four-person stations
- Features: Tables, chairs, dry erase board(s); copier/printer(s)
- Capacity: Dimensions, accommodates 12 people

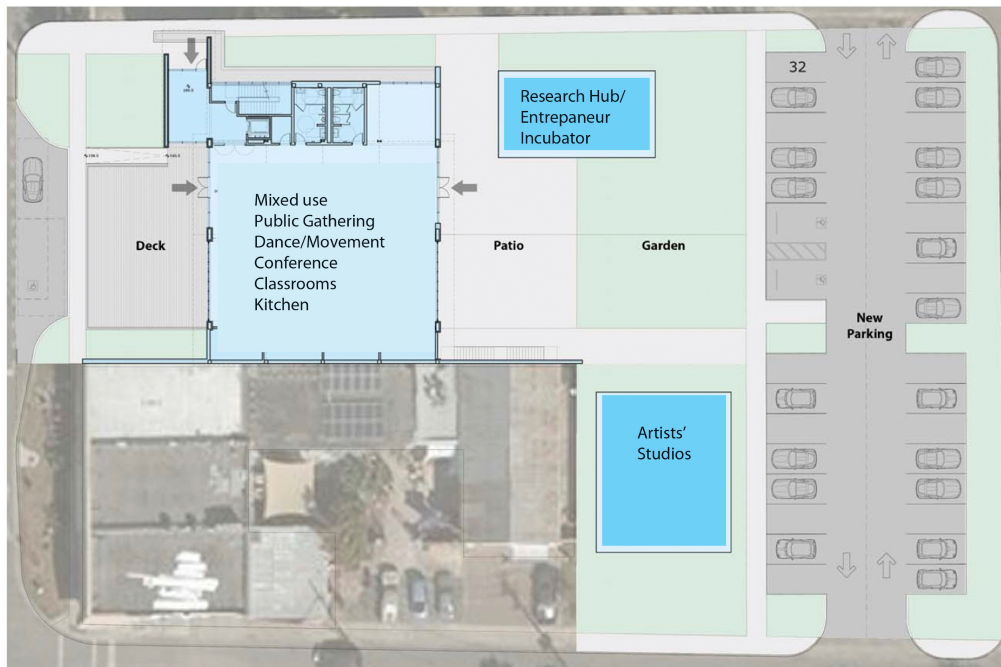
Media Lab (Multimedia Production Studio/Radio Station)

- Dimensions, accommodates 4 people
- Purpose/Use: Designed for recording and editing
- Features: Video production and editing, podcasts, radio broadcast; computers, microphones, Green Screen, projection unit, lighting, backdrops; soundproof walls, ceiling mounted outlets
- Capacity: Dimensions, accommodates 4 people

Private Workspaces/Individual Office Spaces

- Two large private office spaces
- Purpose/Use: Private office/workspace
- Features: Desk, file cabinet; access to Wi-Fi, printer and copier
- Capacity: Dimensions, accommodates 2-4 people each

2.1.3. Accessory Buildings



Research Hub/Entrepreneur Incubator Spaces

- Purpose/Use: CAM and CAME Research Extension Offices
- Features: Entrepreneur Incubator Project Offices
- Capacity: 8

Artists' Studios

- Purpose/Use: Flexible art studio space, custom lighting, that can transform from gallery space to art studio, can host visiting artists in residence
- Features: Ventilation, large windows, utility sink; easels,
- Capacity: 2- 350sq ft studios, 2 - 150sq ft studios

2.2. Programs and Activities

The central idea behind SPARC352 is that creativity and the arts are at the core of healthy communities. This is because research has established that arts engagement enhances public health measures and advances health outcomes. When properly integrated with wellness interventions, the arts can generate direct health benefits including stress reduction, meaningful social engagement, and physical activity.

SPARC352 will 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.

These programs, activities, and services will benefit both artists and the local and surrounding communities. These offerings will serve local and regional artists by providing **creative space, coaching, and collaboration opportunities**. SPARC352 will also offer community **programming and services**, and **collaborative projects for community building** to help develop a more **creative, healthy, and resilient community**. Through these programs and activities, artists and creatives will have opportunities to collaborate on projects with the community to enhance the visual appeal of the area, while also promoting social cohesion and a sense of place.

We anticipate three different models for activities tied to program and service delivery. The activities will be delivered (1) by UF and UF partners; (2) by Artists and Community; and (3) in Collaboration with UF, Community, and Artists.

2.2.1. Activities Delivered by UF and UF partners

Activities Centered around Knowledge and Research

UF will deliver existing as well as new programming that encourages collaborative work at the intersections of arts, entrepreneurship, and migration; arts and education (STEM and Making); and arts and public health. This programming, which would be available on day one of SPARC352's operation, will be delivered primarily by CAM, AIM and CAME. Activities and programs will be supported and developed utilizing resources from UF faculty and students, local artists as well as regional, national, and international artists, and community resources, and would be based on community needs and interests.

First, several community arts programs currently offered by CAM and AIM can be readily integrated into SPARC352's programming. These are visual, literary, and performing arts programs that address a range of needs from social well-being to community building to specific health conditions and include:

- Art in Motion, *arts workshops for individuals affected by Parkinson's and other movement disorders*
- Dance for MS, *movement workshops for individuals with Multiple Sclerosis*
- Dance for Life, *movement workshops for individuals with Parkinson's*
- Dance for Lifelong Health, *movement workshops for seniors (ages 60+)*
- Encore Dancers Workshop, *an opportunity for mature dancers to continue their training*
- StorySongs, *songwriting workshops for individuals 60 and older*
- Young@Arts, *visual, writing, and performing arts workshops in education and juvenile justice, and for underserved youth*
- Theatre Connect, *theater program for LGBTQ teens*
- Gentle Yoga for Health, *mindful yoga appropriate for people with a range of health conditions*
- Meditation for Beginners, *guided sessions exploring foundational meditation techniques*
- Qigong for Well-being, *guided slow, gentle movements combined with breathing techniques*

Bringing these programs to SPARC352 will provide resources for community residents who may have a need but do not currently have access to the therapeutic, educational, and expressive benefits of engaging in arts for health activities. This is particularly

valuable for the residents of Porters Quarters, who are often more vulnerable to stress and health challenges due to social and economic inequities, unevenly distributed resources, and inadequate support structures.

Programming at SPARC352 will also be offered through community-based research projects developed by UF faculty and students, and practicum hours through CAM. Current research projects explore the intersections of arts, community development, and public health in a variety of ways and work directly with communities to address various issues, including:

- Questions of how to build healthy communities in alignment with our national public health goals (Creating Healthy Communities: Arts + Public Health in America);
- Engaging with communities in creative place-making;
- Arts responses to mobilize and connect community members in times of crisis (i.e., COVID-19); and
- How the social determinants of health – factors like education, neighborhood, and physical environment, employment, socioeconomic status, social support networks, and access to health care – impact health and wellness (Research in Dance + STEM (i.e., Hip Hop, Making and Computation; Embodied Physics, Learning in the STEAM Dance Makerspace)).

Additional programming offered by CAME will focus more broadly on promoting collaboration, knowledge sharing, learning, entrepreneurship, artistic creativity, and cultural engagement among and between local, regional, statewide, national, and international artists and creatives. CAME seeks to connect and nourish arts and cultural networks to boost the speed, durability, and effectiveness of cultural innovation and cultivate the relationship between artistic production and economic sustainability. CAME will gather collaborators to facilitate the engines of creative and cultural economics at the heart of migration. The CAME programming, currently being developed, would include:

- The Artist Gateway Program, *a digital certification program for artists, cultural organizers, creatives, and culture bearers that uses modular and portfolio-based workforce readiness and skills training*
- An Incubator Program for Artists and Creatives, *step-down model program to help young creatives spark new businesses and build their businesses in the community*
- Makerspace and Media Lab Training Programs, *training on emerging arts technologies*
- Arts in the Age of Disaster, *research exploring ways to mitigate the inequitable impacts of disaster, and how to design recovery processes that rebalance social inequities by utilizing the performing arts, linking the performing arts with the scientific community*
- Hosting visiting artists/makers for workshops
- Artist-in-Residence Program, *providing lab space and collaborative space for local artists to create public art, and collaborate on community projects and beautification installations throughout the city*

Together, these programs will formally link artists and arts activities with community and public health partners and programs, empowering artists, creatives, and community members to do the work that leads to strong, healthy communities.

We will also engage **other potential stakeholders** (i.e., HealthStreet, UF/IFAS, City of Gainesville, Santa Fe College, Cade Museum, School Board of Alachua County, etc.) to develop and infuse programming focused on wellness, creativity, and cultural engagement based on community interest. This could include but is not limited to:

- Partnering with HealthStreet to provide Health and Wellness Screenings for community residents
- Partnering with the faculty and student researchers in the Family, Youth and Community Sciences program in IFAS (College of Agricultural and Life Sciences)
- Becoming a Medwaiver provider for social services through the Agency for Persons with Disabilities in the State of Florida, offering training in Life Skills Development Areas of Companion, Supported Employment and Adult Day Training, or Supported Living Coaching with the goal of increasing opportunities for individuals with developmental differences and supporting the work of and active engagement of communities.

Furthermore, we will **engage the community directly** in the development of new programmatic offerings through co-creation efforts that will develop the mutually beneficial and reciprocal partnerships that must be forged together to foster community wellness.

2.2.2. Activities Delivered by Artists and Community

Activities Centered around Community-driven Efforts

Artists, cultural practitioners, and community will be the life force of SPARC352. This community site will be a creative hub for residents, visual and performing artists, cultural creatives, entrepreneurs, non-profits, small businesses, community organizers and others to work, make, and collaborate. Access to the space will come through cooperative memberships, and we expect that SPARC352 members and member organizations will develop and deliver programming, services, and activities that reflect the needs and interests of the community.

Specific member activities and programs could include:

- Special Classes, Workshops, and Events (i.e., movement/dance, art, computer classes, wellness seminars, drumming classes, community open houses, exhibits, performances)
- Activities for senior citizens (sewing, watercolor, wellness bingo, etc.)
- Online classes and trainings
- Activities that highlight local history and culture
- SPARC352 artists-in-residence showings
- Artist-in-Residence community collaborative projects
- Market Days, Festivals, Vendor Carts, and a Cafe
- Open Houses for SPARC352 member networking
- Hosting community meetings and town halls

These activities will actively engage the community in the work of local artists, creators, and makers, developing support for public art and other creative programs throughout

the area, and they will link culture and sense of place with art and creative expression. They will position SPARC352 as an empowerment hub for residents, neighborhood groups, and community leaders to gather, learn, and share the meaningful knowledge and experience needed to generate new solutions across Gainesville's communities. Artists, creatives, and member organizations can also partner with CAM and CAME to develop new programming opportunities.

2.2.3. Activities Developed in Collaboration with UF, Artists, and Community

Activities Centered around Collaborative Efforts

In developing plans for a site that is embedded in the community, we recognize and value the importance of collaboration and working with the community. Accordingly, the focus will be around a model of programming and project development that is created with and by community. Along with activities and programs designed, developed, and delivered by artists in the community, artists in residencies grounded in community-based work, and community participation in programming for grants and research projects, **SPARC352 will also engage the community directly in the development of new programmatic offerings** through co-creation efforts, providing tools for organizing, design, development, implementation, and sustainability of their own programs and projects.

Collaborative Community Development Projects

SPARC352 will host and facilitate a series of planned collaborative collision events where UF faculty and staff work with the community within the structures of a community development framework (i.e., Participatory Action Research, Social Justice Design Studio, Regenerative Social Justice, Public Interest Design Education, Art as Social Justice). The aim will be to determine relevant problems, issues, and opportunities; to develop strategies for addressing them through research, programs, or other projects; and to develop plans for implementation in a manner that creates impact and benefits for communities and researchers alike.

Examples of these types of events include:

- Collaborative project development working group meetings
- Collaborative research projects
- Creative and cultural place-making projects
- Mini-conferences for developing research-practice partnerships and community projects

This collaboration model for program, project, and activity development will activate and shift agency in the surrounding community by engaging individuals who can activate new knowledge, skills, and ideas within their neighborhoods and communities. Through this process, individuals and organizations in the community will gain new resources for successfully developing programming, engaging in research that matters to them, and solving problems that are important to them with the support of UF researchers. The process will be a catalyst for the development of stronger, engaged communities that are poised to solve their own community issues and empowered with the potential to make sustainable positive change. Community collaborative projects have the potential to promote processes of social change, cultivate entrepreneurs from the community, and support the development of the local economy.

Collaborative Community-driven Efforts

The availability of a flexible and welcoming space for working, making, creating and innovating will help to revitalize the cultural and artistic identity of Downtown while also tying the activities of SPARC352 to concrete community needs through open and effective collaborations that directly engage and empower the community.

Bringing this type of community-focused resource to Porters Quarters challenges the standard reductive formula of gentrification, which seeks to gain short-term return on investment without regard to the people and culture in the communities that are being disrupted, or the longer-term sociological and ecological implications to the urban environment. The site will foster collaborations among community members to develop relevant programming, using access to the space, services, and resources available to help them organize and take on the issues that directly impact them and their communities. If successful, SPARC352 will develop an inclusive, art-integrative approach to neighborhood development, growth, and sustainable positive change. Through its programming, it can serve as a catalyst for creativity and operate as an *empowerment hub* for the Porters community, surrounding neighborhoods, as well as the Downtown area of Gainesville.

Members of the community have been involved the process of developing the model for programming described in this Proposal. Conversations have taken place with local artists, cultural practitioners, community leaders, and residents of the communities surrounding Old Fire Station #1 about developing the site into a community asset. These conversations will continue after the ITN process is complete and up through the launch of operations, and we expect that the scope of what is outlined in the above sections will continue to evolve based on continued community interaction.

2.3. Operations and Outreach

2.3.1. Marketing Plan

COTA has a communications team that will develop marketing materials that can be distributed digitally as well as physically throughout the Gainesville Downtown area and through potential partners throughout the rest of the Greater Gainesville area. However, the primary strategy for marketing SPARC352 will be working with members of the community to reach potential participants and stakeholders. The purpose behind this strategy is to support the idea that the message about what is available through SPARC352 will be delivered by those who see the value in being there.

Person-to-person marketing will be essential for creating a community engaged space. We plan to maintain continual connection with and involvement of community members, which will allow us to promote participation in the beautification, dissemination, and knowledge-sharing activities of SPARC352. We will partner with neighborhood associations, community leaders, non-profits and others to reach people who might otherwise be missed through a traditional marketing campaign. Residents from the neighborhoods surrounding Old Fire Station #1 will also be invited to relevant activities aimed at fostering awareness and engagement, including a series of open house events where the people can see the types of activities, programs, and opportunities that are available.

Collaboration with the community is at the core of the marketing strategy in the same manner that it will be at the core for developing programming and activities to be offered on-site. This approach has been initiated already in the process of developing this Proposal and is part of a long-term plan to be in constant dialogue with the community in order to continually evaluate outcomes and enhance benefits in terms of what the community deems most valuable.

The aim is to be proactive and responsive both in reaching out and in fostering an effective community dialogue. Therefore, a plan will be developed to develop specific strategies to promote effective collaboration upon conclusion of the ITN bid process and during the pre-launch period while the property is being renovated. The exact form and process will depend on discussion and a consensus around what is most desirable; it could include, for example, establishing a community council with rotating members that uses comprehensive needs assessments to guide decisions.

2.3.2. Proposed Hours of Operation

Based on the vision, plan, and nature of the resources outlined in this Proposal, the aspiration is for the space to be activated and available based on a general plan to operate six days a week in line with the following hours of operation:

- A 9am-5pm schedule for regular daytime programming and space availability that caters to specific community needs corresponding with these times of the day (such as senior activities, programs targeted for school-age children, or access to working space for entrepreneurs and small business owners, etc.);
- An evening schedule from approximately 5pm-9pm for specific programs that will be available after regular business hours (such as programs for teens, adults, artists, performers, community events, etc.); and
- A weekend schedule which will be designed based on interest and demand for programming, events, or other community-driven efforts, with an initial preference for times on Saturday and special programming opportunities available on Sundays.

During the pre-launch period, a needs assessment and use analysis will be conducted with the community and businesses in the surrounding area to develop a feasible plan grounded in the perspectives of those who will use and access the site.

2.4. Alignment and Contribution to City's Downtown Redevelopment Goals

An aspiration for SPARC352 is to offer the community a site of collaborative practice, which can operate as a form of "docking station" that is accessible to a broad range of community stakeholders and which also belongs to the communities that it serves. Beyond this, the vision for SPARC352 is to activate, support, and serve a number of the City's goals for redevelopment of Downtown Gainesville.

In the Section below, we highlight and summarize the ideas and plans located throughout this Proposal that align with the City's redevelopment goals for Downtown.

2.4.1. Economic Development

Section 4.2.1 outlines the long-term partnership between UF and the City of Gainesville to function as the foundation for this Proposal to leverage resources in order to promote activities, collaborations, and partnerships that “reverse deteriorating trends, create jobs, revitalize the business climate...and gain active participation and investment by citizens which would not otherwise occur.” Together with the Cooperative Membership Model described in 4.2.2, our community residents and small businesses are afforded the resources and economic agency to drive economic development initiatives in their own neighborhoods.

Section 2.2.1 describes a number of activities that have the potential to support economic development efforts. For example, the Incubator Program for Artists and Creatives would provide structured and scaffolded support to help young artists and creatives understand and create the systems needed to spark new businesses, build their businesses in the community, and promote their sustainability. The program, which would be specifically targeted toward artists and creatives, would also help fill the need for incubator support for creative startups and emerging businesses that are outside the bio-tech, software, research and technology commercialization industries.

Section 2.2 as a whole ultimately serves to support the reinvestment objective of economic development. Year-round programming will not only “encourage a greater mix of uses and amenities within the Redevelopment Area, in order to reduce the amount of out-of-district automobile travel required for residents,” but it will also contribute to increased stakeholder involvement in the area, and attract and promote area activity by residents, neighbors, businesses, and visitors.

Section 5.2 fortifies how SPARC352 will act as a connector to provide access to space, resources, tools, and services that residents, entrepreneurs, and creatives need to engage and thrive. Activating the partnerships mentioned throughout this Proposal will serve to promote economic stimulation through MWBE support and participation. Developing SPARC352 as a resource and empowerment hub addresses well-being at multiple levels where “attention to the social, economic, and cultural well-being of the Redevelopment Area is very important in ensuring the long-term sustainability of the community.”

Section 5.3 illustrates how SPARC352 will promote visibility and exposure for MWBEs, artists, and creatives. Possibilities around experiential retail and a collaborative working space enlivened by arts, enterprise, and innovative engagement aligns with neighboring businesses to create a clear identity for the area and increase opportunities for area attention and investment by other entities.

2.4.2. Sustainability

Section 2.2.1 identifies a number of activities and programming offerings that will be delivered through SPARC352. The aim with these and other proposed resources is to nurture the health and economic vitality of our communities at the individual, neighborhood, and population levels through community-determined programming facilitated by professionally trained artists and scholars. Health, in this context, is not limited to physical health, but also includes cultural identity, economic empowerment, and civic engagement – all coalesced around the strength and centrality of place: neighborhood, community, home.

Section 2.2 generally outlines the kinds of programming & services that will be offered through SPARC352, as well as the plan for developing collaborative projects to support community-building efforts that focus on enhancement, health, and wellness. All of these efforts are

designed to develop a more creative, healthy, and resilient community. Many of these programs would formally link artists and art activities with community and public health partners, thereby empowering artists, creatives, and community members to do the work that leads to strong, healthy communities.

Section 2.3.3 outlines the plan for SPARC352 to deliver on-going programming (workshops, classes, trainings, events) that caters to different demographic populations at different times of day. The aim is to promote a space that will be multi-generational, providing access to seniors, youth, and adults, and used by different populations at various times. For example, senior activities may take place in the mornings and early afternoons during the week while programming for teens might take place after school, early evenings and on the weekends.

Sections 5.1 and 5.2 discuss how SPARC352 aims to foster an inclusive environment through year-round programming to empower local residents, artists, MWBEs, and other local businesses. By having a specific focus around arts, wellness, learning, and enterprise, SPARC352 will “support and encourage job retention, job creation, job training, and talent development” in the local area.

2.4.3. Sense of Community

Section 2.1 describes how the site will offer flexible-use spaces designed for community stakeholders to use (Exhibition/Public Performance Space, Dance/Multipurpose Studios, Technology Labs). These will be spaces that can be accessed year-round and will be available approximately six days a week. This combination of resources and access will enable residents, artists, and local entrepreneurs to gather regularly to work, create, and collaborate. This is an essential aspect of SPARC352 that promotes community development and community-driven efforts to address local needs.

Sections 5.2 and 5.3 outline the ways in which SPARC352 will work to ensure equal access for minority- and women-owned business enterprises. This is essential for promoting an accessible and welcoming space for all community stakeholders, as well as creating an incentive to prioritize investment in developing the Reinvestment Area together with the communities that are actively engaged on-site.

The Cooperative Membership Model described in Section 4.2.2 is one tool that SPARC352 will be able to leverage to not only ensure equitable access for community members, but to also promote a strong sense of place in and around South Main Street.

2.4.4. Urban Form

Section 2.2.1 describes the Artist-in-Residence Program, which represents one of many resources in providing lab space and collaborative space for local artists to create public art, and collaborate on community projects and beautification installations throughout Downtown and the City of Gainesville as a whole.

3. Proposer Qualifications and Experience

[Item related to Tab 5, covering Section 3.2]

3.1. Key People

Below is a summary of the experience and qualifications for key people who have contributed to the development of this Proposal and who represent those persons who will be most directly

involved in the initiative should the City elect to move forward with this Proposal. The summaries below cover two main groups – those who are representatives of UF and those who have been part of a working group as representatives of their respective communities.

The members of the working group from UF listed below all firmly believe and support the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations with respect to issues affecting their well-being: this is at the core of community-engaged research and outreach. Beyond this, though, these are also people who see the ideas, vision, and goals outlined in this Proposal as an opportunity to advance the role and impact of a public academic institution and shift the nature of social responsibility into something which can be transformative for the local community.

The members of the working group from the community represent people who already play a significant role in their local communities through their time, effort, and expertise. The value of their contribution to this Proposal cannot be measured in time or pages alone, but rather, is reflected in the nature of their interest in realizing a vision that shares many of the same objectives as those outlined in this Proposal. The knowledge and experience of these individuals have heavily influenced this Proposal, despite the challenges posed by the COVID19 pandemic. As stated throughout this Proposal, success towards realizing the vision and objectives for SPARC352 will depend on a successful dialogue to engage and empower our community, and we aspire to begin that process already with the preparation of this Proposal.

University of Florida Working Group

Charlie Lane, SVP and COO

Charlie Lane is the University of Florida's Senior Vice President and Chief Operating Officer. He assumed this role in March of 2014. Charlie previously worked at the University of Southern California, where he worked for 23 years and last held the position of Associate Senior Vice President, Administration. While at USC, Charlie earned his doctorate in public administration. Charlie's career spans both the for-profit and non-profit sectors. Prior to working at UF and USC, Charlie worked for the University of Houston, Intermedics, Inc., and Texas Instruments, Inc.

Onye Ozuzu, Dean

Onye Ozuzu is Dean of the University of Florida's College of the Arts. She is a performing artist, choreographer, administrator, educator, and researcher. Previously she was Dean of the School of Fine and Performing Arts at Columbia College Chicago.

Onye has been presenting Dance works since 1997. Based in the U.S., her work has been seen at venues such as Seattle Festival of Improvisational Dance, Kaay Fecc Festival Des Tous les Danses (*Dakar, Senegal*), La Festival del Caribe (*Santiago, Cuba*), Lisner Auditorium (*Washington, DC*), McKenna Museum of African American Art (*New Orleans, LA*), dance GATHERING Lagos (*Lagos, Nigeria*), as well as many anonymous site-specific locations. Recent work includes *Touch My Beloved's Thought*, a collaboration with composer, Greg Ward, and *Project Tool*, a work which garnered a 2018 Joyce Award. She facilitates work in a group improvisational score, *The Technology of the Circle*. She continues to serve the field of dance as a thought leader, speaker, and curator.

Anthony Kolenic, Associate Dean

Anthony Kolenic is Associate Dean for Research and Strategic Initiatives at UF's College of the Arts where he oversees research development and grants, assessment oversight and

reporting, strategic planning, policy and procedure development, public and community engagement, strategic communication, IT and technological infrastructure, facilities strategy and acquisition, and provides leadership for the college's interdisciplinary centers.

Prior to joining UF, Anthony served as Associate Director of the University of Michigan's ArtsEngine, which drives transdisciplinary collaborations among the Arts, Architecture, Engineering and other fields. He was also the Associate Director of the Alliance for the Arts in Research Directors (a2ru)--a partnership of more than 40 institutions committed to transforming research universities in order to ensure the greatest possible institutional support and environment for interdisciplinary research, curricula, programming, and creative practice.

Tina Mullen, Director

Tina Mullen is Director of UF Health Shands Arts in Medicine and leads a team of multi-disciplinary artists who specialize in delivering the creative arts to patients, families, and staff in a complex health environment. She is also Director of Interior Design for UF Health, a role that focuses on the integration of the arts and aesthetics in the clinical setting. For the past 28 years, Tina has been a leader in the growth of arts programming at UF Health, and she has been influential in the arts in health discipline nationally through consultation, research, and publications in program advancement, professionalization of the field, and the impact of the arts and creativity on individual and community health.

Tina is an affiliated faculty member of the UF's Center for Arts in Medicine and the Herbert Wertheim College of Engineering where she teaches courses on health design and divergent thinking, respectively. She has been a drawing instructor at the University of Florida, as well as Interim Director of the University Galleries. Tina is also a working artist who has exhibited her work throughout the United States. She has received numerous awards including the Individual Artist Fellowship from the Florida Department of Cultural Affairs. She has been a visiting artist at Penland School of Crafts in North Carolina, the Ringling School of Art in Sarasota, Florida, and the Ucross Foundation in Wyoming.

Jill Sonke, Director

Jill Sonke is Director of the UF Center for the Arts in Medicine in addition to serving as Assistant Director of UF Health Shands Arts in Medicine. Jill serves on the faculty of the Center for Arts in Medicine at UF's College of the Arts and is an affiliated faculty member in the School of Theatre and Dance, the Center for African Studies, and the Center for Movement Disorders and Neurorestoration.

Jill is also an Entrepreneurship Faculty Fellow in the UF Warrington College of Business and oversees an array of healthcare- and community-based arts programs. With 25+ years of leadership in arts in health, Jill is active in research, teaching, and international cultural exchange. Her current research focuses on the arts in public and community health.

Osubi Craig, Director

Osubi Craig is Director of the Center for the Arts, Migration, and Entrepreneurship in the UF College of the Arts. Osubi is a multi-talented higher education administrator and traditional African percussionist. As a third-generation percussionist, Osubi's youth was focused on the preservation, perpetuation, and study of cultural arts of the African Diaspora. He graduated from Gainesville High School and was a proud member of the Purple Hurricane Marching Band. In college he performed with the FAMU Marching "100" Band, Jazz Ensemble, Dromatala Hand-and-Stick Percussion Ensemble, African Caribbean Dance Theater, and FAMU's Orchesis Contemporary Dance Theater.

Early in his professional career Osubi served as leader drummer for Kulu Mele African Dance & Drum Ensemble (*Philadelphia*) and African Caribbean Dance Theatre (*Tallahassee*), and as a teaching artist for the Philly Pops (*Philadelphia*), New Jersey Performing Arts Center (*Newark*), Lincoln Center Institute arts in education program (*New York*), and Urban Bush Women (*New York*). Osubi is also the founder and artistic director of the Prophecy Music Project, a Philadelphia and New York City based ensemble of professional dancers and musicians dedicated to the performance, practice, and preservation of traditional African diasporic music and dance. Osubi holds an M.A. from Florida State University in Arts Administration and a B.S. in Industrial Engineering with a minor in Jazz Studies from Florida A&M University.

Andrew Telles, Director

Andrew Telles is Director of Collaborative Initiatives at the University of Florida. He is a visionary with a passion for creating impact through innovation, entrepreneurship, and collaborations. Andrew has many years of experience in developing, training, and leading multi-disciplinary and international teams of innovation professionals and entrepreneurs in turning early-stage, research-based ideas into solutions that address societal needs and challenges.

Before arriving in Gainesville in 2019, he spent the preceding five years establishing and developing an innovation office at the University of Gothenburg. An essential element of that role was working to align the development of the innovation office with the strategic mission of the university, balancing the interests of traditional innovation support models with the evolving role of a public university in modern society. While there, Andrew established a non-profit, student-driven association that connects students with innovative challenges for a sustainable future. Through this effort, dozens of interdisciplinary student teams helped researchers and entrepreneurs to tackle their biggest challenges and work towards sustainable growth. These interactions were mutually beneficial collaborations, with many of these interactions leading to new ideas for small businesses or employment opportunities for students.

Andrew is a proven advisor in business strategy, intellectual asset management, and law, with previous experience advising IT and biotech startups in Silicon Valley.

Jenny Baxley Lee, Assistant Director

Jenny Lee, MA, BC-DMT, serves as Assistant Director, Senior Lecturer, and Board-Certified Dance/Movement Therapist with the University of Florida's Center for Arts in Medicine in the College of the Arts. Jenny is affiliated faculty with the School of Theatre and Dance and the STEM Translational Communication Center. Jenny teaches graduate coursework in *arts in health* and directs an annual study abroad course, *Arts for Health, Peace and Community Engagement in Northern Ireland*. She has experience in clinical practice in dance/movement therapy with veterans and their families at the Malcom Randall VA Medical Center providing creative arts therapy using telehealth. She has also practiced dance/movement therapy with UF Health Shands Arts in Medicine working with children and adults with acute and chronic health issues.

In community practice, Jenny has directed and facilitated theatre and dance for health education and promotion among middle school and high school students in schools, juvenile justice, and community settings. Jenny also served as director of a non-profit arts organization serving adults with developmental differences with an expressed mission of making the arts accessible to every interested member of the community, including all ages, races, genders and/or abilities. With over 19 years of professional

experience, her expertise includes multidisciplinary, socially engaged arts practice, teaching, program administration, and research on delivering the arts in clinical and community settings.

Dionne N. Champion, Assistant Research Professor

Dionne Champion, PhD, is an Assistant Research Professor of Dance and STEM at University of Florida's Center for Arts in Medicine in the College of the Arts. Dionne is an engineer, an artist, an educator, a learning scientist, and an African American researcher. She studies learning at the intersection of the arts and sciences, conducting research that blurs disciplinary boundaries and amplifies the voices, experiences, and practices of underrepresented communities. Dionne studies learning in action. She designs innovations, putting them out into the world to see if and how they work, and studying the results and the impacts of those innovations. This requires working with communities as partners in research and iterative design, to develop and design interventions that work for their learners.

Her background and experiences give her a unique perspective for understanding issues related to STEM and children from communities of color. Born and raised in a low-resourced African American community, her early love for math, science, and dance led her first to a career in chemical engineering and eventually to return to her community to found a creative arts education center, developing a curriculum that infuses science, math, and literacy learning into dance activities. This education center, DancExcel, has served thousands of children over the last 15 years, providing classes, community workshops, and programming for children all over the region.

Currently, her work involves understanding the ways that dance and movement-based activities can support health and wellness in community settings – the links between creativity, health, and wellness through dance and making. She works in and with community arts programs and makerspaces to develop programming and activities through participatory research methods to support youth in learning about health and the body through the physical and creative aspects of dance, and she uses dance as a medium for educating and empowering community about social justice. Dionne holds a B.S. in Chemical Engineering from Florida A&M University, an M.Ed. in Dance from Temple University, and a Ph.D. in Learning Sciences from Northwestern University.

Alana Jackson, Service Learning Lecturer

Alana Jackson, M.S., is a Lecturer with the University of Florida's Center for Arts in Medicine in the College of the Arts. Alana is a songwriter, dancer, and spoken word artist, and has performed original work in cities spanning from New York City to Belfast, Ireland. As an educator, she helps to prepare students as artists, scholars, and citizens who understand how the arts and creativity can be used to promote well-being and healthy communities.

As a practitioner working with UF Arts in Medicine programs in the context of arts and public health, she has developed arts-based programs and performance for local and national audiences. As a multi-modal artist dedicated to working at the interface of arts and health, Alana has robust experience facilitating arts engagement to empower patients and communities of varying ages, circumstance, and abilities. Alana's work spans from juvenile justice/correctional settings to hospital-based arts programming and programs for adults facing neurodegenerative conditions. This includes work with adolescents committed to the Florida Department of Juvenile Justice, and those in programs providing intervention for substance use and abuse. She also focuses her work on youth empowerment connected to

arts, literacy, voice, and health. As the founder and former director of a dance program for Parkinson's Disease patients and their caregivers piloted at Duke based off Dance for PD, she laid the groundwork for sustainability of the program in existence today.

Over the past several years, Alana has had prominent roles in organizing UF programs in the community, such as Night of Dance, and in content development for Theatre for Health Outreach at Alachua County Public Schools, HIV Awareness and Education, and theatre presented in Our Community Our Health, a nationally broadcasted webinar and town hall series hosted locally by UF HealthStreet. Much of her work in these arenas has focused on how theatre, dance, writing, and music can be used to advance public health priorities and improve health outcomes. During her time at UF, she has additionally held roles in clinical research and strategic initiatives. These roles have drawn on her background in the medical sciences and extensive experience developing organizational vision for community engagement. She continues to leverage her performance background in hopes of empowering communities that have lost their independence, sense of identity, or physical abilities.

Community Working Group

Terri L. Bailey

Terri L. Bailey, M.A. is a community educator, organizer, and advocate. She is a Yaya, writer, poet, and a promoter of the arts. Terri is a native of Gainesville's Pleasant Street District and the founder of Bailey's Learning and Arts Collective (BLAAC2basics), a non-profit organization whose mission is to help build socially responsible communities and leaders via a Grassroots ideology utilizing low / no-cost activities as a vehicle for change.

Turbado Marabou

Turbado Marabou, M.F.A. (born James Miller), is a native of Gainesville's Pleasant Street District and the founder of Deeproots Arts & Culture Creative Services LLC. He is an accomplished artist and muralist, art educator, storyteller, folklorist, and creative consultant. Turbado is a priest in West African religion for more than 23 years and feels strongly that art is for life's sake.

Carla Lewis-Miles

Carla Lewis-Miles is a strong communicator and avid community activist with an A.S. Degree in Allied Health. As a nurse, she worked in Urological Oncology for two years before taking a job with Habitat for Humanity. Carla currently works in the capacity of the Neighborhood Revitalization Coordinator / Critical Home Repair Specialist for Alachua Habitat for Humanity. As the Revitalization and Rehab Specialist, Carla is responsible for creating pathways to improving housing infrastructure while implementing quality of life improvements in neighborhoods at risk for gentrification.

Prior to her employment at Habitat for Humanity, Carla worked as a Habitat volunteer and organized the Greater Duval Neighborhood Association, working in collaboration with Habitat for Humanity to incorporate the association as a 501(c)3 non-profit. She is currently a program developer as well as the Board of Director's Chief Executive Officer for the Association. She works along with the City of Gainesville as a member of the Utility Advisory Board and Alachua County as the Chair of the Wild Spaces Public Places Oversight Committee. Additionally, Carla works in partnership with non-profits, such as Working Food, Cultural Arts Coalition, Lydia B. Stokes Foundation, and other organizations

that are committed to improving the quality of life and adding economic value to neighborhoods where we build.

Rhonda Wilson

Rhonda Wilson is the founder of the Star Center Children's Theatre, a non-profit organization providing arts education and performance opportunities to area youth and their families. Since founding the program in 2000, Rhonda has continued to volunteer her time, energy, and passion to make her vision and dream for youth come true. She has been recognized nationally for her service, including a Tony Award nomination for Excellence in Theatre Education, the Allstate Champion for Good award, and more.

Jacob Larson

Jacob is a long time Gainesville resident beginning in the Summer of 1994. His adventures in this town include a B.A. in Business Administration from University of Florida. He worked for 6 years with YoungLife, which is a nondenominational Christian-based outreach program to middle school and high school students. Jacob has also worked for 14 years with The Vineyard of Gainesville as community pastor. As part of Society Promotions, he also promoted and produced art and cultural experiences to benefit and inspire social change. He currently serves as a Board member for a Sustainable Alachua County, a community-based non-profit that now focuses on giving micro grants to provide a catalyst for innovative ways people and entities are supporting sustainability. Five years ago, Jacob's growing love for his city has him owning and managing a pub named "The BULL" in historic Downtown Gainesville, where he is able to support the community through the arts and conversations focused on wellness for individuals and community.

3.2. Key UF Organizations

Below are some of the key UF organizational bodies that will be actively engaged in SPARC352.

College of the Arts (COTA)

COTA is committed to becoming a transformative community responding to and generating paradigmatic shifts in the arts and beyond. COTA and its artists, scholars, and designers embrace the complexity of our evolving human experience and seek to empower the college's students and faculty to shape that experience fearlessly through critical study, creative practice, and provocation. COTA has committed to catalyze justice, equity, and excellence in and through the arts by: preparing students to access and unsettle centers of power in a radically changing world; positioning emerging artists and researchers as agents of equity on local and global levels; driving field-leading and field-making research and creative practice; and growing and sustaining authentic, productive partnerships with the publics COTA serves.

COTA has a long history of, and commitment to, community-engaged research and teaching. That commitment has only deepened in the last 20 years, as Arts and Design training has expanded beyond the page, the stage, and the frame, and into positioning artists and designers as expert collaborators, skilled community assets, and practitioners of creativity across a variety of communities, industries, and sectors. A few examples include:

- The Master of Fine Arts in Visual Communications curriculum, developed entirely from a socially-engaged design model and through which faculty and students partner deeply with community and civic leaders in the Gainesville area

- Music Education and its long-standing partnership with the Gainesville chapter of the Boys and Girls Club of America to provide musical exposure and partnership for self-actualization and growth
- Connections to and through Alachua County Public Schools, serving youth populations through outreach and programming in the county's K-12 system

UF Health Shands Arts in Medicine (AIM) and the UF Center for Arts in Medicine (CAM)

UF Health Shands Arts in Medicine's focus has been on using the arts to transform the hospital experience. The primary vehicle for this work is a core of professional artists integrated into the culture of care at UF Health. These highly skilled artists deliver creative engagements that support meaning making and the preservation of identity in those suffering from serious illness or injury. In addition, the program operates seamlessly with the UF Center for Arts in Medicine in the areas of patient care, education, research, and community engagement. As it approaches its fourth decade, AIM recognizes and is poised to respond to the clear need to expand from an individualized approach to address the needs of the community at large. As UF Health embarks upon the important work of creating the healthiest generation, the Arts in Medicine Programs are prepared to lead efforts establishing innovative collaborations at the intersection of art, culture, and public health.

The UF Center for Arts in Medicine has been conducting research focused on the arts and health since 1998. CAM faculty consists of nine full-time, five part-time, and six affiliated faculty members who conduct research on a variety of topics related to the arts and health. All faculty members dedicate between 20% and 100% of their time to research. CAM studies encompass qualitative, quantitative, and mixed methods approaches in clinical, behavioral, and social sciences, and are always conducted through interdisciplinary partnerships spanning the arts, health, and social sciences. CAM typically runs 8-12 studies at a time through its Interdisciplinary Research Lab. This lab is fueled by 30 members including undergraduate research assistants, funded masters and PhD students, paid staff and faculty members. The center has conducted sponsored research with funding totaling over three million dollars from numerous agencies and foundations, including the National Institutes of Health, the US Department of Commerce, the US Department of Defense, the National Endowment for the Arts, the Kresge Foundation, the Parkinson Research Foundation, ArtPlace America, and the State of Florida.

CAM's clinical research has included investigations of the impacts of the arts on hospital in-patients, people with Parkinson's disease, older adults, military personnel and veterans, and emergency and trauma patients. Its behavioral and social sciences research has focused on community health, health communication, health behavior change, rural health disparities, and community engagement. Examples of recent and current studies include:

- *Dance for Life: assessing the effects of dance on motor and non-motor function in Parkinson's disease* (Sowalsky, Sonke, Altmann & Hass, 2017). Experimental study funded by the Parkinson Research Foundation and NIA / National Institutes of Health, 2012-17.
- *The Gift of Art: the effects of arts in medicine programming on the medical-surgical work environment* (Sonke, et al., 2015). Grounded theory study, internally funded, 2014-15.
- *The arts and health communication in Uganda* (Sonke, et al., 2017). Social behavioral interview study funded internally, 2014-15.
- *Music in Urgent and Emergent Settings (MUES) Trial: assessing the impact of live preferential music in emergency and trauma care* (Tyndall, Sonke, Elie, Wilkie, Chowdhury, Balakrishnan & Montero, under review). Randomized control trial funded by the State of Florida and National Endowment for the Arts, 2014-18.

- *Arts and Health Indicators Project: development of indicators to associate arts participation with well-being at the community level* (Sonke, et al., manuscript in development). Social behavioral mixed methods study funded by the State of Florida, 2015-18.
- *Florida Arts in Medicine Program Mapping Project* (Sonke, Helgemo & Pesata, 2018). Mixed methods study funded internally, 2016-17.
- *Artists as Members of the Interprofessional Care Team in Healthcare* (Sonke, Pesata, Lee & Graham-Pole, 2018). Social behavioral secondary data analysis funded internally, 2017.
- *Arts in health: Considering language from an educational perspective in the United States* (Sonke, et al., 2017). Mixed methods study funded by the Pabst Charitable Foundation, 2017.
- *How have the Creative Arts been used to improve well-being and facilitate health communication at a community level in the United States?* (Sonke, Sams, Pesata, Morgan-Stanley & Schaeffer, manuscript in development). Scoping Review funded by ArtPlace America, 2018-19.
- *Dyadic Concordance between Artists and Patients in the UF Health Shands Arts in Medicine Program* (Sonke, Helgemo, Arce & Carytsas, manuscript in development). Behavioral study funded internally, 2018-19.
- *How are the arts used to address suicide prevention and survivorship in the U.S.?* Systematic Review (in progress) funded by ArtPlace America, 2019-20.

CAM faculty has authored and contributed to numerous of the seminal articles in the field, having collectively published over eighty peer-reviewed articles, book chapters, and other publications on arts in health. The faculty contributed significantly to the three primary textbooks for the field: *Whole Person Healthcare: Volume III Arts and Health* (Sonke, Rollins, Brandman, Graham-Pole, & Serlin, 2009); the *Oxford Textbook of Creative Arts, Health and Well-being* (Clift & Camic, 2015); and *Managing Arts Programs in Healthcare* (Lambert, 2015).

CAM is currently leading a national initiative, *Creating Healthy Communities: Arts + Public Health in America*, in partnership with ArtPlace America. The initiative is designed to advance cross-sector collaboration at the intersections of the arts, public health and community development, and to translate knowledge and research into practice and policy. The initiative includes a robust research agenda (including three evidence synthesis projects and three primary data studies), nine national convenings, and the development of an array of resources to guide practice, research, and policy advancement. The initiative will produce a minimum of six publications, including a whitepaper, a framework, and peer-reviewed articles in public health journals.

Center for Arts, Migration and Entrepreneurship (CAME)

CAME is a new center that will launch in the fall of 2020 from the College of the Arts at the University of Florida. CAME seeks to be a hub of expertise and innovation of the artistic and creative production of migrant/ diaspora communities as cultural and economic engines. Projects address the lack of infrastructure for arts and cultural economy for migratory and diasporic communities in Florida and beyond. We will convene collaborating teams of artists/ creatives who are doing work that is connected along tributaries of cultural diaspora. We will support them with interdisciplinary experts in innovation, entrepreneurship, economics, policy, science and technology, social justice and more.

CAME's call to action statement is as follows:

The Center for Arts Migration and Entrepreneurship intends to connect and nourish local, national and international arts and cultural networks to boost the speed; durability, and effectiveness of cultural innovation and cultivate the relationship between artistic production and economic sustainability. We start from a place that recognizes migration and its attendant cultural diasporas as locations of necessary innovation, resilience, and ingenuity by people in

new contexts. These cultural forms that persist, remix, or emerge have historically been, are, and will continue to be sites of productive creativity and content that generate abundant tangible and intangible value. CAME seeks to gather collaborators to facilitate the engines of creative and cultural economics at the heart of migration: artists, thinkers, scholars, makers, creators, entrepreneurs, leaders, investors, policy makers, funders.

Office of Collaborative Initiatives

The Office of Collaborative Initiatives (OCI) is a new office established in 2019 and operated under the Office of the Senior Vice President and Chief Operating Officer. OCI was established out of efforts linked to the Strategic Development Plan, which aims to re-envision how UF's relationship with the City of Gainesville might evolve over the next 50 years. OCI currently has three main areas of focus that include 1) the partnership between UF and the City of Gainesville (*currently developing the Partnership for Reimagining Gainesville*); 2) strategic partnerships with key stakeholders in the Greater Gainesville area (*including partnerships with Howard Bishop Community Partnership School, the Community Foundation of North Central Florida and the United Way of North Central Florida*); and 3) place-based initiatives to promote community engagement and community development in Gainesville.

SPARC352 is an initiative firmly placed within the last focus area of the OCI and will receive the full attention and support of the Director. The sole mission of the OCI is to develop mutually beneficial partnerships and strategic collaborations that leverage knowledge and resources to enhance community engagement and maximize beneficial social impact.

3.3. Prior Experience

UF/IFAS Extension

While the University of Florida traces its roots to 1853 and the establishment of the state-funded East Florida Seminary, the Institute of Food and Agricultural Science (UF/IFAS) traces its roots to the Morrill Act of 1862, which established the land-grant university system. UF/IFAS is the largest and most comprehensive agriculture and natural resources enterprise found among Florida's public universities. This emphasis comes about because UF is one of the state's two land-grant institutions, along with Florida A&M University. As a land-grant institution, UF receives federal support and operates with a federal mandate to improve the state's agricultural and natural resources industries.

The University of Florida is one of the nation's leading public land-grant institutions, and the Institute of Food and Agricultural Sciences (UF/IFAS) is the UF enterprise dedicated to agriculture and natural resources. UF/IFAS is a federal-state-county partnership dedicated to developing knowledge in agriculture, human and natural resources, and the life sciences, and enhancing and sustaining the quality of human life by making that information accessible. UF/IFAS has three main units, focused on teaching, research, and Extension.

While extending into every community of the state, UF/IFAS has developed an international reputation for its accomplishments in teaching, research and Extension. Because of this mission and the diversity of Florida's climate and agricultural commodities, UF/IFAS Extension operates offices and other facilities statewide and includes faculty at the state, regional, and county levels. UF/IFAS Extension also administers the Florida 4-H Youth Development Program and other statewide programs open to the public.

The scope of activities and economic impact resulting from UF/IFAS and UF/IFAS Extension are detailed in the attached report entitled *"Public Investment in UF/IFAS Yields Significant*

Economic Benefits and Jobs” and the attached information sheet on Alachua County economic impacts.

Infinity Hall

A recent example of successfully emulating the Extension Model in other areas can be found in the case of Infinity Hall, a public-private partnership that is located in the Innovation District, less than 1 mile from Old Fire Station #1. UF partnered with property owner, Signet Management, to develop the 94,371-square foot living-learning community which broke ground in May 2014 and opened for the Fall semester of 2015.

Signet and UF utilized a services agreement structure whereby Signet serves as the project developer and owner of the facility including design, development, construction, and project financing of the property, a project costing in total approximately \$24 Million. Signet also is responsible for all facility management for Infinity Hall. UF includes the property as part of its on-campus housing offerings to students. UF’s Office of Residence Life & Housing manages the application, assignment and contracting processes for the project in the same fashion as other on-campus housing facilities. Infinity Hall remains one of the most popular choices in UF’s housing portfolio by maintaining a 100% occupancy with a standing waiting list for interested residents.

In addition to residential space, Infinity Hall has over 19,000 square feet of innovation and research space for students which includes offering students hands-on experience and makerspace opportunities using equipment such as 3D printers and laser cutters through programs that include: UF Fab Lab, Made @UF mobile application research development suite, UF’s Center for Entrepreneurship and Innovation, and the MINT for Graphic Design studio. The majority of these offerings and programming options are delivered through UF and its partners. COTA is directly involved in both UF Fab Lab and MINT for Graphic Design offerings delivered to UF students at Infinity Hall.

4. Operational Feasibility and Financial Viability

[Item related to Tab 6, covering Section 3.4]

Introduction

As outlined in this Proposal, SPARC352 will operate as a multi-stakeholder partnership where all parties contribute value and receive benefit(s) from the nature of the activities, services, and collaborations available on-site. This means that the success of these partnerships will depend on participation and contributions from all stakeholders toward this objective. However, this Proposal recognizes that the development of these partnerships will require a lead agency to bring together resources and interested stakeholders in the context of this ITN. UF is proposing to act as the lead agency for this initiative in order to operate the site as outlined in this Proposal and to bring together the critical mass of organizations, resources, knowledge, and activities that will be required to activate Old Fire Station #1 as envisioned herein.

As lead agency, UF will work to foster a consortium of stakeholders around the vision of SPARC352 – including faculty, staff and students from within UF – as well as non-profits, small businesses, and community residents. The success of this partnership will also depend on aligning other anchor institutions around the common vision for the development and revitalization of Downtown and the surrounding communities.

Accordingly, the City of Gainesville represents a key foundational partner in terms of the renovation and reuse of the Old Fire Station #1, as well as an important partner for engaging the community through existing and future services that can be delivered on-site to support the development of Downtown and the surrounding communities.

4.1. Operational Plan for Site Activation

The goal for SPARC352 is to bring together knowledge, programming, resources and community assets to foster collaborative and creative efforts around the arts, culture, learning, and community wellness with the goal to enhance health, well-being, economic agency, and community connectedness.

The model for achieving this goal is partially outlined in the 3-pronged approach that is discussed more thoroughly in Section 2, which lists the following elements:

- A physical space (in the form of creative studios, flexible work areas and makerspace) for people to work, learn, and create together;
- Community programs and activities in arts, health, and entrepreneurship; and
- Collaboration with communities that develops new partnerships, programs, ideas, solutions, and knowledge.

Whereas Section 2 discusses this model from the perspective of “*WHAT?*” SPARC352 will offer in relation to ‘physical space’ and ‘community programs and activities,’ the following sections (Sections 4.1.1, 4.1.2 and Section 4.2) will address “*HOW?*” SPARC352 plans to successfully deliver these in a viable manner that can be sustained over the long-term.

4.1.1. Physical Space

To activate the site and provide access and engagement opportunities for a broad range of community stakeholders, this Proposal contemplates three main avenues of access for various types of community stakeholders. These avenues differ by target audience and by type of use and include the following:

1. Retail Rental – This avenue is for potential vendor partners who wish to operate an on-site business. This can be in the form of a café, restaurant, or other for-profit business that will serve the site directly and/or customers in the immediate community.
2. Rentals – This avenue is for providers (such as entrepreneurs, artist, MWBEs) to hold events, workshops, trainings, pop-ups, exhibitions, or other opportunities that are intended to raise funds or generate revenue for the provider. These rentals will allow providers to access and use the site as a market or testbed to sell and deliver services, knowledge, or other offerings.
3. Cooperative Memberships – These are membership opportunities for community members, non-profits, MWBEs, and other stakeholders to secure regular access and use of collaborative spaces, activities, and facilities offered through SPARC352. Cooperative Memberships will be offered in two main formats:
 - a. In-kind Cooperative Memberships: These are no-cost memberships available for individuals and certain non-profits. This membership will allow the individual or organization to access the site and to participate in activities and programming delivered onsite. In lieu of a membership fee, “In-kind Cooperative Members” will be required to provide in-kind contributions to

SPARC352 or other members. This can take the form of providing education, training, or services free of charge to other members, or it can take the form of volunteer hours delivered to support and maintain site operations.

- b. Fee Cooperative Membership: These are fee-based memberships for entrepreneurs, creatives, MWBEs, or other stakeholders that wish to have dedicated working spaces or prioritized access to studios, makerspace, or meeting spaces. The fee structure will be \$25/month for low-use memberships and \$150/month for high-use memberships.

4.1.2. Programming and Services

As described more thoroughly in Section 2.1, three different models for program and service delivery will be used. Programs that will be delivered can be offered 1) by UF and UF partners; 2) by Artists and Community; and 3) in Collaboration with UF, Community, and Artists. The plan for how these different models will operate as part of SPARC352 looks different depending on the purpose of the offerings and the provider. Below is a short description of how these different models will operate.

- (1) Programming and services offered by UF and UF partners will aim to expand community-engaged offerings and embed in the community a range of programming at the intersection of art, culture, education, and wellness in a central and readily accessible location. As such, the range of programming and services delivered by UF and UF partners will be delivered at no cost to community participants, and will be funded by in-kind contributions, grants, and charitable contributions.

UF faculty, staff and students will be on-site to deliver existing offerings as well as develop new programming and networks in concert with community members, to address issues of community health and wellness. Partners such as HealthStreet and UF/IFAS can also leverage their existing resources to infuse SPARC352 with additional programming and services focused on wellness, creativity, and cultural engagement based on community interest. In addition, collaborative research opportunities will bring grant funding to the site, further reinforcing the financial stability of these offerings.

- (2) Programming and services offered by Artists and Community will provide opportunities for residents, neighborhood groups, and community stakeholders to gather, learn, and share meaningful knowledge and experience across Gainesville's communities. These interactions will be supported through access to creative studio space, flexible work areas, and maker spaces that will be made available to those that are seeking a multi-disciplinary collision space that supports creative and entrepreneurial activities.

Use of the Cooperative Membership model opens up access to different avenues for different stakeholders. Some may be interested only in accessing the site to share knowledge or participate in programming that is offered at no charge to the public. Other stakeholders may wish to test and develop ideas for a new business endeavor or to offer training, creative productions, or other offerings at some cost.

Activating the site in this manner will promote use by residents, small businesses, non-profits, entrepreneurs, musicians, artists, community organizers and other stakeholders to come together to work, collaborate, and create for the purpose of establishing sustainable networks, partnerships, and activities that promote community-driven efforts, support small business and entrepreneurs, and address local needs.

- (3) Programming and services offered in Collaboration with UF, Community, and Artists will aim to actively engage with local small business, entrepreneurs, artists, creatives, and makers to support public art and other creative programs throughout the area. These collaborative efforts will serve to link culture and sense of place with art and creative expression. The new collaborations and partnerships that can develop and grow out of increased interaction and engagement will take many forms. However, the possibility for establishing new connections depends on the existence of a vibrant, healthy, and active community space.

Resources to support collaborations will come from in-kind contributions, joint ventures, grant-funded opportunities, charitable contributions, or any combination of the foregoing. Out of vibrant and healthy communities spring dynamic and effective collaborations. The activities described above form the foundation for these collaborations and partnerships that will build capacity and foster sustainable impact for all activities linked to the site.

The availability of a flexible and welcoming space for working, making, creating, and innovating will help to revitalize the cultural and artistic identity of Downtown while also tying the activities of SPARC352 to concrete community needs through open and effective collaborations that directly engage and empower the community.

4.2. SPARC352 Partnership Financial Viability

The ultimate success of this Proposal depends on building mutually beneficial and sustainable partnerships that are both dynamic and enduring. To that end, a successful partnership recognizes that all partners contribute value to the effort. The viability of the site operations rests upon two key approaches to partnership that will support the success of on-site operations over the long term.

The first approach is the Extension Model, which relates to the partnership between anchor institutions around the reuse and activation of Old Fire Station #1, namely this model relates to a long-term partnership between UF and the City of Gainesville. The second approach relates to the collaborative engagement of community stakeholders through a Cooperative Membership Model.

4.2.1. The “Extension” Model

The Extension Model is a function of land grant institutions initially facilitated by the Smith-Lever Act in 1914. In Florida, this legislation has led to the cooperative partnership between UF/IFAS, the United States Department of Agriculture, and the county governments among Florida’s 67 counties.

The purpose of this Extension Model is to provide scientific knowledge and expertise to the public through non-resident educational programs, and for over 100 years this model has built partnerships around Florida that deliver knowledge, programming, and economic impact (*See attached report entitled “Public Investment in UF/IFAS Yields Significant Economic Benefits and Jobs” and attached information sheet on Alachua County economic impacts*).

This Proposal will build on this wealth of experience by leveraging the Extension Model to promote UF’s knowledge in arts, culture, and wellness and to build a partnership with the City of Gainesville that engages and supports the community across these areas.

In the context of this ITN, the contributions of these anchor institutions will be as follows:

The City of Gainesville will invest in funding the renovation and refurbishing of Old Fire Station #1. If UF is awarded the ITN, we also hope to discuss how existing City services, events, and initiatives can be directly linked, coordinated, or housed on the site.

The University of Florida will contribute 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 over a 5-year period - totaling an estimated \$4,756,568 (See Section 4.3), in staff, programming, grants, and donor funds from UF through COTA, AIM, CAM, the Office of Collaborative Initiatives, and the Office of the Senior VP and COO.

Together, these resources represent a foundation for the activation and operation of the site already from the point in time that Old Fire Station #1 is renovated and open for occupancy. The financial performance of UF and the viability to perform as a stable and reliable partner in a long-term partnership with the City of Gainesville is supported by the attached *UF Annual Financial Report 2017-2018* and *UF Annual Financial Report 2018-2019*.

4.2.2. The Cooperative Membership Model

Where SPARC352 differs from the traditional Extension Model is that the above resources represent a foundation and catalyst for a larger coalition of community stakeholders to access and engage with the site.

The larger ambition is that community members will find value in being closely connected to the site and contribute in-kind value in the form of time, knowledge, experience, and networks that these stakeholders have to offer. Other organizations, like small businesses and entrepreneurs, will contribute membership fee revenues in order to benefit from accessing working spaces, makerspace, and studios to develop business ideas, train others, or offer services to those in the Greater Gainesville area.

Together, these stakeholders will also bring energy, creativity, and innovation to the site, which can foster new collaborations, partnerships, and efforts to promote business, empowerment, and a sense of pride in local culture, history, and identity.

The success of the Cooperative Membership Model relies on the fact that these stakeholders see value in being connected to and connected through SPARC352. This is why the vision for SPARC352 extends beyond the Extension Model approach described above. For many community stakeholders, programming and services offered by UF and UF partners may be sufficiently interesting and valuable to be on-site a few times a week. However, SPARC352's real value and benefit for the community resides in leveraging that interest into a greater sense of ownership and responsibility by these stakeholders for the activities, programming, and services that are made available from other community members, small business, or creatives that draw people to the site on a daily basis.

This is the reason that the Cooperative Membership Model relies on both an 'in-kind membership' as well as a 'paid membership' – these options offer the opportunity for stakeholders to align access with their interests and their resources. The pay model offers access to resources that afford members the opportunity to benefit financially from knowledge, training, networks, or other resources. These members are afforded an opportunity to develop ideas and host events on-site that can generate recognition, awareness, or financial returns.

The in-kind model values the knowledge and experience that community members have and offers them an opportunity to exchange these assets for new knowledge, experience, or services

that they value in return. This approach recognizes that assets exist in every community and need a marketplace where they can be valued and developed to enhance the community as a whole.

In addition, a stakeholder may subscribe to a different type of membership at different times, depending on changing needs and opportunities that are seeded and developed through contributions, efforts, and individual successes. The Cooperative Membership Model is a not-for-profit business model – any budgetary surpluses will be reinvested and used to operate the site (See 4.2.4). The purpose is to promote sustainability while also promoting empowerment, well-being, and social connectedness.

4.2.3. Medicaid Waiver Model

There is also an opportunity, through delivery of programming by AIM in the SPARC352 facility, to serve as a provider through the Agency for Persons with Disabilities in the State of Florida for social services with the goal to increase artistic and vocational opportunities for individuals with developmental differences and support the work of and active engagement of communities. Through Medwaiver, services may be offered, such as Life Skills Development Areas of Companion, Supported Employment and Adult Day Training or Supported Living Coaching. Programming and services delivered on-site would generate reimbursement revenue that would support creative opportunities for residents who might be eligible for these programs.

4.2.4. Community Reinvestment Model

SPARC352 will be operated as a not-for-profit enterprise, with the principles of sustainability and community impact at its core. In the event that the operations for any fiscal year generate a surplus of unrestricted funds, the intention is to reinvest such funds in areas for the benefit of the community. The exact form of this reinvestment will be evaluated and assessed by the Cooperative Members of SPARC352 at the time such funds become available, in order to identify the most relevant and effective form of investment. Examples of possible fund investments include expanding programming or services, offering grants to community stakeholders or small businesses, funding community events or gatherings, or increasing part-time for full-time employment opportunities at SPARC352.

4.3. SPARC352 Operational Forecast

Table 1 – Facility Development Budget

SPARC352	Start-up Costs
Renovation of Property	1,914,899
Capital Expenditures	136,200
Year 1 Operating Budget	999,268
TOTAL	3,050,367

The above table outlines the projected costs for developing the physical site and operational capacity for SPARC352. The costs for renovation of the property located at 427 S. Main Street (Old Fire Station #1) are in accordance with the Feasibility Study included as Appendix B of the ITN bid package.

The Facility Development Budget builds around the idea of a long-term partnership between the City of Gainesville and UF and includes the total cost of site renovations post-ITN, as well as capital expenditures needed to prepare the site for the adaptive reuse to deliver the

range of activities outlined in this Proposal. Finally, this budget also includes the projected operating costs from Day 1 of site operations for SPARC352 through the end of the first year.

As indicated in the Marketing Plan outlined in Section 2.3.1, this proposal anticipates a range of pre-launch activities around engagement, development, and fundraising. As such, the above projections may be revised upward or downward depending on the nature and scope of these pre-launch efforts.

Table 2 – Operating Budget (5 Year Forecast)

The table below outlines the projected costs for operating SPARC352 over the first 5 years. The costs outlined represent the projected costs associated with fully activating the site across all areas that are detailed in the Operational Plan – that is, in relation to activating the physical space, programmatic offerings and services, and the collaborations and partnerships.

SPARC352 Operations	Year 1	Year 2	Year 3	Year 4	Year 5
RESOURCES					
Retail Rental Income	0	10,000	15,000	15,000	25,000
Rental Revenues	17,000	36,000	50,000	65,000	75,000
Cooperative Membership Fees	10,500	17,000	22,500	33,000	33,000
Cooperative Membership In-kind (valued in \$)	18,000	25,000	50,000	50,000	75,000
Medicaid Waiver	50,000	50,000	65,000	75,000	75,000
Class/Program Revenues	35,000	35,000	50,000	50,000	60,000
UF Health AIM	30,000	30,000	40,000	40,000	40,000
Philanthropy	120,000	120,000	120,000	150,000	150,000
Grants	110,000	125,000	125,000	175,000	200,000
UF In-Kind	566,568	575,000	585,000	600,000	625,000
TOTAL	957,068	1,023,000	1,122,500	1,253,000	1,358,000
EXPENSES					
Personnel	912,468	925,000	1,000,000	1,100,000	1,150,000
Utilities	28,600	30,000	32,000	33,000	35,000
Maintenance	9,200	10,500	11,000	12,500	12,500
IT/Phone	7,000	8,000	8,000	8,750	9,000
Insurance	5,000	5,000	5,750	5,750	6,000
Other	37,000	38,500	40,000	41,500	42,500
TOTAL	999,268	1,017,000	1,096,750	1,201,500	1,255,000
Contingency Reserve 5%	49,963	50,850	54,838	60,075	62,750
Surplus (Deficit)	(92,163)	(44,850)	(29,088)	(8,575)	40,250
<i>Community Reinvestment Funds*</i>					40,250

* To the extent that unrestricted surplus becomes available before Year 5, or in the event that any contingency reserves are not needed to support operations or site maintenance, then all such funds will be used for community reinvestment purposes, See 4.2.4.

4.4. Operating Budget Assumptions

Rental Fees and Cooperative Membership Assumptions

Revenue Sources	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Retail Rental For On-site Vendor/Partner</u> - Large \$800/mo - Small \$400/mo	No Vendor	1 Large	1 Large 1 Small	1 Large 1 Small	2 Large 1 Small
<u>Rental Revenues For-profit Events</u> - Small \$250 - Medium \$500 - Large \$1000 +	<u>Per month</u> - Small 1 - Medium 1 - Large 0.5	<u>Per month</u> - Small 4 - Medium 2 - Large 1	<u>Per month</u> - Small 4-6 - Medium 4 - Large 1	<u>Per month</u> - Small 4-6 - Medium 4 - Large 2	<u>Per month</u> - Small 8 - Medium 5 - Large 3
<u>Cooperative Member Fees</u> Low-use: \$25/mo High-use: \$150/mo	<u>Monthly members</u> Low: 5 High: 5	<u>Monthly members</u> Low: 10 High: 8	<u>Monthly members</u> Low: 15 High: 10	<u>Monthly members</u> Low: 20 High: 15	<u>Monthly members</u> Low: 20 High: 15
<u>Cooperative Member In-Kind</u> in-kind contributions (expressed as estimated FTE*)	.3 FTE	.5 FTE	1 FTE	1 FTE	1.5 FTE

* 1.0 FTE is valued at the equivalent of a full-time paid employee with a gross annual salary of \$50,000

Note: All budgetary calculations and projections for in-kind contributions, grants, charitable contributions, events, personnel costs, and the like are calculated based on conditions and projections which would be considered typical, notwithstanding the current COVID19 pandemic crisis. However, State or Federal regulatory and budgetary responses to the COVID19 crisis cannot be fully anticipated at this time. Therefore, to the extent that any regulatory, policy or budgetary constraints should impact or otherwise limit the availability resources outlined in this Proposal, UF reserves the right to reassess the budgetary resources and projections outlined herein in accordance with any changed circumstances arising out of any such potential constraints imposed on UF.

4.5. Proposed Staffing for SPARC352

Staffing is a key resource to fully activate the site once renovations are completed and the site is opened to the public. In order to address this challenge, this Proposal contemplates that faculty and staff from UF will function as primary administrators of the SPARC352 facility. UF staff will be in the building during regular work hours and during relevant after-hours programming as outlined in Section 2.3.2. Below is a summary of anticipated staffing needs to operate the site, beginning Day 1 of operations.

SPARC352 – Opening Day Staffing			
In-kind Staffing	FTE	New Staffing Opportunities*	FTE
Co-Director / Art	1	Administrative Specialist	0.5
Co-Director / Wellness	1	Facilities Manager	1.5
Maker in Residence	0.4	Receptionists	1
Collaboration Specialist	0.5	Marketing and Communications Coordinator	0.5
Entrepreneurial Coach	0.4	Technical Associate	0.8
Wellness Specialist	0.2	Cleaning Associate	0.5
Faculty Liaison	0.1	Maintenance and Landscaping Associate	0.3
Artist Facilitator / Teaching Staff**	1		
Subtotal FTE	4.6	Subtotal FTE	5.1

* These staffing opportunities represent employment opportunities for Gainesville residents, either directly with the SPARC352 facility or by virtue of In-kind Cooperative Membership participation and contributions.

** These positions represent local artists in the community who are contracted by UF Health Shands Arts in Medicine to facilitate, teach, and deliver programming offerings.

The left-hand column identifies in-kind staffing that will be contributed by UF. The facility will also be staffed with a full-time receptionist, Facilities Manager, Administrative Specialist, Marketing and Communications Coordinator, technicians for the Makerspace, Media Lab, and computers, and staff to support, clean, or maintain the building. These positions are listed in the right-hand column of the table, with the intention that these positions be made available to residents from the local community.

Initial staffing needs will be based on an initial schedule of programming, activities, and events. Receptionist(s) will be present when programming and services occur. An Administrative Specialist and Facilities Manager will also be on-site during after-hours and weekend programming.

Over time, as the schedule of programming and services expands and as the Cooperative Membership Model begins to take root, there will be a need to scale up staffing to meet the increased demand for access and support. Therefore, to meet these increased demands, there will be a need for a larger, rotating staff to cover the operational needs and maintenance of the site. This expansion will open up a number of additional employment opportunities.

Below is a summary of anticipated staffing needs required to operate the site once it is functioning at full capacity. Again, the left-hand column identifies in-kind staffing that will be contributed by UF while the right-hand column of the table identifies positions that are anticipated to be filled by residents from the local community.

SPARC352 Fully Operational Staffing			
In-kind Staffing	FTE	New Staffing Opportunities*	FTE
Co-Director / Art	1	Administrative Specialist	1
Co-Director / Wellness	1	Facilities Manager	1.5
Maker in Residence	0.4	Receptionists	2
Collaboration Specialist	0.5	Marketing and Communications Coordinator	0.5
Entrepreneurial Coach	0.4	Technical Associate	1
Wellness Specialist	0.2	Cleaning Associate	1
Faculty Liaison	0.1	Maintenance and Landscaping Associate	0.3
Artist Facilitator / Teaching Staff**	1		
Subtotal FTE	4.6	Subtotal FTE	7.3

* These staffing opportunities represent employment opportunities for Gainesville residents, either directly with the SPARC352 facility or by virtue of In-kind Cooperative Membership participation and contributions.

** These positions represent local artists in the community who are contracted by UF Health Shands Arts in Medicine to facilitate, teach, and deliver programming offerings.

5. Minority, Women Business Enterprises Participation

[Item related to Tab 7, covering Section 3.6]

SPARC352 aims to foster vibrant and healthy communities. If successful, the site will operate as a vital community resource that serves as an **empowerment hub** to revitalize South Main Street and the downtown area. SPARC352 will support the local community and its residents, but it will also serve as a valuable support to local minority- and women-owned business enterprises (MWBEs) by:

- (1) **fostering inclusive programming** for local residents, artists, and organizations together with MWBEs;
- (2) **providing access to resources**, tools, and services;
- (3) **providing visibility and exposure** for MWBEs, artists, and creatives; and
- (4) **ensuring equal access** to minority- and women-owned businesses

5.1. Fostering Inclusive Programming

SPARC352 will foster an inclusive environment through year-round programming that supports participation, engagement, and empowerment of local residents and organizations. Section 2.1 of this Proposal describes activities and programming that will be developed for and with community residents, creatives, entrepreneurs, and non-profit organizations to address local needs. It also outlines how programming will provide tools and strategies to support local artists and residents in addressing their own community needs.

This Proposal sets the foundation to incorporate strategies and cultivate partnerships that serve to address local challenges and connect people to resources on-site and beyond. We seek to specifically engage MWBEs in these partnerships. This approach to prioritize engagement of

MWBEs highlights a clear commitment to identifying the assets, barriers, and opportunities for our local entrepreneurs and creatives to leverage resources and enhance opportunities for successful program development.

5.2. Providing Access to Resources

In addition to operating as a resource for community engagement and revitalization efforts, SPARC352 aims to function as a resource for local MWBEs, artists, and creatives by offering access to resources as well as the opportunity to access creative and collaborative spaces that support learning and development of ideas within the creative and cultural service industries. The setup of the physical space will be specifically designed with these groups in mind with a specific focus on artists and creatives. The space will include individual and collaborative workstations, computers, a media production lab, and makerspace. SPARC352 will provide access to technological tools and collaborative resources that will equip users with new knowledge, skills, programs, and relationships necessary for sustainable outcomes.

By engaging with the programming, services, and facilities at SPARC352, MWBEs can gain access to resources that enhance their knowledge and skills through training and professional development programs, business development and financial literacy instruction, and other knowledge enhancement offerings. To a large degree, this knowledge will be offered through partnerships with departments, centers, and programs through UF around key areas which may include: capacity building; connection to potential fiscal agencies; executive coaching; managerial skills; day-to-day business management and administration; goal-setting; growth plans; marketing; loan and finance options; access to knowledge on how to apply for WBE/ MBE/ other certifications; how to identify and apply for grants; insurance/ permits/ vendor registration (Level of expertise, tutoring, training); and connections to UF's Small Business and Vendor Diversity Relations.

SPARC352 will additionally establish a network or consortium of resources to act as a connector and catalyst, linking individuals and entities around projects and ideas, needs and expertise, and enabling multiple collaborators to come together to achieve a common goal or address a specific project need. Having accessible co-working spaces will facilitate access to complementary and reciprocal partnerships and foster cross-sector collaboration from project design to completion and dissemination.

In addition, ongoing processes of needs assessment and program evaluation, as well as depth of community collaboration through a community council and advisory boards, etc., will inform the schedule of activities at the site. The scope of offerings specific to enterprise participation will evolve over time. As a centrally located space, SPARC352 will partner with existing programs and entities to activate the local area as a site where their constituents can access resources they need, and service providers can expand their locations to offer programming.

5.3. Providing Visibility and Exposure to MWBE Artists, and Creatives

With the proposed location of the site at the heart of Downtown Gainesville, SPARC352 will provide a space for visibility, exposure, and programming by local, minority, and women owned businesses. Co-locating a variety of artists, entrepreneurs, and organizations has the potential to expose existing programs to new audiences, and to build new networks to address local needs in novel ways. Additionally, use of the space to host innovative artists and organizers from other cities through residencies promotes opportunities for learning and informational exchange, and serves to position Gainesville as a national model for collaborative innovation, community-empowerment, and social change.

This site will be a space where users can host events, programs, and trainings. This will enable MWBEs, entrepreneurs, and creatives to showcase their work via pop-up stores, galleries, or performances. Providing stakeholders with this platform to promote and sell their products to an early and local market serves to stimulate and circulate investment in the local economy. These opportunities work in the favor of MWBEs and creatives in the following ways:

- Pop-up exhibitions are a unique opportunity for these groups to capture interest in their work.
- This style of exhibit also increases activity at the site by helping to sustain foot traffic to gallery space, which typically wanes over time during longer-term exhibits.
- The time limiting factor and often interactive experience create excitement around the work and activation for local or newer brands to help entrepreneurs and creatives reach their target audiences.
- Locating market-style events in the space also increases access for community members to a variety of arts and cultural participation experiences (See Section 2.4 for impacts for community development).
- Exhibits can be given in conjunction with opening receptions, preview events, and live performances.
- Given its location in proximity to other creative and innovative spaces, SPARC352 will have the opportunity to collaborate with other local businesses to activate the South Main Street corridor for special events and occasions.
- SPARC352 facilities will additionally facilitate the use of exhibit and performance formats where art can interface with technology through applications and other means. This will provide opportunities for up and coming artists to host immersive, interactive experiences and enable the public to curate their own experiences.
- Regularly highlighting local creatives enables the space to be reflective of our diverse local culture and the global cultures represented. Rotating work allows for consistent and new potential revenue streams for the space and its users which serves to contribute to revitalization of the local area.

By locating all of these opportunities in a key nexus point of the City, a wide variety of small businesses and innovators have the possibility to connect with, expand, and engage their audiences through more personal interaction, which both activates and humanizes their brands. Such events provide opportunities for art enthusiasts, supporters, and buyers to see produced works in an experiential context, which has been recognized as a key moment in the decision to purchase. They also provide increased social and informational exchange with the artists which enriches community experience and increases access to arts and cultural experiences in the community.

Given UF's leadership in current national conversations around arts and public health through the Creating Healthy Community Initiative, and the variety of faculty, artists, researchers, and community members who would engage the space, pop-ups and gallery showcases also provide opportunities to host events that connect exhibits to relevant social discussions. Engaging through the arts in this way can facilitate dialogue, activate, and empower citizens to tap into their own creativity as a vehicle to promote social change.

This pop-up model of “experiential retail” will not only be accessible to artists, but also will be open to other creatives interested in facilitating novel experiences for their customer base to allow them to try out services via showrooms or classes. This can translate to increased audiences for MWBEs off-site as well. Having a creative outlet for site visitors fosters an exciting environment where people can engage with the art and have an experience to remember (and document) which, in a digital age, serves to increase brand awareness.

5.4. Ensuring Equal Access to Minority- and Women-owned Businesses

Additionally, SPARC352 has the opportunity to engage with the Small Business & Vendor Diversity Relations Division at UF (**SBVDRD**) to ensure equal access to minority- and women-owned businesses. Opportunities will be identified through SBVDRD for small businesses to participate on-site through space use, programming, or service provision, or possibly through employment as vendors working on-site. Potential partnerships with SBVDRD can provide outreach to assist and expand clientele in support of their work to promote equal opportunity for vendors to compete for procurement and contracting opportunities at UF. The aim of SBVDRD is: “to seek out, identify and utilize a diverse supply of qualified vendors interested in providing the many services and products required by the University,” ultimately building university-community relationships in line with UF’s role as a land-grant institution. SPARC352 could provide an effective channel to reach out to and connect with MWBEs in and around Gainesville.

Transforming this specific site into a multi-use space for arts, culture, wellness, and enterprise functions as an opportunity to both attract and incentivize co-location of small businesses and services to the site, as well as to provide opportunities for the local community and surrounding neighborhoods to access the resources necessary to build economic agency for their respective communities. The Cooperative Membership Model described in Section 4.2.2 specifies how space rental and revenue from membership fees will serve to enable low- or no-cost options for early-phase enterprise (by these historically marginalized groups). Similar to a co-op model, every member or site participant will bring value to the space through in-kind contribution and exchange, fostering a culture of community and collaboration to contribute to the supportive environment necessary to nurture innovation at every stage.

5.5. Summary of Potential Benefits and Impact for MWBEs and Downtown Revitalization

This Proposal outlines an approach to engage and develop opportunities for MWBEs to access resources and make connections across the community to enhance opportunities for success.

The potential impact that SPARC352 will have for these stakeholders is influenced by the type of role that the site can play. Below is a summary of the roles and impact that SPARC352 can play if successfully developed.

SPARC352 as Connector

- Acts as a resource to assess and address challenges, inventory and highlight opportunities, and facilitate new networks and audiences for small/minority/women owned businesses
- Partners with existing entities and resources as a space where constituents can gain access and service providers can offer programs to provide an ecosystem of programming
- Functions as a hub with a network of assets and expertise

- Operates as a satellite to enable translation of knowledge and networks to other communities for knowledge-sharing and exchange based around the significance of place, community, and neighborhood; hosts programs for informational exchange
- Curates and offers rotating programming that assists with consistent provision of these services based on expressed need and desire
- Leverages collective expertise for community revitalization; partners with resources which may include but are not limited to the Women's Collaboratory, UF Entrepreneurship & Innovation Center, GEAP, Santa Fe/ Blount Center, CEID, GTEC, Score, and Gainesville Chamber of Commerce; the goal would be to increase opportunity, participation, and engagement of MWBEs, local entrepreneurs, and creatives that feeds back to the local community
- Functions as a small business incubator with an arts and creative industries focus
- Potentially operates a digital library for UF-offered courses around entrepreneurship to make them accessible to community

SPARC352 as Catalyst

- Promotes economic stimulation by providing supportive structures for entrepreneurship, creative economy, and workforce development for artists and creatives
- Operates as a site for potential job creation: employment opportunities may be available once the building is up and running, during launch, and are anticipated when SPARC352 is at full operational status
- Spurs new creative opportunities and innovation at the intersections of arts, culture, industry, public health, wellness, and business as an inherently collaborative space
- Curates the exchange of knowledge and fosters connections to address pressing local issues and needs in the community through novel projects, enterprise, and ideas
- Provides employment opportunities for local residents, which also increases space use and participation by surrounding communities
- Facilitates a network of resources and opportunities for early phase enterprise and projects seeking advancement opportunities or fiscal partners to enable them to go after larger funding options

SPARC352 as Champion

- Champions and advocates on the value of artists, creatives, and entrepreneurs to the economic, social, and cultural vitality and integrity of the community; programming held at SPARC has a vested interest in these groups
- Promotes well-being for creatives and community at large; co-location of wellness services and programming offers first-point access for these groups to have an opportunity to address their own health and well-being as vital to success around the demands of entrepreneurship and known barriers of access to health services for contracted and independent artists
- Highlights the work creatives and entrepreneurs are doing in their spheres; provides a space for visibility, exposure, and programming by local/ minority and women owned businesses via hosting of events, performances, exhibitions, and other commercial activity
- Hosts and creates opportunities for individual and professional development via in-person and digital mechanisms

- Artist Gateway: A digital certification program for artists, cultural organizers, creatives, and culture bearers that uses modular and portfolio-based workforce readiness and skills training. We start with the belief that more vibrant and economically sound futures, for many communities, rests in connecting to new industries that include arts, creativity, and culture. Artist Gateway seeks to build a platform for technological, educational, outreach, and artistic exchange of training and credentialing to be housed at the Center for Arts, Migration and Entrepreneurship (CAME). CAME along with the Center for the Arts in Medicine (CAM) is working together to provide access to artists and creatives in our community through this platform of digital badges.
- Provides access to the support, community, and collaborative environment creatives and entrepreneurs need to thrive
- Acknowledges local history, inequities, and barriers to entry, and provides access or referrals to assistance to help people overcome learning curves with training and support for marginalized communities in these spheres
- Prioritizes holistic personal and professional development of the “art-preneur”
- Creates opportunities for collaborative networks around success of creatives in the digital age in light of the times; this has the potential to facilitate co-creation of safety-net frameworks for creative industries in difficult or uncertain times; highlights opportunities for streaming/virtual performance and art exhibits as well as knowledge-sharing around online revenue options
- Offers training which might include but is not limited to day-to day business management and skills for the self-employed including bookkeeping, taxes, etc.

6. Conclusion

Vision

This Proposal aims to develop Old Fire Station #1 into a central community site for arts, culture, learning, and community wellness. The vision is that the resources, people, and partnerships developed through SPARC352 will bring together knowledge, programming, resources, and community assets to promote a range of collaborative and creative efforts that foster a vibrant and healthy community in and around Downtown Gainesville and the surrounding communities.

Purpose

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 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 studio, flexible work areas, and makerspace) for people to work, learn, and create together;
- Community programs and activities in arts, health, and entrepreneurship; and
- Collaboration with communities that develops new partnerships, programs, ideas, solutions, and knowledge.

Goal

The goal for SPARC352 is to establish a knowledge and empowerment hub that promotes arts, cultural engagement, entrepreneurial ingenuity, and community capacity building by fostering mutually beneficial collaborations and partnerships that promote creativity, innovation, empowerment, and a sense of pride in local culture, history, and identity.