

REQUEST FOR QUALIFICATIONS AND EXPRESSION OF INTEREST

FOR THE DEVELOPMENT AND OPERATION OF

UNIVERSAL'S HOUSING FOR TOMORROW

AN ECONOMICALLY DIVERSE RESIDENTIAL COMMUNITY IN ORANGE COUNTY, FL

A UNIVERSAL PARKS & RESORTS INITIATIVE

I-DRIVE DISTRICT VISION PLAN

VISION

We believe access to affordable housing is a human right. We strongly support the findings and recommendations of Orange County's Housing For All Task Force. We will play an active, leadership role in helping our community move solutions forward.

- *We are creating a community where residents will be the priority.*
- *We will create a neighborhood that inspires and enables personal growth and is a place where residents are proud to live.*
- *We will value and prioritize diversity and inclusiveness – by all and for all.*
- *We will create and embrace a new kind of public-private partnership dedicated to innovation on behalf of our residents.*
- *We will search out national best practices that will help guide us – and we will create new national standards and best practices when we see opportunity.*

PROJECT OVERVIEW

In November 2019 at the direction of Mayor Jerry Demings, the Orange County Housing For All Task Force presented a 10-Year Action Plan outlining visionary solutions to the growing housing crisis in Central Florida with the mission of expanding housing options for Orange County residents. As one of the largest employers in Orange County, Universal Parks and Resorts strongly supports the findings and recommendations of the Task Force. We believe that access to affordable housing is a human right - and that all residents should feel safe and secure in their homes regardless of their income level. Universal's Housing for Tomorrow initiative will provide economically diverse housing options as part of our commitment to healthy communities. This initiative addresses the four primary focus areas identified by the Task Force in the Action Plan.

ACTION PLAN:

- **ENGAGING COMMUNITY + INDUSTRY**
Working with Orange County, Universal is advancing preliminary planning for a multi-family mixed-use development with approximately 1,000 apartment homes focused on affordable rents for our regional work force. Universal has established a Housing For Tomorrow Committee to oversee this effort, and will select a highly experienced affordable housing developer employing national level best practices to design, construct, and provide long-term ownership and operation of the community for the benefit of the residents. In order to address community issues, the developer will be encouraged to include diverse local businesses as part of their team.
- **TARGETING AREAS OF ACCESS + OPPORTUNITY**
Universal has designated twenty acres within the I-Drive CRA, an Action Plan target area, for this development. This property is part of a vibrant live-work-play sub-district of the Universal Boulevard Planned Development that includes established multi-family market-rate housing, neighborhood retail commercial activities, local and regional transit facilities, and pedestrian connectivity. This area has a significant employment base with a diverse workforce, including major defense industrial, retail-commercial, hospitality, and destination entertainment business activity.
- **CREATING NEW FINANCIAL RESOURCES**
Universal will provide the property to the developer through a zero rent long-term lease based upon the developer's commitment to meet certain target rent parameters for the duration of the lease. Universal's commitment of high-value development property in an urban infill location with full entitlement and development planning provides a significant private financial investment that will greatly reduce project costs and enhance long-term economic viability with lower housing costs for residents.
- **REMOVING REGULATORY BARRIERS + INTRODUCING NEW POLICIES**
Universal will work with the developer and Orange County to prepare a comprehensive Developer's Agreement addressing and possibly refining current Orange County threshold criteria for affordable housing. Examples of such refinements include broadening the affordable housing definition, allowing flexible financing alternatives, and restructuring urban infill development fees that recognize existing infrastructure investments from previous uses.

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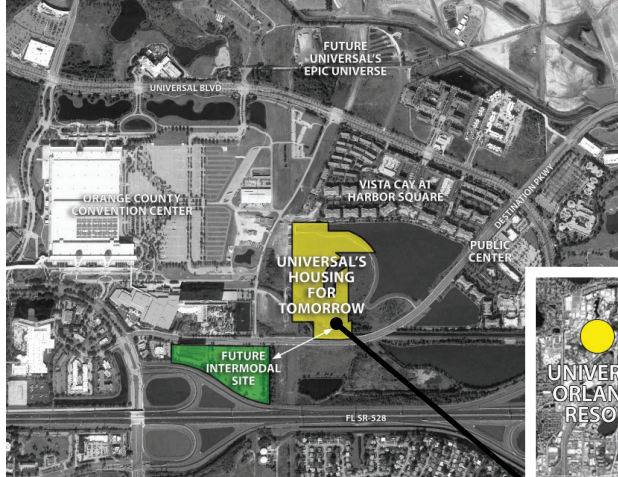
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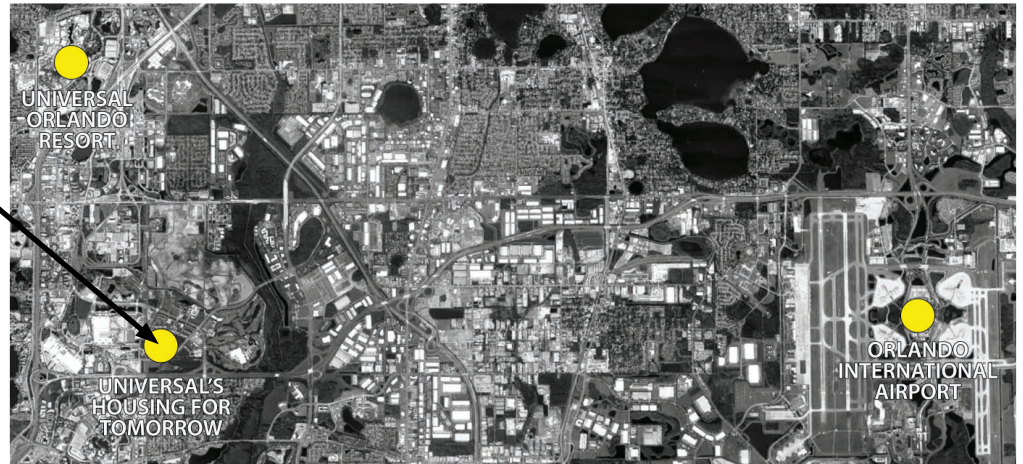
I-DRIVE DISTRICT VISION PLAN



KEY PLAN

PROPERTY DESCRIPTION

The property is in the Universal Boulevard Planned Development which allows a mix of land uses and high densities within Orange County, Florida. The site is approximately 20 acres and is east of the Orange County Convention Center. Access from the south is provided by Destination Parkway frontage and future Kirkman Road Extension will provide access from the west.



REGIONAL PLAN



AERIAL VIEW

EXPRESSIONS OF INTEREST AND STATEMENTS OF QUALIFICATIONS IN RESPONSE TO THIS RFQ SHOULD ADDRESS THE FOLLOWING:

NAME OF COMPANY/ENTITY:

ADDRESS:

PRINCIPAL CONTACT:

TELEPHONE NUMBER:

EMAIL ADDRESS:

WEBSITE:

TYPE OF COMPANY/ENTITY:

A Not-For-Profit entity established by Universal will own the designated property and enter a \$10 dollar per year triple-net long term land lease with a developer highly experienced in the creation of affordable multi-family residential communities, and together work with Orange County to finalize and approve a Development Plan for Universal's Housing for Tomorrow initiative that will achieve Universal's vision. Developers interested in participating in this project should thoroughly review the Orange County Housing For All Task Force 10-Year Action Plan. In addition, developers responding to this Request for Qualification should specifically address the following five areas (including all subparts) in presenting your organization's qualifications or proposed approach for achieving Universal's vision. Universal's Housing for Tomorrow Committee will weigh equally developers' responses to these five categories when recommending the selection of a development partner for this project.

1. COMMUNITY RESIDENT FOCUS

Universal's "guest satisfaction" focus carries through to this project through our commitment to resident satisfaction. Please provide the following information on affordable multi-family residential communities that your firm has developed and currently manages and/or operates:

- a. the location, size, and unit mix of your multi-family residential developments;
- b. resident amenities including terms of use (fees or limitations) within each community;
- c. available resident satisfaction metrics such as resident satisfaction survey data, occupancy and turnover rates, complaints, or other statistical data;
- d. historical community safety performance and metrics; and
- e. resident awareness and information publications (print or digital) and community marketing materials.

2. COMMUNITY DESIGN AND DEVELOPMENT

Universal is committed to creating a high quality long term multi-family residential community. Please provide proposed community design and construction guidelines that:

- a. demonstrate relatively timeless design;
- b. create an open and welcoming community atmosphere;
- c. provide facilities that will allow for long-term sustainability of resident amenities, architectural elements, and the overall community environment; and
- d. include technology connectivity along with mixed-use commercial and transportation activities.

3. COMMUNITY OPERATION AND MAINTENANCE

Universal prepares long-term operating plans for all we develop. We are looking for the same commitment from a multi-family residential developer for this project. Please discuss your operating and maintenance guidelines for similar communities with particular attention to:

- a. maintaining a diverse and affordable rent structure;
- b. providing low-cost utility and security systems for residents; and
- c. establishing long-term sustainability for all residential units, amenities, ancillary facilities, and common grounds.

4. DEVELOPMENT ORGANIZATION

Universal believes that combining national best practices with diverse local development expertise is key to achieving our vision. Please provide the following information for the organization you propose for this development, including:

- a. designation of key personnel for design, construction, and operation;
- b. an organizational structure demonstrating national level expertise combined with diverse local participation, including your organization's confirmed diversity supplier participation level (including but not limited to WMBE participation); and
- c. a marketing and outreach team to ensure broad awareness and diverse participation in residential occupancy.

5. DEVELOPMENT FINANCING

Universal is providing the development property and initial land planning at no cost to the developer. In return, Universal will require a sound financing plan for both the development and long-term sustainability of Universal's Housing for Tomorrow initiative. Please provide the following financial information:

- a. construction/permanent financing strategies employed on current projects;
- b. long-term financing relationships as references;
- c. foundation, government agency, or housing program support currently used for affordable housing developments; and
- d. LIHTC or other incentives used on current developments or proposed for use on this development.

DEVELOPMENT SCHEDULE

Formal RFQ submissions are due by November 2, 2020. Universal will select a developer and begin detailed development discussions during Q1 of 2021. Universal and the developer will finalize an overall Development Plan with Orange County during the second half of 2021, breaking ground on the first phase of Universal's Housing for Tomorrow initiative in the first half of 2022, with initial occupancy at the end of 2022.