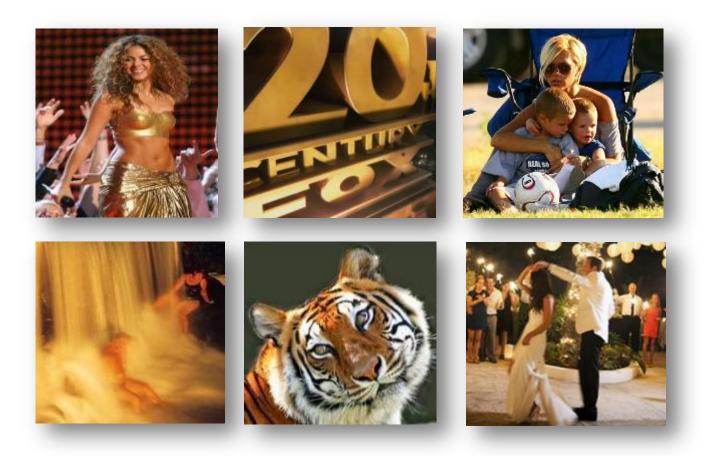
### Once in a generation

Miami Wilds



# August 1992



# July 1993 2nd 'Economic Hurricane' Hits South Dade

"The Commission also found, although the projected employment loss was only 1% of the Miami-Hialeah Metropolitan Statistical Area, the actual economic impact was concentrated in the less densely populated South Dade County where damage from Hurricane Andrew was more concentrated and where Homestead AFB is located. The economic impact from this closure to South Dade County was 6.5%."

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION; 1993; REPORT TO THE PRESIDENT





# January 1994: A Third Blow

# South Dade Farmers Fight For Life

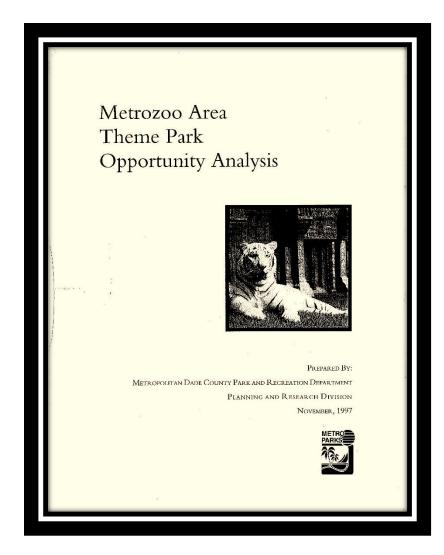
Vegetable Growers Say Imports Are Killing Industry, Community February 4, 1996 By MAYA BELL

"Farmers here lay the blame for the bleak times squarely on President Clinton, who they say has not fulfilled the promises he made when securing support for NAFTA."





# 1997 Theme Park Feasibility Study





# November 2006 Voters Approve Metro Zoo Entertainment Area

"Provided that revenues will be used to expand Metro Zoo facilities and educational and conservation programs, shall the County be allowed to contract to develop and operate an entertainment district, to include commercial uses and structures such as water park rides and attractions, related retail concessions, food and beverage establishments, a hotel, and a family entertainment center, on Metro Zoo property on land that is not environmentally sensitive and is outside the animal attractions?"

## Yes 64%

No 36%



# July and September 2008 County Commission Unanimously Approves CDMP Modifications

Dade Metropolitan Park as defined in the report of the South Florida Regional Planning Council approved pursuant to Resolution No. R-1207-75, passed and adopted by the Board of County Commissioners (Item #2), would be compatible with the area and its development and would conform with the requirements and intent of the Zoning Procedure Ordinance, and that the proffered Declaration of Restrictions should be accepted, and

WHEREAS, a motion to accept the proffered Declaration of Restrictions, approve a finding of no substantial deviation (Item #1), approve Item #2 under Section 33-311(A)(7), and deny Item #2 under Section 33-311(A)(17) was offered by Commissioner Dennis C. Moss, seconded by Commissioner Sally A. Heyman, and upon a poll of the members present the vote was as follows:

Jose "Pepe" Diaz Audrey M. Edmonson Carlos A. Gimmenez Sally A. Heyman Barbara J. Jordan Joe A. Martinez

Dennis C. Moss
Dorrin D. Rolle
Natacha Seijas
Katy Sorenson
Rebecca Sosa
Sen. Javier D. Souto

aye absent aye aye aye aye

Bruno A. Barreiro

aye

aye

aye

aye

absent

absent

aye

NOW THEREFORE BE IT RESOLVED by the Board of County Commissioners, Miami-Dade County, Florida, that the Miami-Dade County Commission finds that the amendment to the existing Development Orders (i.e. Resolution No. R-1207-75), approved hereby, does not, when considered individually, or in any combination or cumulatively pursuant to Section 380.06(19) Florida Statutes, constitute a substantial deviation requiring further development of regional impact review (Item #1).

*BE IT FURTHER RESOLVED* modification to the Program Summary of the Dade County Zoological Park and the South Dade Metropolitan Park as defined in the report of the South Florida Regional Planning Council approved pursuant to Resolution No. R-1207-75,

# March 2010 County Commission Authorizes Retail Entertainment District (RED) Study

A clear conclusion of the

roundtable was that either

retail or entertainment (not

both) are almost always the

dominant driver of a

project.

The days of pure mid-scale

entertainment venues (i.e.

JazzLand in New Orleans)

is waning given the quality

entertainment experience

families now have at home

or in small scale venues.

### Miami-Dade County

Lambert Adv

Retail/Entertainment District (RED) Assessment

#### Future of Retail/Entertainment Roundtable

The future of retail and entertainment roundtable was held between March 28, 2011 and March 29, 2011 with three leading experts of entertainment and retail projects throughout the world: Tom Gilmore of Madison Marquette, Jack Illes of Urban California, and Denis Laming of Laming Architects. The principal goal of the roundtable was to attempt to define what a cutting edge Retail/Entertainment District might look like

over the next decade. Detailed presentations of each of these experts are attached as Addendum D, with the primary conclusions from the Roundtable as follows:

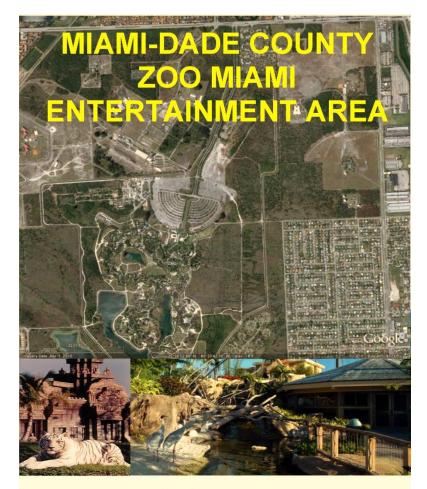
- While entertainment venues (movie theatres, bowling, clubs) support large development and retail and retail restaurants supports major entertainment venues, a clear conclusion of the roundtable was that either retail or entertainment are almost always the dominant driver of a project and the other a supporting actor. There is no reason to believe that this relationship will not continue in the future as the business models and investors are quite different between the two activities and while the two can co-exist side-by-side they often have a different revenue and investor profile which keeps either retail or entertainment as the principal revenue generator;
- One of the key underlying themes of the discussion as it related to retail was the

need to keep it interesting, exciting and authentic. One way this is increasingly being accomplished is by focusing on restaurants, clubs and other food and beverage establishments to set the tone of a project. This is largely a result of the much greater high quality variety and innovation found in the restaurant and club business compared to traditional mall retail stores. Likewise, integrating retail districts into existing urban spaces, which although often restricting the size of a development, provides an authenticity and sense of place which is difficult to create in greenfield markets;

> · The days of pure mid-scale entertainment venues (i.e. JazzLand in New Orleans) is waning given the quality of the experience provided at home or in small scale venues, which are improving at a rapid pace. While potential patrons cannot experience a roller coaster ride at home, these type of entertainment venues have proved difficult to profit from except on a very large scale in a US context (i.e. Disney, Universal Studios) and with very substantial investment. They are not easy to replicate and by their nature are very limited in number, although there appears to continue to be a need for a major water park given the size of the overall Miami market. At the same time, people continue to want to congregate and do things together at a community setting and entertainment is moving into two key directions at this level. First it must have an education component. Given the cost of the investment and price of ticket, parents are expecting more for their money today and are looking for their children to be educated while they are entertained. Second, technology is advancing so rapidly that the spaces which accommodate entertainment venues must be flexible in order to be able to adapt and stay relevant...the black box.

In this regard, the building itself and quality of the architecture and scale are increasingly important in the sense that whatever is

# March 2012 Miami Dade County Issues EOI



EXPRESSIONS OF INTEREST FOR DEVELOPMENT PROPOSALS

March 16, 2012

# December 2012 Miami Dade County Issues ITN

"This ITN seeks to increase resident and tourist visitation through the creation of a multiattraction 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."

ITN ZMEA Section 2.1; Page 6

# December 2012 Miami Dade County Issues ITN

"We have an opportunity to create our version of Universal Studios Orlando.... The idea is to create theme parks, water parks, downtown Disney, CityWalk type of venues."



Miami-Dade Commissioner Dennis Moss; Dec 19, 2012 NBC 6 News

"I think we'll see something that gets themed in that Disney, Universal Studio type of thing. That's the kind of ambience and themed development we'd like to see."



Jack Kardys, Miami Herald, January 21, 2013

Since 1993

4 County Mayors4 County Managers33 County Commissioners

The Vision Has Remained Unrealized

Until Now

Introducing Miami Wilds



# A singular opportunity

- Seasoned development team with global project experience
- Exceptional entertainment anchors adding to established destinations
- First Twentieth Century Fox theme park in the Americas
- First opportunity to develop a major theme park in Miami Dade County







# To build a legacy



# **Exceptional Development Team**





ARCHITECTS

**ODEBRECHT** 

- Highly experienced Miami and Los Angeles-based team
- Compelling blend of local and international expertise
- Established track record of destination development in multiple markets
- Unsurpassed construction management capabilities
- Agreements with Sony Music | Latin and Twentieth Century Fox
- Project planning/development strategies underway Q1 2014







Entertainment+CultureAdvisors

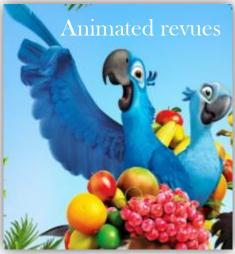


# A destination unique to Miami

- Mix of Entertainment & One of America's Top Zoos
- Mix of gated and non-gated attractions to serve entire community
- Multiple venues for live performance and special events programed by global entertainment companies
- Leverages Miami's position as Gateway to the Americas

# **DISCOVER**





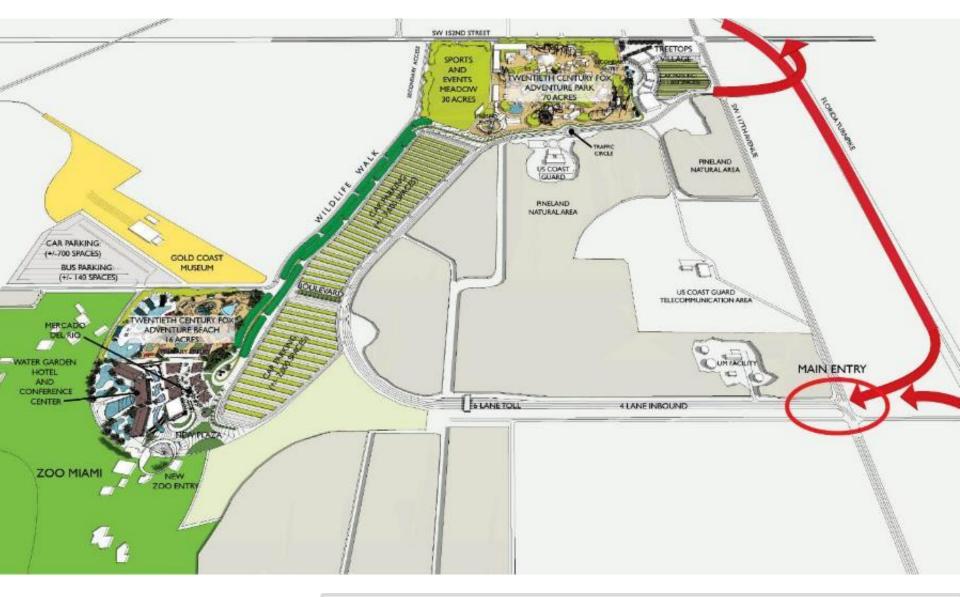




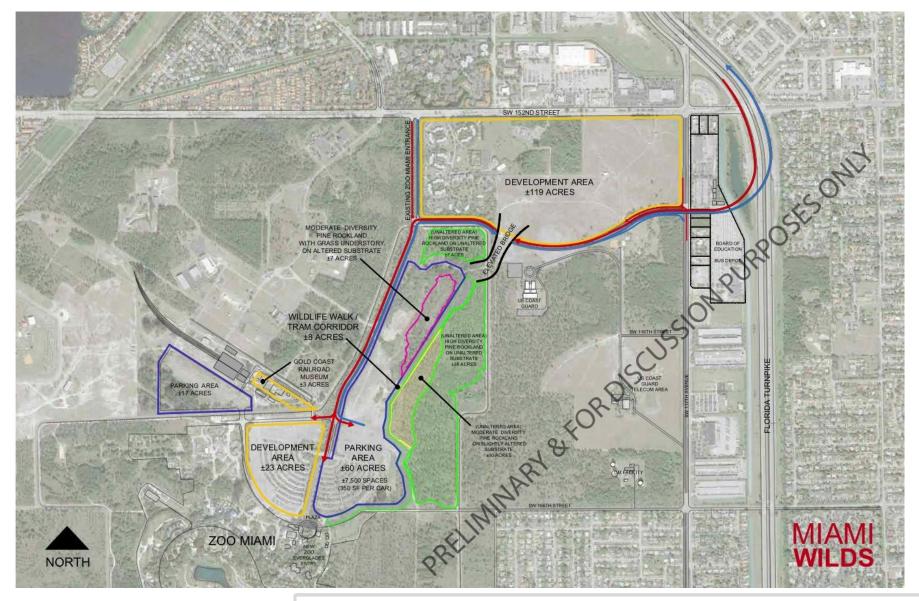
Franchise film previews

# Miami Wilds Preliminary Concept Plan





MASTER PLAN DIAGRAM - ORIGINAL



### MASTER PLAN DIAGRAM - CURRENT THINKING



USE THE ZOO AS A FOCAL POINT AND CREATE A SEAMLESS EXPERIENCE THAT INCORPORATES THE THEMES ESTABLISHED AT THE ZOO IN ALL ASPECTS OF MIAMI WILDS

**KEY DESIGN ELEMENT : NEW ZOO ENTRY - MISSION EVERGLADES** 



**KEY DESIGN ELEMENTS** 



A THEME PARK OF COLORFUL AND DISTINCTIVE FLAVOR WITH SETTINGS INSPIRED BY THE CULTURE AND ARCHITECTURE OF MIAMI, AND THE CARIBBEAN AND LATIN AMERICAN INFLUENCES THAT MAKE THIS CITY UNIQUE IN THE WORLD

### 20th CENTURY FOX ADVENTURE PARK

### 20<sup>th</sup> CENTURY FOX ADVENTURE BEACH

BASED ON 20TH CENTURY FOX'S TWO MOST BELOVED ANIMATED FEATURE FILM FRANCHISES, ICE AGE AND RIO.

pacal Sach Miami Wilds





AN INDOOR/OUTDOOR VENUE WHERE NEW MUSIC CAN BE PRESENTED AND NEW TALENT CAN MAKE ITS DEBUT - SIGNATURE CELEBRATIONS AND FESTIVALS ARE STAGED IN THE PLAZA AND ON THE EVENTS MEADOW

SONY MUSIC THEATRE AND PLAZA

### **KEY DESIGN ELEMENTS**



Miami Wilds

THE WATER GARDEN OFFERS THE BEST ATTRIBUTES OF A DESTINATION RESORT AND A CONFERENCE HOTEL, ALL IN A LUSH GARDEN SETTING

WATER GARDEN HOTEL AND CONFERENCE CENTER

Miami Wilds



ARTISANS AND CRAFTSMEN DEMONSTRATE THEIR TRADES FOR PATRONS TO OBSERVE AND TO PURCHASE. VARIOUS FOOD OPTIONS HERE WILL SHOWCASE SUSTAINABLE FOOD RAISING PRACTICES AND HEALTHY EATING.

MERCADO DEL RIO



### **KEY DESIGN ELEMENTS**

# **Estimated Development Costs**

Project Element	Estimate
Twentieth Century Fox Adventure Park	\$425 million
Twentieth Century Fox Adventure Beach	\$43 million
Water Garden Hotel (400 rooms and grounds)	\$173 million
Treetop Village Retail (400,000 sq. ft. and 1,800 parking spaces)	\$110 million
Mercado del Rio & Sony Music Theatre (35,000 sq. ft. and theatre)	\$40 million
Sports and Events Meadow	\$9 million
Sub Total	\$800 million
Wildlife Walk and Miami Wilds Shuttle	\$24 million
Parking	\$40 million
Coast Guard Replication	\$13.5 million
Site Preparation/Modifications and Utilities	\$26.5 million
On-site and Off-site Roadways	\$26 million
Sub Total	\$130 million
Project Total	\$930 million

DEVELOPMENT BUDGET

# **Master Development Schedule**

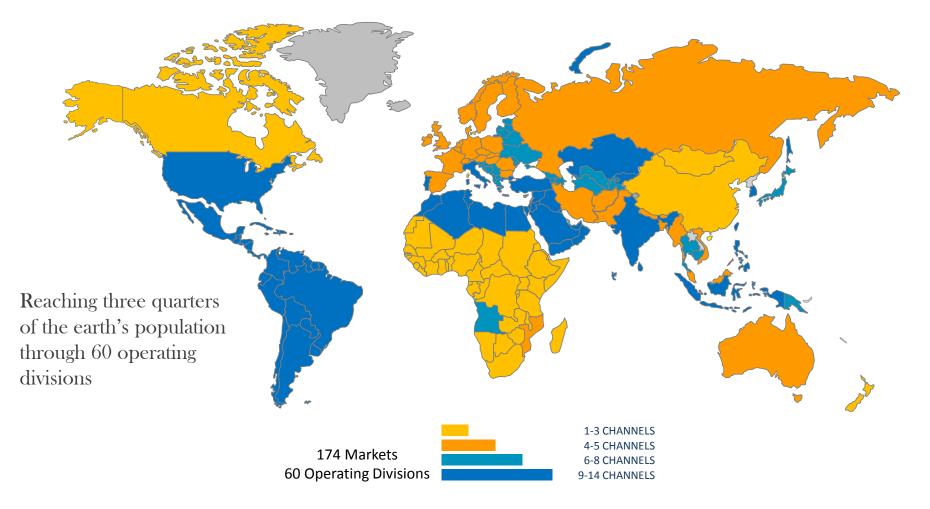
### Milestones

	Start	Finish
ITN Proposal Submittal	7/1/2013	
Development – Approved by BCC		10/28/2014
Complete Project Development & Finance – Phase I		6/25/2015
Complete Project Development & Finance – Phase II		6/24/2016
Complete Phase I		6/29/2018
Complete Development		3/20/2020
Complete Phase II		3/20/2020

### "For 75 years the most memorable motion pictures and television shows"



The Fox family of media companies reaches 1.5 billion people over 100 languages on 6 continents



# From Content Creation Through Distribution

Content Creation	Content Broadcast	Content Distribution
Filmed Entertainment	Channels Businesses	Satellite Television
<ol> <li>20<sup>th</sup> Century Fox Film</li> <li>20<sup>th</sup> Century Fox Television</li> <li>Shine Group</li> </ol>	<ul> <li>Cable Networks</li> <li>Fox Sports Networks</li> <li>FX Network</li> <li>National Geographic Channels</li> <li>Fox News Channel</li> <li>Fox Business Network</li> <li>Fox International Channels</li> <li>STAR</li> </ul>	SKY Italia Equity Affiliates U.K.: BSkyB (39%) Germany: Sky Deutschland (49%) India - Tata Sky (30%) Australia - FOXTEL (25%) New Zealand: SKY (44%)
	Television FOX Broadcasting Network Fox Television Stations	
Newspapers/Publis	hing	

Market leading global news brands Wall Street Journal, The Australian, and The Sun

# U.S. Television Group

### 19 national television networks



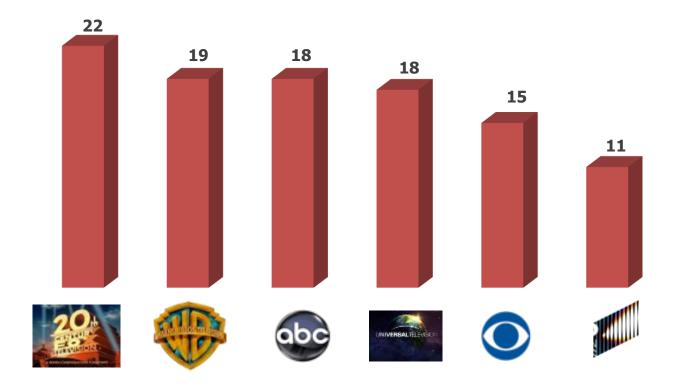
## Local Fox Television Stations



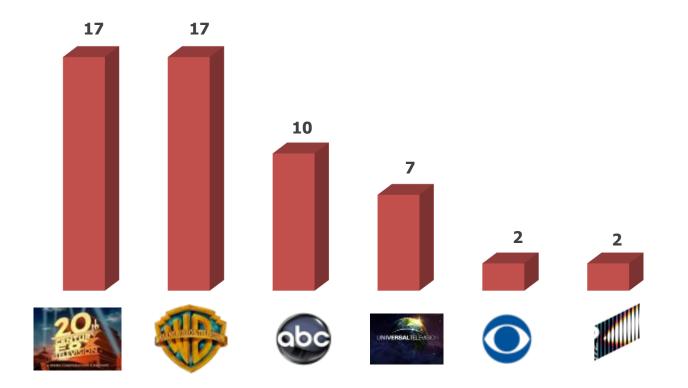


## Fox Broadcast Series 2013 - 2014

### More series on broadcast TV than any other network



## Fox Cable Series 2013 - 2014



## Fox Sports Networks



# **Twentieth Century Fox Motion Pictures**

3000 2500 2000 1500 1000 500 0 20th Century Sony Warner Bros Disney Universal Paramount Dreamworks Fox

#### 2012 International Box Office

## **Marketing Power**

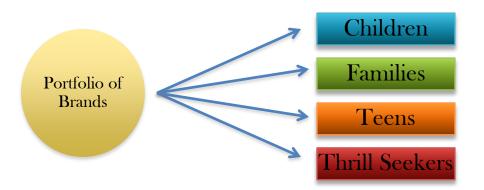
### Leveraging the Global Marketing Strength of Fox Studios

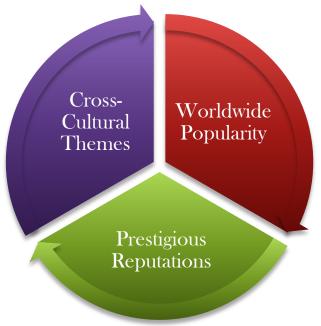


# Fox Portfolio - Creating Opportunities

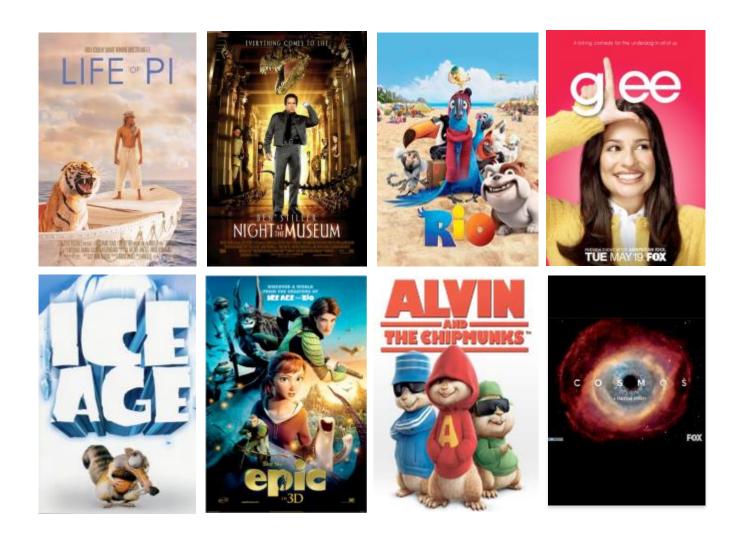
The Range of Fox Films Provide a Portfolio of Characters Embraced by Global Audiences

The variety of IP and Brands of Fox target all key demographics and all types of themed entertainment products.





## Fox Brands Suited for Family Attractions



## Fox Brands Suited for Thrill Attractions



# Fox Franchises Grow Lasting Value

Fox franchises create long term, lasting value for Location Based Entertainment

#### Upcoming Major Franchise Releases

- **Rio** 2 2014
- Maze Runner 1 2014
- Night at the Museum 3 2014
- Book of Life 1 2014
- Secret Service 1 2014
- Planet of the Apes 2 2014

- Snoopy & Peanuts 2015
- Alvin & Chipmunks 4 2015
- Independence Day 2 2015
- Ice Age 5 TBD
- Prometheus (Aliens) 2 TBD
- Diary of a Wimpy Kid 4 TBD



## **Attendance Potential**

### Annual Attendance Range Context

Source: ECA Analysis (2013)

<b>Regional/National Attractions</b>	Estimated Attendance
Universal Islands of Adventure	7,674,000
Universal Studios Florida	6,044,000
SeaWorld Orlando	5,202,000
Universal Studios Hollywood	5,141,000
SeaWorld San Diego	4,294,000
Busch Gardens Tampa	4,284,000
Knott's Berry Farm	3,654,000
Busch Gardens Williamsburg	2,744,000
Six Flags Magic Mountain	2,700,000
SeaWorld San Antonio	2,600,000
Proposed Miami Theme Park	2,000,000 to 2,800,000
Six Flags Over Texas	2,200,000
Typhoon Lagoon	2,058,000
LEGOLAND California	2,005,000
Blizzard Beach	1,891,000
Six Flags Fiesta Texas	1,800,000
LEGOLAND Florida	1,700,000
Aquatica	1,500,000
Wet 'N Wild	1,223,000
Schlitterbahn New Braunfels	982,000
Adventure Island	644,000
Proposed Miami Waterpark	500,000 to 700,000
Schlitterbahn Galveston	535,000
Six Flags Hurricane Harbor	400,000 - 500,000

# **Park Visitor Mix**

Source: ECA Analysis (2013)

#### Adventure Park Visitor Mix

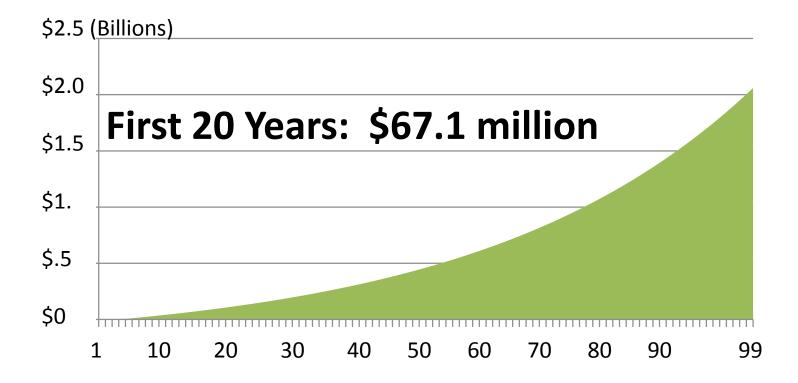
	Low	Medium	high
Resident	49%	47%	45%
Visitor	51%	53%	55%

<b>Adventure Beach Park Visitor Mix</b>			
	Low	Medium	high
Resident	60%	56%	54%
Visitor	40%	44%	46%

# Project Value to Zoo Miami & Miami-Dade County

- Coast Guard Relocation & Other Federal/State Expert Technical and Government Relations Support
- Commitment to integrate Zoo Miami into broader sponsorship program
  - Minimum of \$500,000 in annual sponsorship revenue first 5 years
- Assured investment in a long term capital reinvestment fund which is estimated to be \$11 million in the first year of full project operations (2020) and \$273 million over the first 20 years of operation
- Ground Rent
- Significant **job creation** in an area that has historically been underdeveloped

## MDC Land Lease Payments (Cumulative)



# **Economic Benefits**

### New Investment

All Phases		
Construction Expenditure	\$930 million	
Hard Costs	\$772 million	
Soft Costs	\$158 million	

### New Guests

All Phases	
Additional Attendance – Zoo Miami	400,000/year
Additional Attendance – Miami Wilds Venues	2.94 million/year
Additional Attendance – Overnight Visitors	1.5 million/year

# **Economic Benefits**

### New Jobs

All Phases		
New FTE Jobs		
Waterpark	172	
Retail/Restaurants	231	
Theme Park	1,029	
Retail/Food Service/Entertainment	926	
Hotel	400	
Total New FTE Jobs	2,758	
Percent of Jobs Requiring High School or Less	83%	
Average Annual Salary Excluding Benefits (2013 dollars)	\$36,100	
% jobs management and operations	61%	
% jobs food service workers	32%	
% jobs cleaning and janitorial	7%	

# Economic Benefit IMPLAN

### IMPLAN

Construction Period	
Direct Employment	8,258
Indirect & Induced Employment	5,754
Total Employment	14,011
Total Direct Wages	\$461 million

Operating Period (Annual Recurring)		
Direct Employment - FTE	2,758	
Indirect & Induced Employment	2,227	
Total Employment	4,985	
Total Direct Wages	\$192 million	
Economic Output	\$484.3 million	
Annual State & Local Tax Revenue	\$40.9 million	

# Summary Fiscal & Economic Benefits from Miami Wilds

Direct County Revenue	Net Present Value @6% over Lease Term
Total County Sale Tax Collection from Miami Wilds	\$120,100,000
Off-Site Hotel Sales Tax	\$19,330,000
Hotel Bed Taxes	\$131,600,000
Ad Valorem & Tangible Personal Property Tax from Miami Wilds	\$51,243,000
Ground Lease Payments to Miami Dade County	\$118,400,000
Total Fiscal Benefits	\$440,673,000

Labor Income	2013 Dollars
Total Annual Direct & Indirect Labor Income (Annual)	\$192,000,000

# **Critical To-Do List**

- Structure and Execute Exchange of Coast Guard Antenna Site Between County & USCG
- Secure commitment for \$130 million public sector financial support of project
- Confirm ability to access project and mitigate impact on local roadways through additional transportation improvements
- Determine how Miami Wilds coexists with wildlife in Richmond
  Pinelands
- Finalize ground lease in Q1 2015

