

2.1 Introduction

Zoo Miami, considered one of the finest zoological parks within the United States, occupies only a portion of the over 700 acres. It lies adjacent to a 279-acre U.S. Coast Guard communications facility. In an earlier Expression of Interest ("EOI"), the County sought suggestions from industry as to how best underdeveloped lands within Zoo Miami and undeveloped lands within the Coast Guard site could be developed into the Zoo Miami Entertainment Area (Attachment A). Information gleaned from the EOI responses for the use and improvement of either, both or parts of land within the two (2) sites (collectively, the "Sites"), located within and adjacent to Zoo Miami (Exhibit 1), were considered in the development of this ITN. This ITN seeks to increase resident and tourist visitation through the creation of a multi-attraction Zoo Miami Entertainment Area on the land with an overall goal of economic development for the County. Secondary objectives include expanding the visitor market, expanding area venues, extending stay time, increasing income to the Zoo Miami. The County seeks qualified developers who want to independently, collectively and/or collaboratively develop these Sites with the County through various leases, licenses and common land agreements.

Exhibit 1
Zoo Miami Entertainment Area
Two Development Sites



2.2 Site Descriptions

The Sites (Exhibit 2) occupy a prominent location within south Miami-Dade County, near recreation open spaces, tourist attractions and natural areas and is adjacent to major

transportation corridors (Homestead Extension of the Florida Turnpike). The County desires responses that are both complimentary and compatible improvements to the Zoo Miami, and the combination of development is expected to bring significant economic improvements to the lives of County residents and the financial stability of Zoo Miami. The Sites are provided in as-is condition.

Exhibit 2

Site 1- Zoo Miami Site

Site 2-Coast Guard Site



The respective area for Site 1 is approximately 118 acres and Site 2 is 279 acres.

The County will maintain ownership of the land within Site 1 and establish leases, licenses and real estate agreements with selected Developer(s) to develop and operate any improvements, although the facilities constructed therein will be privately owned, managed and operated during the term of any Agreement. The County will sell its interest in Site 2 (39-acre housing area), and work with the selected Developer(s) to relocate Coast Guard facilities and acquire the remaining property for private ownership and development. Each Developer must take into account the long-range costs and responsibilities of managing, operating and maintaining all development.

The selected Developer(s) shall, on Site 1, be required to improve all parking required by Miami-Dade County Code for parking, but, depending on the configuration and negotiated use of the property, may not be required to include such land within leased, licensed or agreement areas. All such parking within the ZMEA shall be shared with all operating entities. The selected Developer(s) shall improve all parking required by Miami-Dade County Code for parking on Site 2,, but depending on the configuration and negotiated use of the property, will be required to include such land within owned areas.

2.3 General Qualifications

The selected Developer(s) and/or its subcontractors (as applicable) should have: 1) an understanding of market factors suggestive of the best and most appropriate mix and design of ZMEA improvements; 2) knowledge and experience in all phases of the design, permitting, construction, operation and maintenance of ZMEA attractions, amusements, lodging, food

service and retail facilities; and 3) adequate financial strength to capitalize the project and pay the County over the course of its development and operation; 4) and demonstrated qualifications in job creation and urban redevelopment, all of which is further described in Section 3; and the ability to plan and implement a relocation strategy for adjacent lands.

2.4 Planning and Development

A. Project Locations

The ZMEA was established and approved by Miami-Dade County to expand the permissible uses of the property to include, in addition to park and museums, the addition of attractions, amusements, lodging, food service and specialty themed retail. Respondents shall generally limit planned improvement of the property to those uses, intensity of uses and acres established in the Comprehensive Development Master Plan (CDMP) and Development of Regional Impact governing the property (Exhibit 3 and 4). **Certain ZMEA uses are expressly permissible in the form of parks, museums, attractions, amusements, lodging, food service and specialty theme retail, while other conventional development alternatives in the form of residential, commercial, industrial, office and conventional retail may not be permissible.**

Exhibit 3
Site 1 CDMP Uses

Use (Type)	Area (Acres)	Parking (Spaces)
Zoo Miami	622	2,565
Attraction	23	500
Amusement	20	275
Hotel	15	275
Entrance/Parking	67	1,000
Gold Coast Railroad Museum	50	385
	797	5,000

A 4.95 acre addition to the Gold Coast Railroad Museum Park (Parcel 7 below) has been acquired to provide additional parking to the ZMEA (beyond the 5,000 space limitation in the DRI), in order that sufficient parking is available for shared use between respective use areas.

Exhibit 4 Site 1 Permissible Intensity of Use

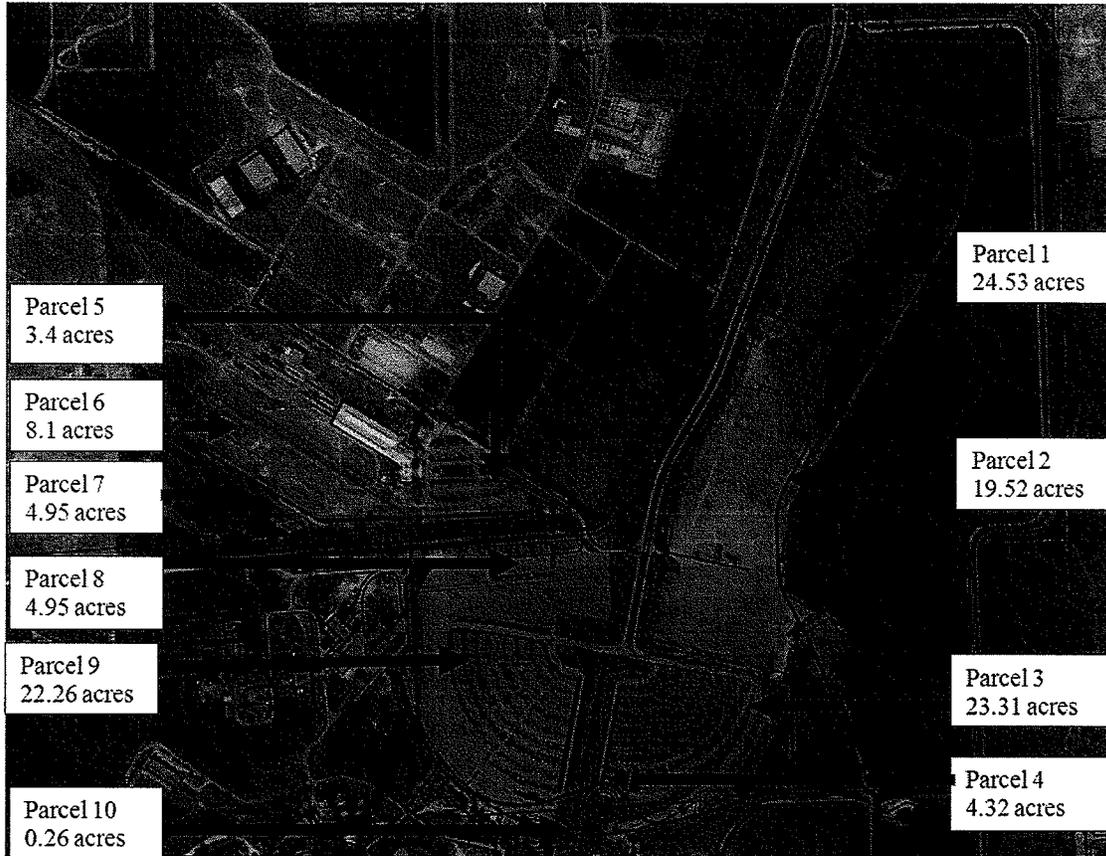
Buildable Areas (Type of Zoning Applications)								
Miami Metrozoo Entertainment Area	FAR	Acres	Covert Total Acres to Sq.Ft.	Allowable Sq.Ft. Based on FAR (Subtable Sq.Ft)	Potential Stories	Sq.Ft. per Floor (If equally distributed)	Reported in NOPC Application	Reported in CDMP
Formulas								
Attractions and Recreation								
Water Park (Unusual Use)	0.3	23	1,001,880	300,564	4	75,141		50,000
Food Service (150 seats - 7,500 sq.ft.)**								
Gold Coast Railroad Museum* (Unusual Use)	0.3	46	1,960,200	568,060	3	188,020		70,000+180,000
Restaurants (800 seats - 30,000 sq.ft.)**								
Specialty Themed Retail (20,000 sq. ft)								
Family Entertainment Center (BU-2)	0.4	20	871,200	348,460	4	87,120		75,000
Food Service (200 seats - 10,000 sq.ft.)**								
Hotel and Other Lodging								
Hotel-200 rooms (RU-4a)	0.4	15	653,400	261,360	7	37,337	200 Rms -150,000 sq.ft.	150,000
Total Buildable Areas		103						

Site 1 (Exhibit 5) is composed of various parcels that have different boundaries and constraints. Certain parcels (Parcels 1, 2 and 9) have been released from deed restrictions that allow them to be leased for further development. Other parcels are still constrained by deed restrictions that only allow them to be licensed (Parcels 3, 4, 5, 6, 8, and 10). Development proposals may include leased, licensed and common real estate areas.

1. Parcel 1
This parcel is approximately twenty four-acres (24.53 acres) and lies northwest of the front gate of Zoo Miami (Map 6). The site, currently unimproved, is specifically exempted from development restrictions by deed and referendum and? can be leased for private development.
2. Parcel 2
This parcel is approximately nineteen-acres (19.52 acres) and lies northwest of the front gate of Zoo Miami (Map 6). The site, currently improved as parking, is specifically exempted from development restrictions by deed and referendum, and can be leased for private development.
3. Parcel 3
This parcel is approximately twenty-three acres (23.31 acres) and lies northwest of the front gate of Zoo Miami (Map 6). The site, currently improved as parking, can be part of the parking for Zoo Miami that can be shared among developments, and can be licensed for private development.
4. Parcel 4
This parcel is approximately four-acres (4.32 acres) and lies immediately adjacent to the Zoo entry (Map 6). The site, currently a landscaped area and parking lot, is part of the property that can be shared among developments, can be licensed for private development.
5. Parcel 5
This parcel is approximately three-acres (3.4 acres) and lies immediately adjacent to the Gold Coast Railroad Museum entry (Map 6). The site, currently a landscaped area and parking lot, can be licensed for private development.
6. Parcel 6

This parcel is approximately six-acres (6.45 acres) and lies immediately adjacent to the Gold Coast Railroad Museum entry (Map 6). The site, currently unimproved, can be licensed for private development.

Exhibit 5
Site 1 Parcels



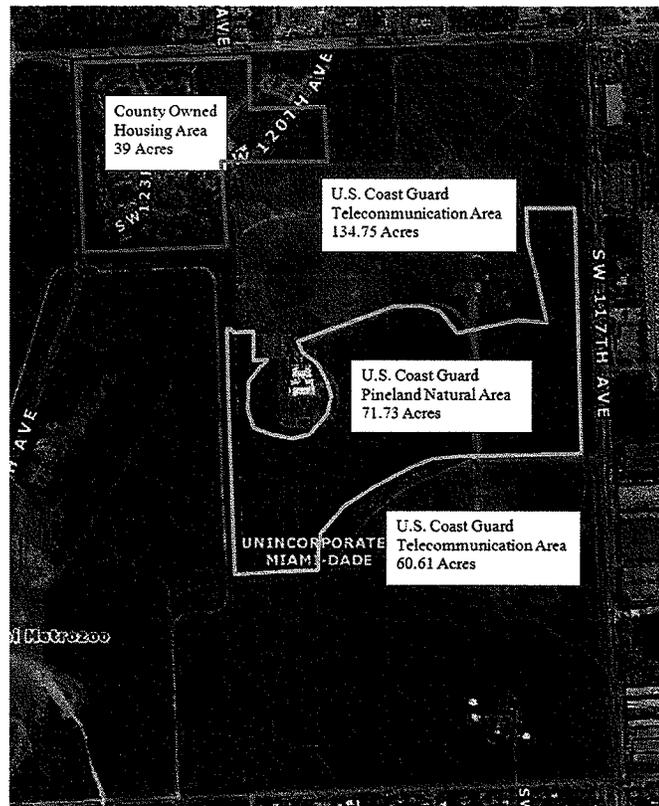
7. Parcel 7
This parcel is approximately five-acres (4.95 acres) and lies immediately adjacent to the Gold Coast Railroad Museum entry (Map 6). The site, currently unimproved, can be licensed for parking only.
8. Parcel 8
This parcel is approximately nine-acres (9.32 acres) and lies immediately adjacent to the Gold Coast Railroad Museum entry (Map 6). The site, currently a parking lot and moat, can be licensed for private development.
9. Parcel 9
This parcel is approximately twenty-two acres (22.26 acres) and lies immediately adjacent to the Zoo Miami entry (Map 6). The site, currently a parking lot, is specifically exempted from development restrictions by deed and referendum, and can be leased for private development.

10. Parcel 10

This parcel is less than one acre (0.26 acres) and lies immediately adjacent to the Zoo Miami entry (Map 6). The site, currently a landscaped area, is planned as a restaurant/banquet area within the ZMEA location, and can be licensed for private development.

Site 2, encompassing the adjacent Coast Guard property, is proposed as an Option for the selected Developer. Exhibit 6 shows a County-owned 39-acre portion of the original Coast Guard base containing 100 residential units in the form of two and three bedroom attached townhomes, three and four bedroom detached single family houses and related residential support facilities. Upon approval of development plans for the property as part of the Zoo Miami Entertainment Area, the housing units would be demolished by the selected Developer no earlier than three (3) years from the execution date of any Agreement governing the development of the Site. Until then, the County is operating the area as a transitional affordable housing area.

Exhibit 6
Site 2 Parcels



Approximately 71 net acres of Site 2 contains an intact portion of the globally endangered Richmond Pineland. All development scenarios for Site 2 must retain these intact natural areas in place, and show no adverse impacts to their biological systems. While these lands can be counted for the purposes of density, no development can take place on these lands. The County will likely seek to acquire these lands for inclusion into its Environmentally Endangered Lands program.

Miami-Dade County does not own the entire Coast Guard site, so any proposal for this site shall include a plan with the methods to obtain the ownership and development rights to this property. Development proposals for Site 2 require that the selected Developer(s) work with the County to effect the relocation of the U.S. Coast Guard base to a functional replacement property. Relocation includes the 44,000 square foot administrative office component, as well as the transmitting and receiving communications antennae component. Relocation need not be to the same location. Relocation may require acquisition of an office building and land suitable to construct antennae arrays.

A. Parcel A

This parcel is approximately twenty-acres (39 acres) and lies northeast of the front gate of Zoo Miami. The site, currently improved, contains approximately 100 residential housing units in the form of attached townhouses, detached single family homes and community recreation and maintenance facilities needed to support them. The parcel would be sold as-is to a developer.

B. Parcel B

This parcel is approximately one hundred thirty four-acres (134.75 acres) and lies south of SW 152 Street. The site, currently improved, contains transmitting towers, support structures and administrative offices and parking and would be sold as-is to a developer. It also contains a former Base Exchange and a small natural area that may or may not be retained by the County for a natural area.

C. Parcel C

This parcel is approximately seventy one-acres (71.73 acres) and across the middle of the property. The site currently contains an intact natural forest area of globally endangered Pineland. This property is likely to be purchased and retained by the County in order to preserve the high quality natural area.

D. Parcel D

This parcel is approximately sixty-acres (60.61 acres) and lies immediately south of the Pineland. The site, currently an improved antenna area, will be sold as-is to a developer.

In order to financially advance and incentivize the development of Site 2, the County has investigated the establishment of a Community Redevelopment Area (CRA). The boundaries of the would include all of Zoo Miami, inclusive of Site 1, and all of the Coast Guard property (Site 2). Although the County has not taken any formal action to evaluate and approve such a Project CRA, and does not guarantee that such any action is forthcoming, the County would envision using the final negotiated site plan of the selected Developer(s) to establish the redevelopment plan for Project CRA.

B. Project Requirements-Site 1

The County's original development plan for Site 1 included a water park, family entertainment center and hotel. After the County received input through the EOI, it is now open to submissions from Developers that may reflect similar but different site plans, as long as they address the general requirements of improvements permissible within the ZMEA and achieve project goals discussed elsewhere in this document.

1. Attractions. The proposed venue or venues must contain attractions and elements commonly found in other contemporary and successful venues. Development proposals may include water parks, interactive play areas, or any other attraction or

attractions meeting the requirements of this ITN. Attractions and elements should appeal to visitors of all ages.

2. Amusements. The proposed venue or venues must contain some combination of games, play features, recreational elements indoor challenge areas, and outdoor children's areas. Other more contemporary entertainment facilities like bowling alleys, movie theaters may also be considered. The following attractions shall not be included in any development proposal: miniature golf, aquariums and certain aquatic marine animal attractions, and any undesirable attractions not already permissible under the land use designation.
3. Museum. The proposed venue must contain a Prehistoric Open Air Museum in the form of a pre-Zoo Dinosaur experience. Through a science based approach, this venue shall provide accurate life-sized dinosaur reconstructions depicting comparable prehistoric animals that lived as precursors to the present zoological collection contained within Zoo Miami. Focusing on Florida and its place in prehistoric geology and paleontology, this venue should offer a combination of themed trails, interactive exhibits and a visitor center and public educational programs. The venue will be limited to twenty (20) acres of open and wooded land, exclusive of required parking, and may incorporate ancillary food service, retail and extended hours programming.
4. Lodging. The proposed venue must contain some combination of two hundred (200) rooms for lodging in one or more locations. The lodging can be the primary anchor of the Entertainment Area, or an ancillary part of a larger resort. Developers may consider any type of lodging product line including traditional hotel/motel rooms, suites and cabins, and may provide it within a more dense multi-storied building or less dense campus. Lodging may occupy a single location or be made part of different locations, depending on the brand and density of development.
5. Food Service and Specialty Themed Retail. The proposed venue should contain no less than 145,000 sf of indoor/outdoor ZMEA food service and specialty themed retail areas for a pedestrian Main Street are already approved as part of the initial land use approvals for the ZMEA including: 1) 75,000 sf associated with amusements; 30,000 sf of food service area and 20,000 sf of specialty themed retail associated with the Gold Coast area; and 20,000 sf associated with the attraction. An additional 110,000 sf is proposed, but not yet approved, for any Main Street venue connecting Zoo Miami, Gold Coast Railroad Museum Park and other attractions.
6. ZMEA Restaurant/Banquet. The proposed venue should contain signature event rental spaces in the form of two (2) ZMEA/banquet halls. A ZMEA Banquet Hall was part of a previously approved Zoo Miami plan. It is conceived and approved for a two story themed ZMEA structure of 19,000 sf, where the bottom 9,000 sf support a conventional ZMEA at the front gate of Zoo Miami, while the second floor of the facility supports a 10,000 sf banquet hall for catered events. There is some expectation that the venue may include animal exhibits, and the County will commit to certain maintenance of these areas at its expense. A second railroad themed banquet area within the Gold Coast Railroad Museum area was previously approved for up to 50,000 as part of a second Train Shed. Although on the outside periphery of the ZMEA, it may be considered for development within a proposal.

7. **Parking and Related Infrastructure.** The various proposed development areas will have to provide for parking and related infrastructure in accordance with use and prevailing Code. There are opportunities for the Developer to develop parking wholly contained within each developed area, or to propose a shared parking arrangement where the Developer would improve existing County parking areas through common real estate agreements to comply with existing code. Parking sufficient to support the Zoo Miami and Gold Coast Railroad Museum Park parking needs must minimally be required. Approximately 5,000 parking spaces, plus additional spaces provided on a newly acquired 4.95 acre addition, in any location or configuration, is the uppermost limit of the property required to be retained for the completed ZMEA.

C. Project Requirements-Site 2

The County's original development plan for Site 2 included a large resort style hotel and theme park. The County is now open to submissions from Developer that may reflect different site plans as long as they address the general requirements of improvements permissible within the ZMEA and achieve project goals discussed elsewhere in this document.

1. **Attractions.** The proposed venue may contain a medium sized theme park with elements commonly found in contemporary and successful theme parks. Developers may consider the provision of one or more attraction venues with features that appeal to visitors of all ages that are limited to a venue attracting approximately 1,500,000 visitors annually.
2. **Amusements.** The proposed venue may include an amusement area or areas. This does not preclude development proposals from considering the inclusion of other amusement, museum, retail or food service areas that are acceptable by use and Code.
3. **Lodging.** The proposed venue is approved for up to 600 resort style rooms with an array of conventional amenities. Alternative approaches may lower the number of approved rooms, or divide them between two or more lodging facilities. Developers may also consider other types of suits and cabins, and may provide it within a more dense multi-storied building or less dense campus.
4. **Business Conference Center.** The proposed venue is approved for a conference center, independent or attached to lodging offering approximately 130,000 sf of event venue space. The business function is specifically intended to increase the draw and duration of business uses by providing leisure related opportunities.
5. **Food Service and Retail.** The proposed venue may contain a variety of indoor/outdoor ZMEA food service and specialty themed retail areas. These may be related to attractions, amusements, lodging, business conference center, or simply a stand along aggregate. The number and size of total food service and retail areas will be governed by the Floor Area Ratios (0.3 and 0.4) contained in Exhibit 4
6. **Parking and Related Infrastructure.** The various proposed development area will have to provide for parking and related infrastructure in accordance with use and prevailing Code. There are opportunities for the Developer to develop parking wholly contained within each area, or to propose a shared parking arrangement where the Developer would improve existing County parking areas to comply with existing code.

2.5 Construction and Facility Improvements

As part of ongoing development of the ZMEA, the County has made available certain undeveloped and underdeveloped land within the Zoo Miami, Gold Coast Railroad Museum Park and Coast Guard properties. All new improvements shall be constructed by the selected Developer(s). The site is provided in as-is condition.

1. The selected Developer(s) shall perform all facility construction and improvements in compliance with all approved development orders, applicable building codes, and with all necessary permits and approvals. Department approval of the design and plans must be obtained prior to submission to the Building Department and pursuant to the Department's current Development Rider (attached herewith).
2. The selected Developer(s) shall, if asked by the Department, include provisions for additional companion improvement of ZMEA utilities, at the Department's sole expense and reimbursable through any mutually acceptable means.
3. The selected Developer(s) shall develop a comprehensive timeline for construction of all phases of all development and include provisions for minimizing or eliminating the impact of development on existing operations within the ZMEA. In the County's sole discretion, where construction impacts by the selected Developer(s) may be determined to be detrimental to the ZMEA whether they are proposed or actual, the selected Developer(s) shall be directed to modify its timeline or construction project to address such negative impacts.
4. The selected Developer(s) shall develop a general cost estimate of the construction of improvements, including the required furnishings, fixtures and applicable equipment. The cost estimates are due within 30 days after approval of the selected Developer(s)'s design and concept by the County.
5. The selected Developer(s) shall bear all costs associated with all improvements and installations of the ZMEA and all such improvements and installations shall become the property of the County at the termination of any agreement as a result of this Solicitation.
6. The selected Developer(s) shall complete the construction and begin full operation not later than the agreed upon days included in the comprehensive timeline, after obtaining all required permits. In the case that delays are beyond the control of the selected Developer(s), the County may, at its sole discretion, grant a written extension.
7. The selected Developer(s) shall provide landscaping that enhances the aesthetic beauty and coexists with the natural flora of the ZMEA. The landscaping maintenance shall be the responsibility of the selected Developer(s).

2.6 Operation and Management

The selected Developer(s) shall operate any or all ZMEA entities in a manner associated with high quality standards. The selected Developer(s) shall provide the following services.

1. The selected Developer(s) will have utilization of the entire ZMEA twenty-four hours a day, seven days a week, as governed and limited by access provisions established to protect Zoo Miami.
2. All entities constructed by the Developer shall be operated in a manner that does not disturb surrounding businesses and neighbors. Hours of operation for the ZMEA shall be established to support the hours of operation generally needed by proposed development. The County in its sole and absolute discretion shall determine the hours of operation for the ZMEA.
3. The selected Developer(s) shall promote the ZMEA through marketing. The Department will permit and cooperate on the utilization of certain signage and commercial advertising, unless otherwise deemed appropriate by the Department. The

County reserves the right to evaluate the attractiveness and appropriateness of the selected Developer(s)'s advertisement for the ZMEA.

4. The selected Developer(s) and its staff shall be distinctively uniformed so as to be distinguishable as the selected Developer(s)'s staff and not as employees of the County.
5. The selected Developer(s) shall take good care of ZMEA improvements and shall use the same in a careful manner and shall, at its own cost and expense, repair County property or facilities damaged by its operations.
6. The selected Developer(s) shall have access and egress rights for it and its customers to and through all ZMEA common lands for the purpose of entry and parking.
7. The selected Developer(s) shall coordinate with the County in its maintenance and control all parking areas, including providing for lighting and security during hours of operation, providing personal and vehicle security, maintenance of delineated parking lot facilities and provision of internal and possibly external site transportation within designated areas.
8. The selected Developer(s) shall furnish high-quality, prompt and efficient service, adequate to meet all reasonable demands, including establishing minimum schedule and hours of operation, subject to approval by the Department.
9. The selected Developer(s) shall provide and have access to the number of parking spaces required by Miami-Dade County Code to be shared with all other operating entities within the ZMEA, but in no case shall such use of existing parking or additionally constructed parking by the selected Developer(s) diminish the number of spaces required by Zoo Miami or the Gold Coast Railroad Museum Park. Where approved, the selected Developer(s) may add parking at their sole cost in a form and location approved by the County.
10. The selected Developer(s) shall comply with Miami-Dade County Ordinance No. 08-07, Chapter 26 "Miami-Dade County Park and Recreation Department Rules and Regulations, Article III, The Shannon Melendi Act".

2.7 Payments to County

For Site 1, the County seeks payments for the respective use of various parcels through individual Agreements, or multiple parcels through a Master Agreement. In each case, the selected Developer(s) shall pay an initial rent, a guaranteed monthly rent, and a percentage rent. The payments shall be provided as follows:

For Site 2, it is expected that the Developer will acquire the property outright through fee simple purchase of County owned lands and fee simple or surplus conveyance of the balance of Coast Guard lands that the County will assist in accomplishing. The County will seek compensation for the Developer's purchase of the 39-acre parcel the County already owns. The purchase price would be established by MAI appraisal and limited to no less than the amount the County paid to acquire the property.