# BUSINESS PLAN

## OFFICE BUILDING

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SECTION 1
EXECUTIVE SUMMARY

SPONSOR:
QueensFort Capital Florida Regional Center
QueensFort Capital Corporation
1000 5th Street
Suite 223
Miami Beach, FL 33139
Telephone: (305) 704-3081
Fax: (305) 402-0333
Web Site: www.queensfortcapital.com
Email: info@queensfortcapital.com

TYPE OF BUSINESS: Real Estate Investment and Development Company

PROJECT SUMMARY:
This is a business plan for a capital investment project. It is being submitted with the application for Regional Center designation for QueensFort Capital Regional Center (“QCFRC”). The purpose of the business plan is to demonstrate that the construction and successful operation of an office building would be feasible under current market and economic conditions if developed within the market area of the application for USCIS approval of the Regional Center is being filed concurrently with this exemplar.

The capital investment project for the construction and operation of an office building would be owned by (Office Building Developer). That Limited Liability Company will owned by

The office building will be located in . It will meet the standards of the United States Citizenship and Immigration Services (the “USCIS”). $x or x% of the cost of the project will be funded with EB-5 investor funds under the USCIS EB-5
Immigration Investor Pilot Program.

The construction and operation of the office building is anticipated to be a $X commercial enterprise project that will create at least X permanent new jobs (construction: 33.8, operations: 146.8), and overall, have a significant economic impact on the regional center geographic area and the local economy.

The office building will be located [location]. For the purpose of this exemplar, the development and operation of [24,000 square feet] will provide [space]. It is anticipated that Targeted Employment Area (“TEA”) will be obtained for the site.

The Limited Partners will be offered a designated rate of return while their money is invested and the possibility, but not a guarantee, of getting their entire investment back after a waiting period of at least five (5) years after construction is complete.

**MARKET DEFINITION & CUSTOMER PROFILE:**

The market for office rental units in the [region] has stabilized since the market downturn during the X- crash, with vacancy rates now improving, dropping to levels that are encouraging for new inventory coming into the market. Management envisions this project to fill a need for general professional office space.

**INVESTMENT/ FINANCING:**

The results of the economic impact study prepared by [Economic Impact Study Firm] substantiates a maximum raise of up to $X million through EB-5, well in excess of the $X required for the project.

**COUNSEL & OTHER PROFESSIONALS:**

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SECTION 2

BUSINESS DESCRIPTION/ OWNERSHIP STRUCTURE

BUSINESS DESCRIPTION

QueensFort Capital Corporation plans to finance the construction of a generic office building in [insert location]. The construction of the X square foot building will be completed in less than [insert time], at which point leasing activities will commence with two market segments identified:

1. Professional Office Space (Non-Medical).
2. One floor devoted to an executive suites marketing program.

A requirement for the chosen location will be TEA-eligibility within the Regional Center's geographic focus; the most likely locations to be reviewed and evaluated are [insert locations].

Company Ownership/ Stock Ownership

The following chart diagrams the ownership structure of this new project:

Removed
A single-purpose Limited Partnership will be formed and the EB-5 investors, through an at-risk contribution, will become limited partners in the entity that develops and operates the office building. The Limited Partnership will be controlled by
SECTION 3
LOCATIONAL MARKET ANALYSIS

TEA Discussion

The project is expected to be located in a census tract that can be combined with contiguous census tracts to form Targeted Employment Areas, with an unemployment rate of over X% in X. Hence each EB-5 investor can invest $500,000, rather than $1 million, in this project. On this basis, EB-5 immigrant investors could raise up to $X million for the office building.

Each potential location will be reviewed for both marketability and TEA eligibility.

8.3

At a Glance Statistics

<table>
<thead>
<tr>
<th>The Statistic</th>
<th>The Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>18.8 million</td>
</tr>
<tr>
<td>Civilian Labor Force</td>
<td>9.2 million</td>
</tr>
<tr>
<td>Gross Domestic Product</td>
<td>$747.7 billion</td>
</tr>
<tr>
<td>Total Personal Income</td>
<td>$738.4 billion</td>
</tr>
<tr>
<td>Per Capita Personal Income</td>
<td>$39,272</td>
</tr>
</tbody>
</table>

Florida's business climate is best described by Governor Rick Scott:

"Florida is open for business — your business."

Florida is business-friendly for a number of reasons:

1. Favorable business climate
2. Global hub for International Trade

1 Broward Alliance
3. Industry clusters create synergies for businesses
4. Talented labor pool
5. Favorable quality of life

**Business-Friendly Government**
- Leaders committed to keeping climate favorable
- Periodic reviews of regulations to ease the burdens placed on business

**Competitive cost**
- More affordable land, labor and capital than in most comparable states
- Special incentives for businesses in targeted industries

**Pro-Business Tax Structure**
- Limited corporate taxes; no personal income tax

**Expedited Permitting**
- Ongoing effort to make permitting processes quicker, less costly, more predictable

**Available Resources**
- Access to private capital from venture capital companies and financial institutions
- Access to public capital through federal and state programs

**Entrepreneurial support**
- Flexible, low-cost space and business services for young companies at dozens of high-tech incubators, accelerators and university-based research parks
- Assistance in preparing proposals for funding through the U.S. Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs

**GLOBAL HUB FOR INTERNATIONAL TRADE**
International Trade

- Total merchandise trade (exports plus imports) of $X billion in X, an increase of X% over X.

Exports/Imports

- 3rd largest exporter of high-tech products among U.S. states with sales exceeding $15.1 billion in 2010
- A leader in knowledge-based exports – accounting, legal, medical, consulting, engineering and other services – at $29.9 billion in 2010
- $55.2 billion in Florida-origin exports – goods produced or with significant value added in Florida – account for 20% of all U.S. exports to Latin America and the Caribbean in 2010
- More than $12 billion worth of imports in 2010 from China and Japan alone

Foreign Direct Investment (FDI)

<table>
<thead>
<tr>
<th>FDI Employment Country Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment</strong></td>
</tr>
<tr>
<td>1. Japan</td>
</tr>
<tr>
<td>2. Germany</td>
</tr>
<tr>
<td>3. United Kingdom</td>
</tr>
<tr>
<td>4. Australia</td>
</tr>
<tr>
<td>5. Canada</td>
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</tbody>
</table>
Merchandise Trading Partners

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Brazil</td>
</tr>
<tr>
<td>2.</td>
<td>Colombia</td>
</tr>
<tr>
<td>3.</td>
<td>China</td>
</tr>
<tr>
<td>4.</td>
<td>Japan</td>
</tr>
<tr>
<td>5.</td>
<td>Switzerland</td>
</tr>
</tbody>
</table>

Source: Enterprise Florida, 10/11.

Connectivity

Roads:
- X-mile state highway system, plus XX miles of other public roads

Rail:
- X miles of main route rail lines connect major business centers and airports nodes

Airports:
- X commercial airports offer non-stop scheduled service to more than X domestic and international destinations

Seaports:
- At least one deepwater port within 90 miles of every Florida business
- Increases in container capacity, cranes and berths at many ports to accommodate post-Panamax ships

Spaceports:
- 2 of the 8 commercially licensed spaceports in the United States.

Telecommunications
- One of the world's top 5 telecom hubs
- Network Access Point, a major switching station for Internet traffic
- High-speed networks, such as Florida LambdaRail and LA Grid, facilitate R&D efforts
KEY INDUSTRY CLUSTERS

Cleantech
- Significant solar resources
- Leader in cellulosic biofuel production
- Hotbed of ocean energy R&D
- Growing center for advanced energy storage (battery) technologies

Life Sciences
- Internationally renowned research institutes with growing clusters of bioscience firms around them
- X companies specialize in biotechnology, pharmaceuticals and/or medical devices, with plenty of room and the skilled workforce to support even more

Information Technology
- X IT companies employ nearly X workers
- Strong presence in such diverse sectors as digital media; modeling, simulation and training; photonics/optics; and mobile technologies

Aviation/Aerospace
- Numerous military installations serve as catalysts for R&D and sources of highly skilled personnel

Homeland Security / Defense
- Heavy expertise in aviation/aerospace, information technology, photonics, simulation and materials science
- Innovative companies pursuing products to secure borders and ports, detect chemical or biological contaminants, enhance cyber security and ensure rapid response to emergency situations

Financial / Professional Services
• X- plus financial and professional services companies employ X
• Significant exporter of knowledge-based services throughout the world

A WILLING AND WELL-TRAINED WORKFORCE

• At X, X labor pool in the U.S
• Courses and affordable, efficient higher education system.
• Customized training programs and incentives to meet targeted employer needs
• Industry-specific skilled labor to employers quickly and at reasonable costs

Public Schools

• A statewide K-12 system that considers reading and STEM (Science, Technology, Engineering and Math) curriculum priorities

<table>
<thead>
<tr>
<th>Public Schools (K-12)</th>
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<tbody>
<tr>
<td>Average Teacher Salary (K-12)</td>
<td></td>
</tr>
<tr>
<td>Pre-K-12 Enrollment</td>
<td></td>
</tr>
<tr>
<td>Pre-K-12 Per-Student State and Local Funding</td>
<td></td>
</tr>
<tr>
<td>State Universities</td>
<td></td>
</tr>
<tr>
<td>State Colleges</td>
<td></td>
</tr>
<tr>
<td>Non-Public Postsecondary Schools (including technical and trade schools)</td>
<td></td>
</tr>
<tr>
<td>Public Technical &amp; Trade Schools</td>
<td></td>
</tr>
</tbody>
</table>

Source: Enterprise Florida, 10/11.
Postsecondary Education

- The number [number] with associate, bachelor and advanced degrees has increased at almost double the national rate since X.
- State and community colleges rank among America’s [rank].
- [University name] universities among the nation’s leading R&D performers, garnering X billion in research funding from outside sources in X, up $X million from X.

Customized Training Grants

Key customized training grants result in a highly-trained workforce.

Quick Response Training (QRT)

- Employer-driven training for new employees in targeted industries.
- Employer determines type of training, who will deliver it and how.
- Community college, school district or other state educational facility assists with application and program development.
- Reimbursable expenses include: instructors' wages, curriculum development, textbooks/manuals.

Incumbent Worker Training (IWT)

- Skills upgrade training for currently employed workers.
- Priority given to businesses in targeted industries and specified urban/rural sites.

A SUPERIOR QUALITY OF LIFE

Renowned vacation destination

- X million visitors in X

Fantastic climate

- Average annual temperatures between X and X degrees Fahrenheit

Outstanding education
Economic value
- No personal income tax
- Cost of living below that of comparable states with similar growth and immigration rates

Lifestyle
- 1,350 golf courses
- 2,300 miles of tidal shoreline
- 11,000 miles of rivers, streams and waterways
- 152 state parks
- The world's biggest and best theme parks
- A thriving arts and culture scene
- Unique shopping opportunities
- World-class sporting events

State-of-the-art healthcare
- More than X general medical and surgical hospitals
- Florida facilities were ranked: No. 1 in the nation for ophthalmology; No. 18 for cancer care; and No. 19 for gastroenterology on U.S. News & World's Report's 2011-12 list of "America's Best Hospitals."

Per Capita Personal Income:
- In 2010 Florida had a per capita personal income (PCPI) of $38,222. This PCPI was 96 percent of the national average, $39,945. The 2010 PCPI reflected an increase of 2.2 percent from 2009. The 2009-2010 national change was 2.8 percent. In 2000 the PCPI of Florida was $29,079. The 2000-2010 average annual growth rate of PCPI was 2.8 percent, on a par with the national annual growth rate.

Total Personal Income:
- In 2010 Florida had a total personal income (TPI) of $720,221,530. In 2000 the TPI of Florida was $466,644,105.

Change in Personal Income

<table>
<thead>
<tr>
<th>Change in Personal Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10 %</td>
</tr>
<tr>
<td>Florida</td>
</tr>
<tr>
<td>U.S.</td>
</tr>
</tbody>
</table>

AAGR: average annual growth rate
Note that total personal income estimates are in thousands of dollars, not adjusted for inflation.
Source: BEA (GDP by State):
It is notable that although the entire 10-year period indicates that Florida’s growth rate is above the national level, for the X-X period, behind the national average.

### Components of Personal Income

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<thead>
<tr>
<th></th>
<th>2009-10</th>
<th>2000-2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net earnings</td>
<td>1.9%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Dividends, interest, and rent</td>
<td>2.6%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Personal current transfer receipts</td>
<td>7.9%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Florida.

Source: BEA (GDP by State): www.bea.gov/newsreleases/regional/gdp_state/

### Gross Domestic Product (GDP):

In 2010, Florida current-dollar GDP was $747.7 billion and ranked 4th in the United States compared to 2000, where Florida GDP was $481.1 billion and ranked 4th in the United States.

In 2010, Florida real GDP grew 1.4 percent, lagging behind the national change of 2.6 percent. However, the 10-year average annual growth rate for Florida real GDP was 2.1 percent, higher than the national average annual growth rate of 1.6 percent.

### GDP Industries:

In 2010, the largest industry in Florida was real estate and rental and leasing. This industry accounted for 16.9 percent of Florida GDP and had 0.6 percent real growth. The second largest industry was government, which accounted for 12.7 percent of Florida GDP and had 0.4 percent real growth.

The largest contributor to real GDP growth in Florida was retail trade. This industry accounted for 0.36 percentage point of the total growth in real GDP. The second largest contributor was health care and social assistance. This industry accounted for 0.21 percentage point of the total growth in real GDP.

### Region:

The Southeast Region is the location of the Regional Center’s Initial Project. Key cities in the Southeast Region include Fort Lauderdale, Fort Pierce, Key West, Miami, Stuart, Vero Beach, and West Palm Beach.
Local Market Overview

Miami-Dade County had suffered less than the rest of the state in terms of job creation, turnover, and earnings:

<table>
<thead>
<tr>
<th>QWI Quick Facts</th>
<th>Miami-Dade</th>
<th>Florida</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employment</td>
<td>75,648</td>
<td>533,942</td>
</tr>
<tr>
<td>Net Job Flows</td>
<td>2,332</td>
<td>-8,055</td>
</tr>
<tr>
<td>Job Creation</td>
<td>5,875</td>
<td>20,817</td>
</tr>
<tr>
<td>New Hires</td>
<td>5,217</td>
<td>35,401</td>
</tr>
<tr>
<td>Separations</td>
<td>8,231</td>
<td>63,819</td>
</tr>
<tr>
<td>Turnover</td>
<td>6.1%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Avg Monthly Earnings</td>
<td>$3,737.50</td>
<td>$3,329.50</td>
</tr>
<tr>
<td>Avg New Hire Earnings</td>
<td>$2,174.25</td>
<td>$2,012.25</td>
</tr>
</tbody>
</table>

However, reports are that the construction industry in this area is still shrinking.

Locally, the winter tourist season is looking much better than last year with solid gains.
in passenger levels. Foreign trade out of local ports is expected to continue seeing solid gains throughout the year.

Still, several major “soft-spots” will continue to drag down the economic recovery.

- Job growth overall is slowly improving, particularly in 2012.

<table>
<thead>
<tr>
<th>RANK</th>
<th>Metropolitan Area</th>
<th>2002 Pop.*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>New York-Newark-Edison, NY-NJ-PA</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Los Angeles-Long Beach-Santa Ana, CA</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Chicago-Naperville-Joliet, IL-IN-WI</td>
<td></td>
</tr>
<tr>
<td>RANK</td>
<td>Metropolitan Area</td>
<td>2002 Pop.*</td>
</tr>
<tr>
<td>------</td>
<td>----------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>1</td>
<td>Philadelphia-Camden-Wilmington, PA-NJ-DE-MD</td>
<td>5,708,335</td>
</tr>
<tr>
<td>5</td>
<td>Dallas-Fort Worth-Arlington, TX</td>
<td>5,398,207</td>
</tr>
<tr>
<td>7</td>
<td>Washington-Arlington-Alexandria, DC-VA-MD-WV</td>
<td>4,926,258</td>
</tr>
<tr>
<td>8</td>
<td>Houston-Baytown-Sugarland, TX</td>
<td>4,902,519</td>
</tr>
<tr>
<td>9</td>
<td>Detroit-Warren-Livonia, MI</td>
<td>4,466,529</td>
</tr>
<tr>
<td>10</td>
<td>Boston-Cambridge-Quincy, MA-NH</td>
<td>4,429,608</td>
</tr>
</tbody>
</table>


In 2000, the Miami-Fort Lauderdale Consolidated Metropolitan Statistical Area (CMSA) included only Broward and Miami-Dade counties and was the 12th largest CMSA in the nation. If Palm Beach were included in the CMSA, the combined area would have ranked 10th.

Between 1990 and 2002, growth in the Southeast Florida MSA has occurred in the western areas as shown in the map to the right. The red areas indicate where 65% or more growth has occurred in the 12-year period. Orange areas show an increase between 31 to 64%.
The Southeast Florida MSA population grew by over 950,000 between 1990 and 2000. Broward County saw the greatest growth (367,000) followed by Miami-Dade (316,000) and Palm Beach (268,000). Palm Beach County's growth rate was the highest at 31% over the 10 year period. Broward's growth rate was 29% and Miami Dade's was 16%.

Between 2000 and 2002, the Southeast Florida MSA gained 200,000 persons over the two-year period.

Population Density- How does the MSA compare?

The Southeast Florida MSA ranks as the 13th most densely settled MSA in the United States. However, this calculation includes large areas west of the development boundary (including water conservation areas, the Everglades National Park and the Everglades Agricultural Area). If you remove those areas from the calculation, the density increases from 1,060 to 2,040 persons per square mile, making it the third most densely settled MSA in the United States. Although the tri-county region does not have the urban downtown densities of some of the more urban areas on the list (Philadelphia or Chicago), the density of South Florida's suburban areas is higher than other metropolitan areas.

Future Projections

The Southeast Florida MSA is projected to grow to 7.4 million by 2030. This is an increase of 48% between 2000 and 2030 and an annual growth rate of 1.6%. Miami-Dade is projected to grow to 3.1 million while Broward is projected to have 2.5 million. By 2030 Palm Beach will have a population of 1.8 million. The Southeast Florida MSA will represent 30% of Florida's population in 2030 down slightly from 31% in 2000.
<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2010</th>
<th>2020</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broward</td>
<td>1,623,018</td>
<td>1,910,142</td>
<td>2,206,972</td>
<td>2,482,000</td>
</tr>
<tr>
<td>Miami-Dade</td>
<td>2,253,362</td>
<td>2,548,177</td>
<td>2,836,672</td>
<td>3,102,200</td>
</tr>
<tr>
<td>Palm Beach</td>
<td>1,131,184</td>
<td>1,378,331</td>
<td>1,619,945</td>
<td>1,845,300</td>
</tr>
<tr>
<td>Tri-County</td>
<td>5,009,564</td>
<td>5,838,660</td>
<td>6,665,609</td>
<td>7,431,530</td>
</tr>
<tr>
<td>% of Florida</td>
<td>31.3%</td>
<td>30.8%</td>
<td>30.6%</td>
<td>30.4%</td>
</tr>
</tbody>
</table>

**Source:** University of Florida, Bureau of Economic and Business Research
SECTION 4
REAL ESTATE INDUSTRY MARKETING ANALYSIS

NATIONAL MARKET ANALYSIS

AND SO ON....