

Receipt # RCW 13-042-51084		Application/Petition I-924, Application For Regional Center Under the Immigrant Investor Pilot Program
Notice Date November 13, 2013	Page 1 of 11	Applicant/Petitioner Zachary Charles Zises Beneficiary Freedom Partners Regional Center LLC

ZACHARY CHARLES ZISES

(b)(6)

Request for Evidence

**IMPORTANT:** WHEN YOU HAVE COMPLIED WITH THE INSTRUCTIONS ON THIS FORM, RESUBMIT THIS NOTICE ON TOP OF ALL REQUESTED DOCUMENTS AND /OR INFORMATION TO THE ADDRESS BELOW. THIS OFFICE HAS RETAINED YOUR PETITION/APPLICATION WITH SUPPORTING DOCUMENTS.

THE INFORMATION REQUESTED BELOW MUST BE RECEIVED BY THIS OFFICE NO LATER THAN EIGHTY-FOUR (84) DAYS FROM THE DATE OF THIS NOTICE IF YOU DO NOT PROVIDE THE REQUESTED DOCUMENTATION WITHIN THE TIME ALLOTTED, YOUR APPLICATION WILL BE CONSIDERED ABANDONED PURSUANT TO 8 C.F.R. 103.2(B)(13) AND, AS SUCH, WILL BE DENIED.

CSC \_\_\_\_\_ WS \_\_\_\_\_ DIV I

**RETURN THIS NOTICE ON TOP OF THE REQUESTED INFORMATION LISTED ON THE ATTACHED SHEET.**

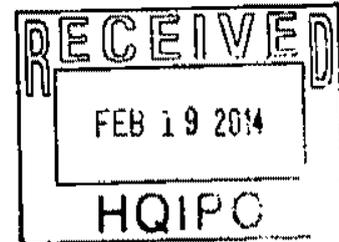
**Note:** You are given until February 8, 2014 in which to submit the information requested.

Pursuant to 8 C.F.R. 103.2(b)(11) failure to submit ALL evidence requested at one time may result in the denial of your petition.

For more information, visit our website at [www.uscis.gov](http://www.uscis.gov)

Or call us at 1-800-375-5283

Telephone service for the hearing impaired: 1-800-767-1833



You will be notified separately about any other applications or petitions you filed. Save a photocopy of this notice. Please enclose a copy of it if you write to us about this case, or if you file another application based on this decision. Our address is:

U.S. CITIZENSHIP AND IMMIGRATION SERVICES  
IMMIGRANT INVESTOR PROGRAM  
20 MASSACHUSETTS AVE, N.W.  
MAILSTOP 2235  
WASHINGTON, DC 20529

RCW1304251084  
maginger 1824 02/11/2013

ACTION COMPLETED  
APPROVED FOR FILING  
Initials: DM Date: 2/11/2014  
FCU Unit: JPD

Please see additional information on the back.

February 7, 2014

U.S. Citizenship and Immigration Services  
Immigrant Investor Program  
20 Massachusetts Ave., N.W.  
Mailstop 2235  
Washington, DC 20529

To Whom It May Concern:

Enclosed please find our response to the Response For Evidence dated November 13, 2013.

The RFE listed 5 sections in which further information would be required in order for Freedom Partners RC to have its I-924 application approved. Each of those sections is addressed individually, in Tabs 2-6.

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~~Sincerely,~~

  
Zachary Zises  
President  
Freedom Partners Regional Center

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Freedom Partners will be based in Chicago and have as its geographic scope the counties around Chicago most affected by the presense of the metropolis. This will include, as discussed in the original I-924 application, the 14-county Chicago MSA. In addition, discussions that Freedom Partners has had with developers in somewhat more outlying counties reveals that areas neighboring MSA's, such as around Peoria and Rockford, are currently grossly underrepresented by regional centers and would be very much helped by the ability to employ EB-5 capital. This is evidenced by the Peoria Hilton hotel project that is being submitted with an exemplar I-526 in this application.

The below list, then, includes the Chicago CSA, the Peoria MSA, the Rockford MSA and other counties unconnected to any MSA whatsoever.

**Illinois:**

Boone County, Bloomington County, Bureau County, Cook County, DeKalb County, DuPage County, Ford County, Grundy County, Iroquois County, Kane County, Kankakee County, Kendall County, Lake County, LaSalle County, Lee County, Livingston County, Marshall County, McHenry County, McLean County, Ogle County, Peoria County, Putnum County, Stark County, Tazewell County, Winnebago County, Will County and Woodford County

**Indiana:**

Jasper County, Lake County, Newton County, and Porter County

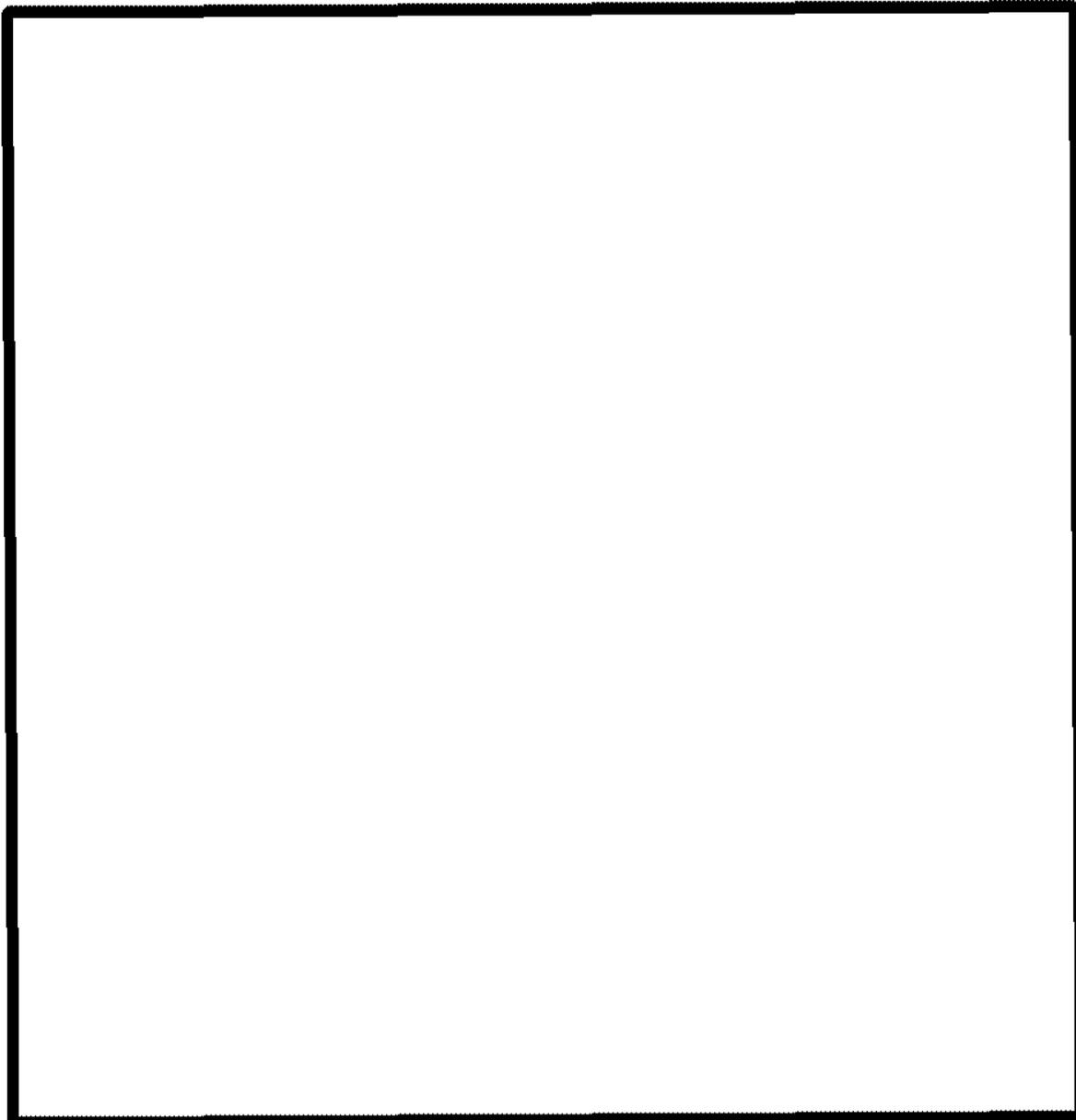
**Wisconsin:**

Kenosha County

The EB-5 program was brought into creation by the U.S. Congress for the purpose of stimulating the nation's economy by facilitating the investment by qualified non-resident persons. As such, it is vital that every regional center be able to provide demonstrable evidence that investments made through NCE's under its management have accomplished these goals.

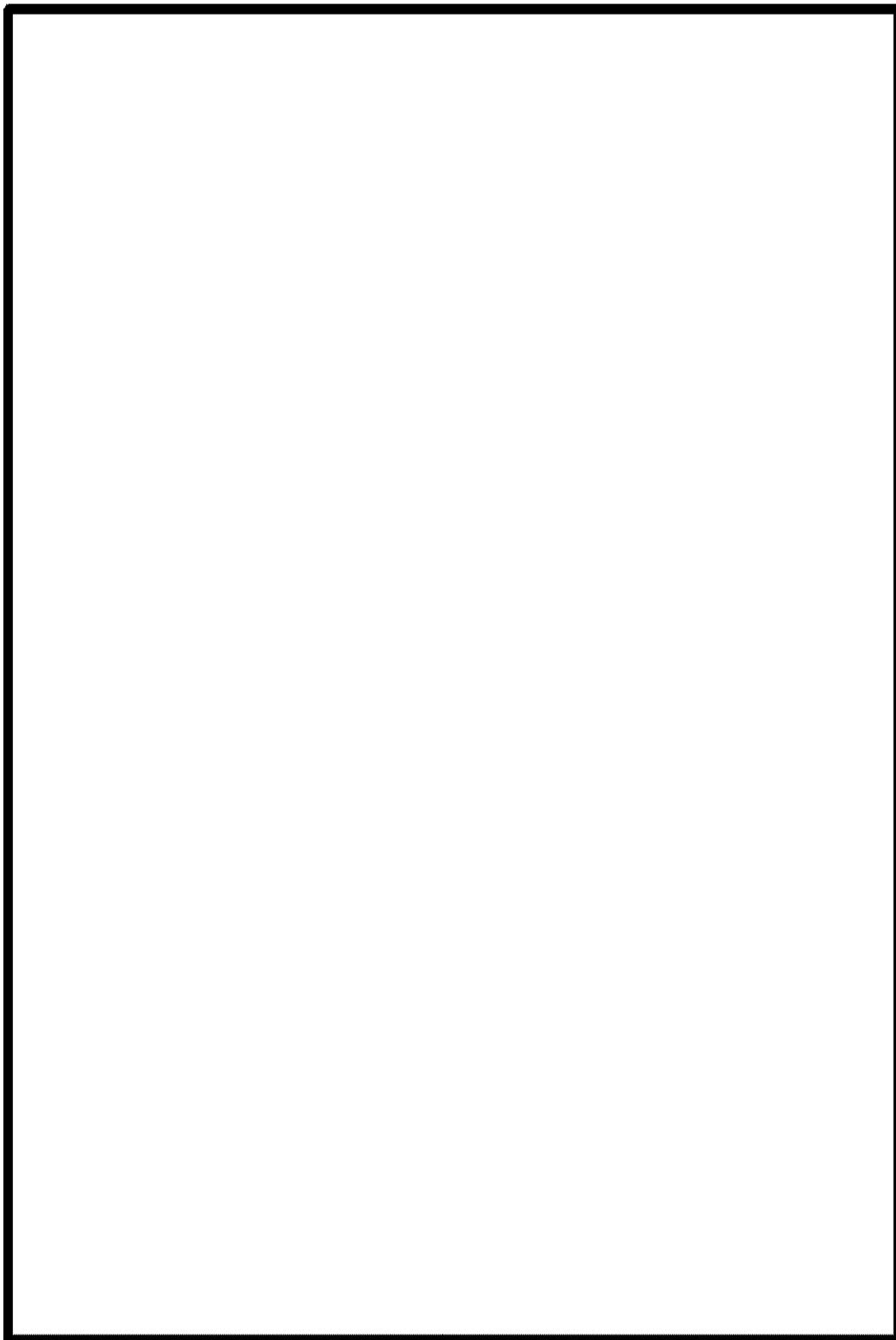
Predictions for Freedom Partners' economic impact are based on upon the assumption that, first, Freedom Partners will finance the Peoria Hilton hotel project that is being filed as an exemplar I-526 within this application and, second, that Freedom Partners will be able to build a pipeline of similar-sized projects on the basis of 1 project every 18 months.

### **The Regional Center**



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Construction Phase

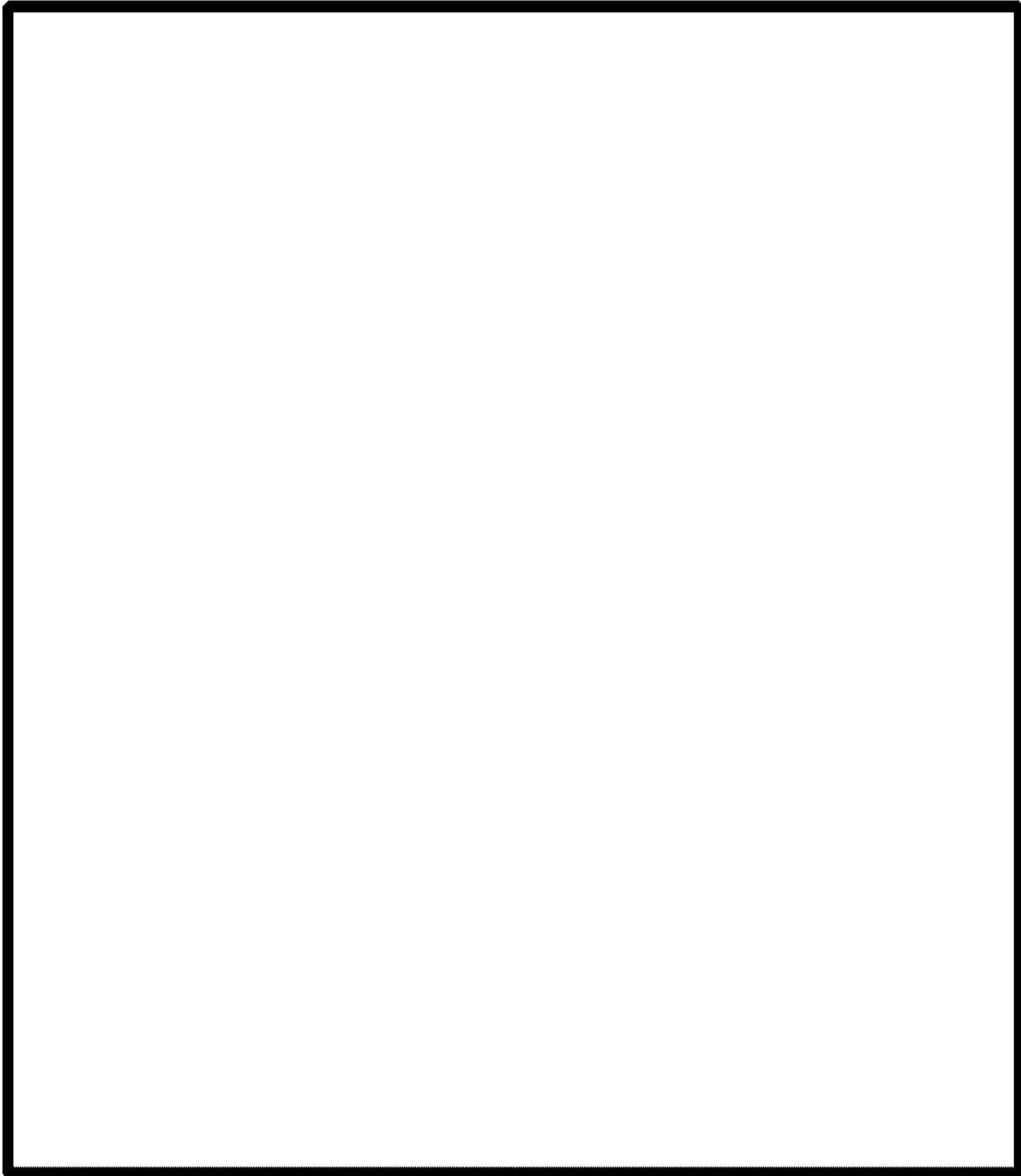
ALL DEVELOPMENT COSTS	Total	Multipliers		Total Change	
		Output	Earnings	Output	Earnings



Operations Phase



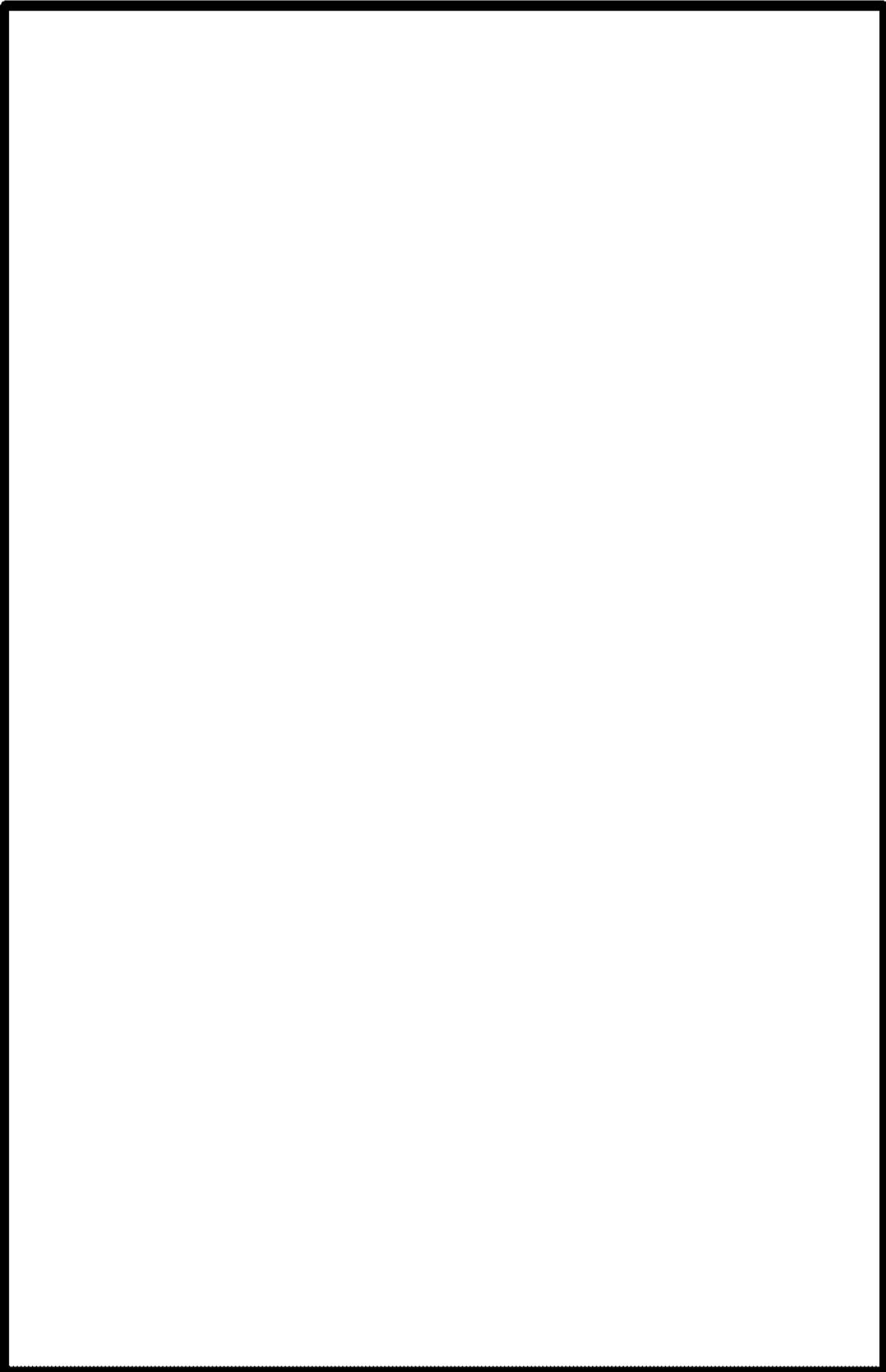
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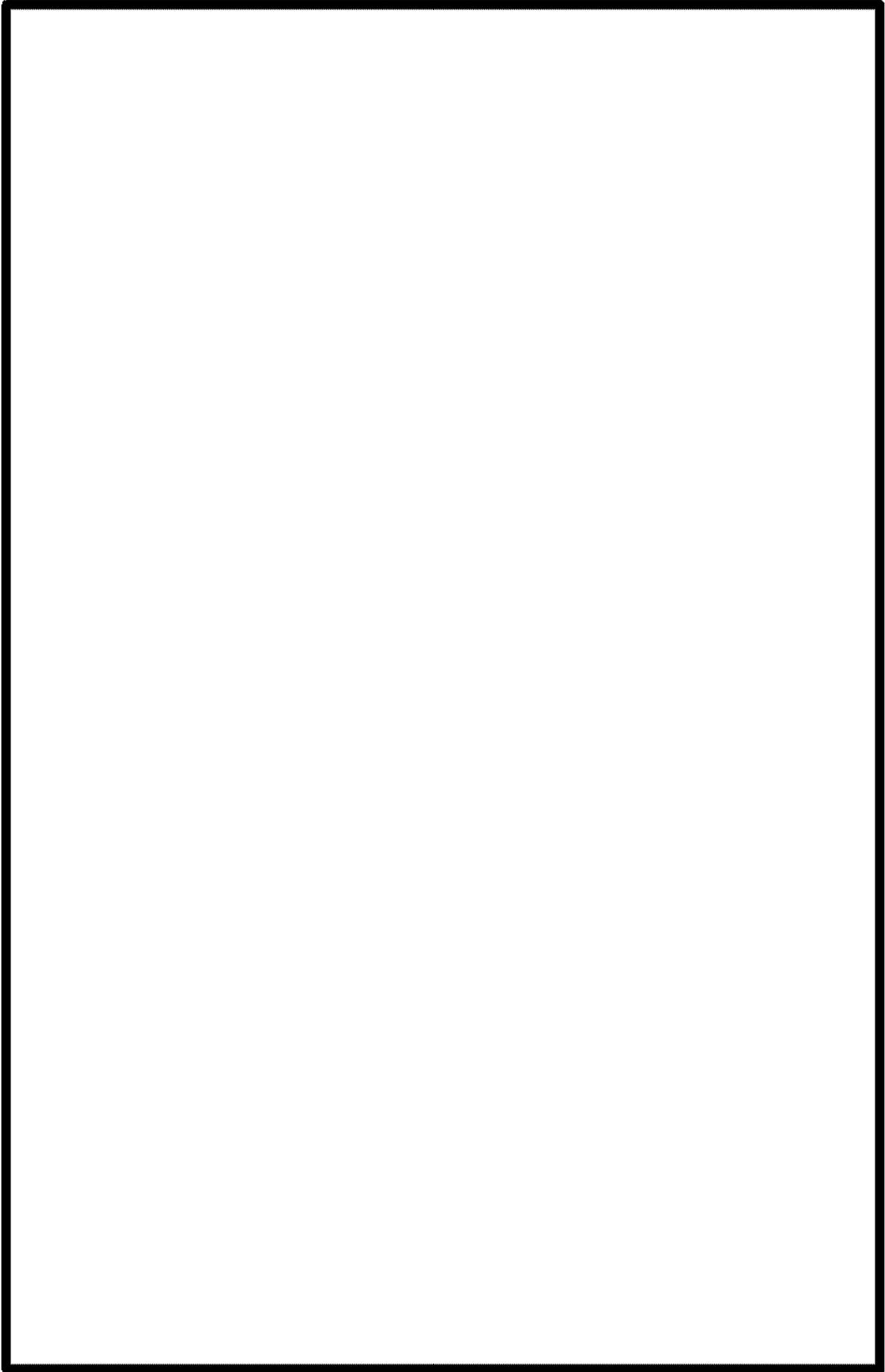
This expected development phase investment would lead to the following impacts.

Industry	Output Mult	Earnings Mult	Empl Mult	Expected Cost \$1M	Chg in Output	Chg in Earnings	Chg in Emp	Direct Jobs
[Redacted]								

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This expected development phase investment would lead to the following impacts

Industry	Output Mult	Earnings Mult	Empl Mult	Expected Cost \$1M	Chg in Output	Chg in Earnings	Chg in Emp	Direct Jobs
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**Conclusion**



A full breakdown of these totals can be found on the following page: (b)(4)

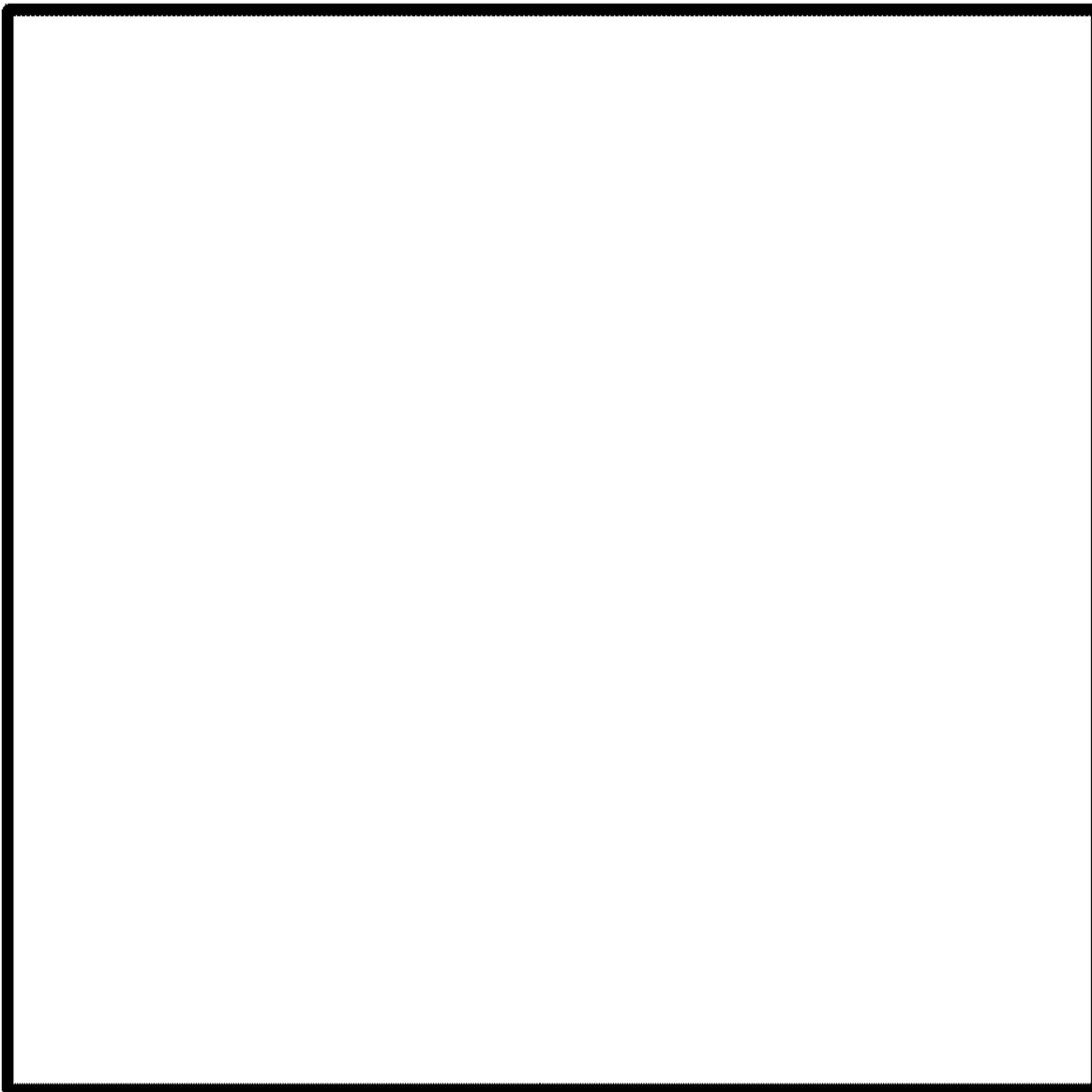
Project	Freedom Partners	Total
[Redacted Content]		

Regional Center Operational  
Business Plan

TAB 3

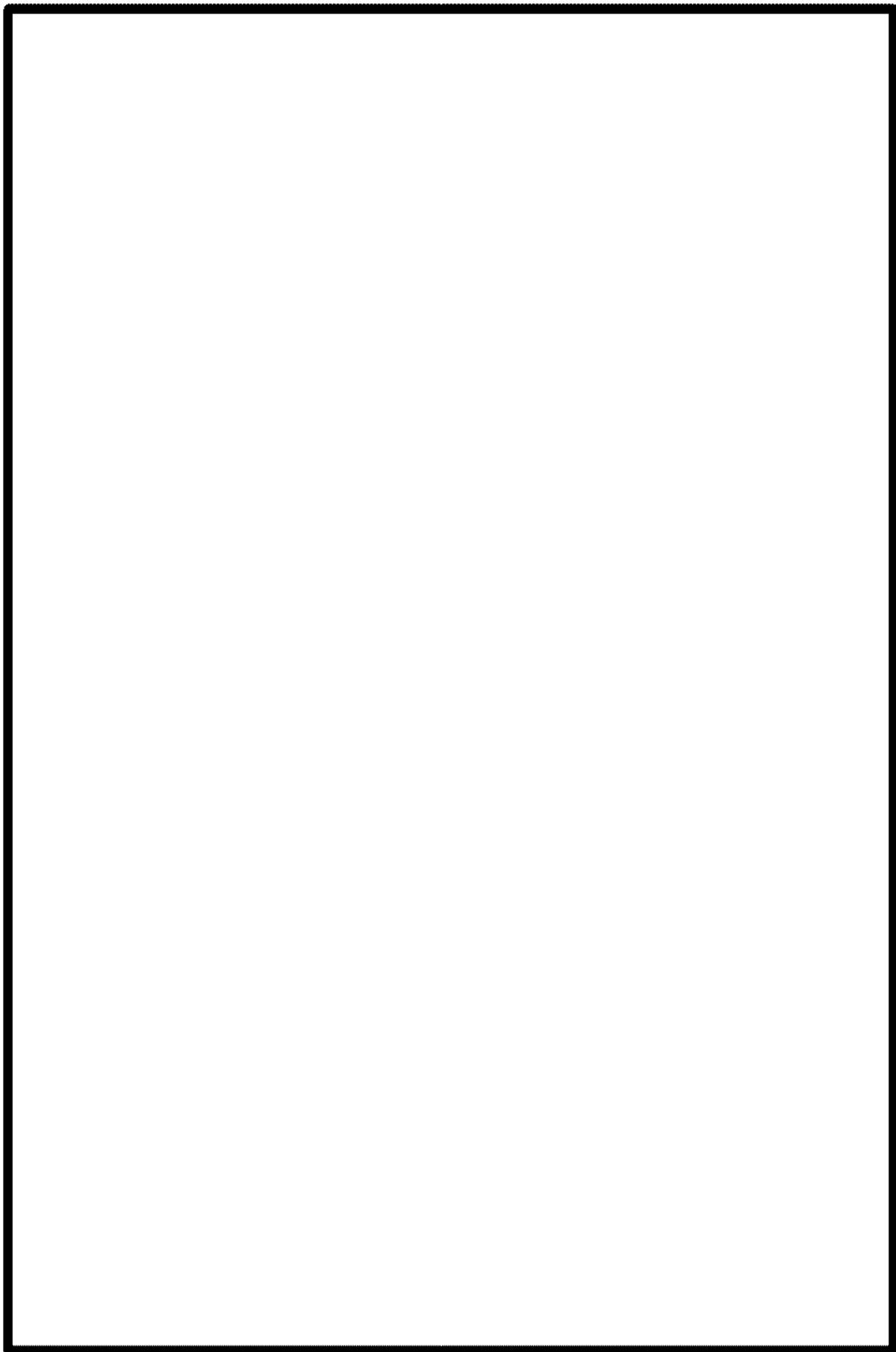
Freedom Partners takes with utmost gravity its responsibilities as a regional center. These responsibilities can be broken down to the following 3 areas. First, it must identify suitable projects for investment and reach agreement with those project developers on the terms of EB-5 investment. Second, it must responsibly recruit qualified foreign investors to invest in these projects. And third, Freedom Partners, once it has extended the investment, must continue to monitor and record the uses of the EB-5 capital to ensure that the funds are being used in a manner that is compliant with the EB-5 program. Each of these 3 areas is addressed below.

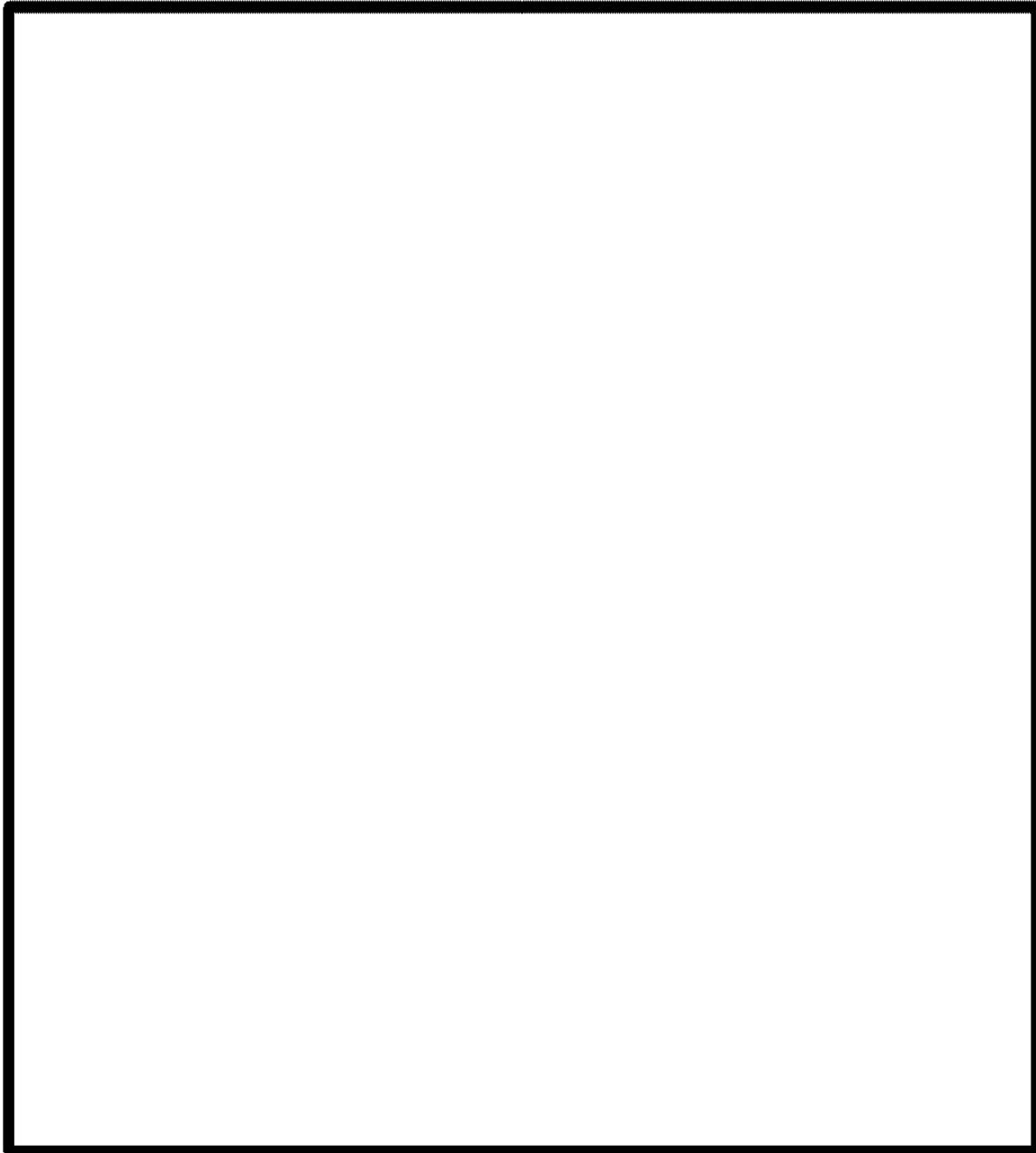
**Phase 1: Project Identification and Selection**



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**Phase 2: Filling the subscription**

A discussion of our marketing efforts was already included in the original I-924 submission and the RFE specifically requests evidence concerning "how the Regional Center will identify, assess and evaluate proposed investor projects and activities, and enterprises." Therefore, nothing further will be included here on how projects will be marketed. However, additional narrative information will be included in the budget section of this business plan.

### **Phase 3: Oversight and Reporting**

Freedom Partners will actively and closer monitor all investment activities under its sponsorship and ensure both that its yearly I-924A filings as well as investors' I-829 filings are accompanied with the complete evidentiary requirements to maintain program compliance. A detailed discussion of how Freedom Partners will carry this out is discussed in Tab 3 of this document.

### **Initial Promotional Activities**

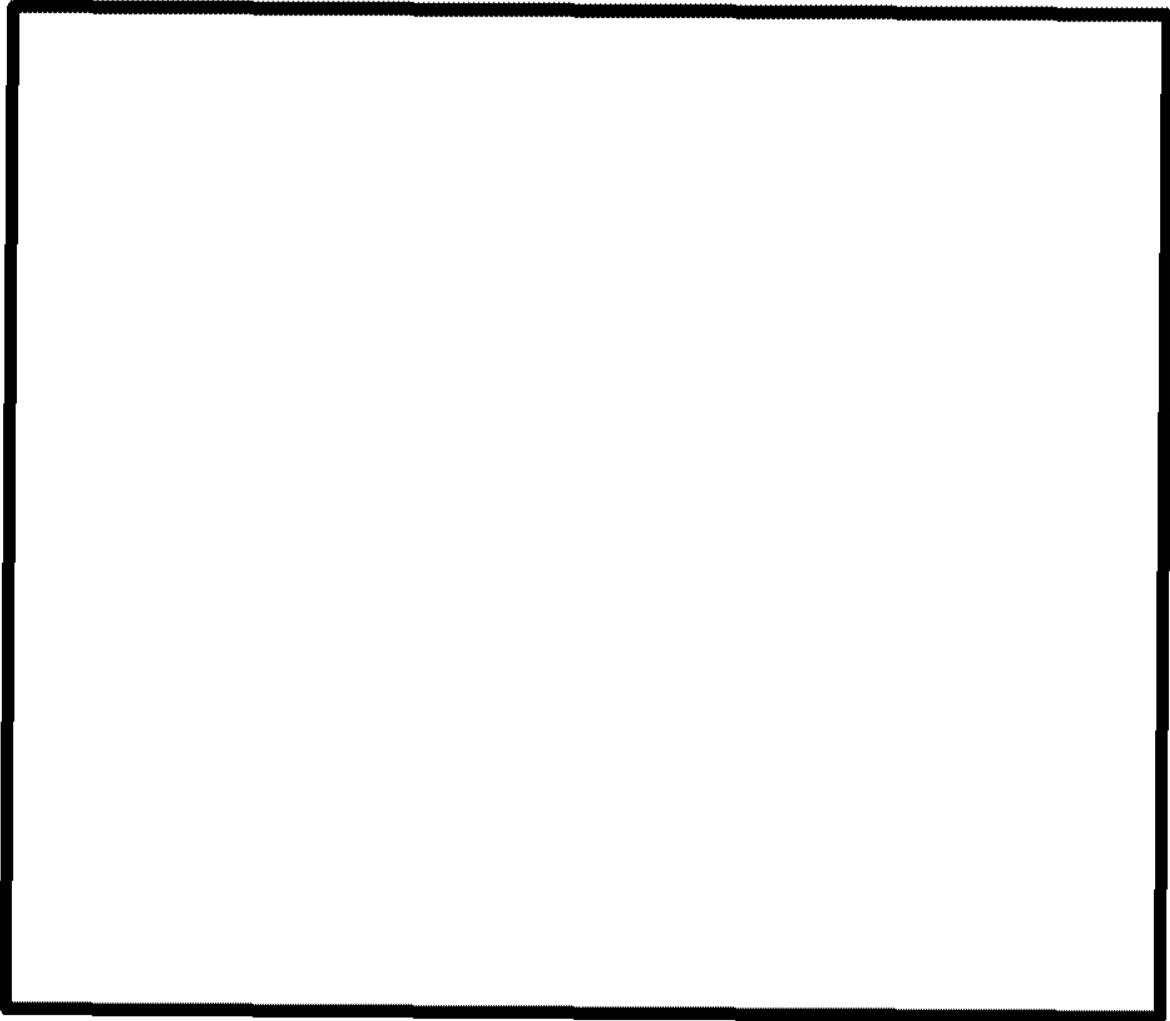
As stated above, promotion of the regional center will come in 2 forms: through creating an online presence and leveraging the recognition of Freedom Partner on the USCIS website; and through the continuation of developing personal relationships with deal makers. Freedom Partners understands that, for investors, a regional center is only as attractive as the project it is raising funds for. As a result, any promotional efforts targeted at investors, investment advisors or EB-5 brokers would be wasted until a project has been selected for promotion.

### **Start Up Budget**

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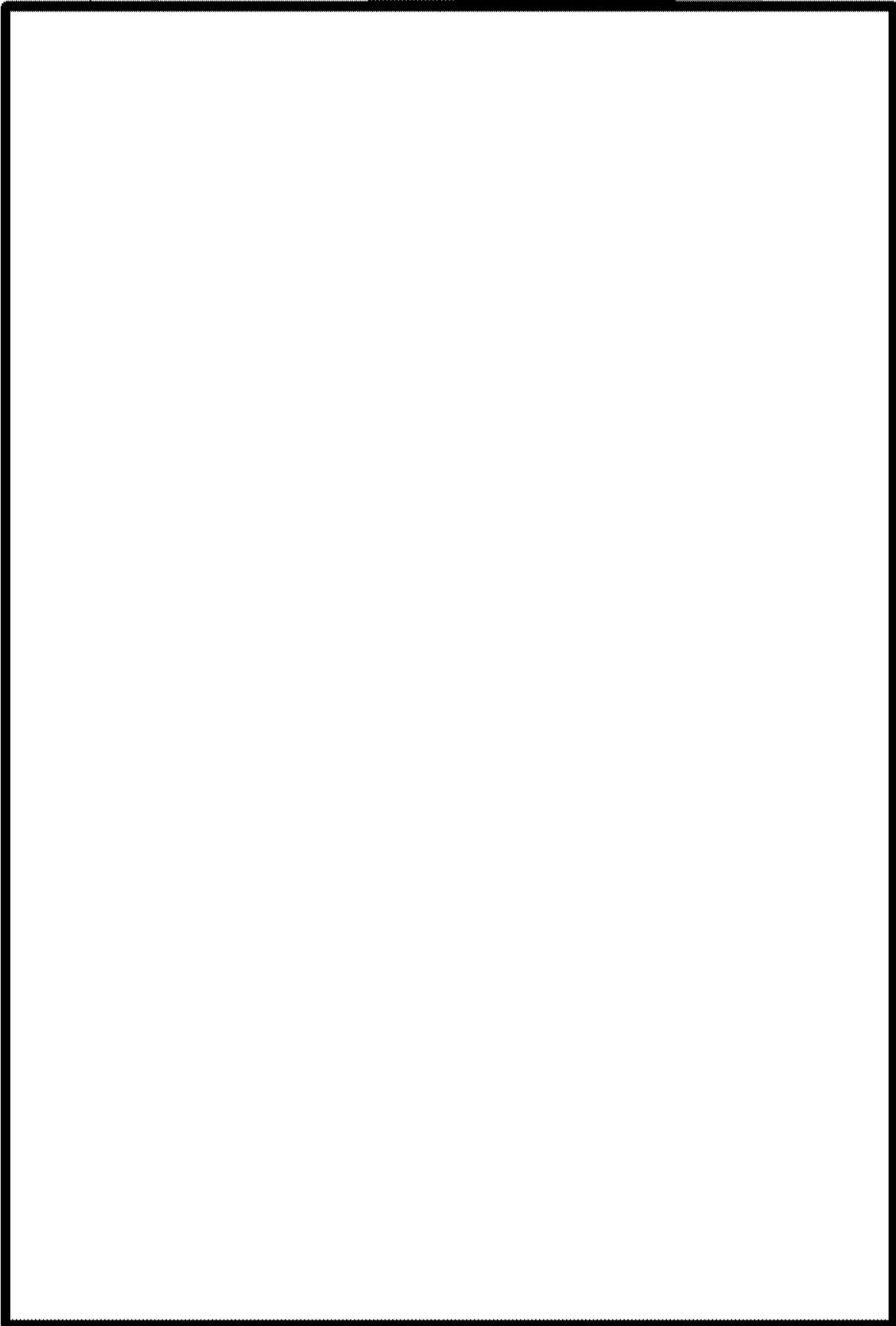


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Start Up Budget



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**Sufficiency of Start Up Funds**



**North Community Bank**  
Essex Bank - First Commercial Bank  
230 N. Broad Street, Colgate, N. York 13522

FREEDOM PARTNERS REGIONAL CENTER LLC  
C/O ZACHARY ZISES

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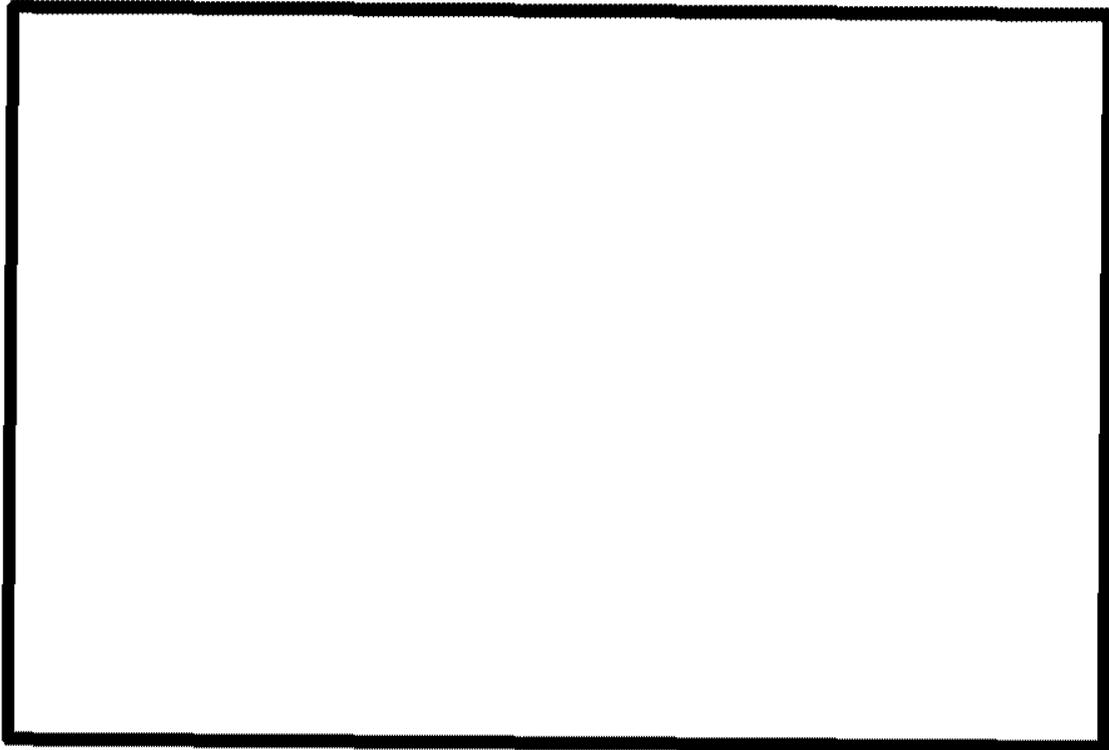
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**IMPORTANT MESSAGE**  
about your Federal Benefit Check(s)



You are required by the U.S. Treasury to switch from paper checks to electronic payments by **MARCH 1, 2013.**

- Ask a personal banker
- By phone (800) 333-1795
- Online at [www.GoDirect.org](http://www.GoDirect.org)



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Should you have any questions regarding your account, please call (773) 244-7000.

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\* Address next to transaction date indicates the date shown in the effective date and not the transaction date

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Page 1

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FREEDOM PARTNERS REGIONAL CENTER LLC

Statement Detail (conf'd)

January 31, 2013

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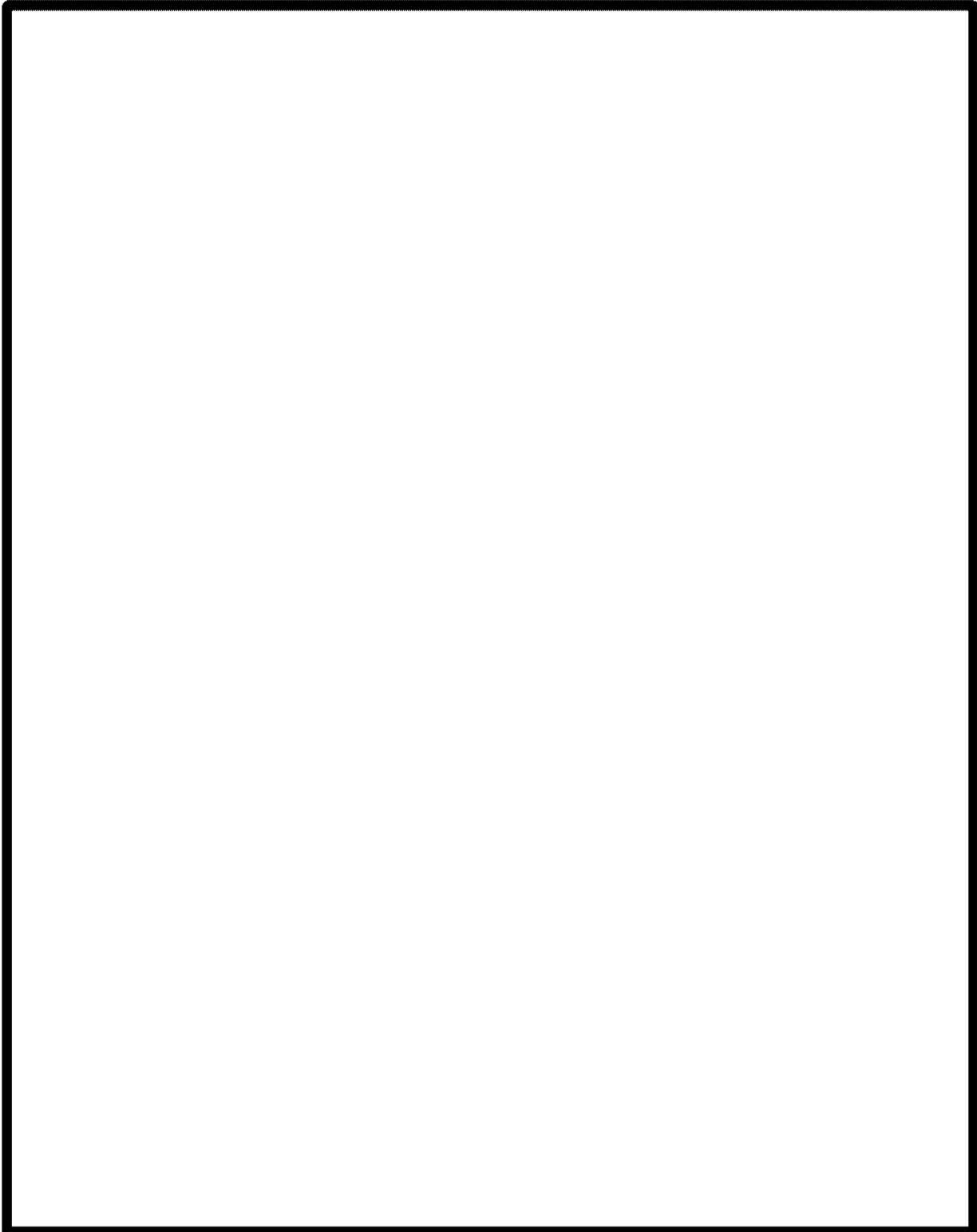
Withdrawals may not be immediately available for every item processed against your account.

Administrative Oversight

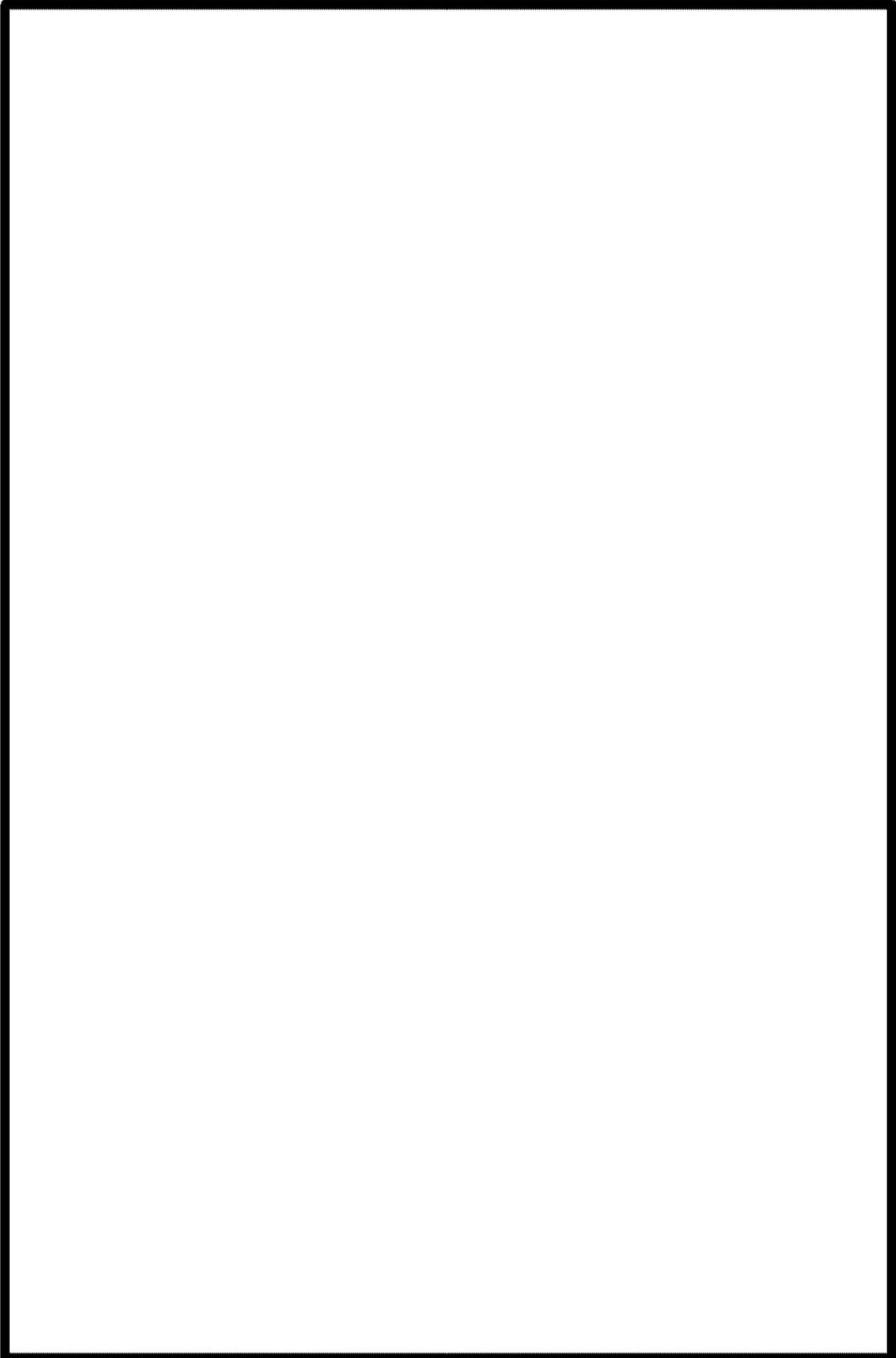
TAB 4

Freedom Partners will actively and closely monitor all investment activities under the sponsorship of the program, and will maintain records, data and information on a quarterly basis in order to report to USCIS annually through the form I-924A process and/or upon request for each Federal fiscal year, according to the process as described below.

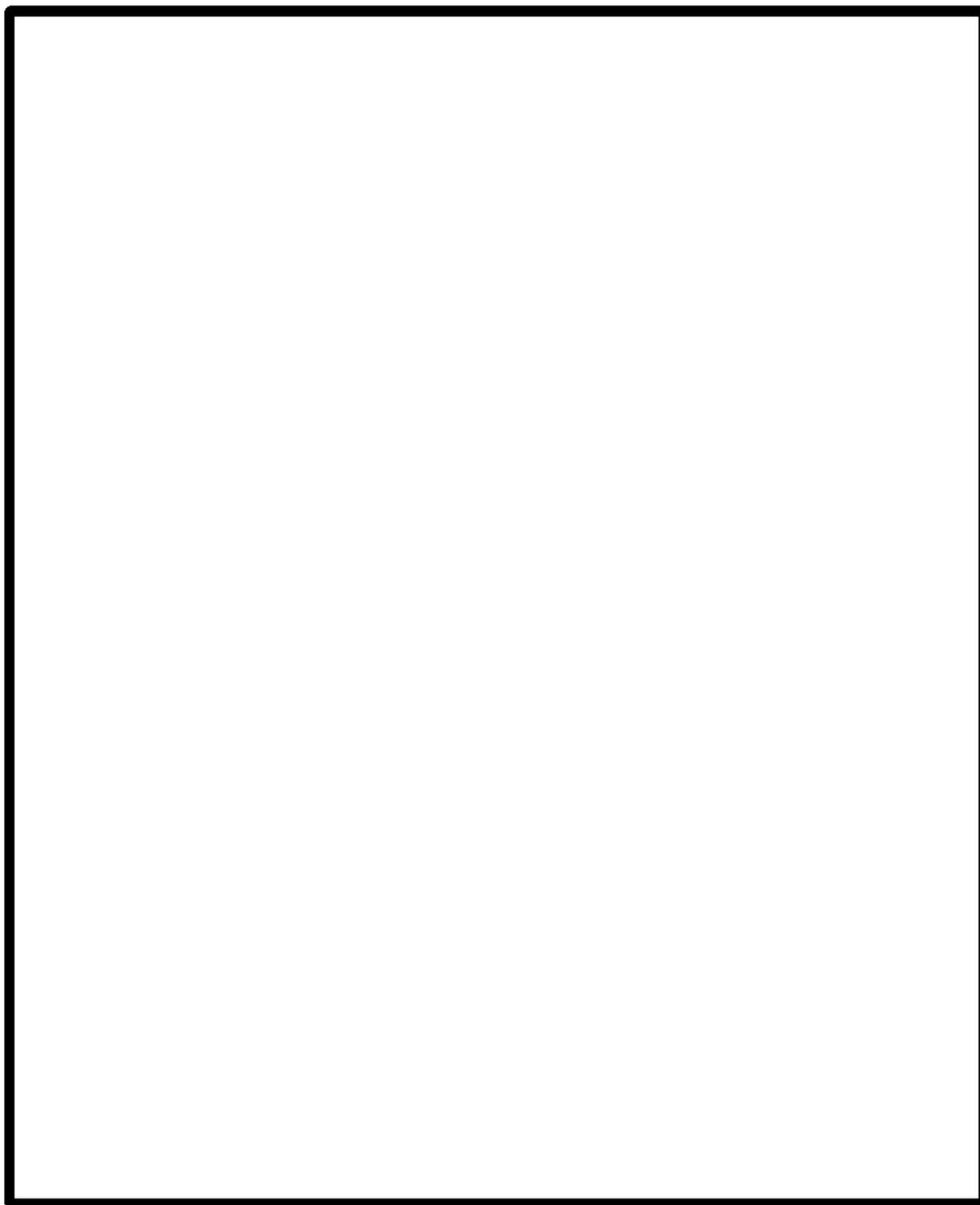
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NCE's Organizational Document

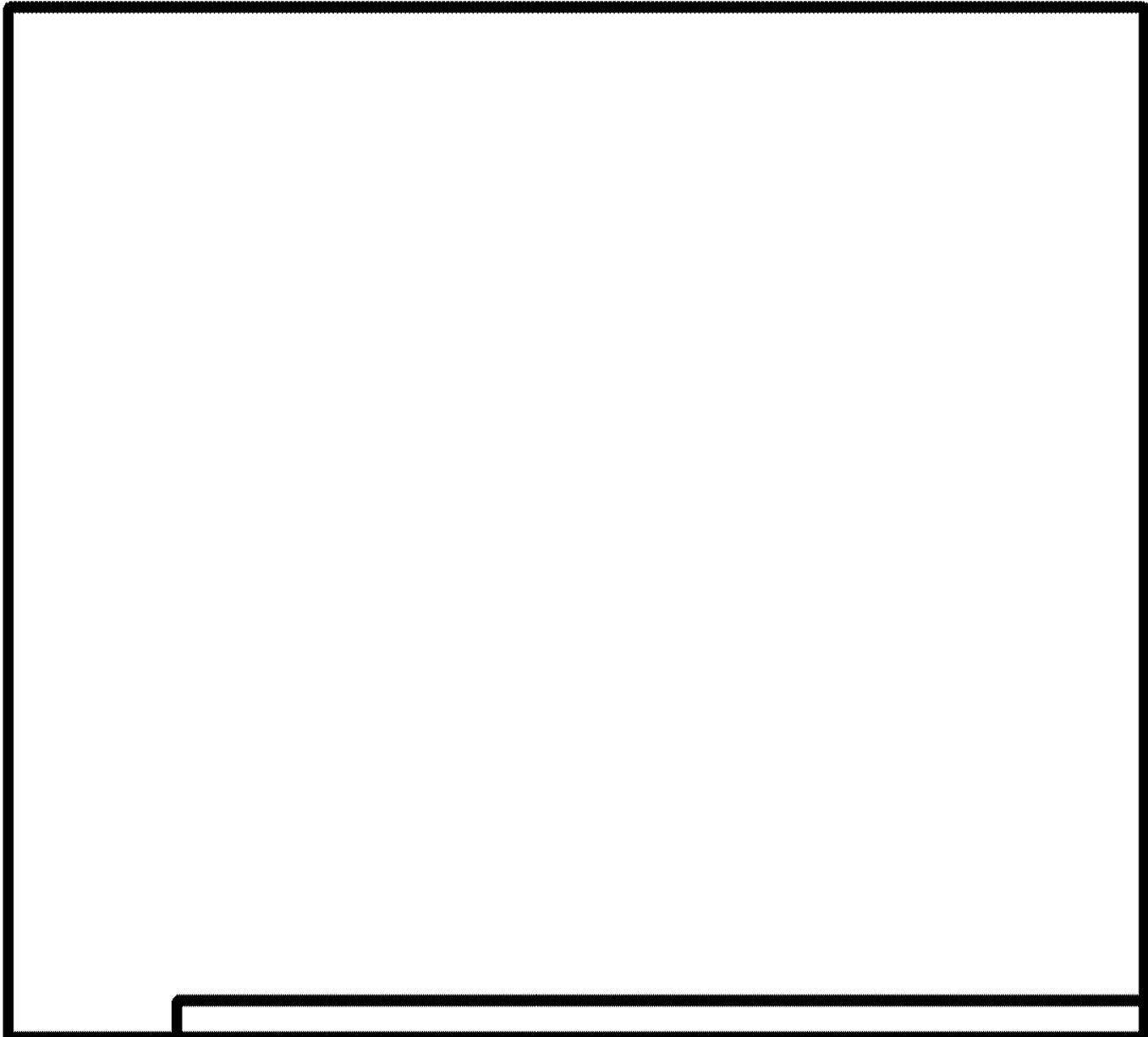
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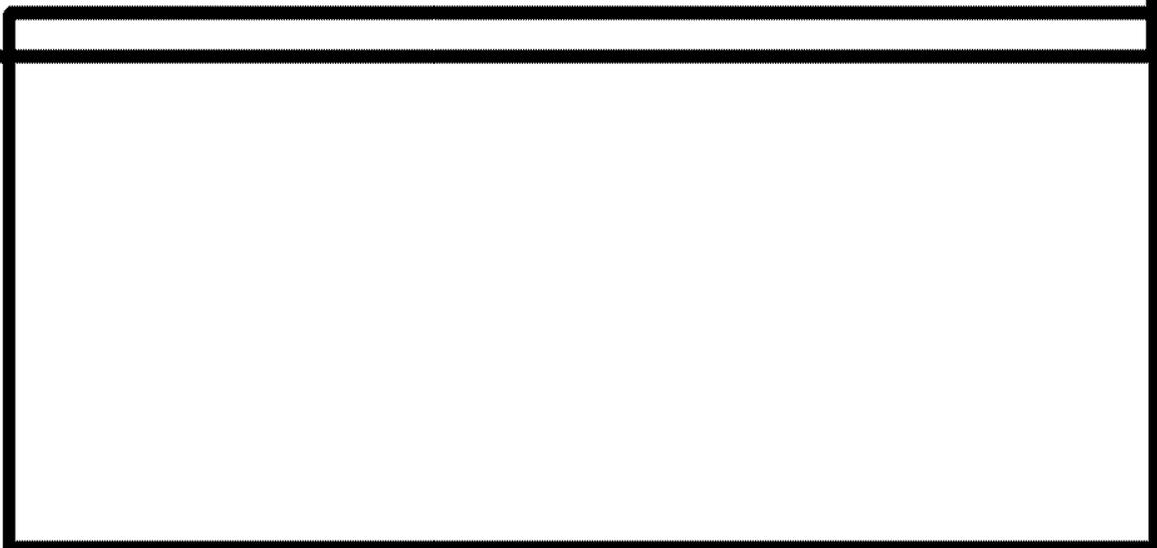
LOAN AGREEMENT



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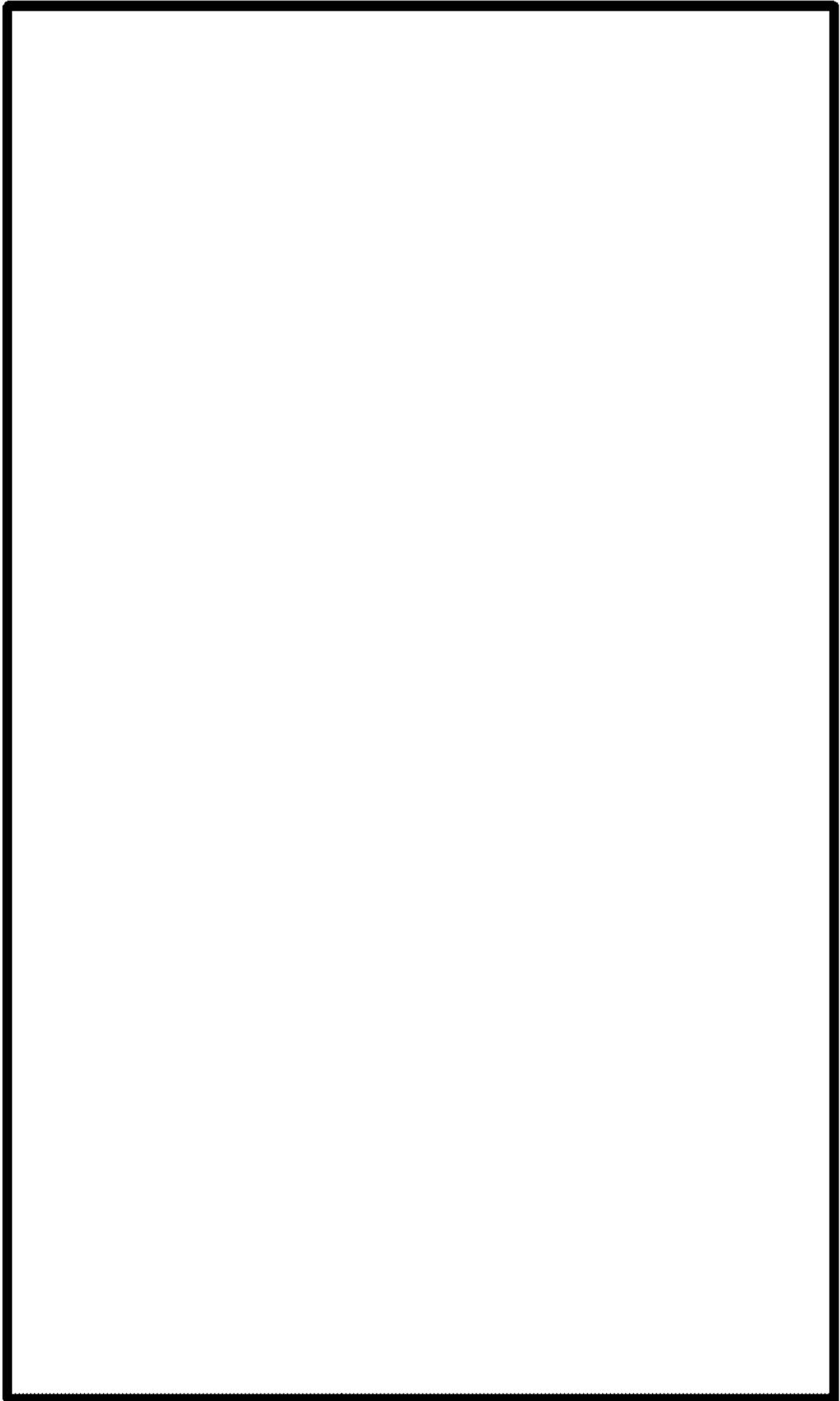
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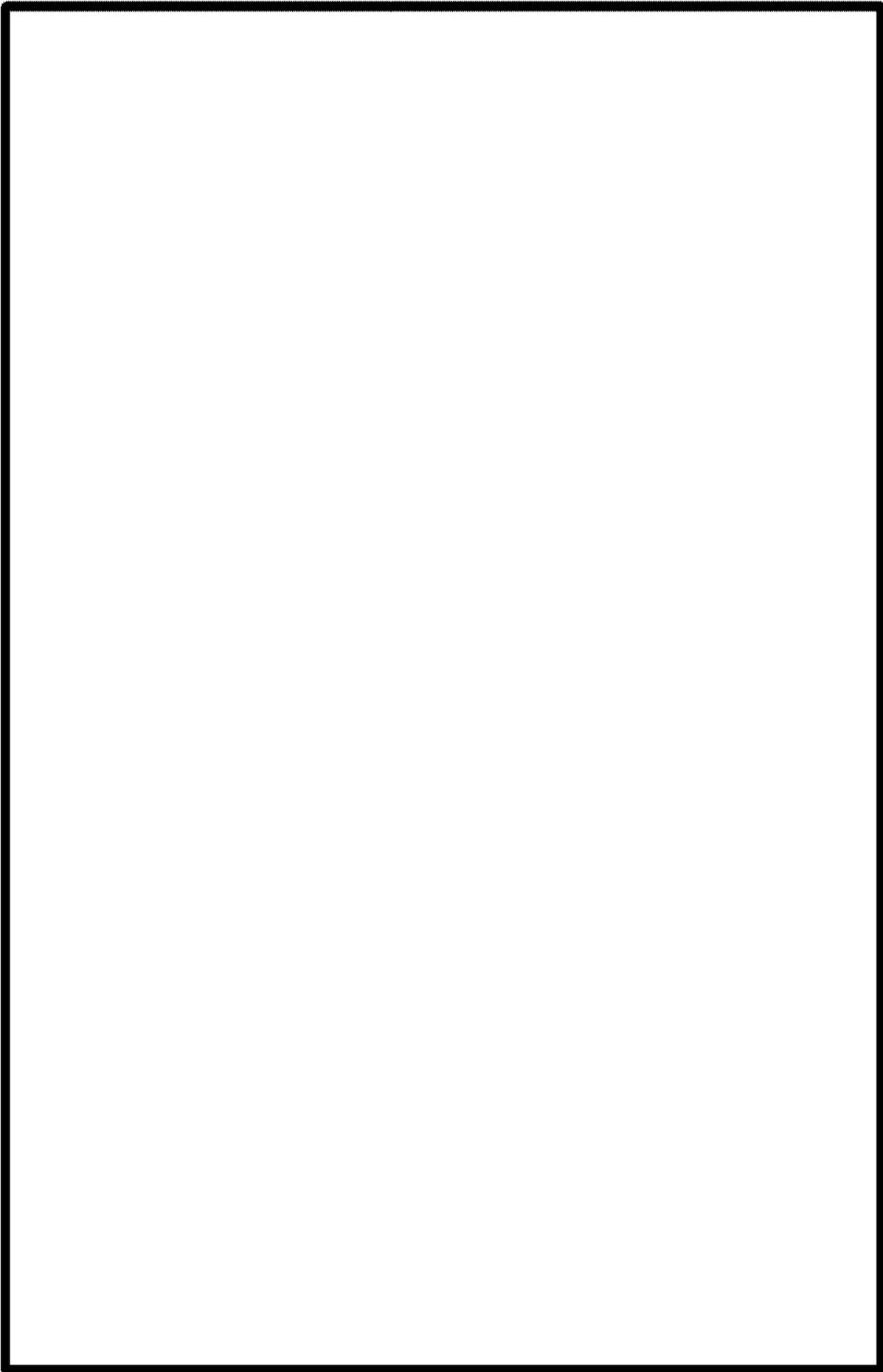


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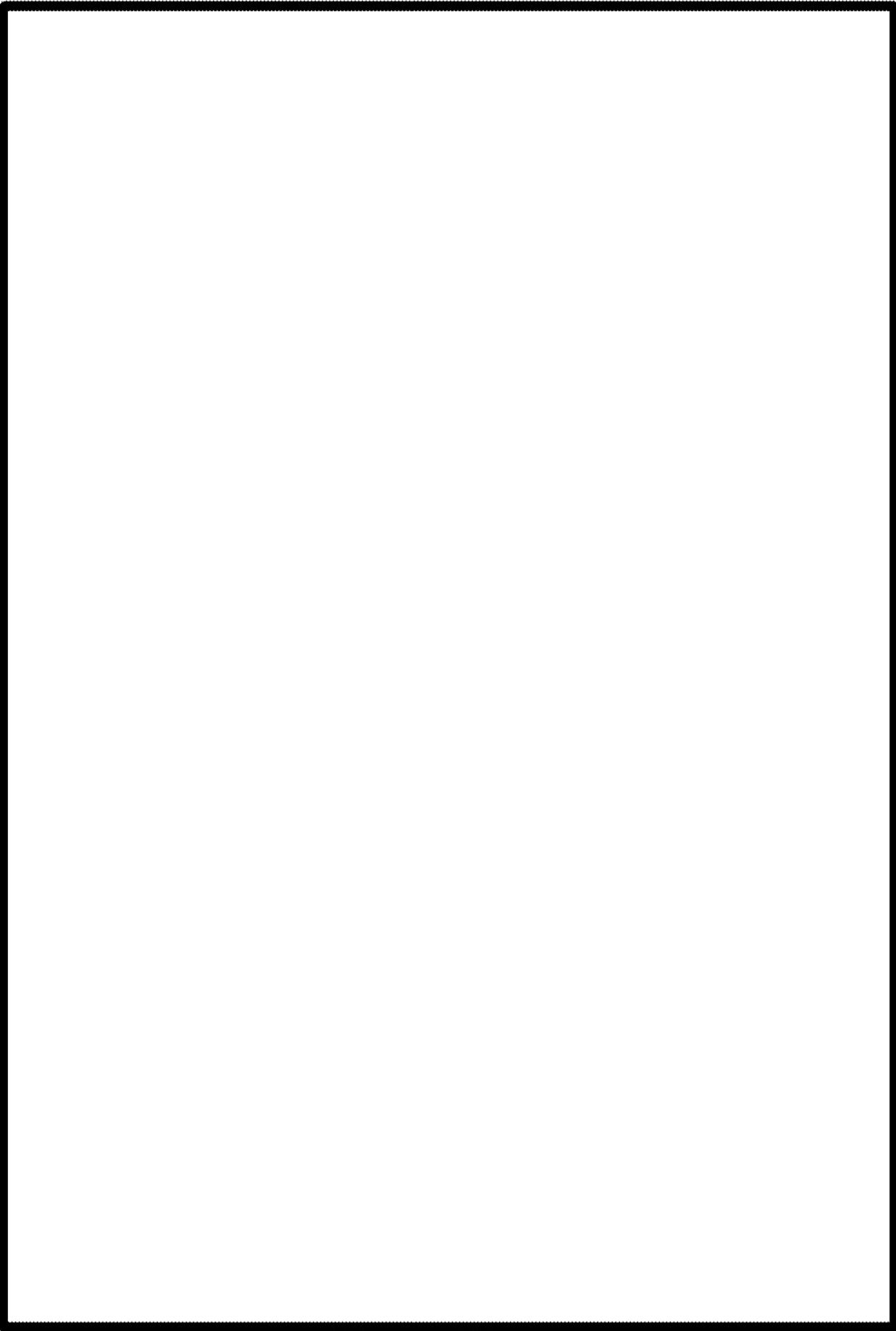
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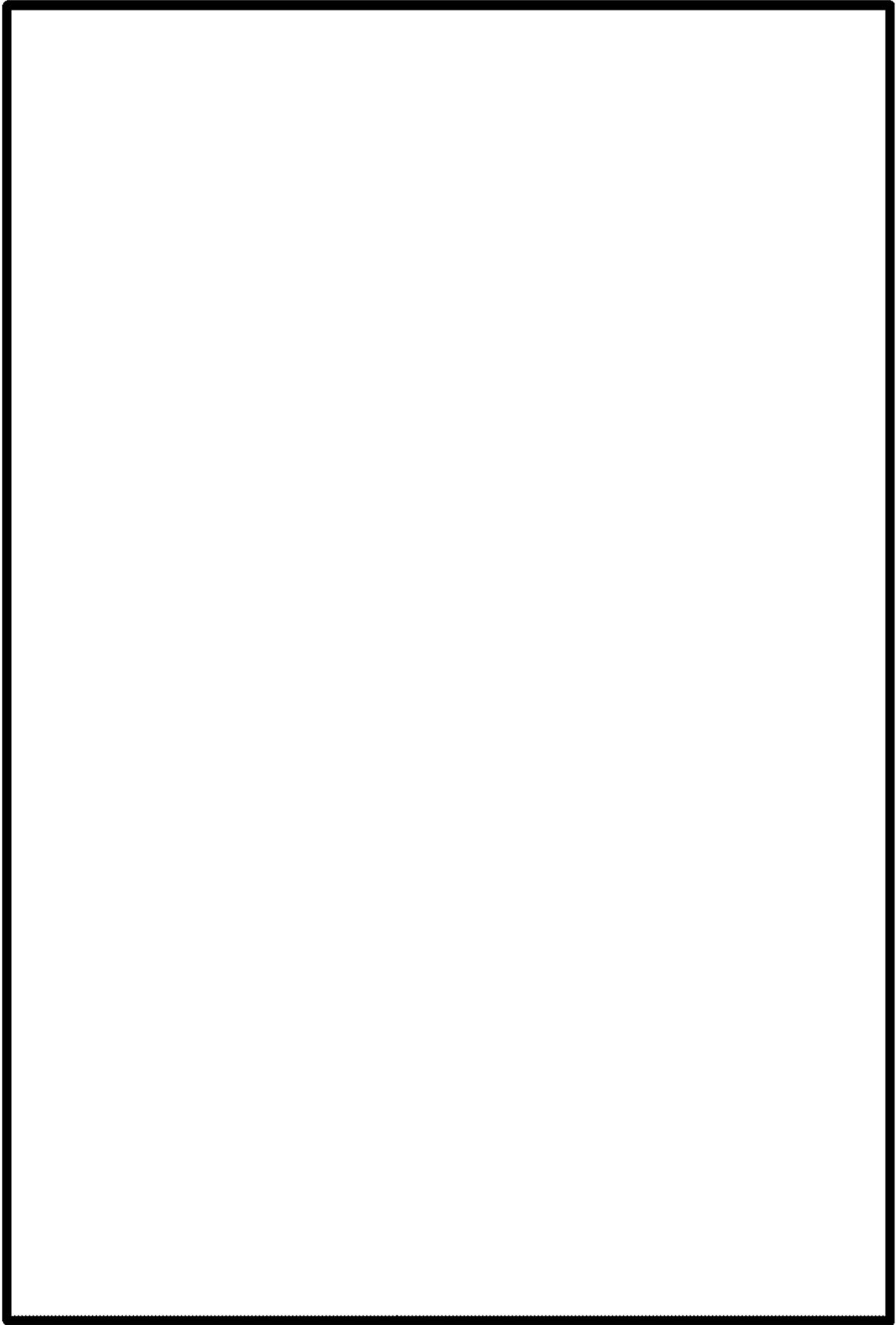
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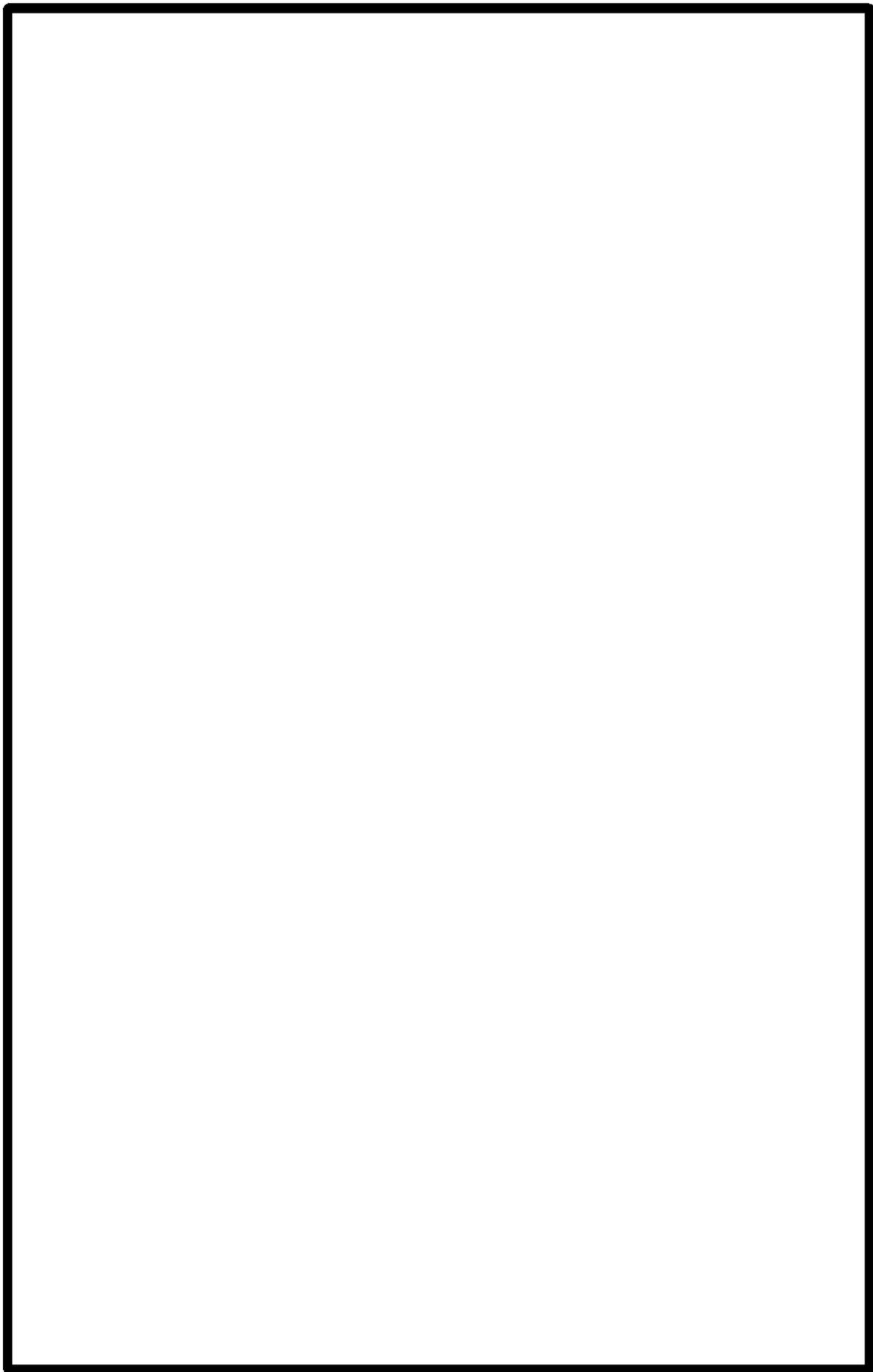
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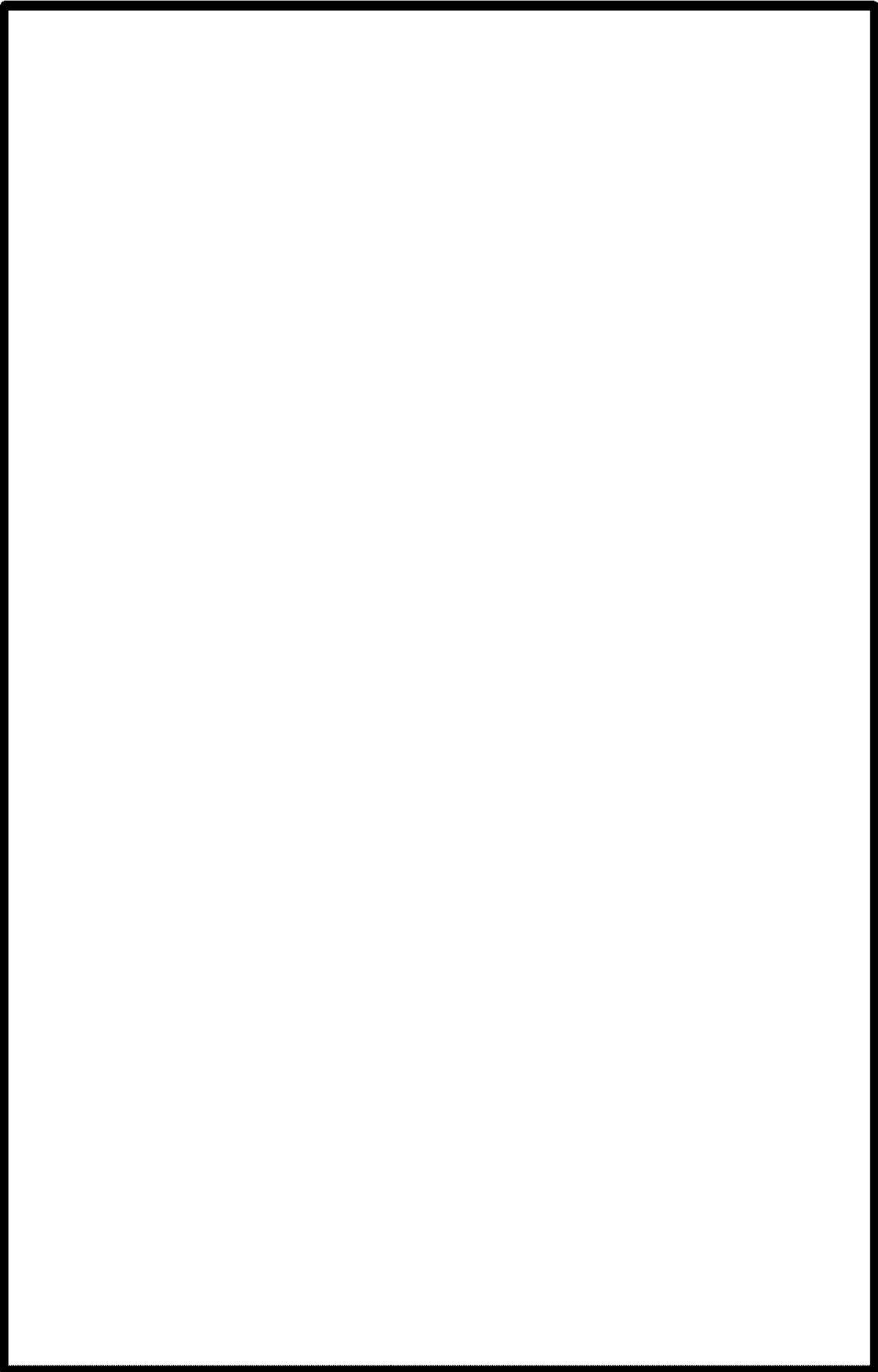
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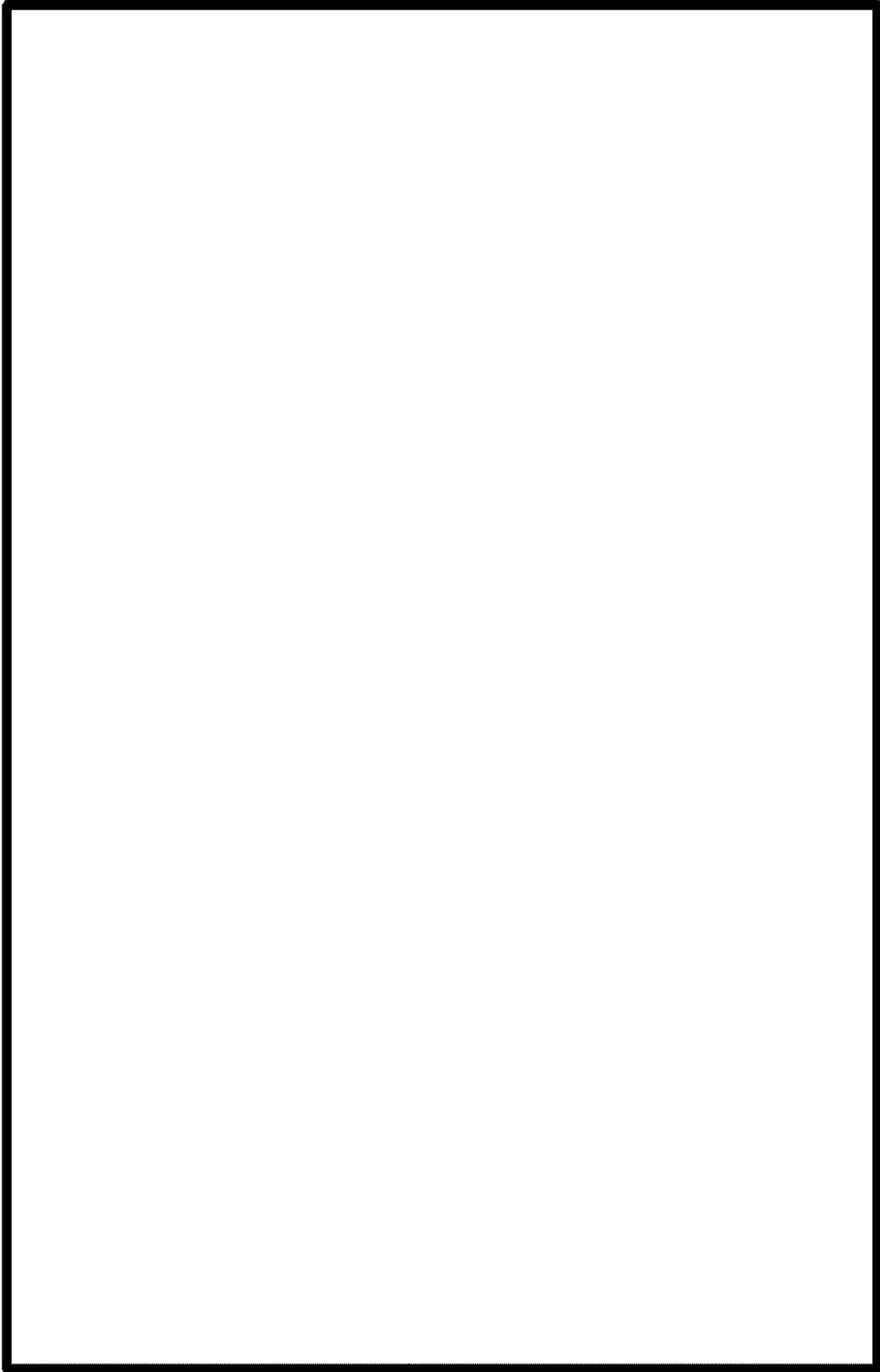
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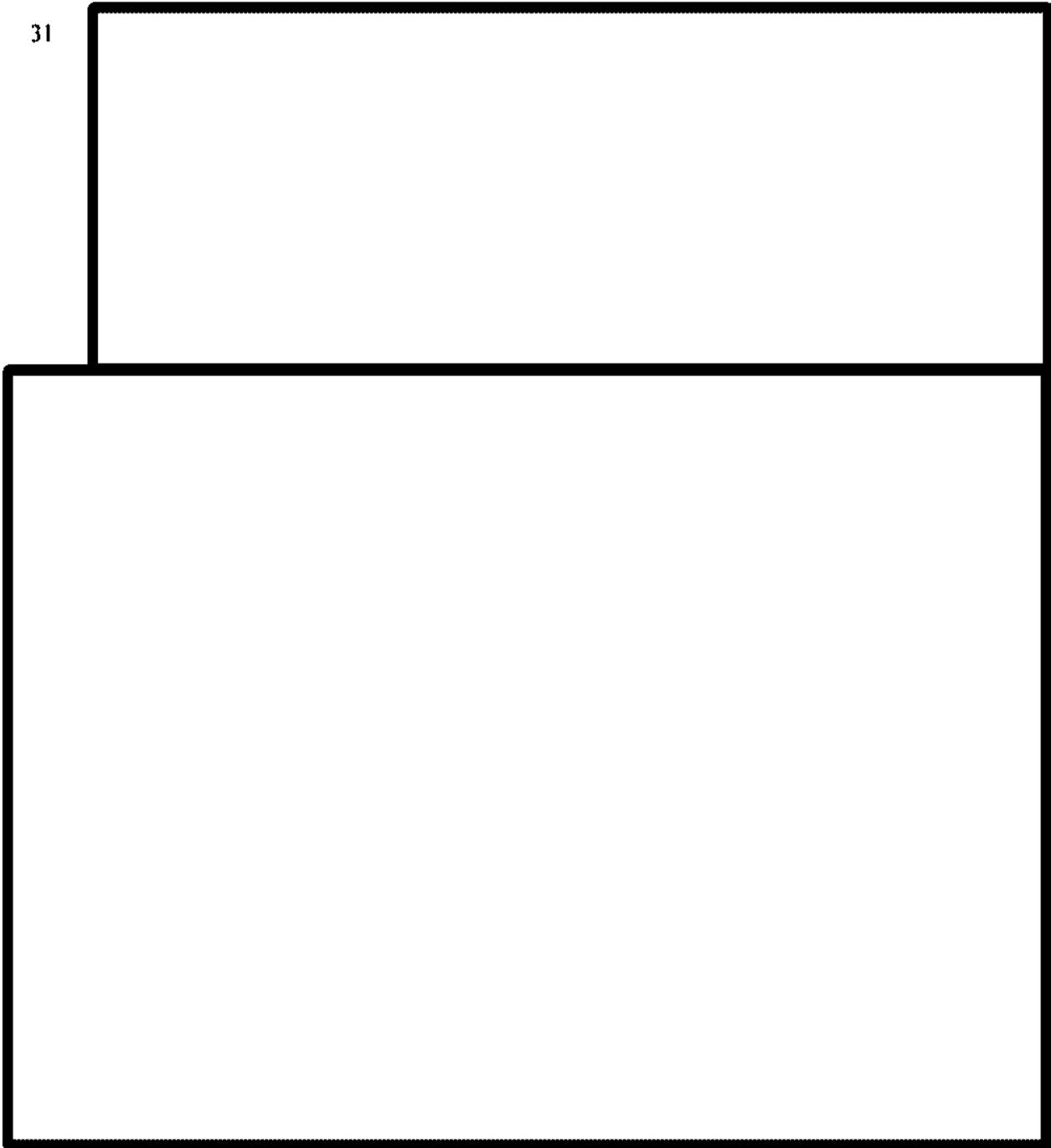


EXHIBIT A

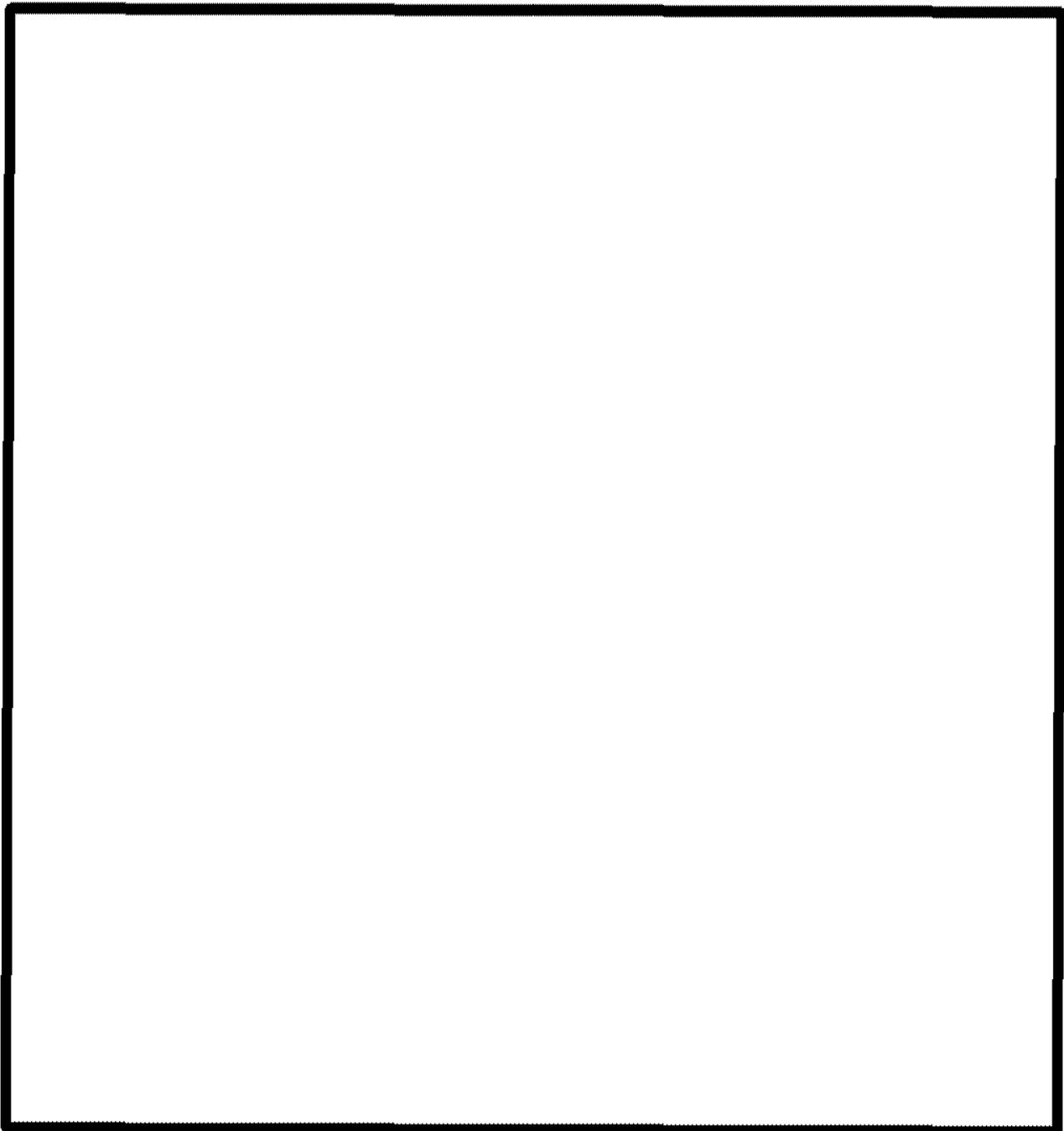
Description of the Property (see attached)

**EXHIBIT B**

**Form of Promissory Note (see attached)**

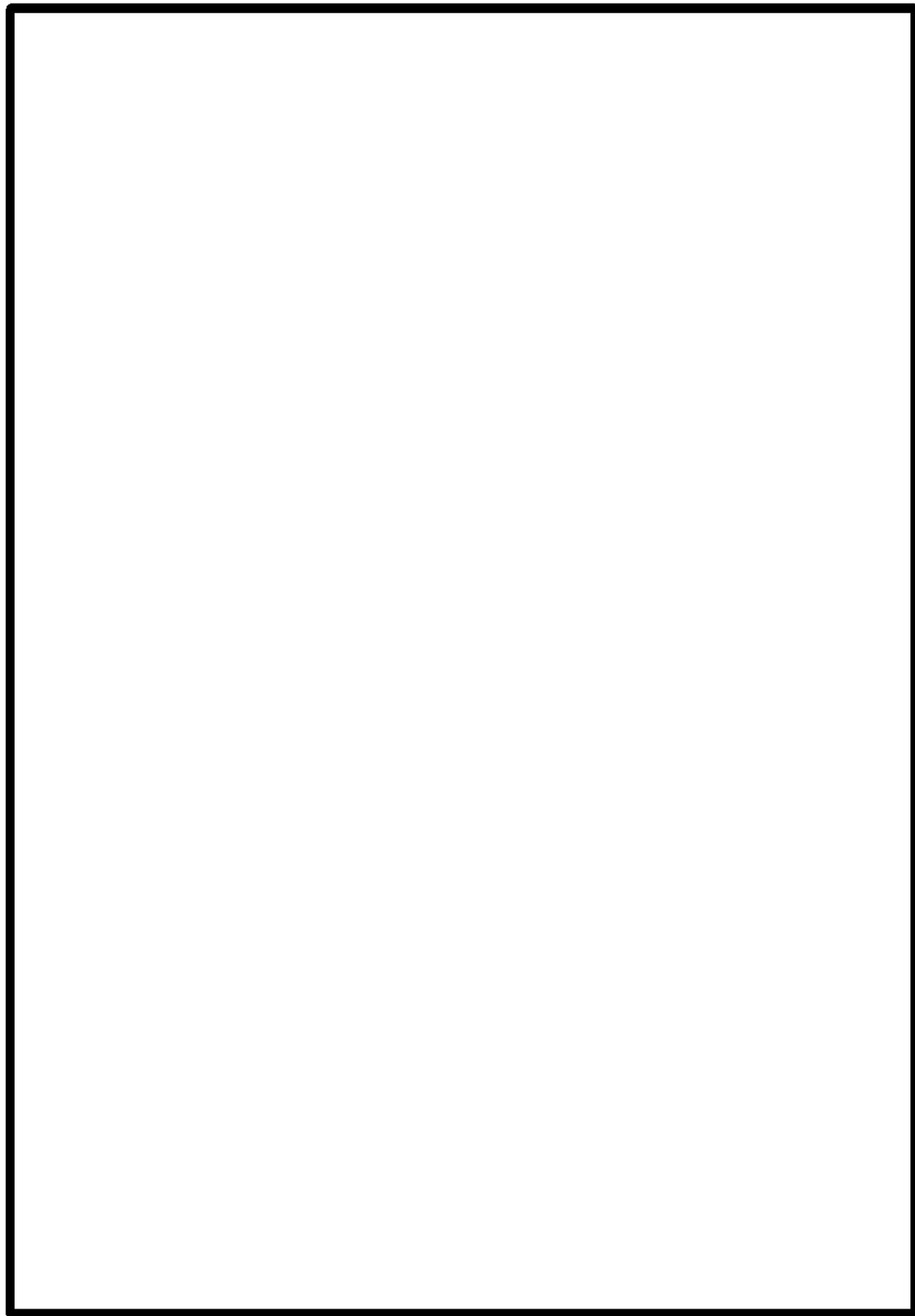
THE SECURITIES REPRESENTED HEREBY HAVE NOT BEEN REGISTERED UNDER THE SECURITIES ACT OF 1933, AS AMENDED (THE "ACT"), OR UNDER THE SECURITIES LAWS OF CERTAIN STATES. THESE SECURITIES ARE SUBJECT TO RESTRICTIONS ON TRANSFERABILITY AND RESALE AND MAY NOT BE TRANSFERRED OR RESOLD EXCEPT AS PERMITTED UNDER THE ACT AND THE APPLICABLE STATE SECURITIES LAWS, PURSUANT TO REGISTRATION OR EXEMPTION THEREFROM. HOLDERS SHOULD BE AWARE THAT THEY MAY BE REQUIRED TO BEAR THE FINANCIAL RISKS OF THIS INVESTMENT FOR AN INDEFINITE PERIOD OF TIME. THE ISSUER OF THESE SECURITIES MAY REQUIRE AN OPINION OF COUNSEL IN FORM AND SUBSTANCE REASONABLY SATISFACTORY TO THE ISSUER TO THE EFFECT THAT ANY PROPOSED TRANSFER OR RESALE IS IN COMPLIANCE WITH THE ACT AND ANY APPLICABLE STATE SECURITIES LAWS.

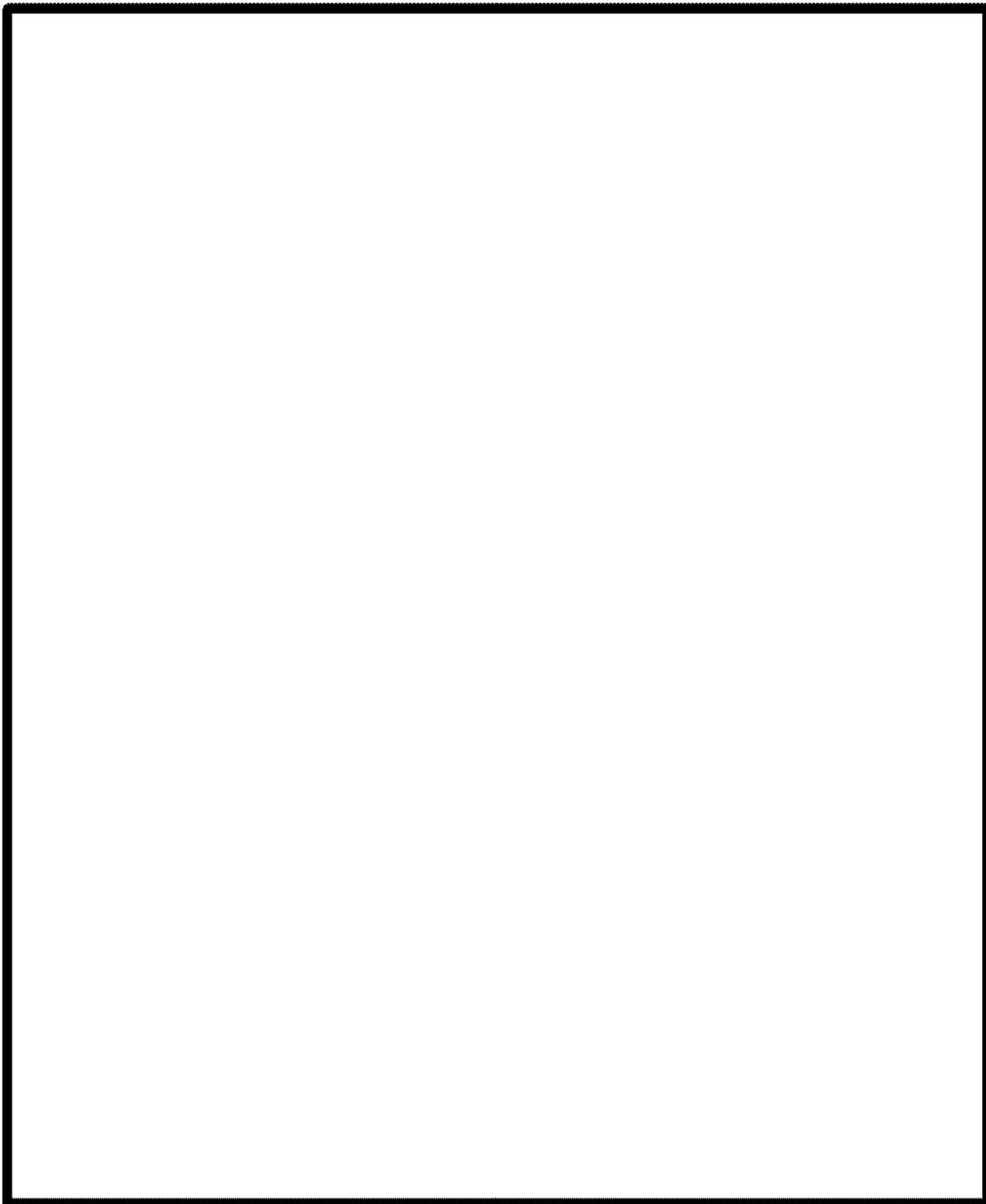
SECURED NOTE



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By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

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**LIMITED PARTNERSHIP AGREEMENT**

[•], 2014

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**LIMITED PARTNERSHIP AGREEMENT**



**RECITALS:**



**AGREEMENT:**

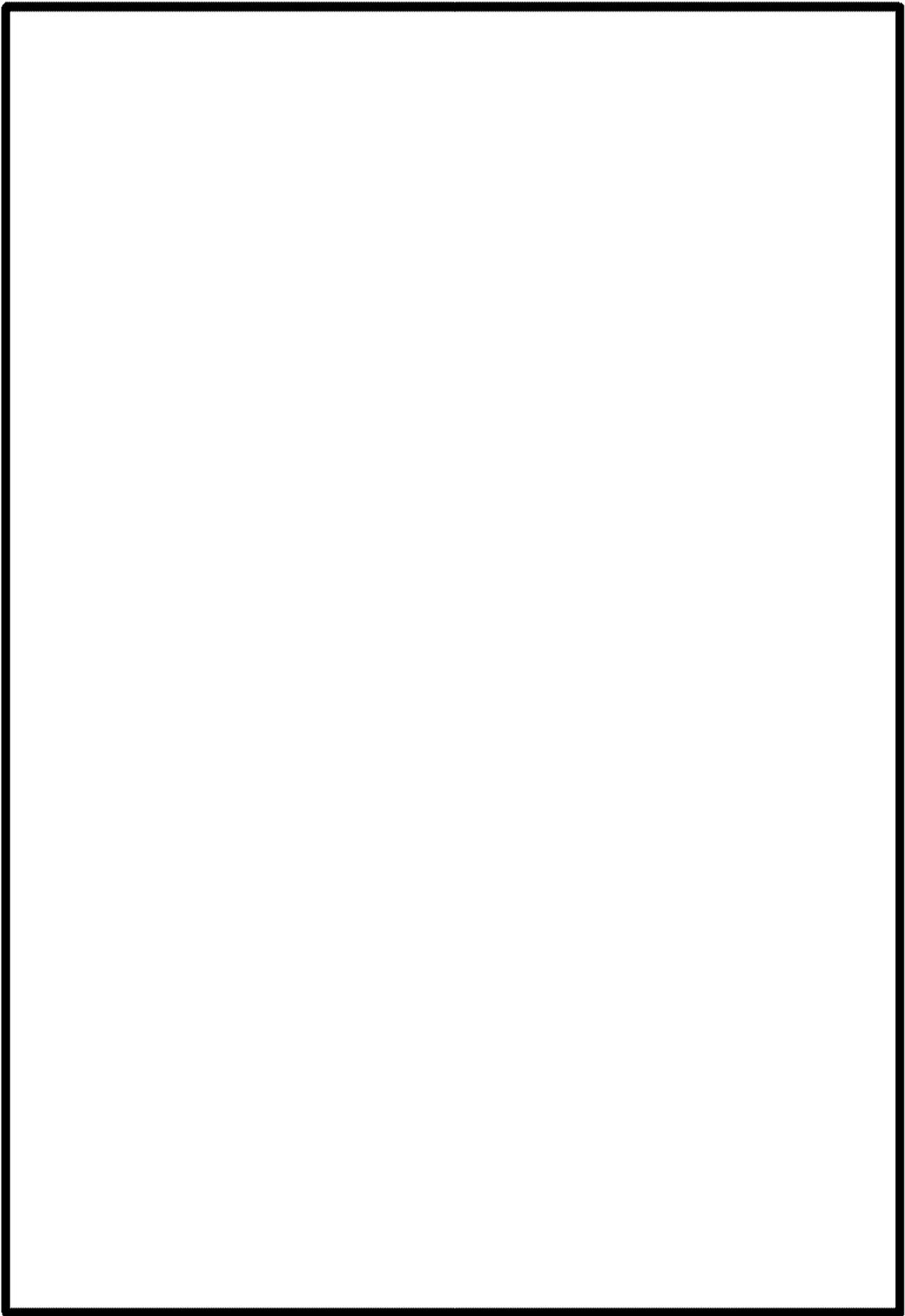
NOW THEREFORE in consideration of the respective covenants and agreements of the parties herein contained and for other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged), the parties agree with each other as follows:

**1 ORGANIZATION OF THE PARTNERSHIP**



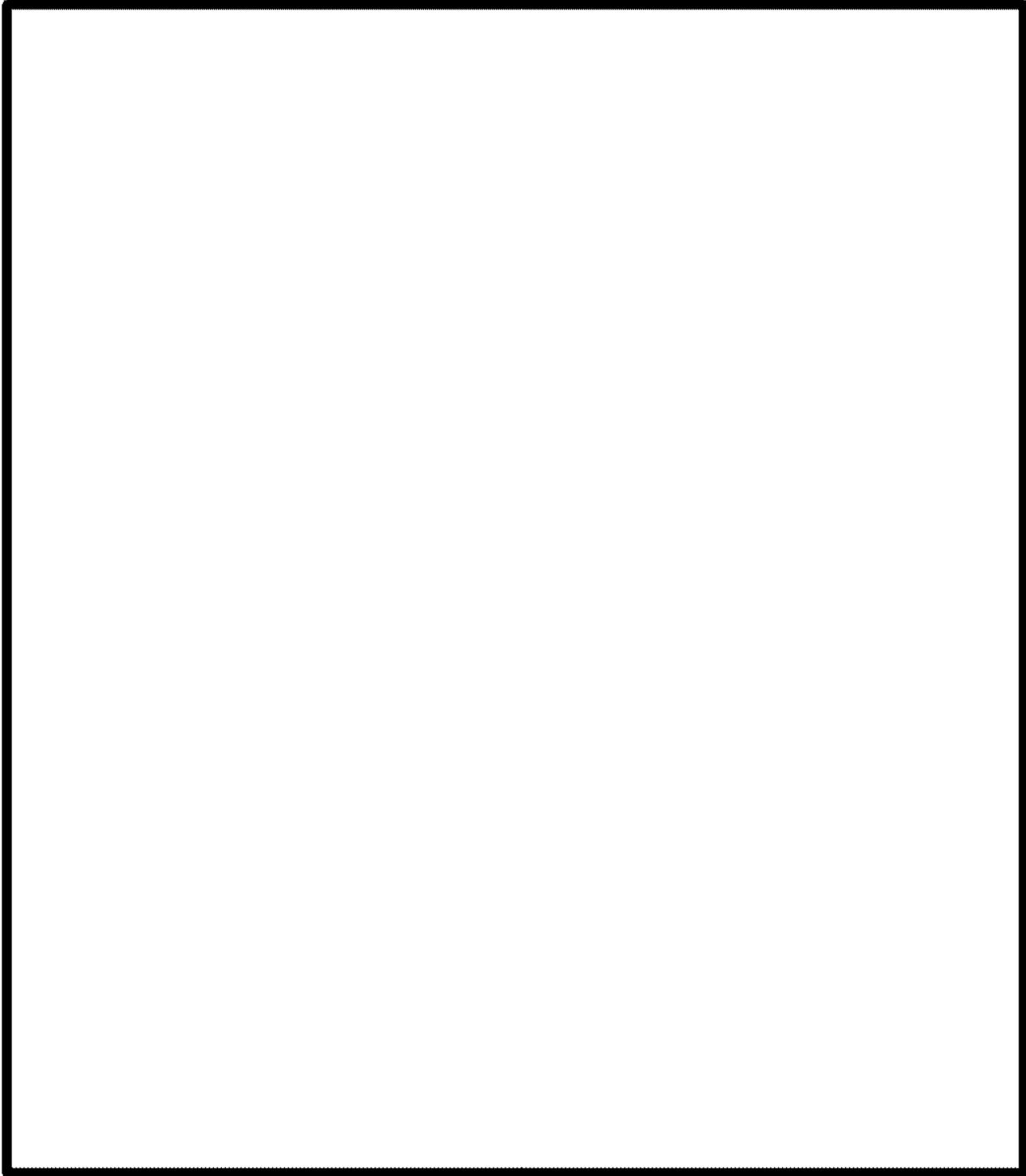


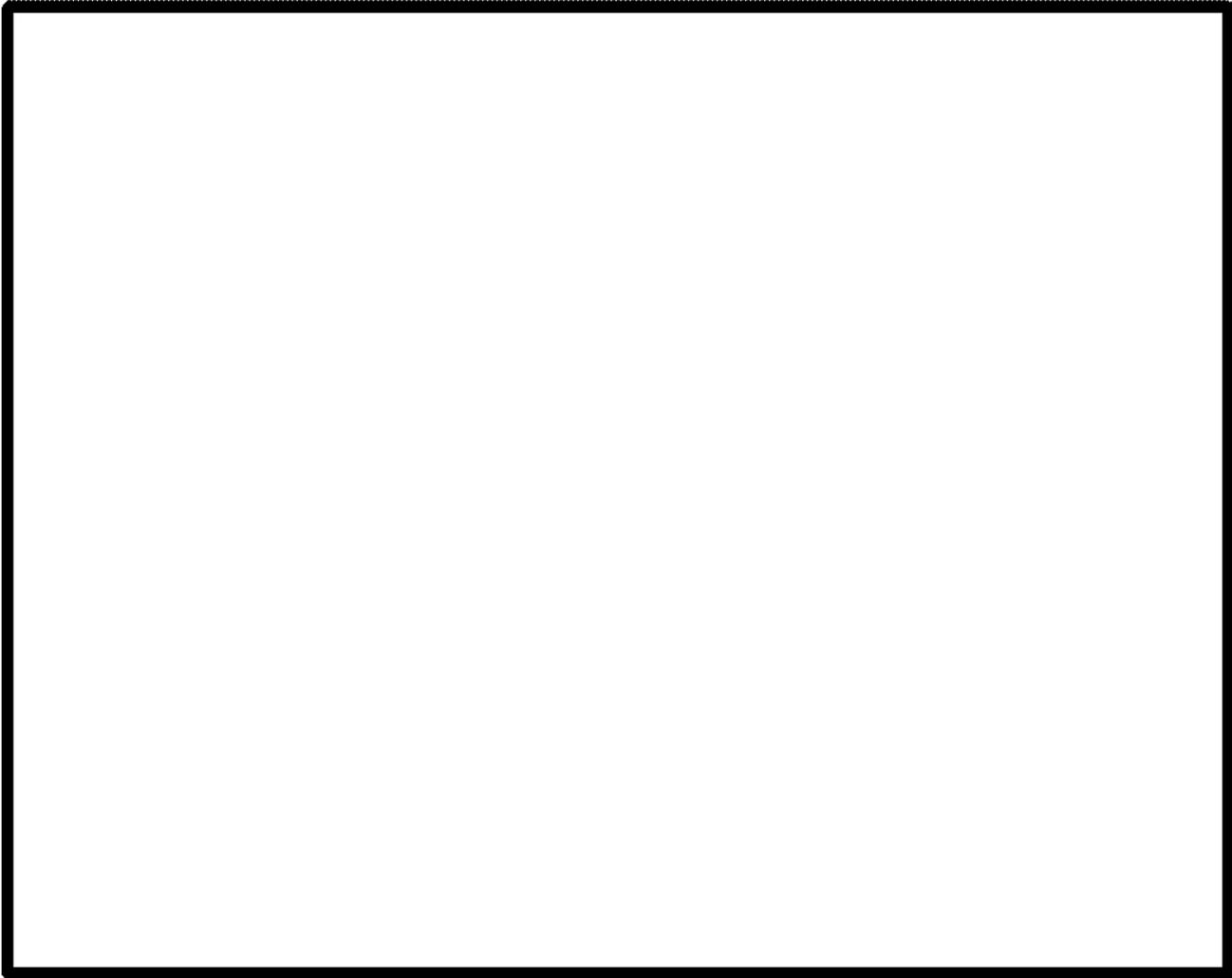
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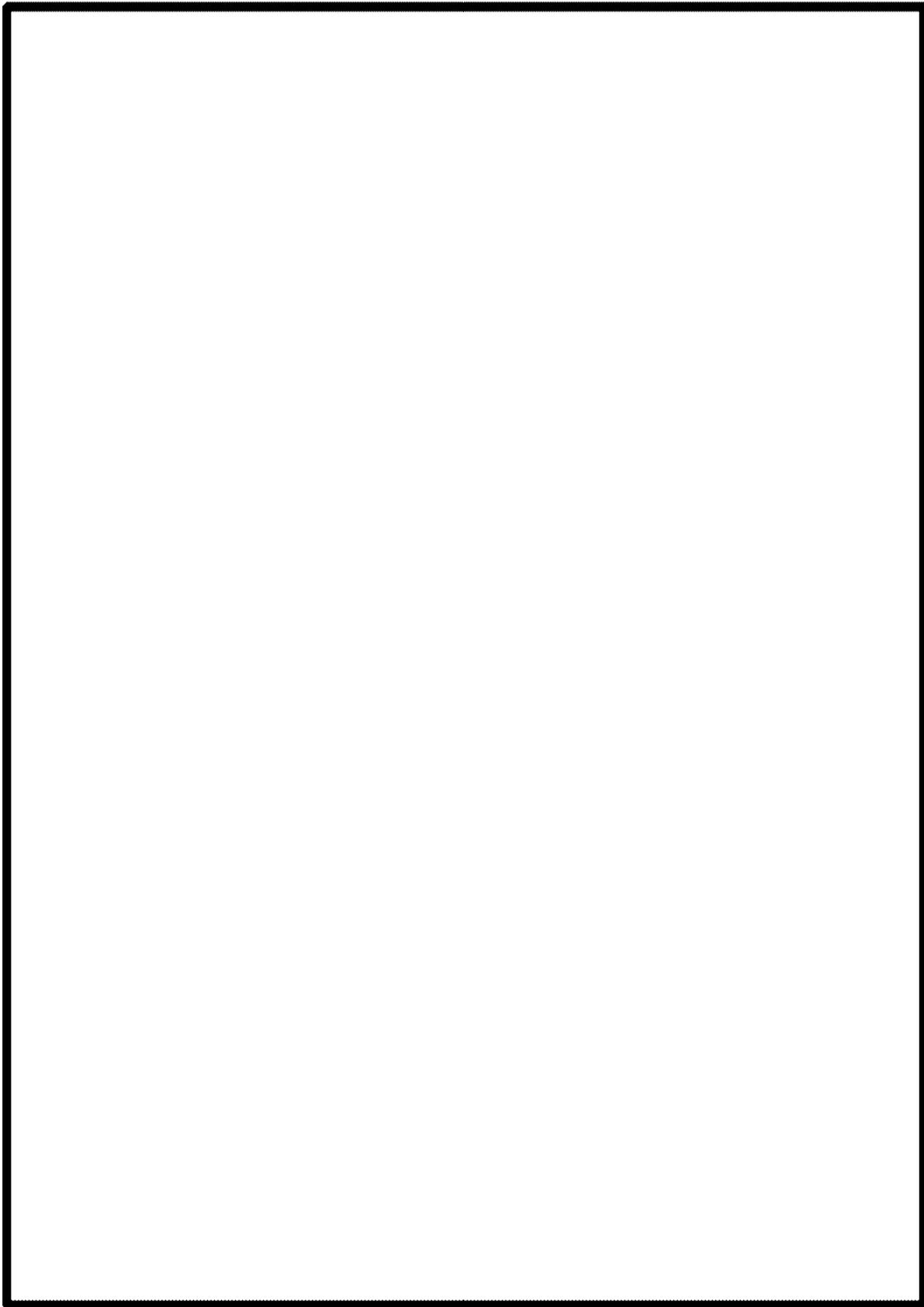
**2 CAPITAL CONTRIBUTIONS; PARTNERSHIP LOANS**





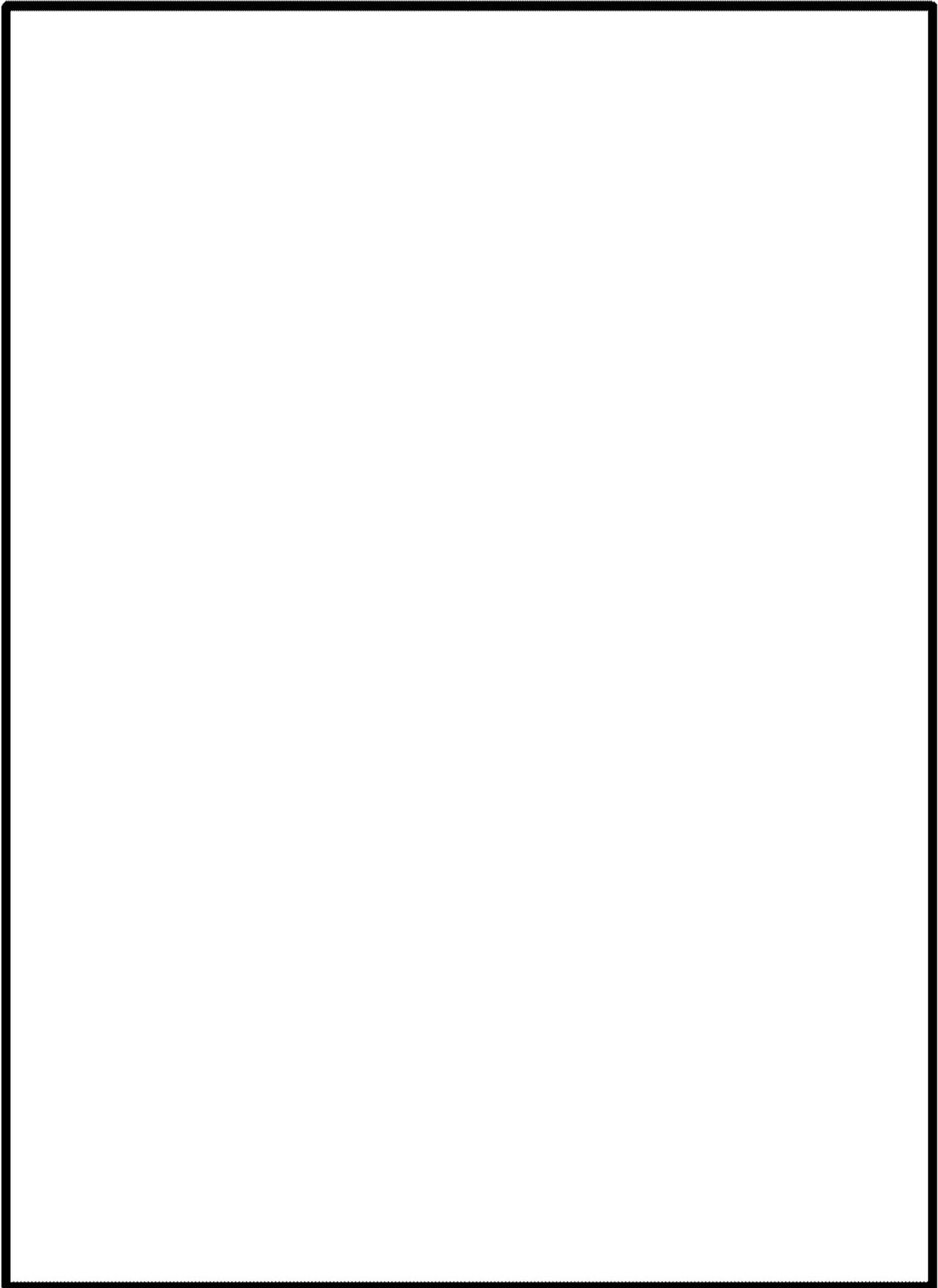
**3 DISTRIBUTIONS**





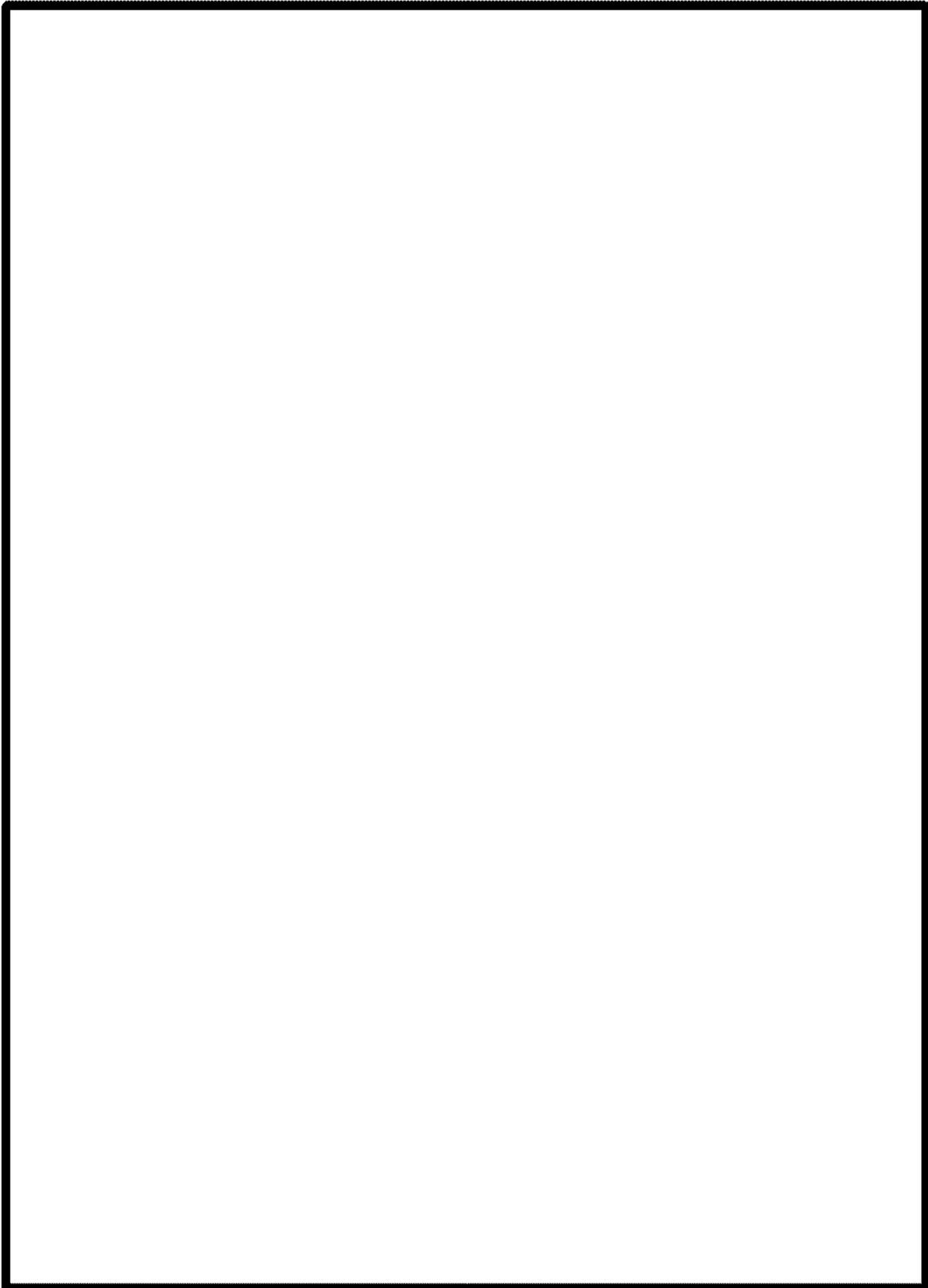
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4 ALLOCATIONS



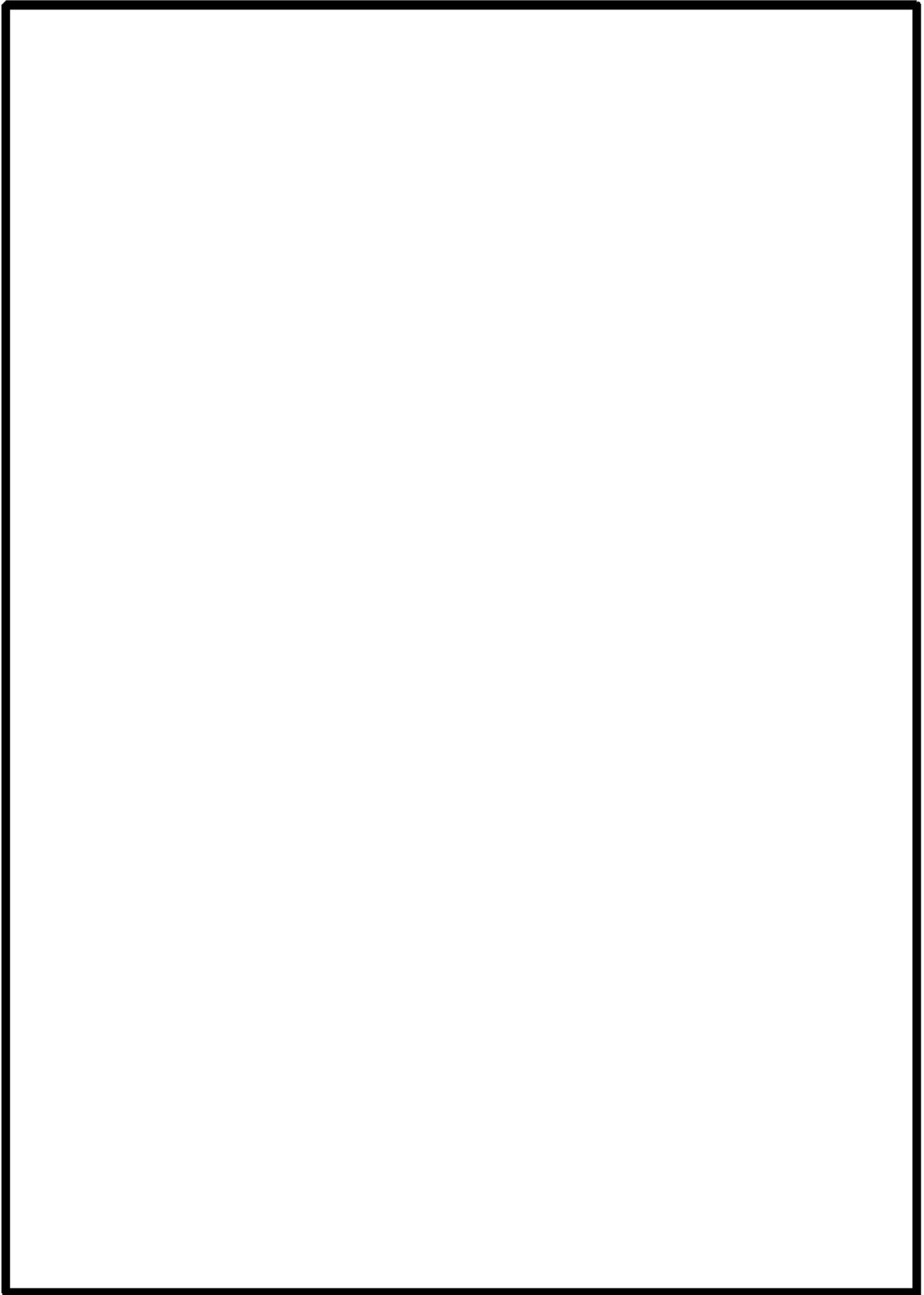


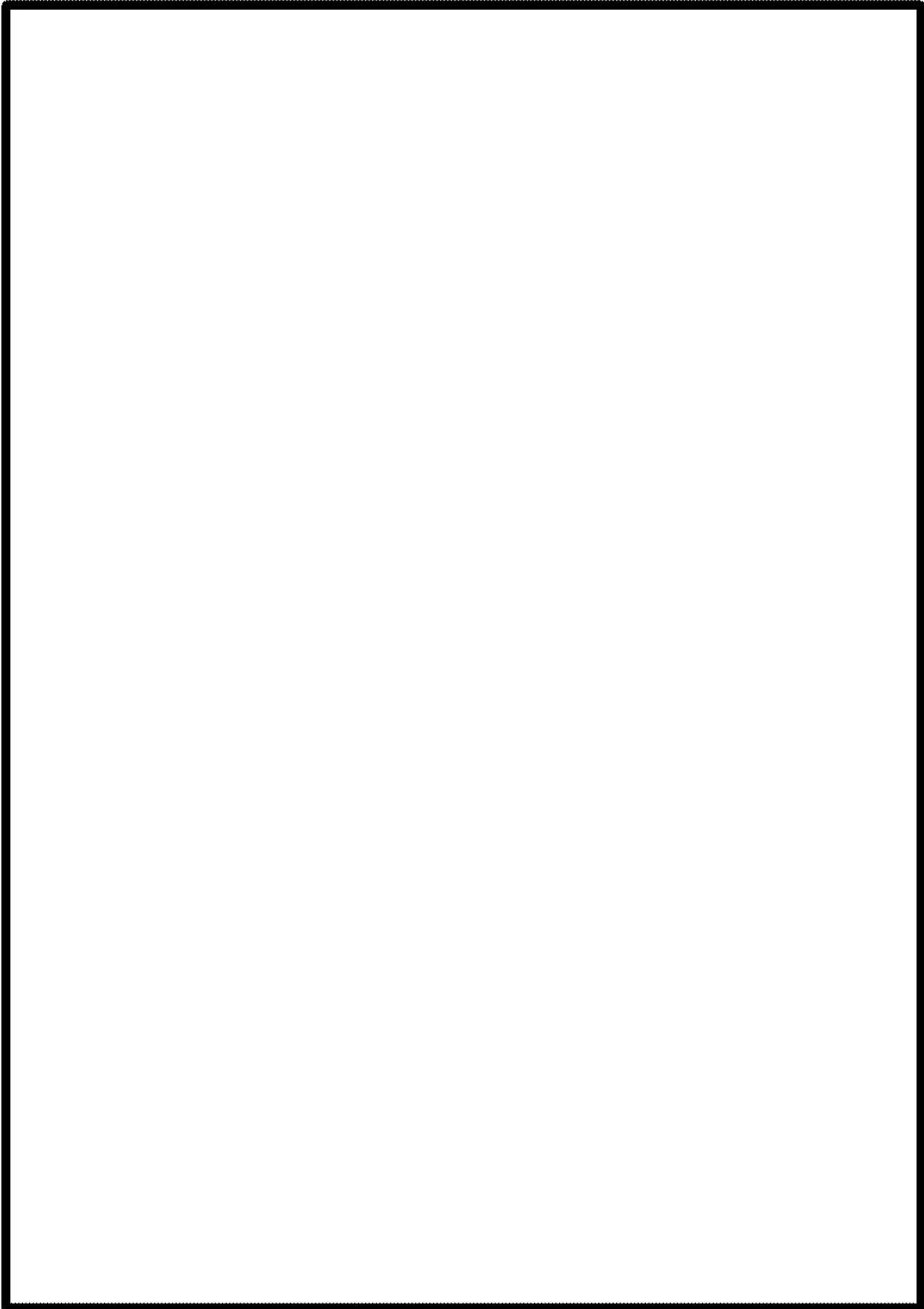
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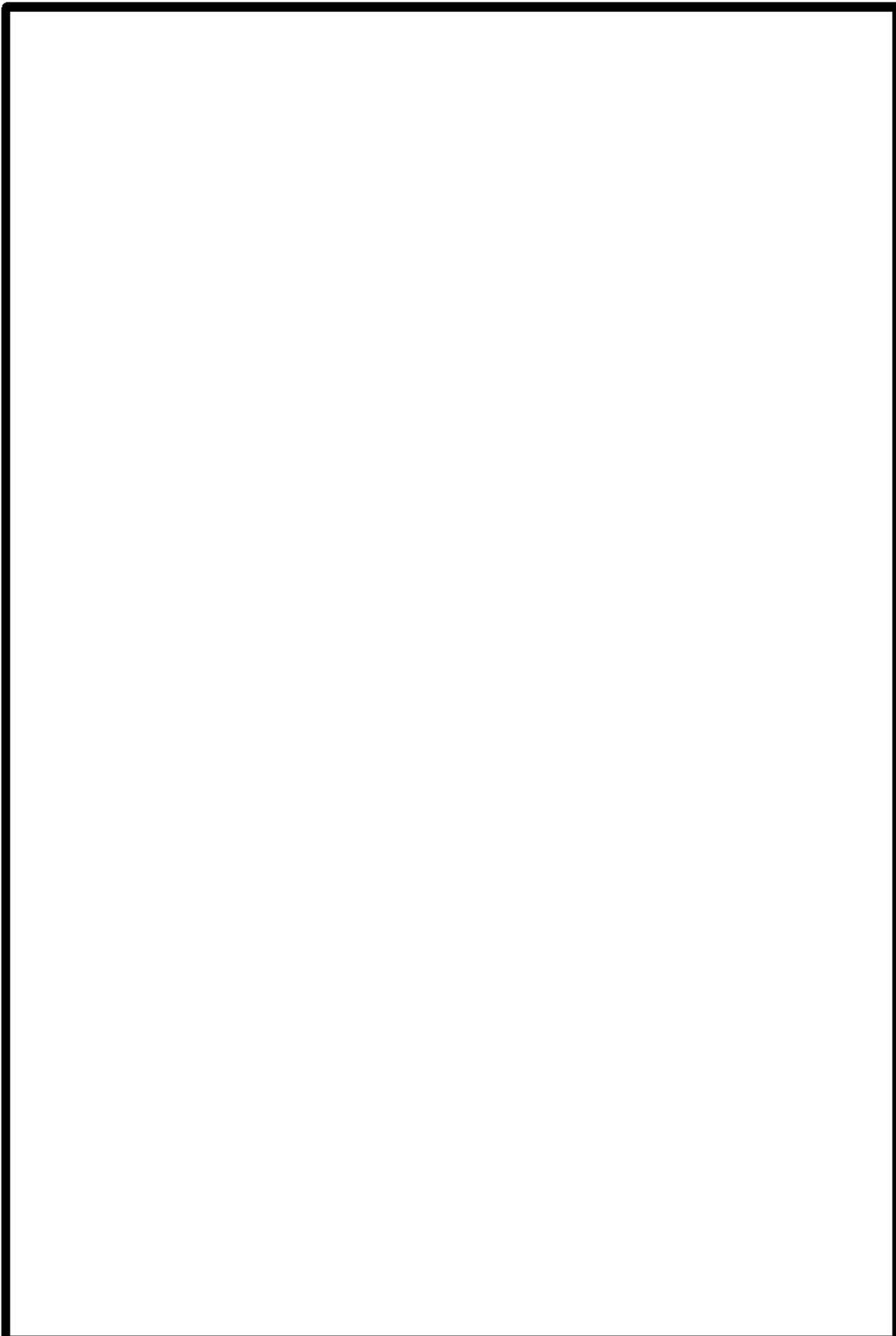


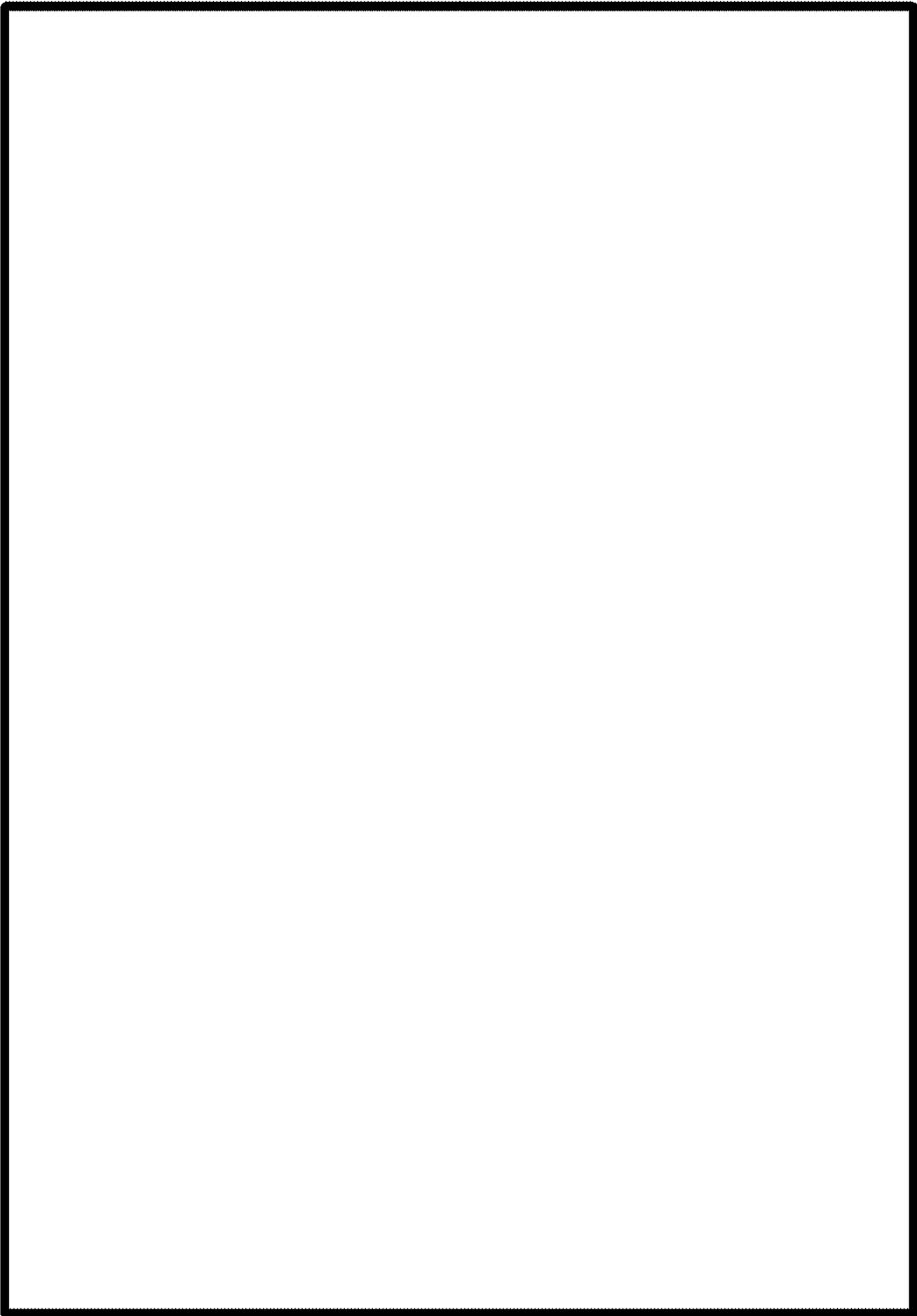


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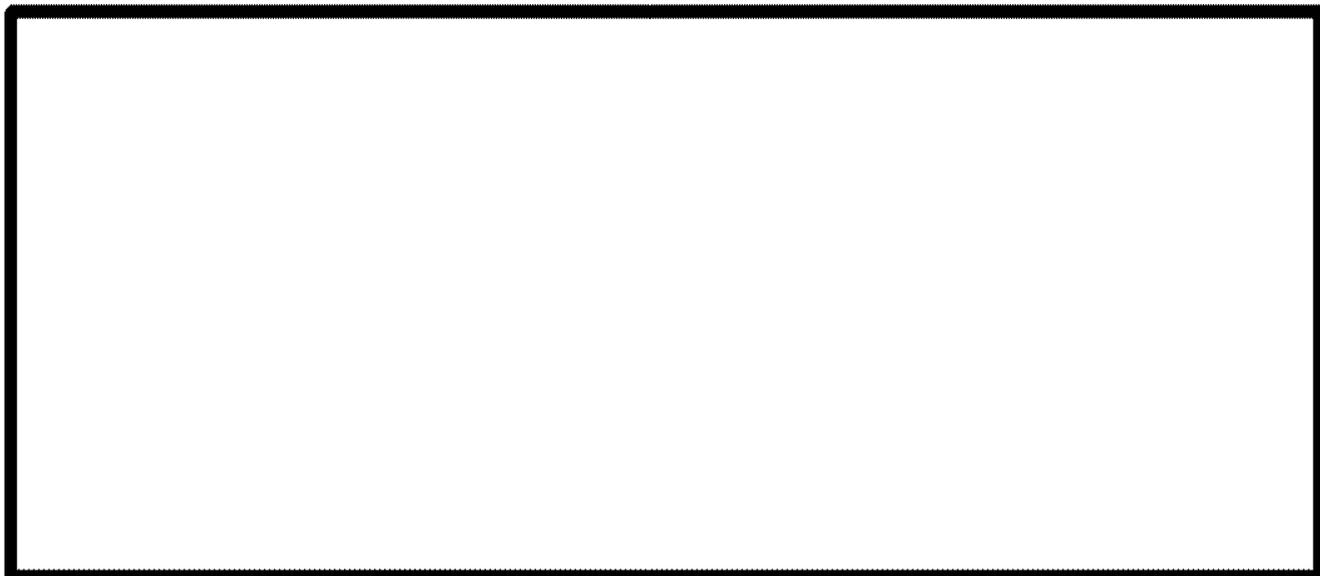




**7 REPRESENTATIONS AND WARRANTIES**



**8 TRANSFER RESTRICTIONS**



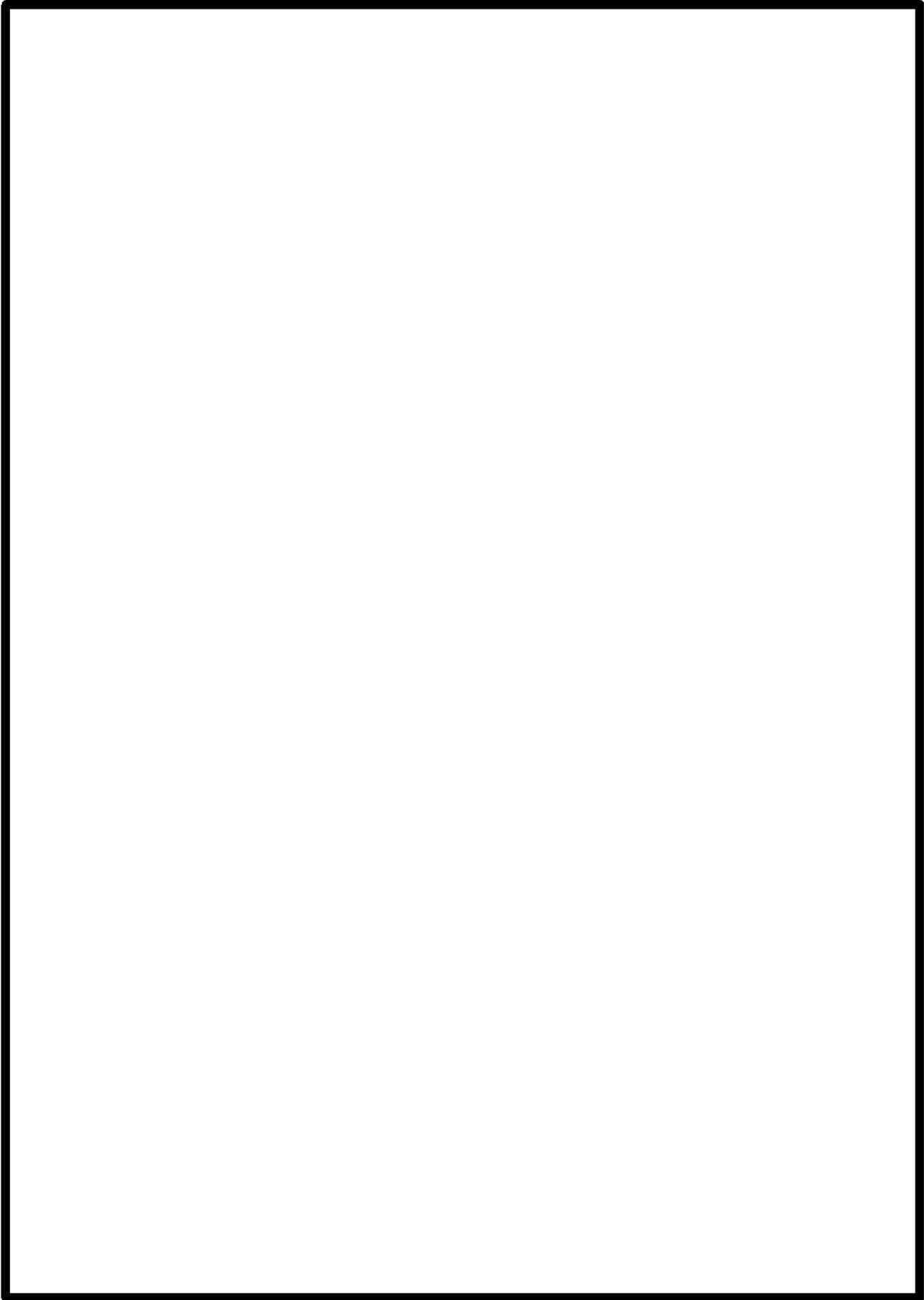


**9 LIMITATION OF LIABILITY; INDEMNIFICATION**



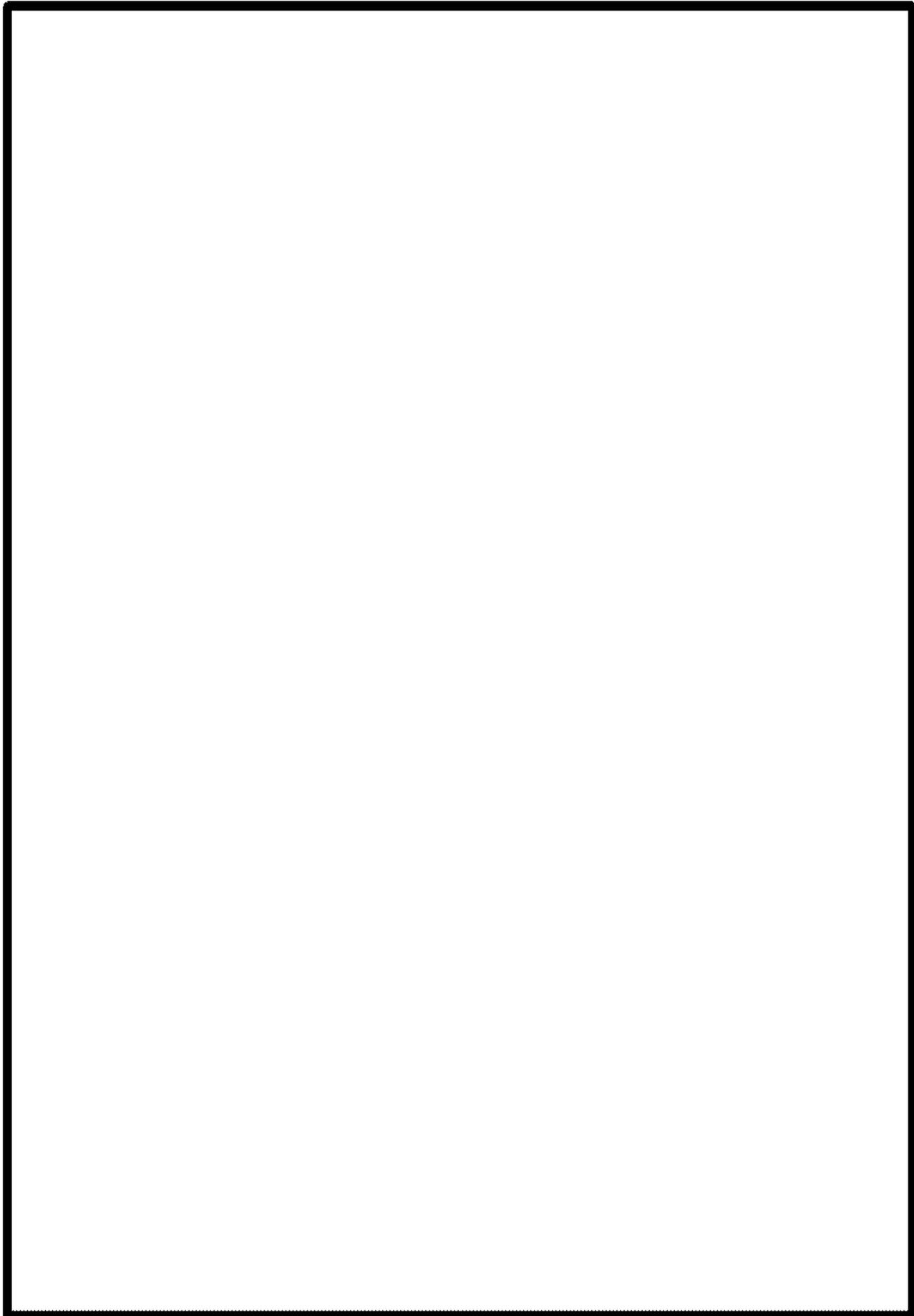


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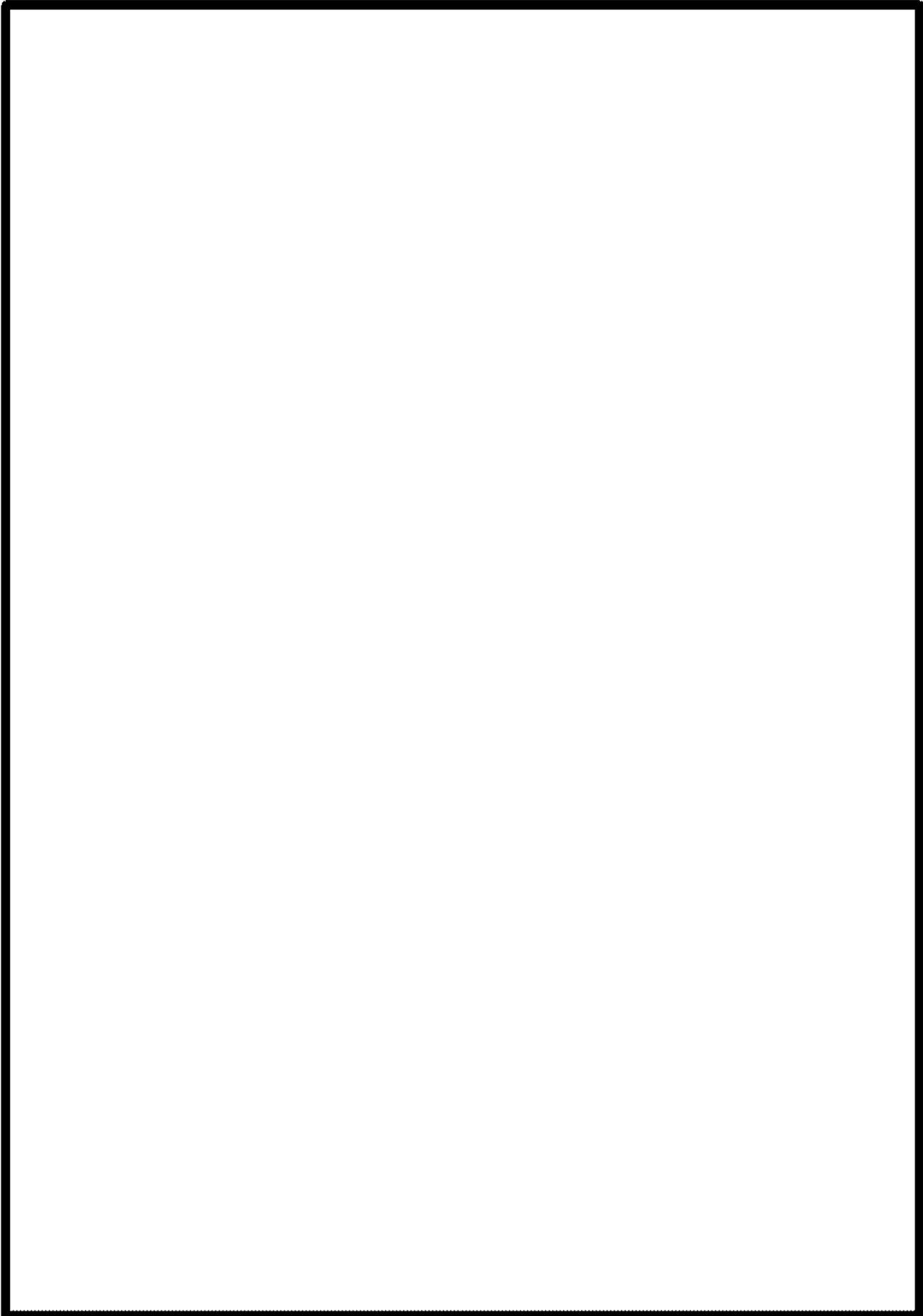




[Signature Pages to Follow]

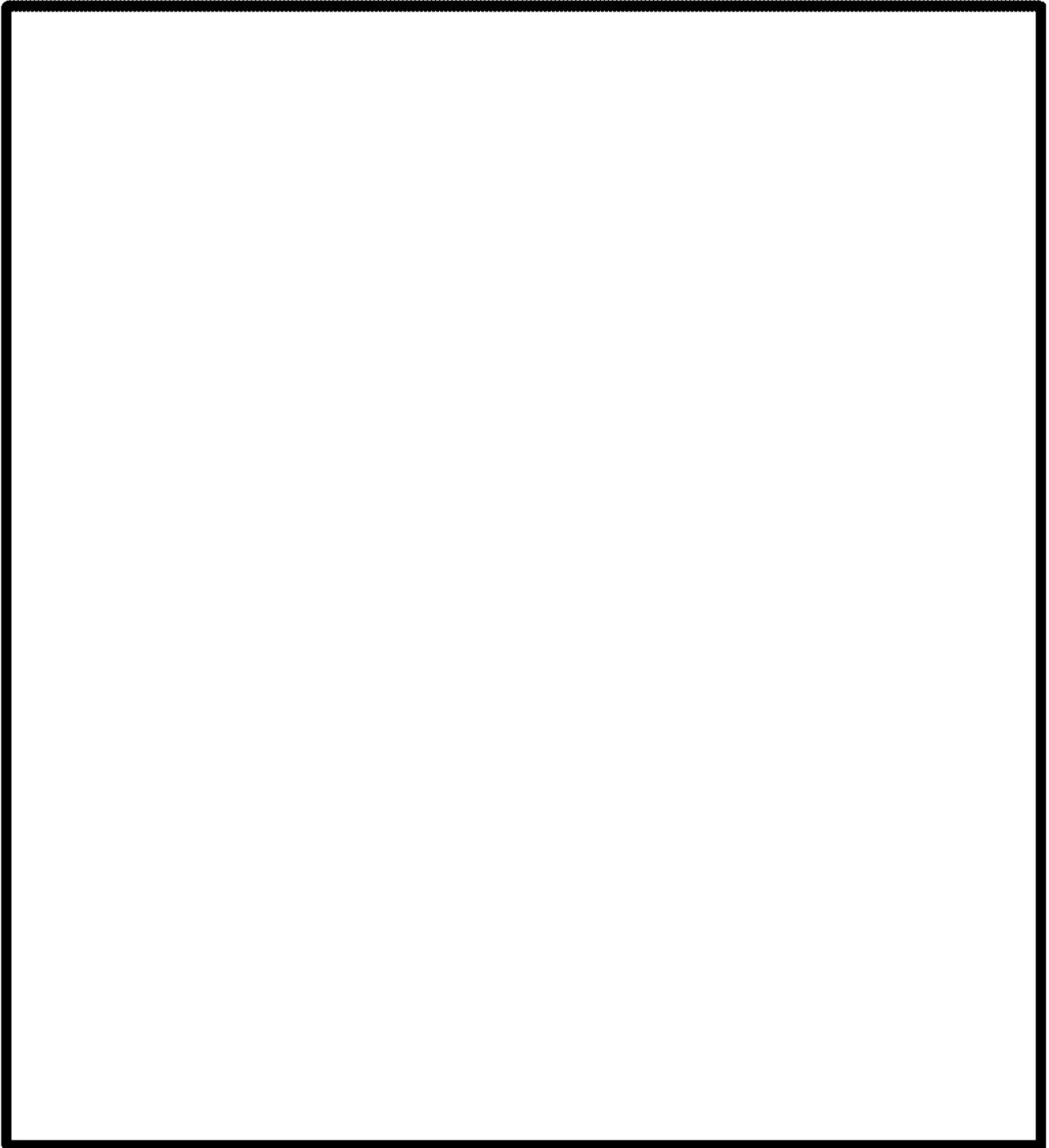


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1.42. **"Pilot Program"** means the EB-5 immigrant investment program established pursuant to the Immigration Act.





1.48. "**Regulations**" means the United States income tax regulations, including Treasury Regulations and Temporary Regulations, promulgated under the Code, as such regulations may be amended from time to time (including corresponding provisions of succeeding regulations).



1.50. "**Subscription Agreement**" means a subscription agreement between the Partnership and a Limited Partner pursuant to which the Limited Partner subscribes for Units in a form acceptable to the General Partner.





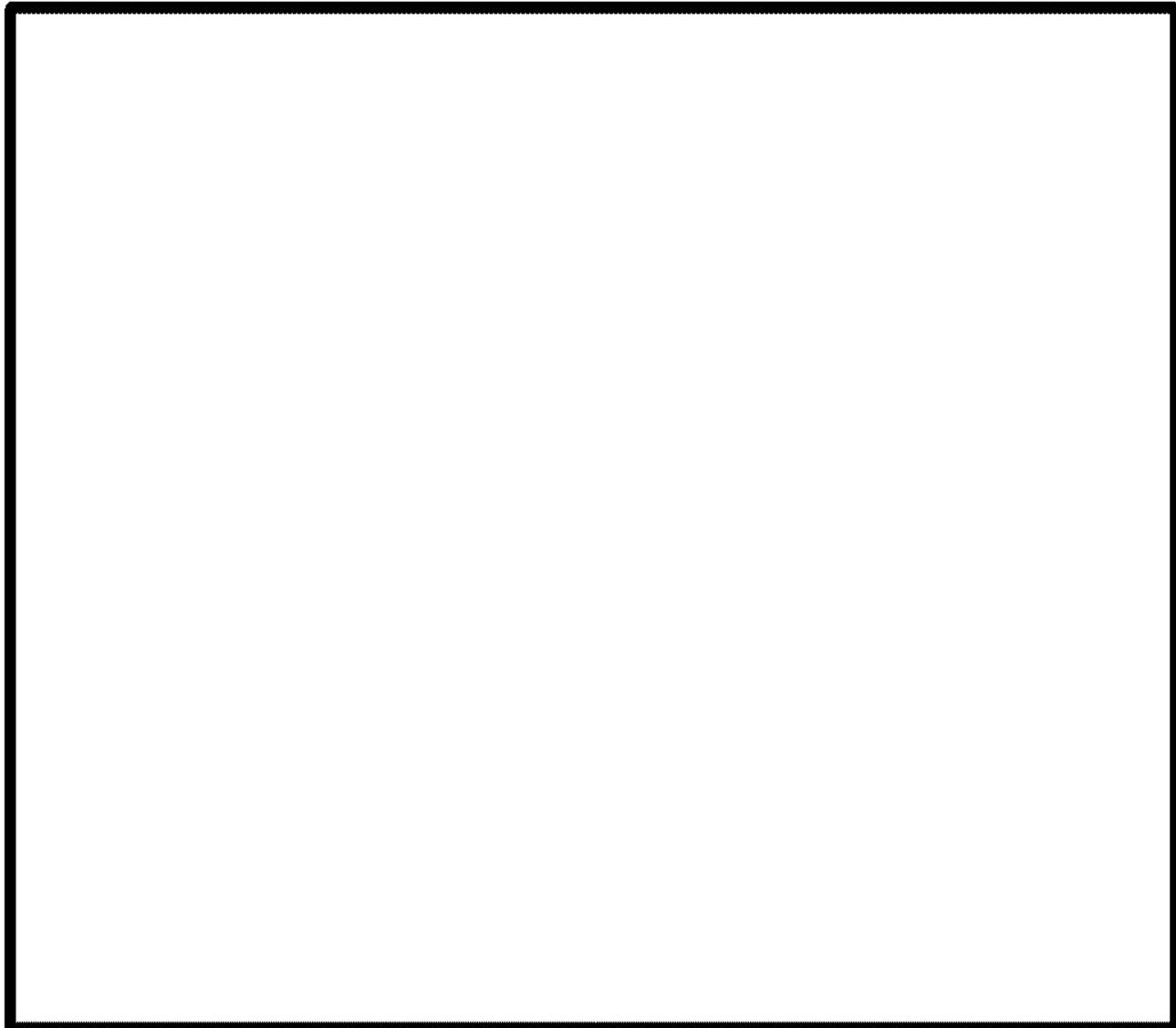
1.56. "Transferor" means a Person who makes a Transfer.

1.57. "Unit" means a unit of Partnership Interest in the Partnership held by a Limited Partner (other than the Initial Limited Partner) or a Unit Holder and issued by the Partnership upon admission of a Limited Partner to the Partnership following receipt from such Limited Partner of the Subscription Amount.

1.58. "Unit Holder" means a Person who owns one or more Units, whether or not such Person has been admitted to the Partnership as a Partner.



1.60. "USCIS" means United States Citizenship and Immigration Services, an agency of the Department of Homeland Security of the United States of America.



8. **Currency.** In this Agreement, all dollar amounts are expressed in United States dollars.

**EXHIBIT C**  
**CERTIFICATE OF LIMITED PARTNERSHIP**

## EB5 INVESTOR QUESTIONNAIRE

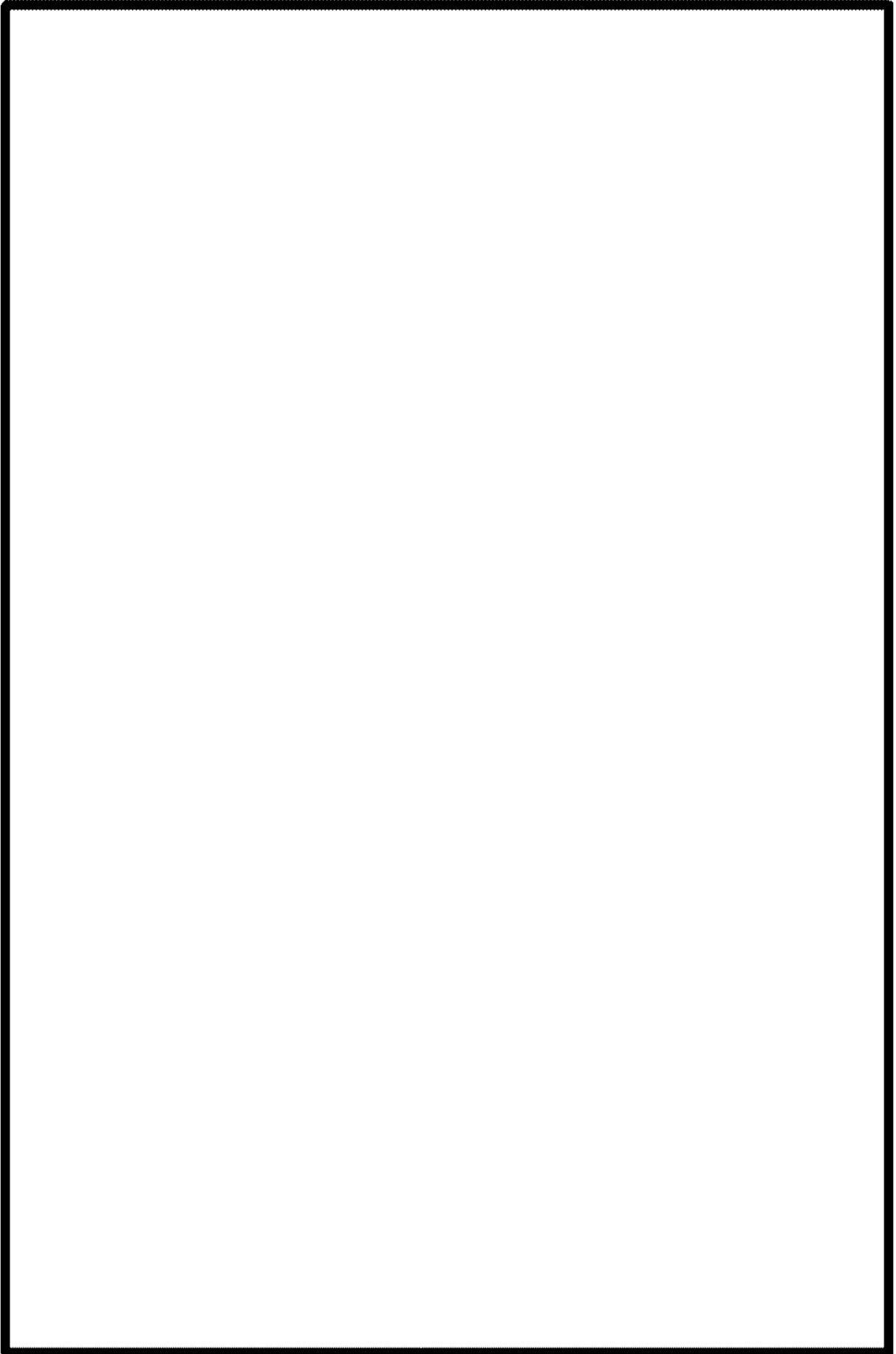
### Instructions for completing this Questionnaire:

- Answer all questions fully and accurately. If any item does not apply, please write "N/A".  
Do not leave any space blank.
- Type or print legibly in ink.
- If a Translator has assisted in completing answers in the English language, the Translator must attach a Translator's Certificate.
- All documents which are not in English must be submitted in their original language together with an English translation. Translators must complete the attached Document Translator's Certificate.
- Copies of all requested documents will suffice, however original documents must be available to submit to an immigration officer or consular official upon request. The attached Copies Certification must be completed and returned to this office together with any photocopies of documents.
- Please note when certified, CIVIL documents are requested. In such instances, the U.S. Citizenship & Immigration Services (USCIS) -will require certified, CIVIL (issued by a government agency) documents.
- If additional space is needed, attach separate sheets indicate item number, and date and sign each sheet.

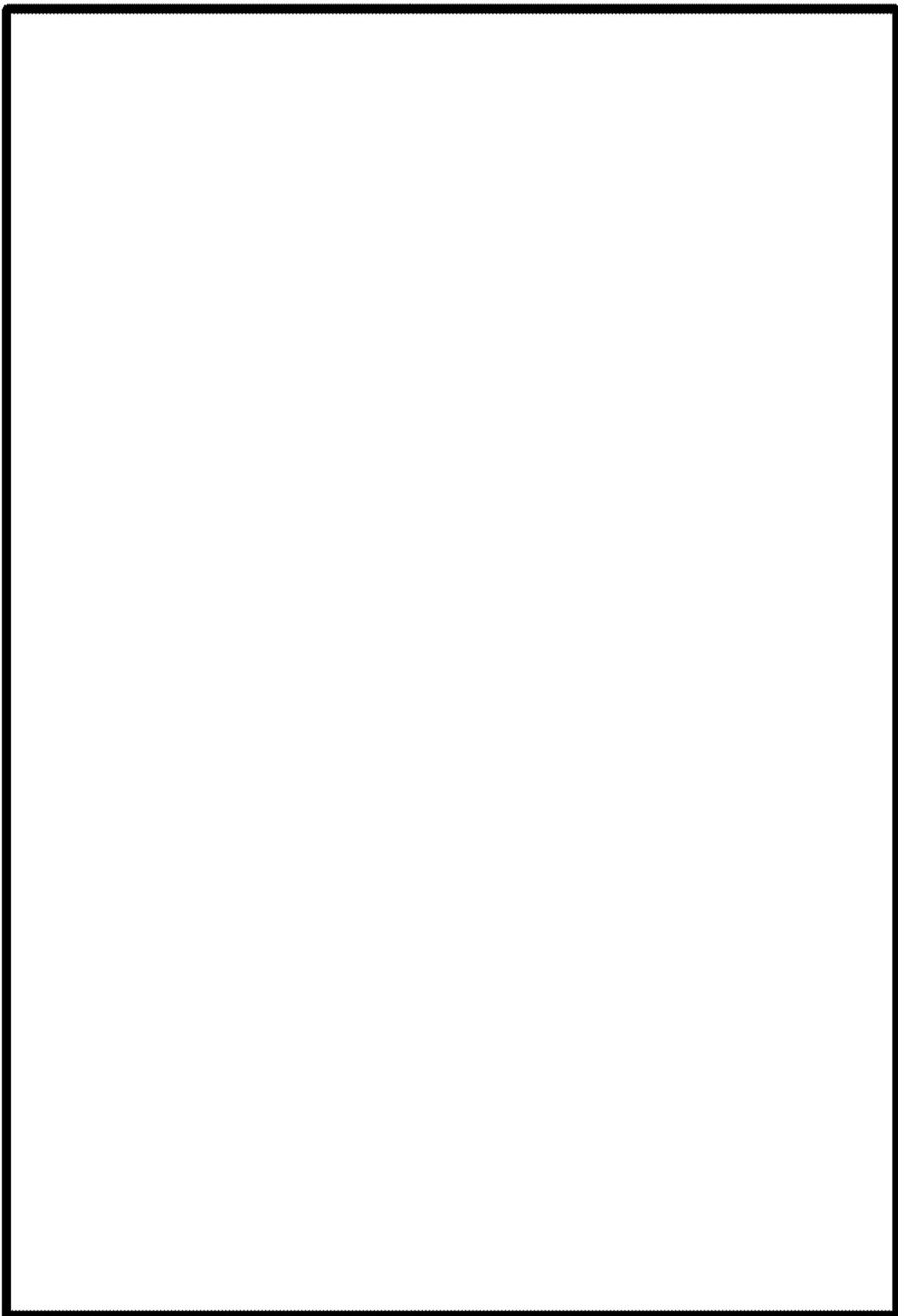
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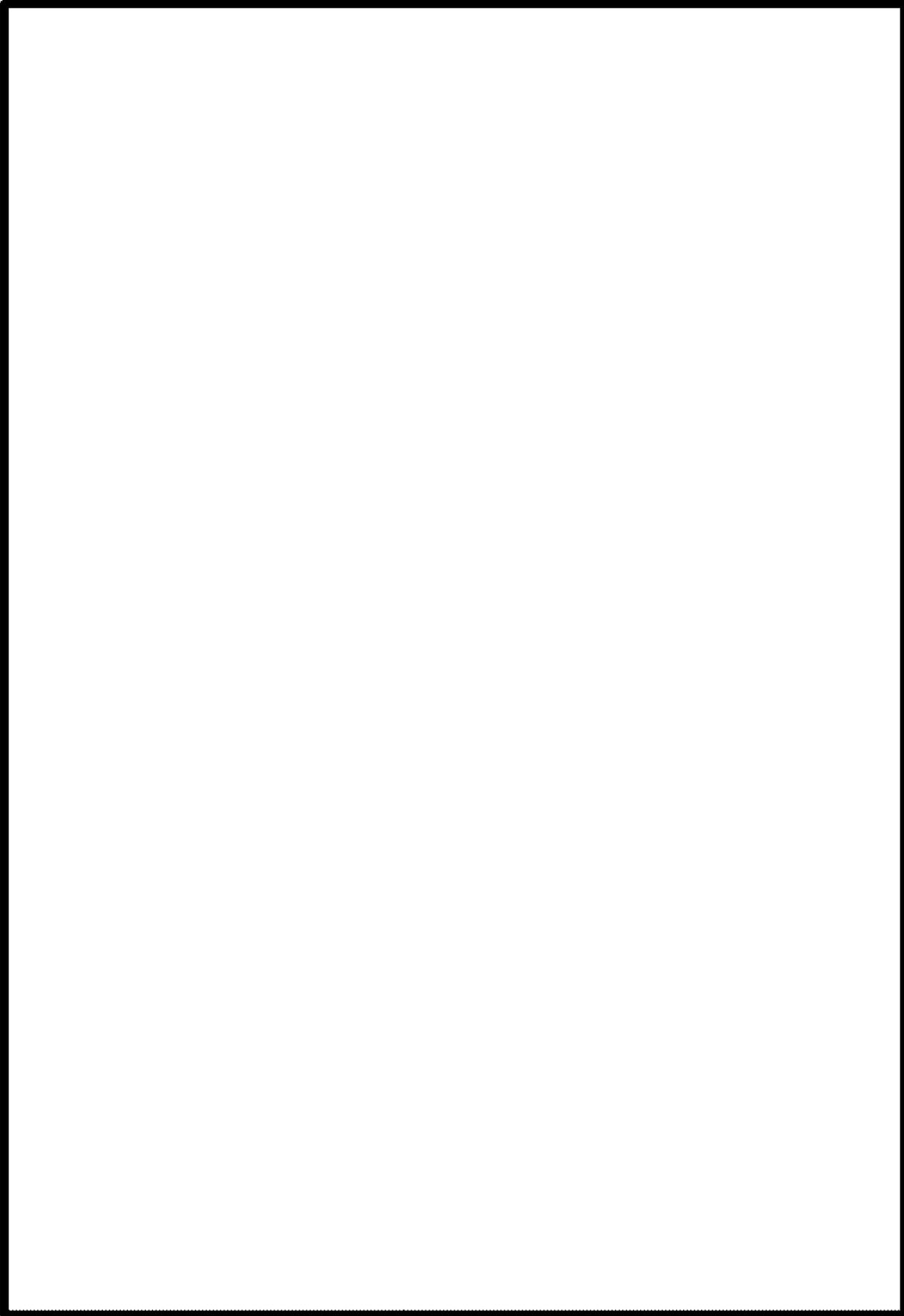
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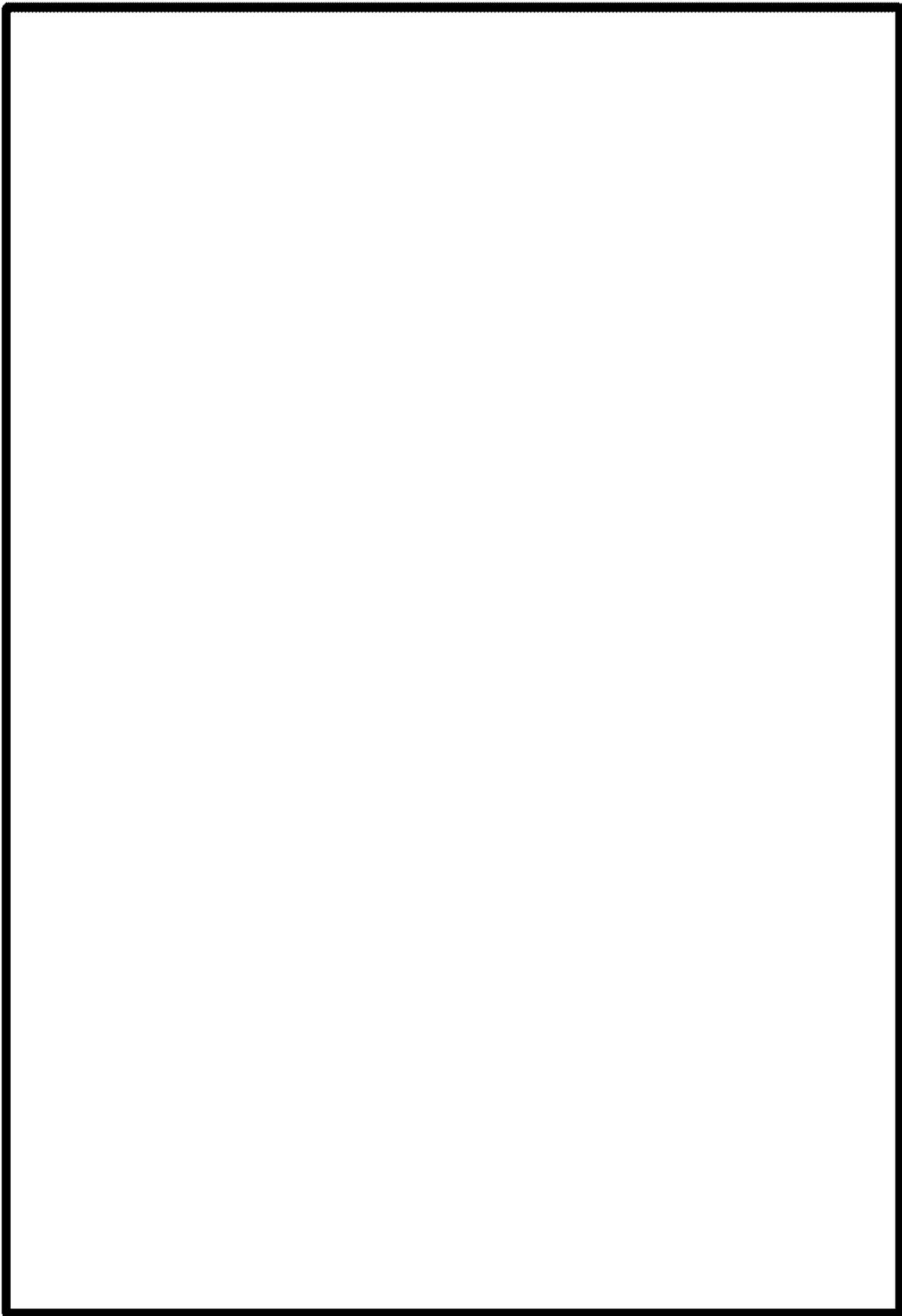
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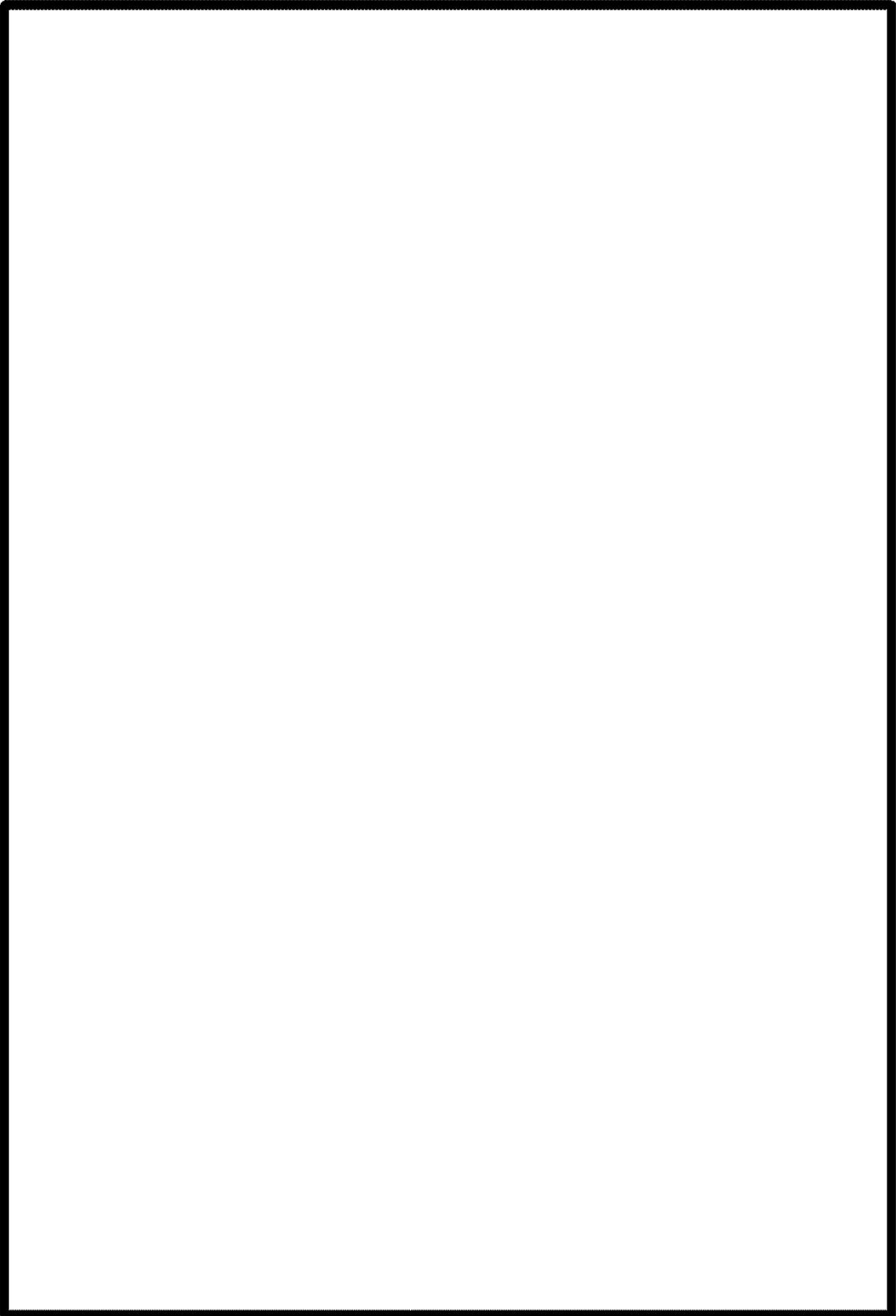
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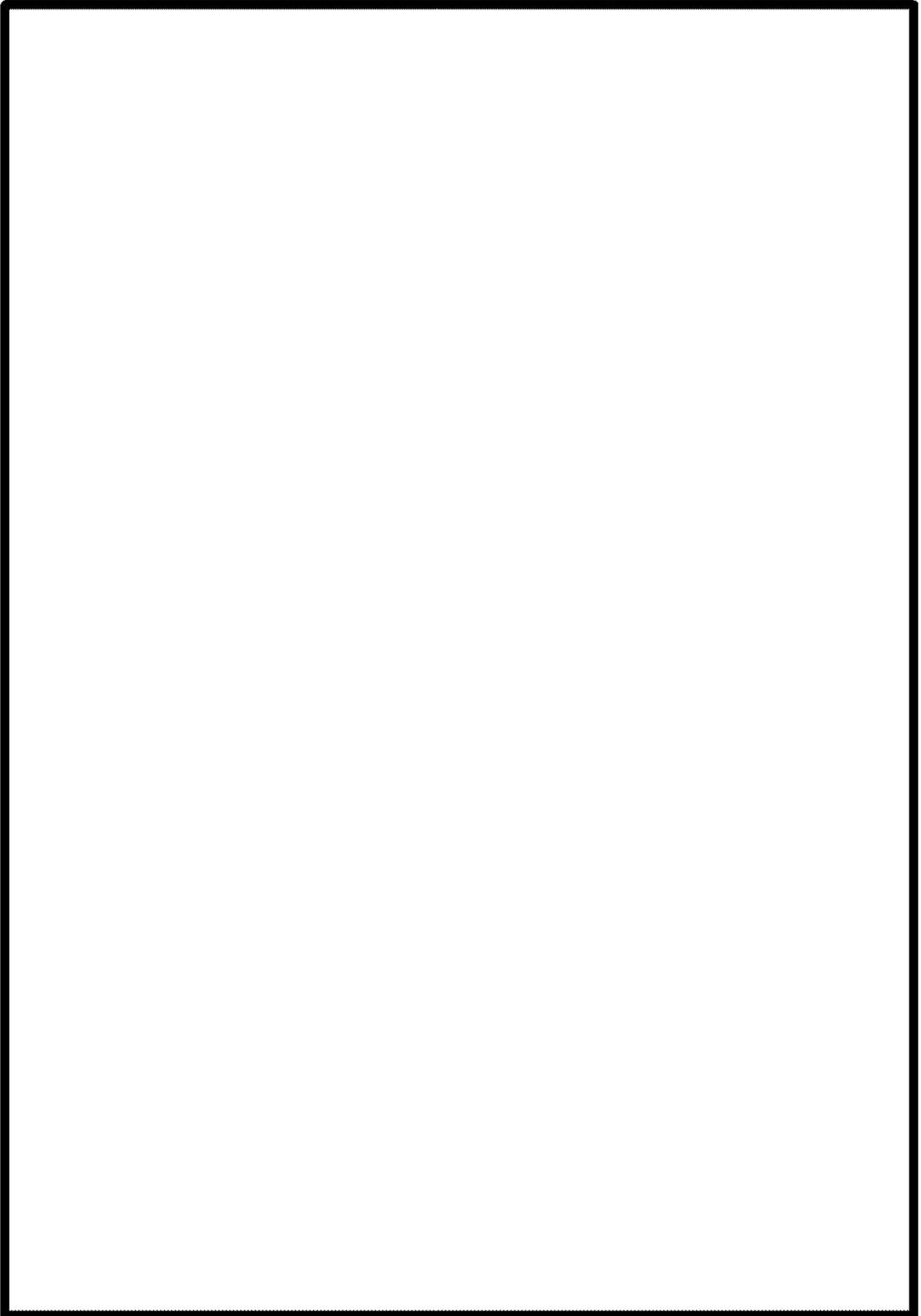
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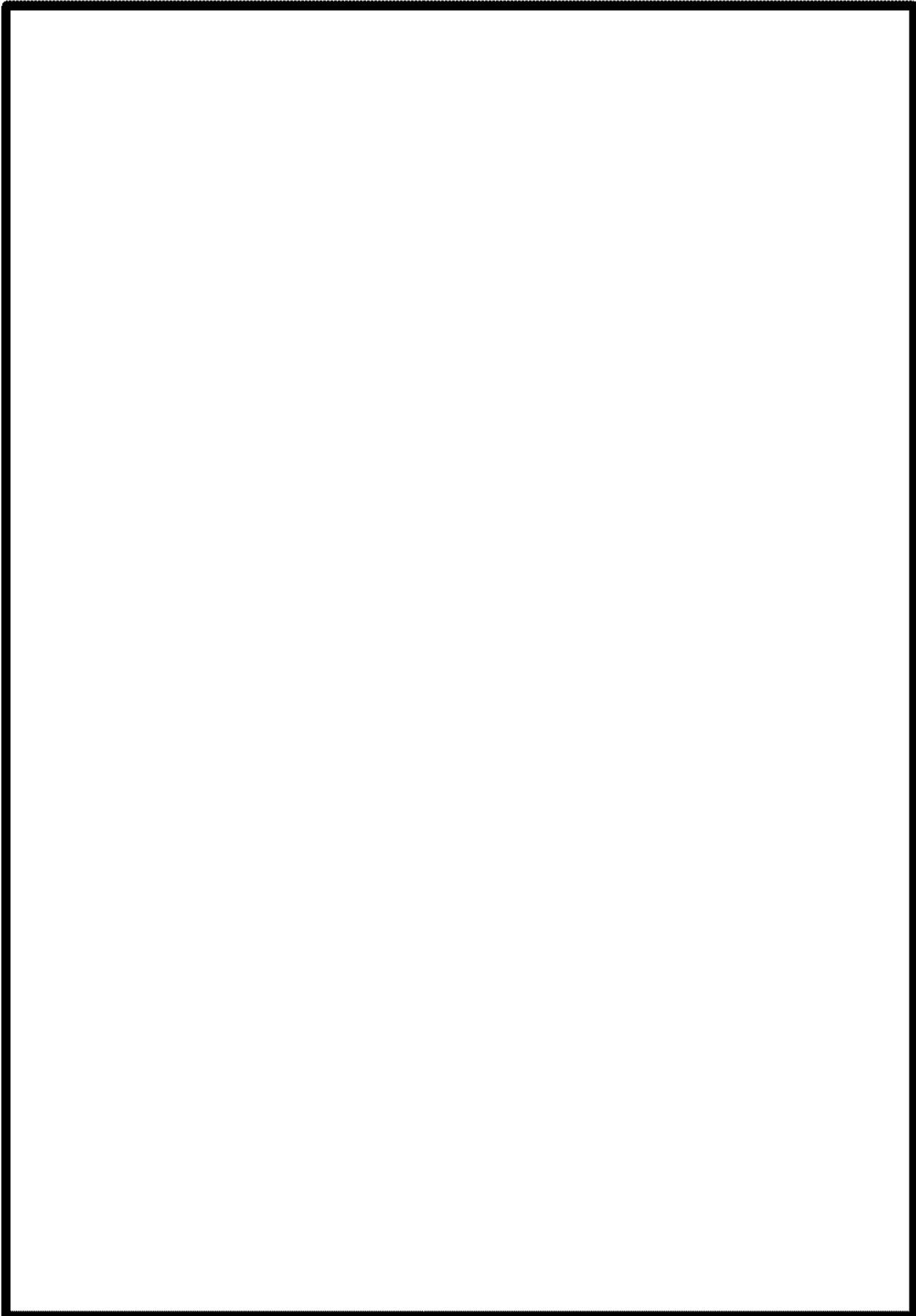
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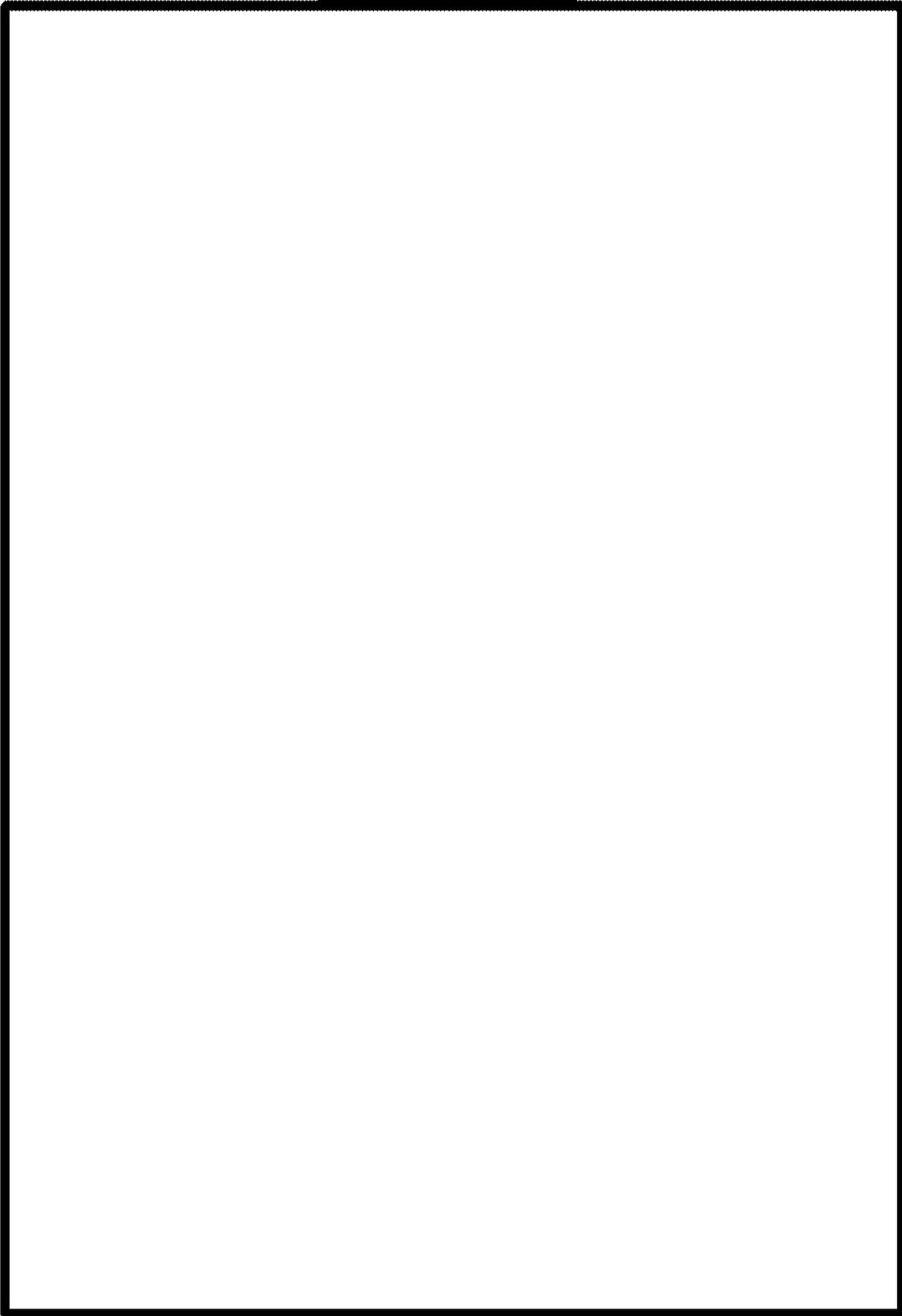




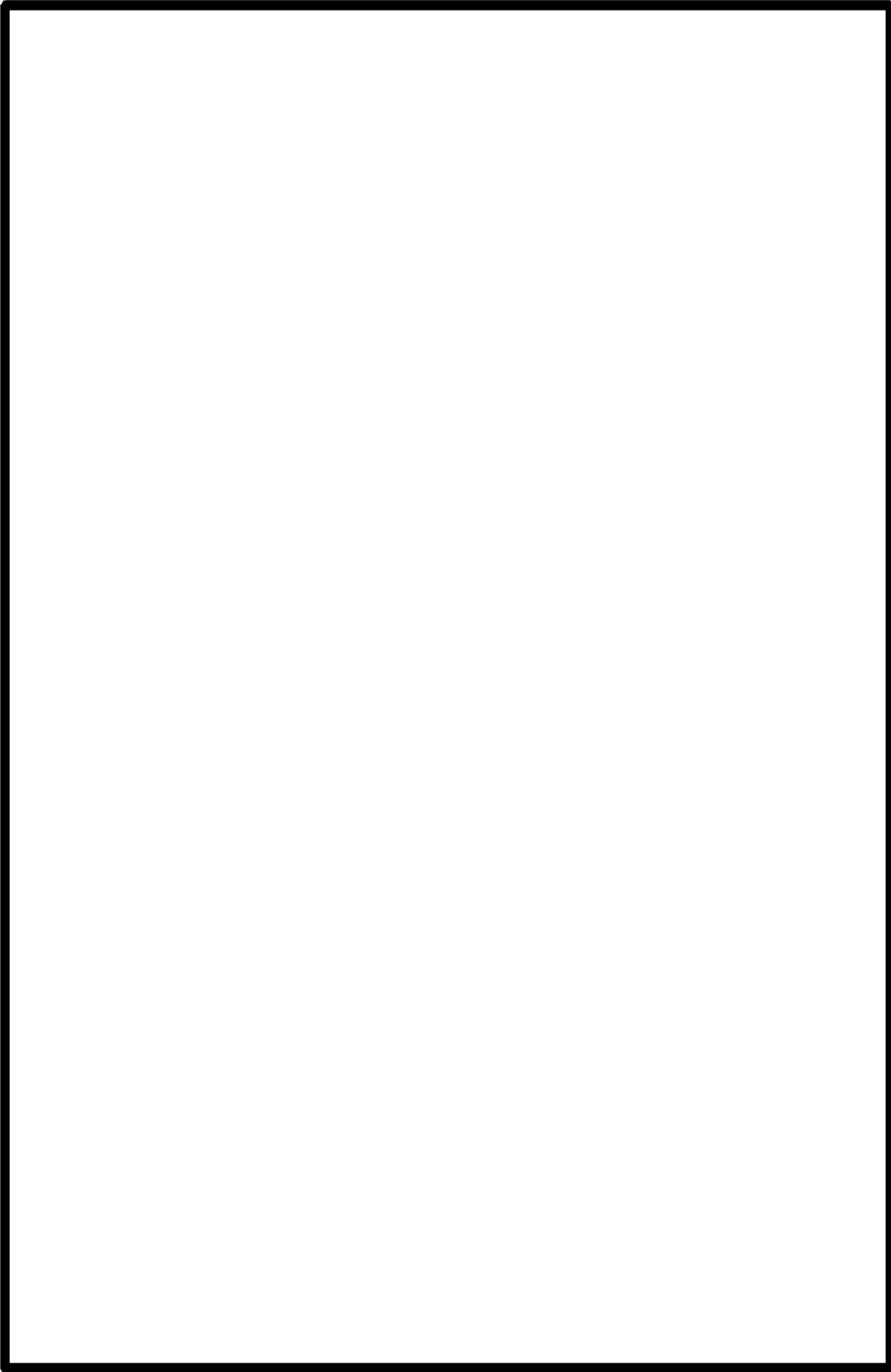
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**ESCROW AGREEMENT**

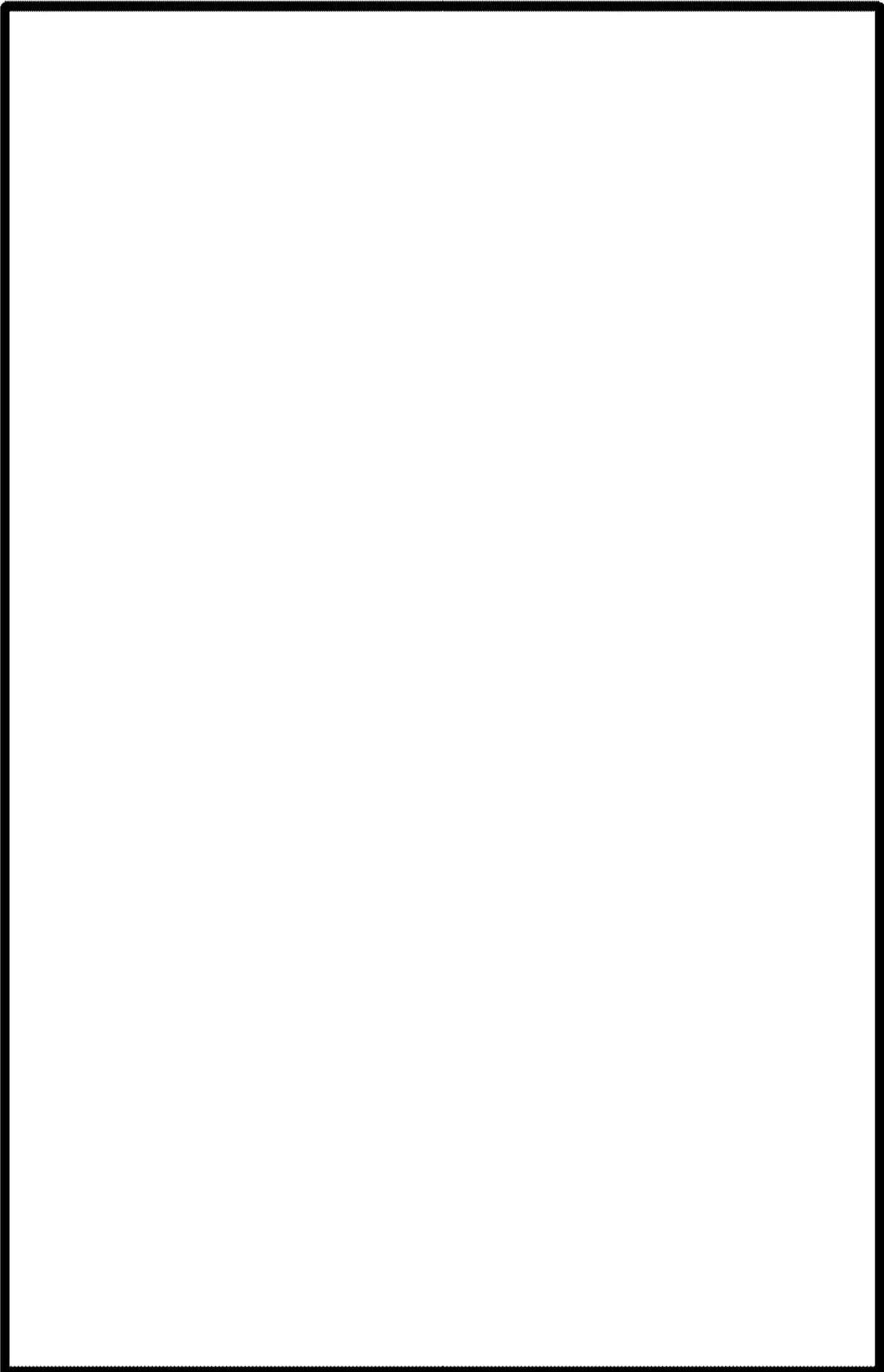


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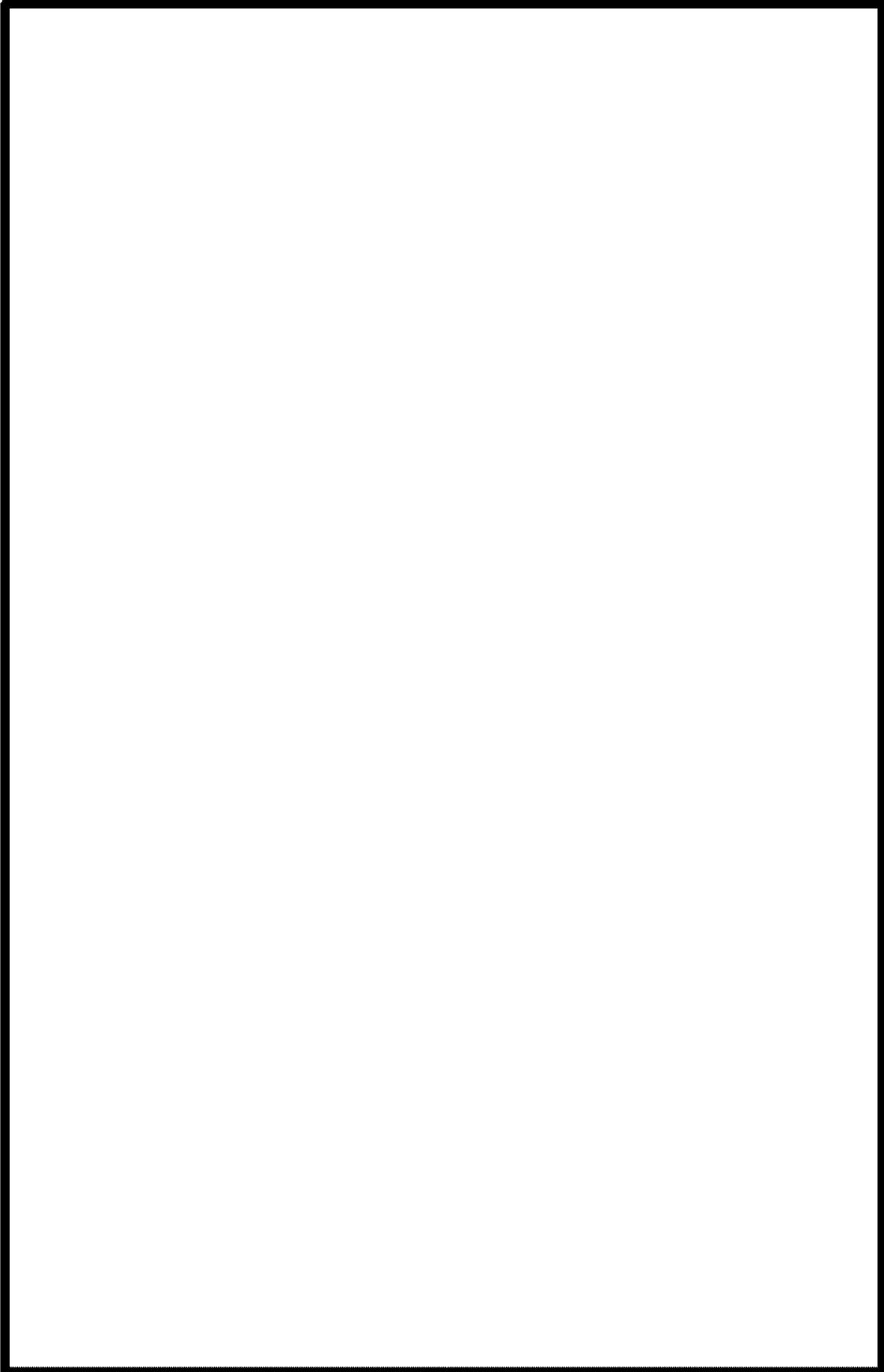




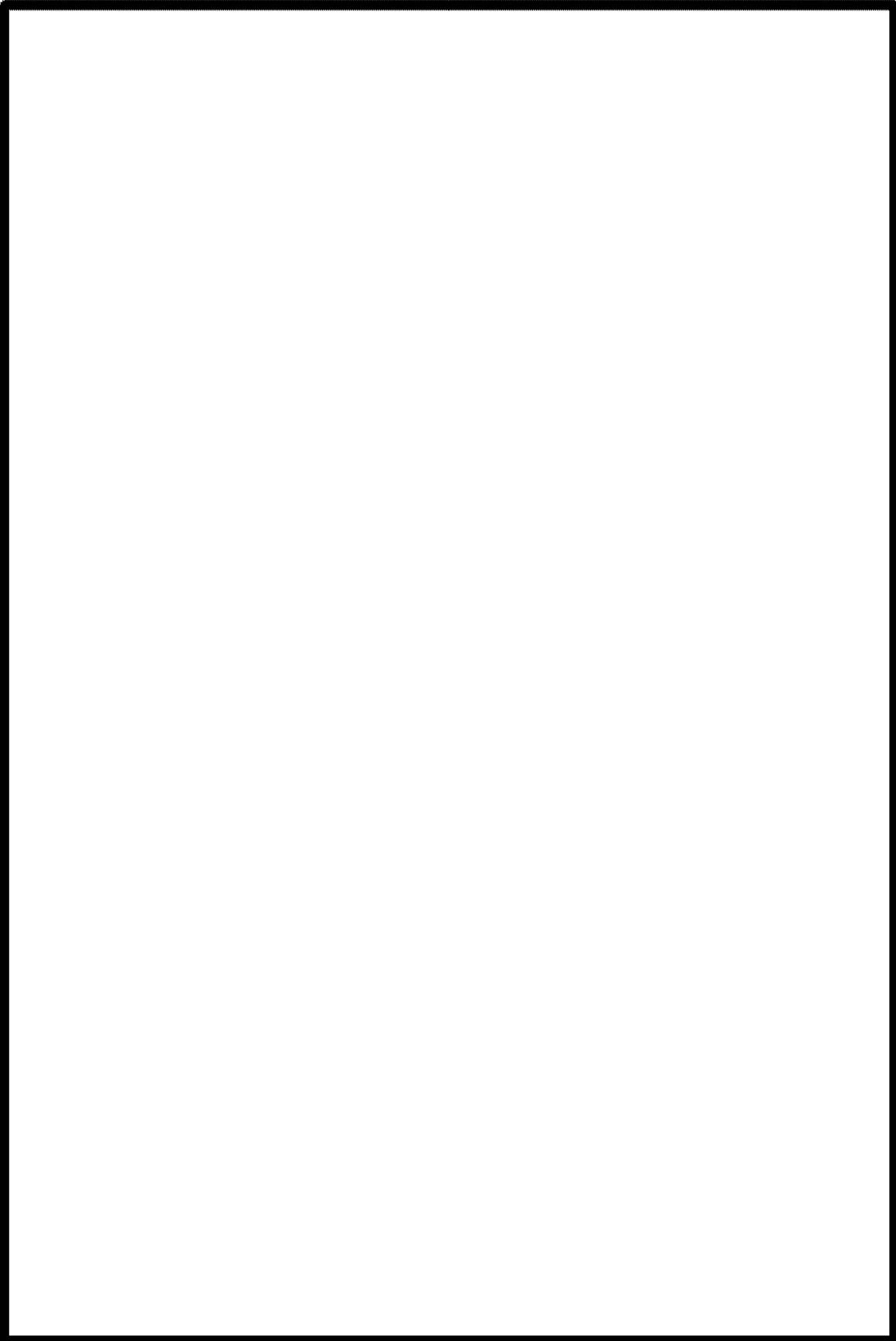
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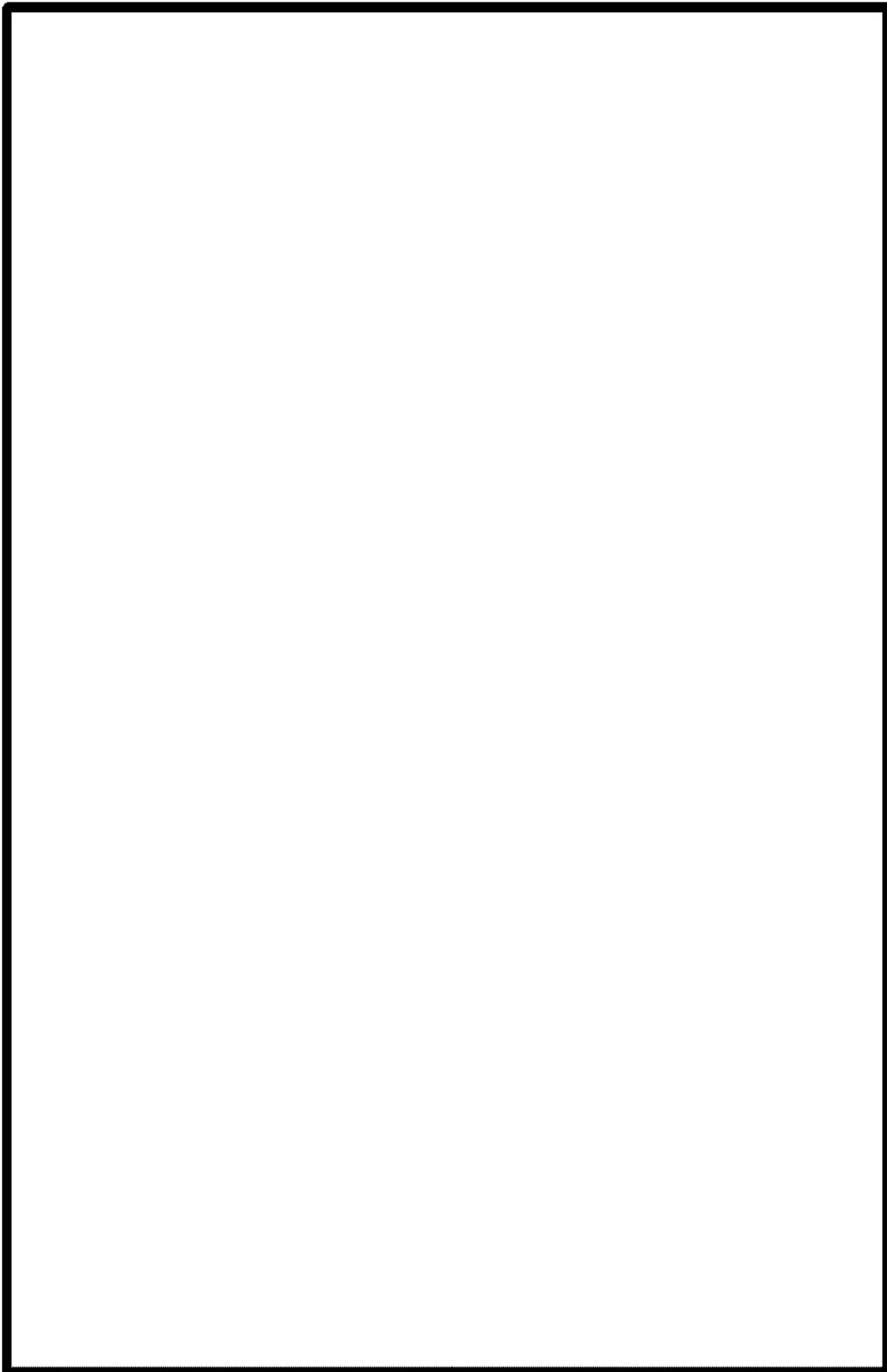


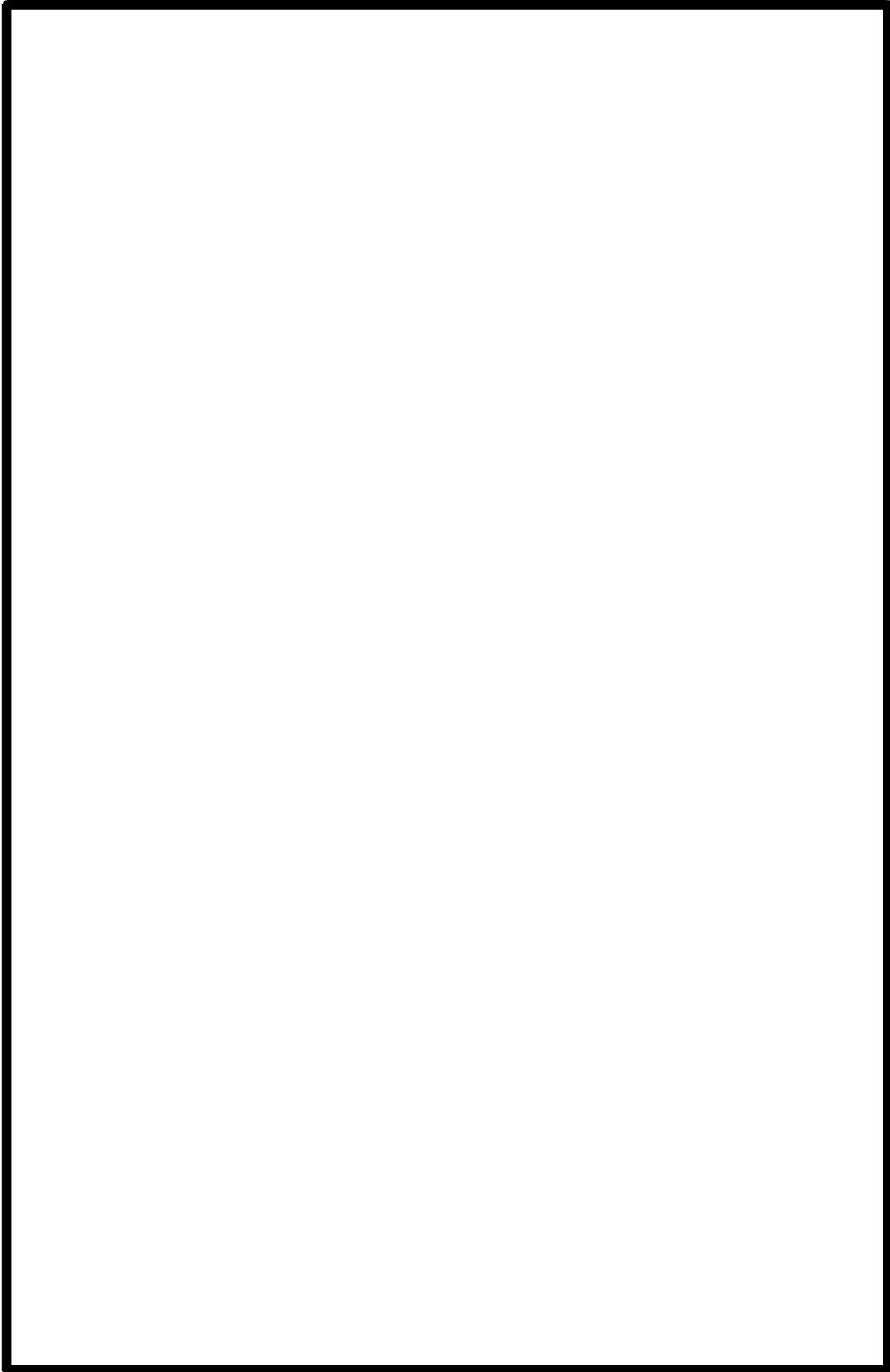
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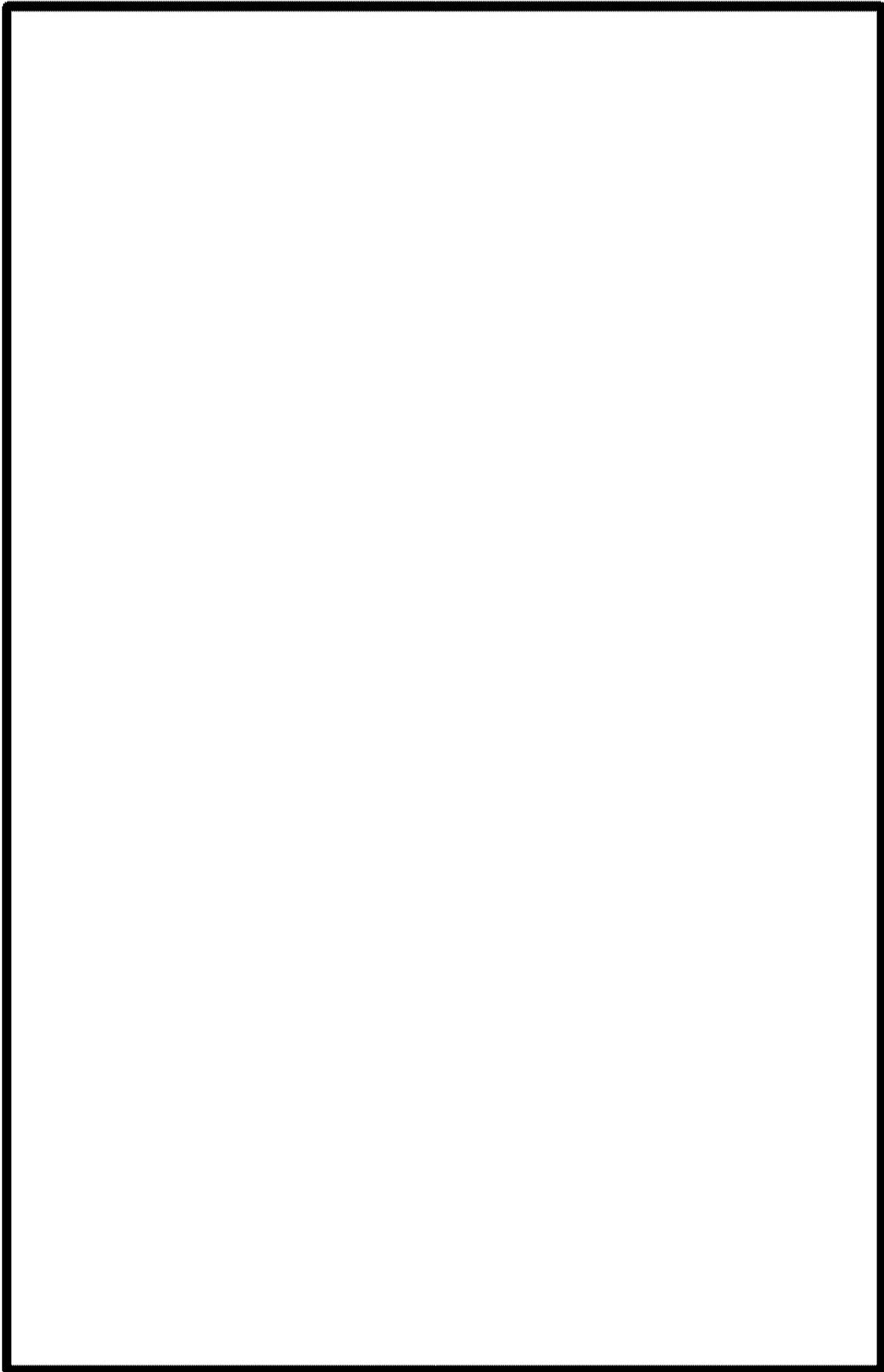


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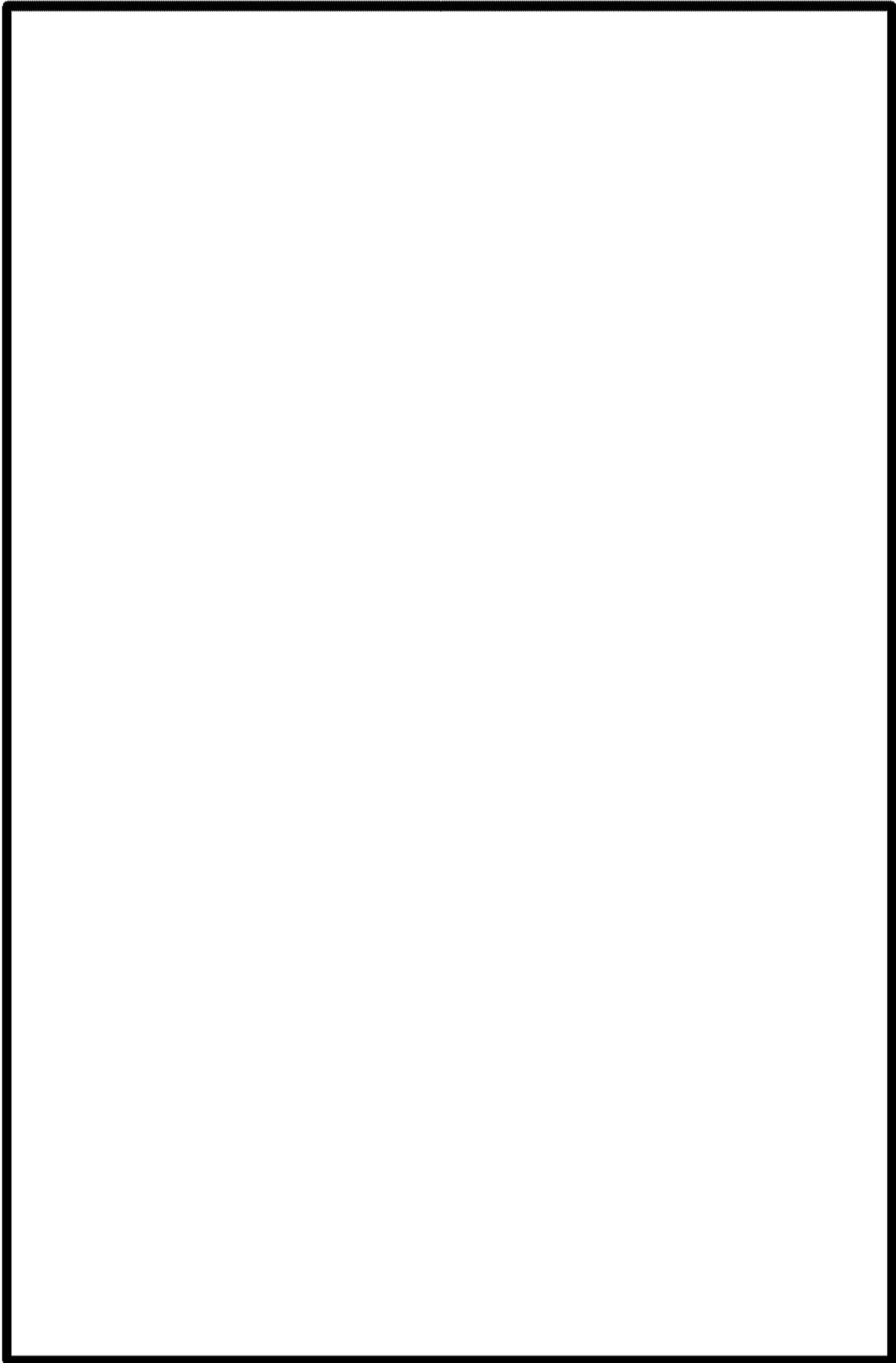




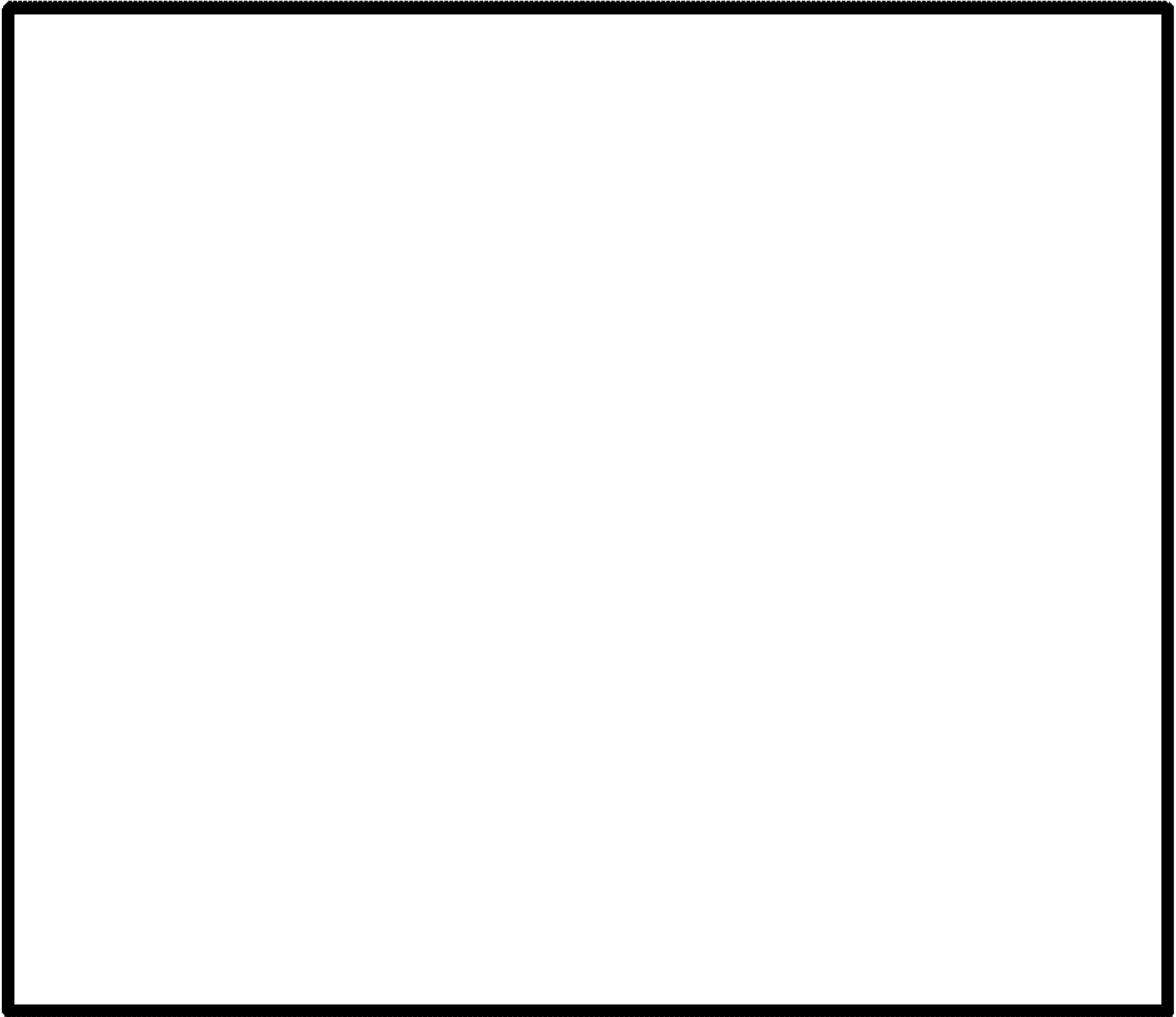




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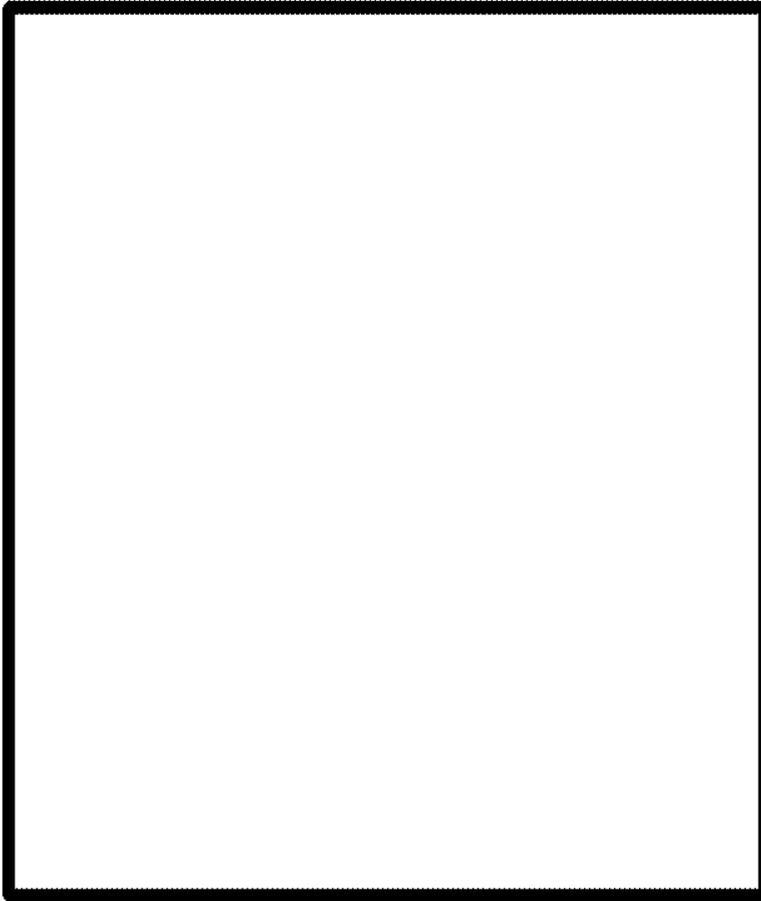
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[Signatures on Following Page]

(b)(4)

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first above written.



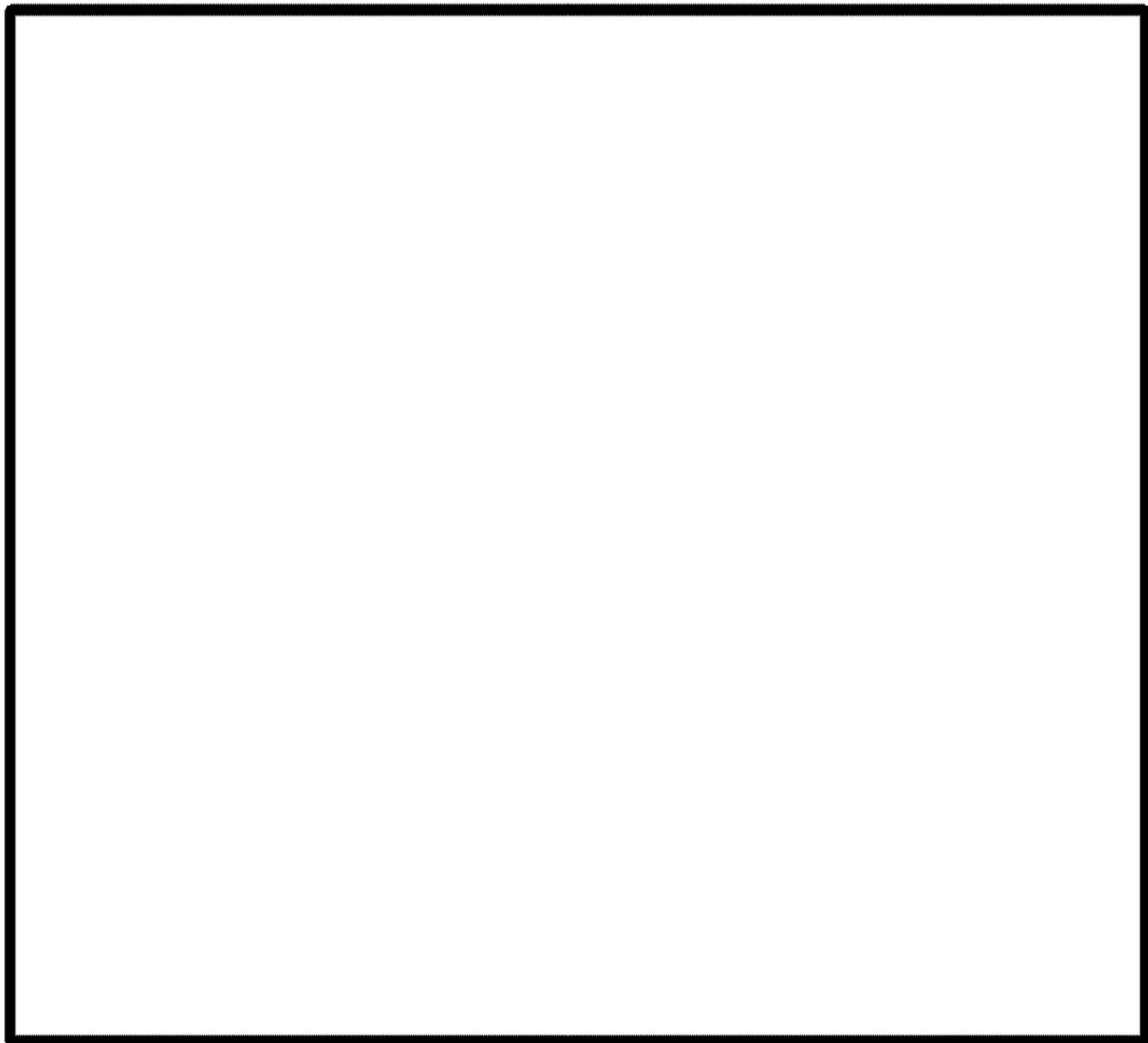
**NOTICE REGARDING NATIVE LANGUAGE TRANSLATION**

Investor hereby agrees that it is the sole responsibility of Investor to ensure proper translation of this Agreement into their native language if necessary for Investor's understanding of the rights and obligations contained herein. Any language translation of this Agreement provided by any of the parties hereto is not a binding legal document, and is being provided solely for the Investor's convenience, and shall not in any way be construed as a contract or any part of this Agreement as set forth in English. None of the parties hereto are liable for any inaccuracies in any language translation or for any misunderstandings due to differences in language usage or dialect. In the event of any inconsistencies between this Agreement as set forth in English and any language translation, this Agreement as set forth in English and as executed shall govern. The investor assumes the responsibility for fully understanding the nature and terms of the rights and obligations under this Agreement as set forth in English. None of the parties shall sign any translation of this Agreement.

Offeree: \_\_\_\_\_ Number: \_\_\_\_\_ Date Issued: \_\_\_\_\_

(b)(4)

**CONFIDENTIAL PRIVATE PLACEMENT MEMORANDUM OF**



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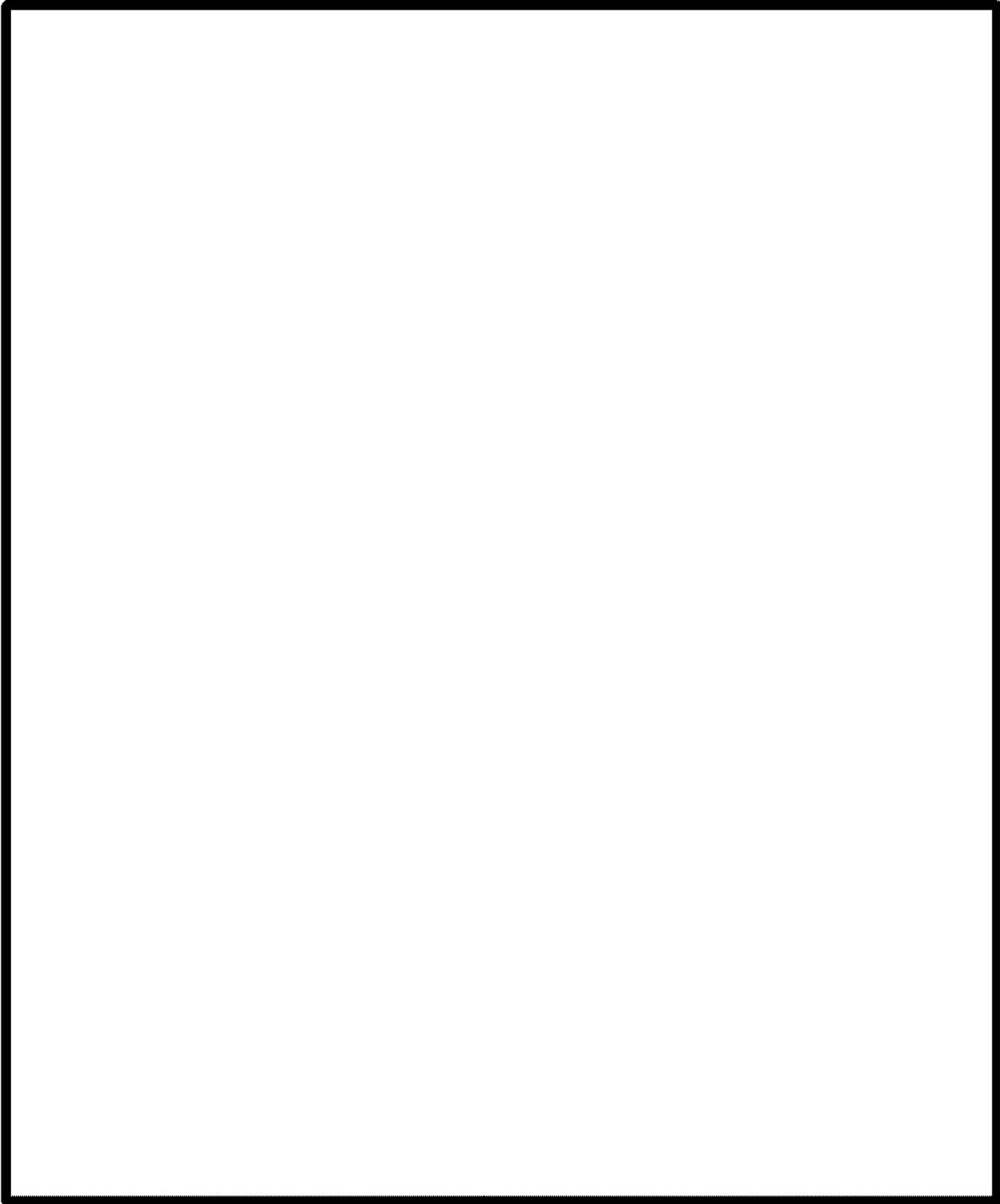
Page 1..... SUMMARY OF OFFERING TERMS  
Page 5..... POTENTIAL INVESTORS  
Page 5..... PILOT PROGRAM  
Page 7..... IMMIGRATION PROCEDURES  
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Page 31..... TAX AND LEGAL ASPECTS  
Page 31..... RESTRICTIONS ON TRANSFERABILITY

Exhibit A..... Partnership Agreement  
Exhibit B..... Subscription Agreement  
Exhibit C..... Escrow Agreement  
Exhibit D..... Loan Agreement

(b)(4)



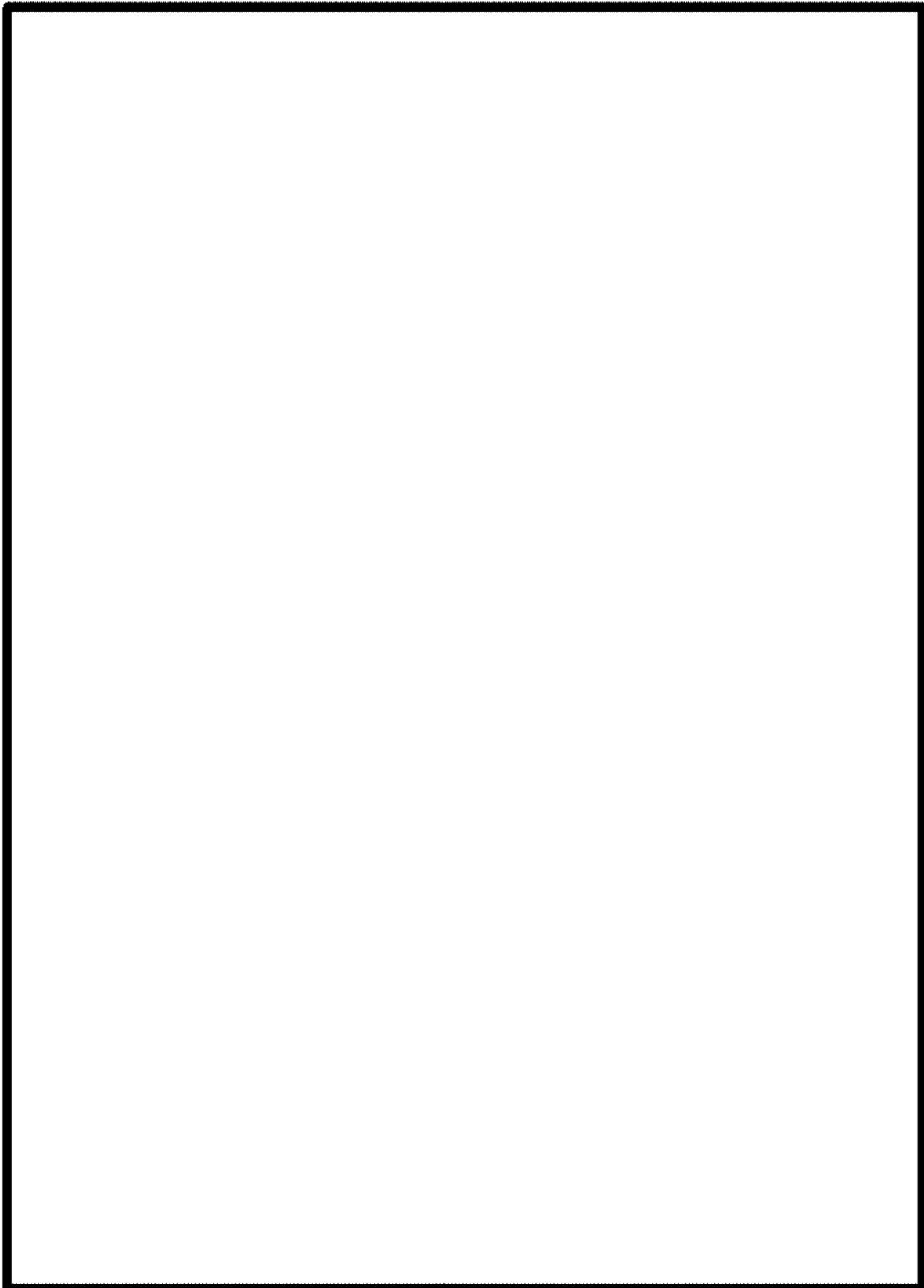
**CONFIDENTIAL PRIVATE PLACEMENT MEMORANDUM**



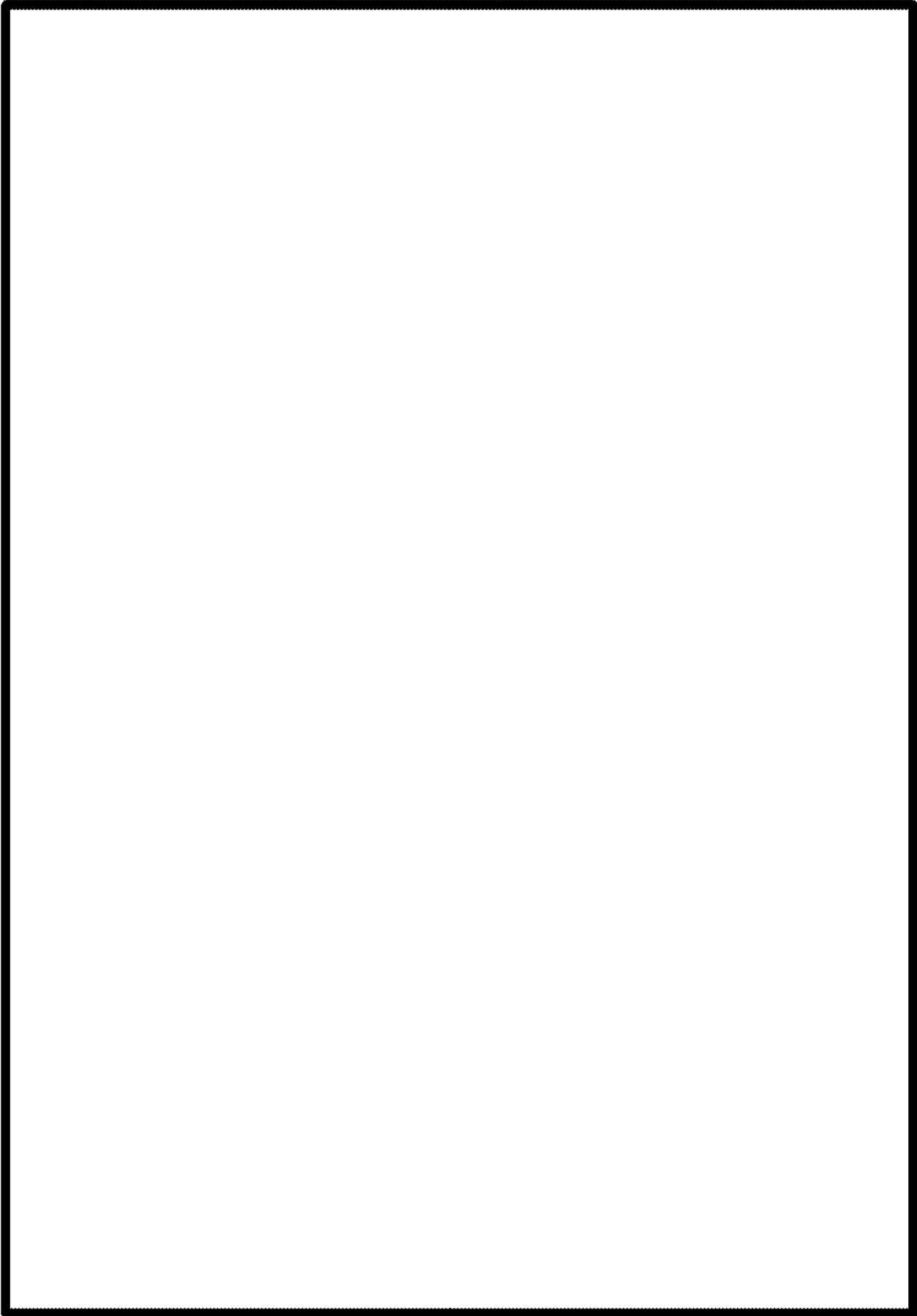
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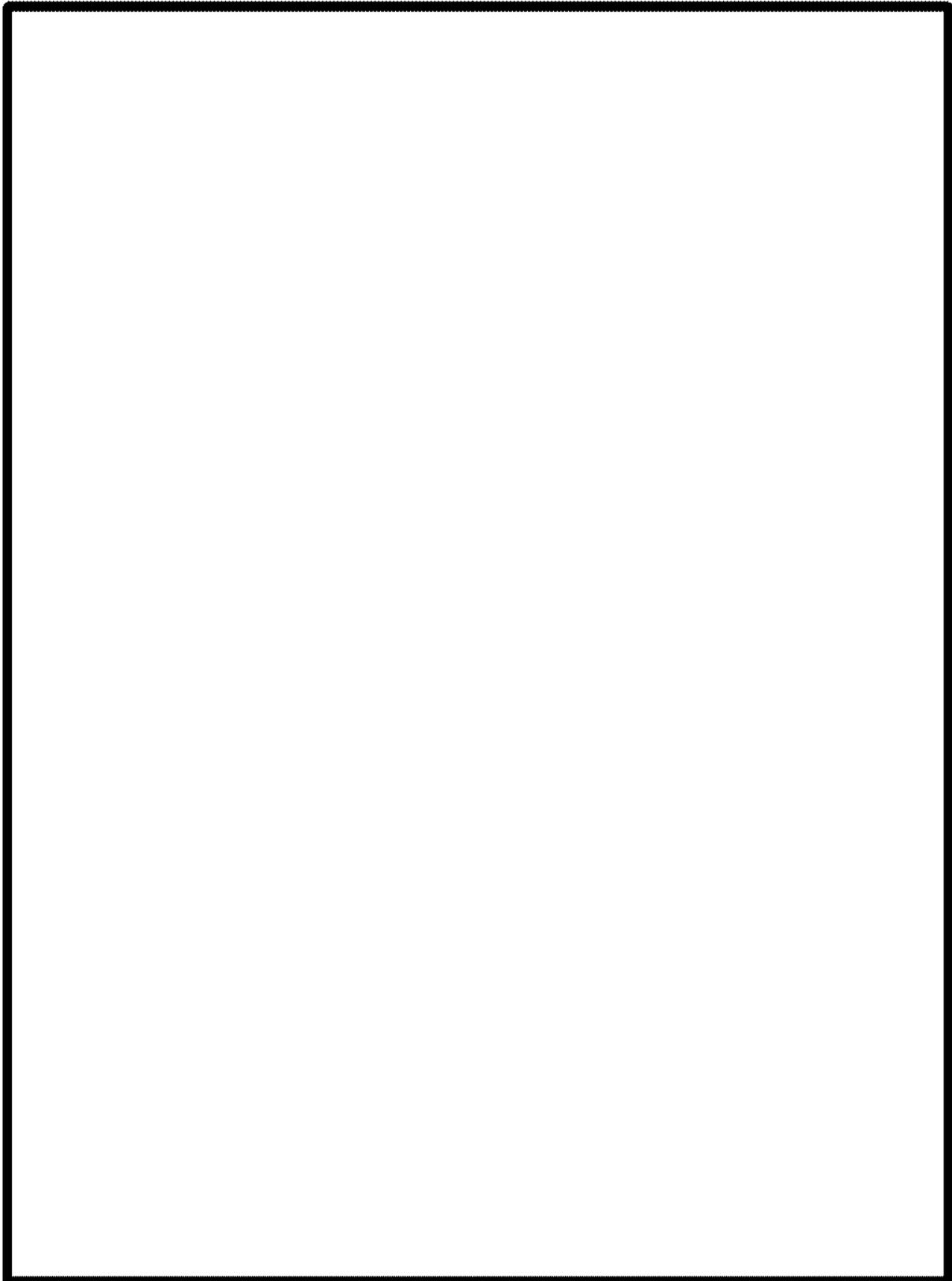
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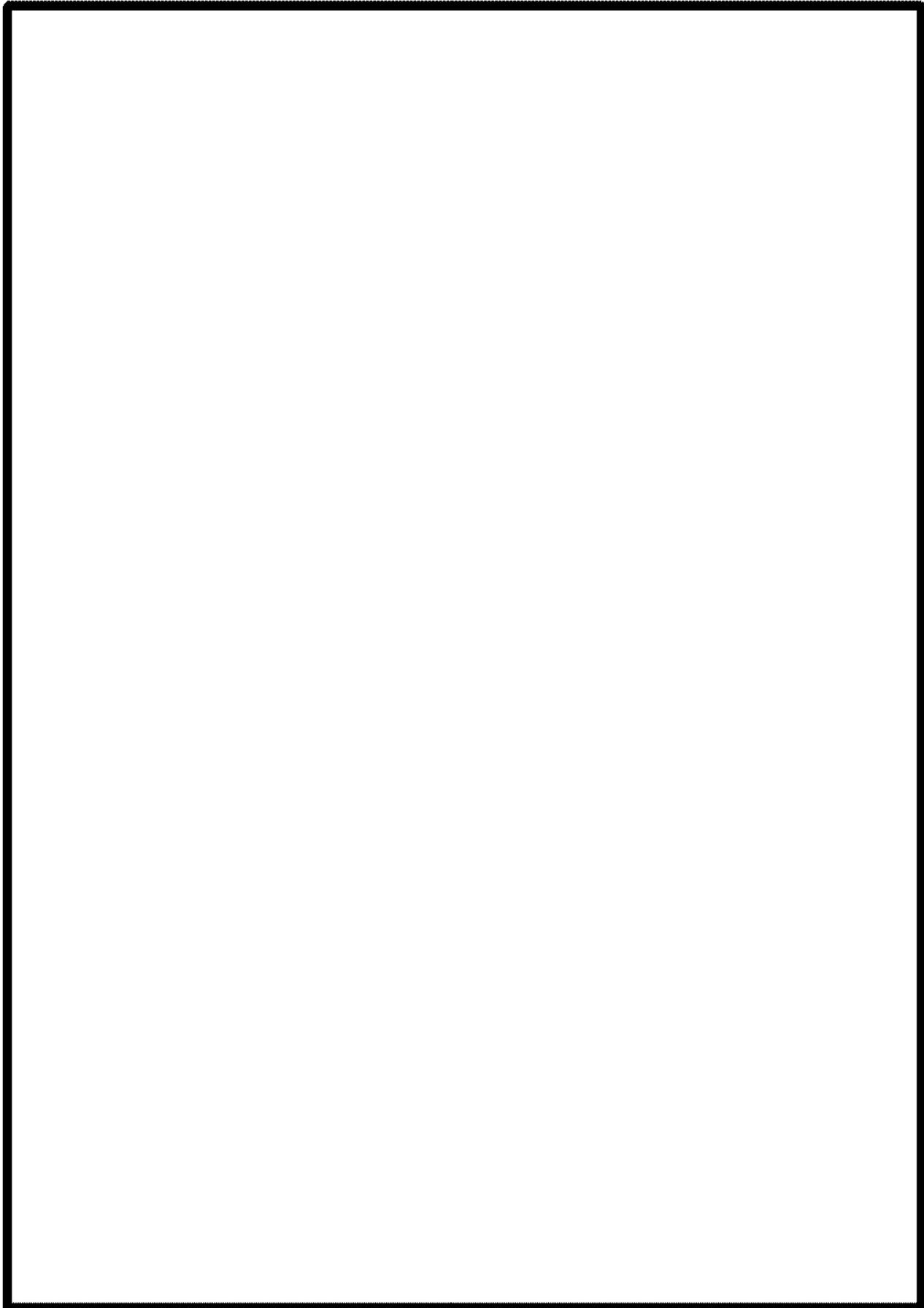
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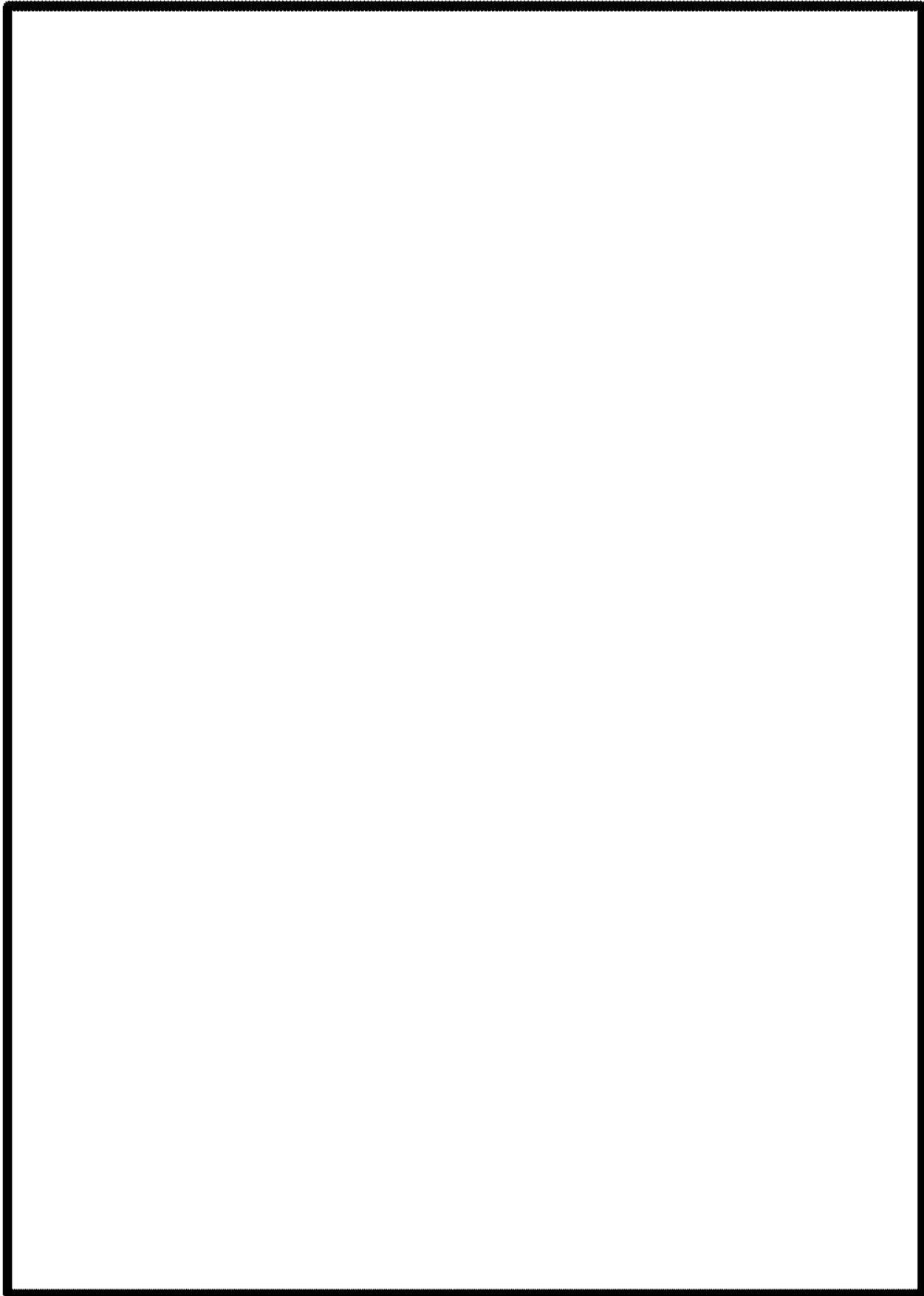
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v



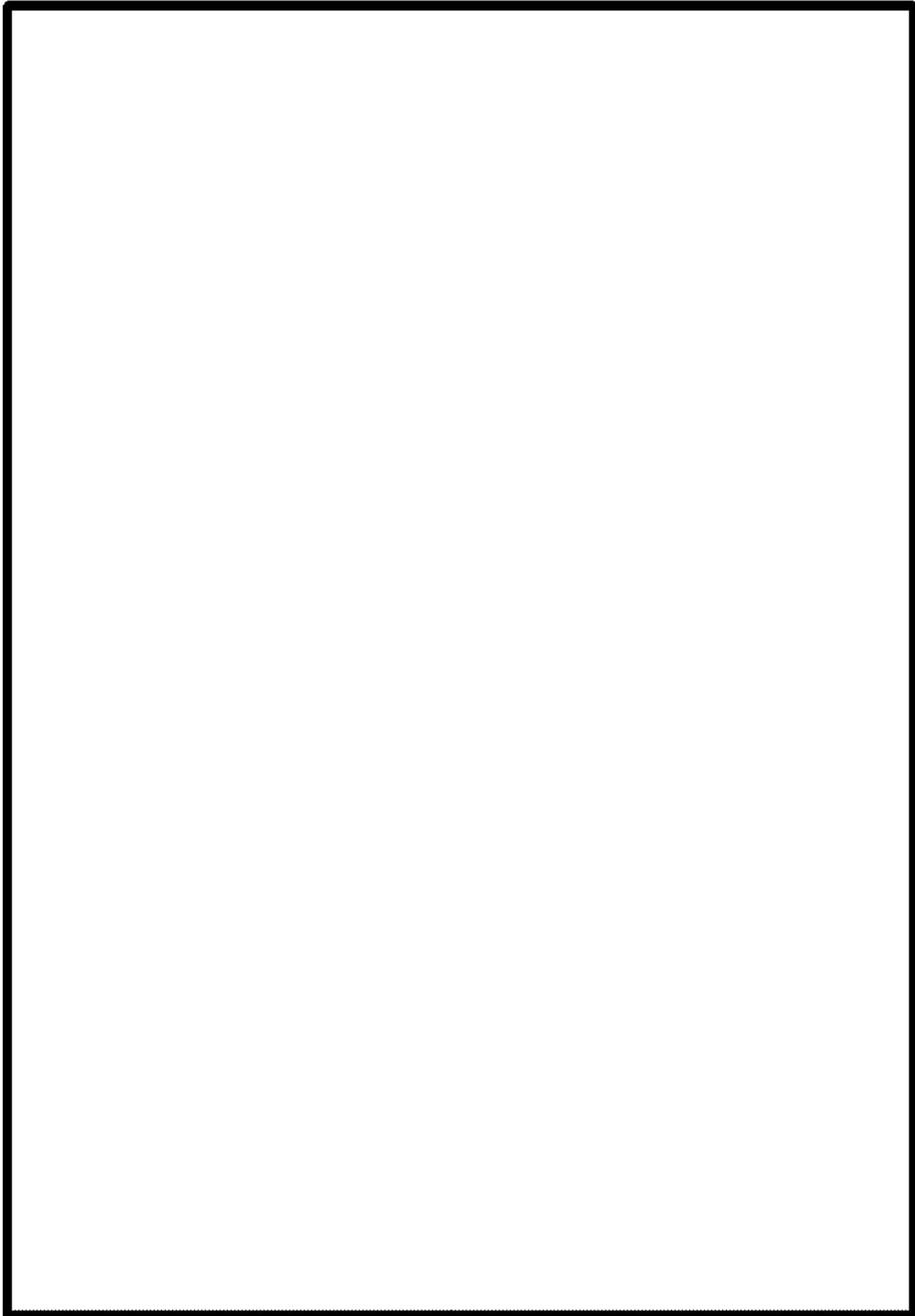
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**I. SUMMARY OF OFFERING TERMS**

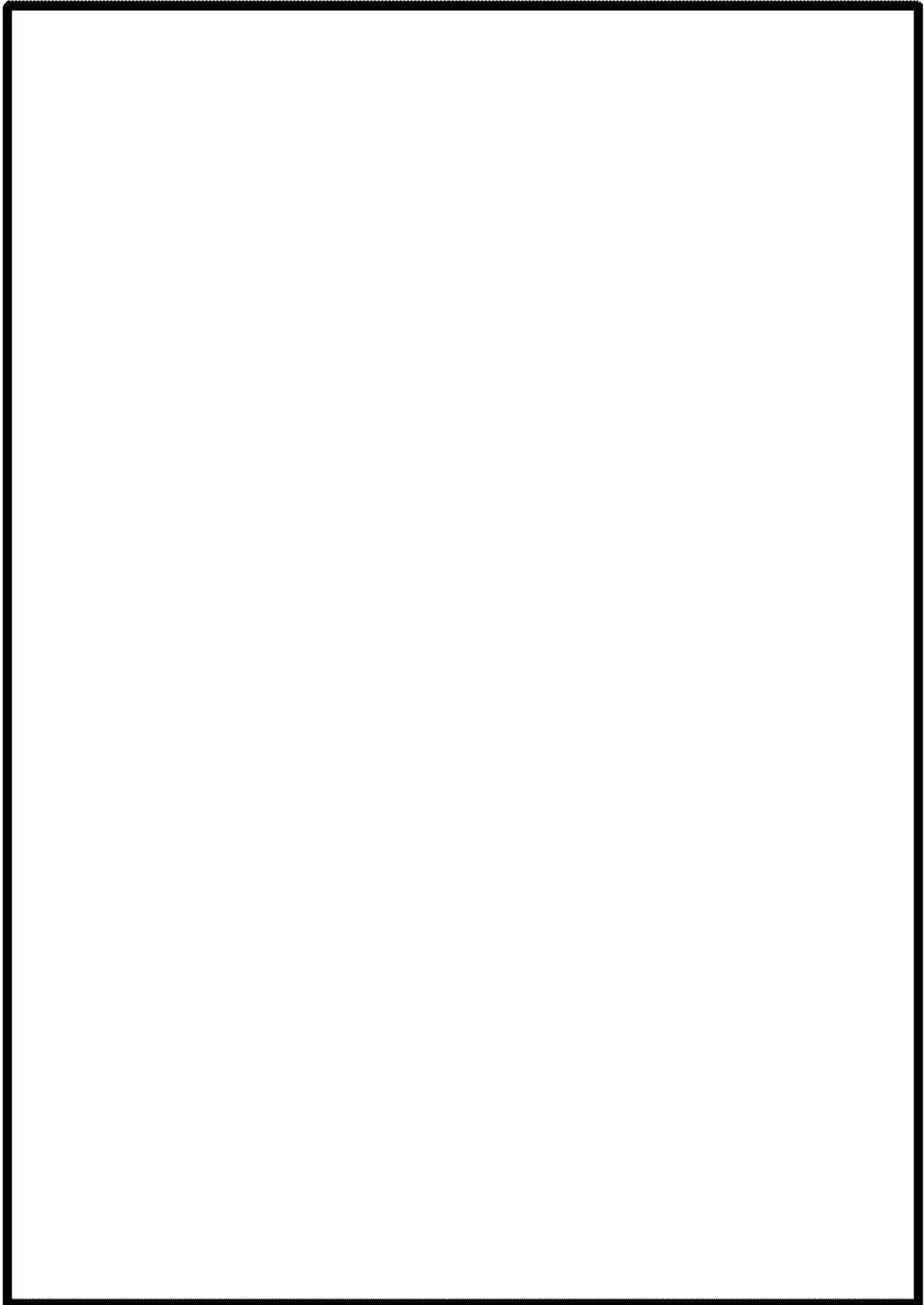


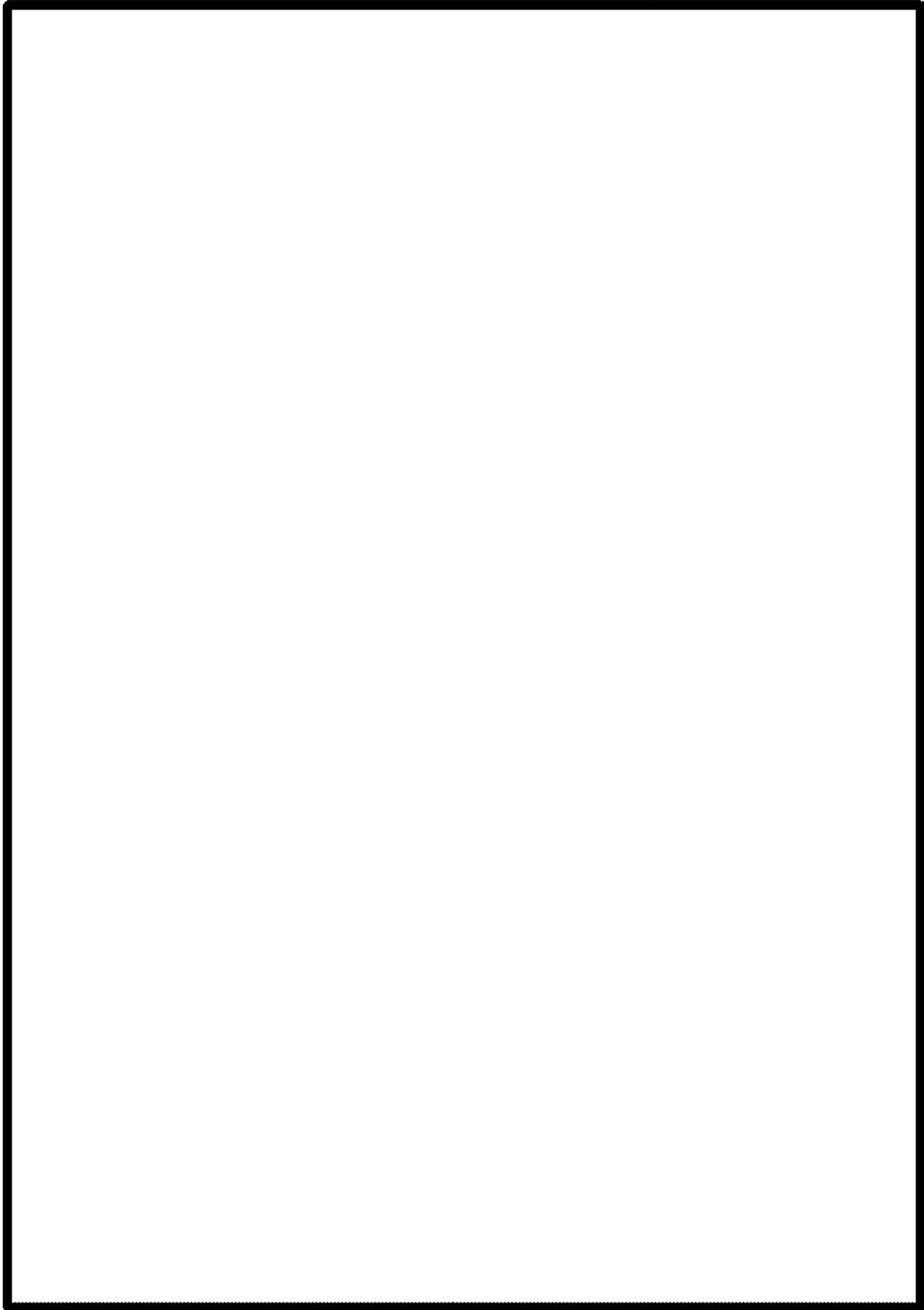


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(b)(4)







**II. POTENTIAL INVESTORS**



**III. THE PILOT PROGRAM**

The Pilot Program and the Act provide for an EB-5 employment-based preference immigrant visa category for immigrants seeking to enter the United States to engage or invest in a commercial enterprise that will benefit the U.S.

economy and create at least ten full-time jobs. Pursuant to the Act, up to 10,000 EB-5 immigrant visas are allocated each year for qualified immigrant investors, who ordinarily must invest at least \$1.0 million in a qualifying business.

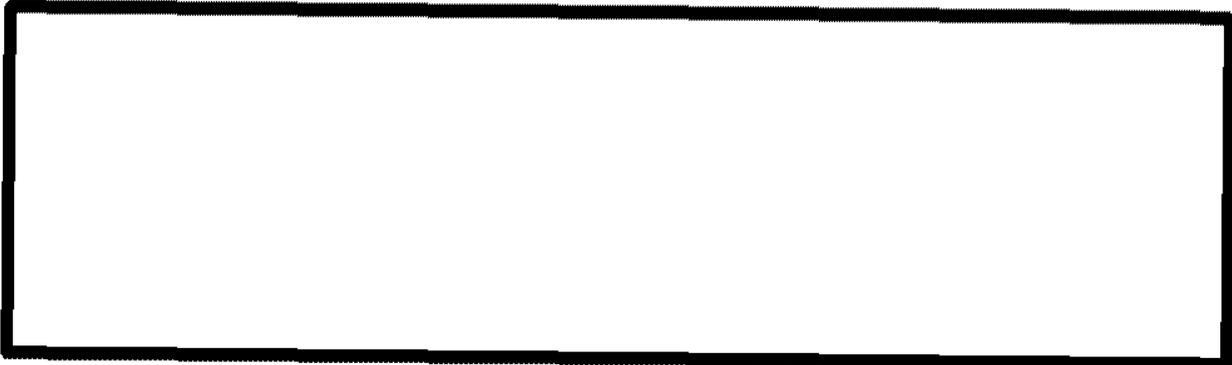
However, investors may qualify under the Pilot Program through an investment of a reduced threshold amount of \$500,000 in a capital investment opportunity located in a qualifying rural area or in a state-designated high unemployment urban area as defined by the Act (a "Targeted Employment Area"). A minimum of 3,000 EB-5 immigrant visas are allocated each year for qualified immigrant investors who invest in a project offered by a USCIS-designated regional center.

The USCIS Approval provides that the Freedom Partners Regional Center will focus investments under the Pilot Program in the following industry clusters:

- (1) Nonresidential Building Construction
- (2) Travel or Accommodations
- (3) Restaurants and Other Eating Places
- (4) Drinking Places
- (5) Child Day Care Services
- (6) Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly

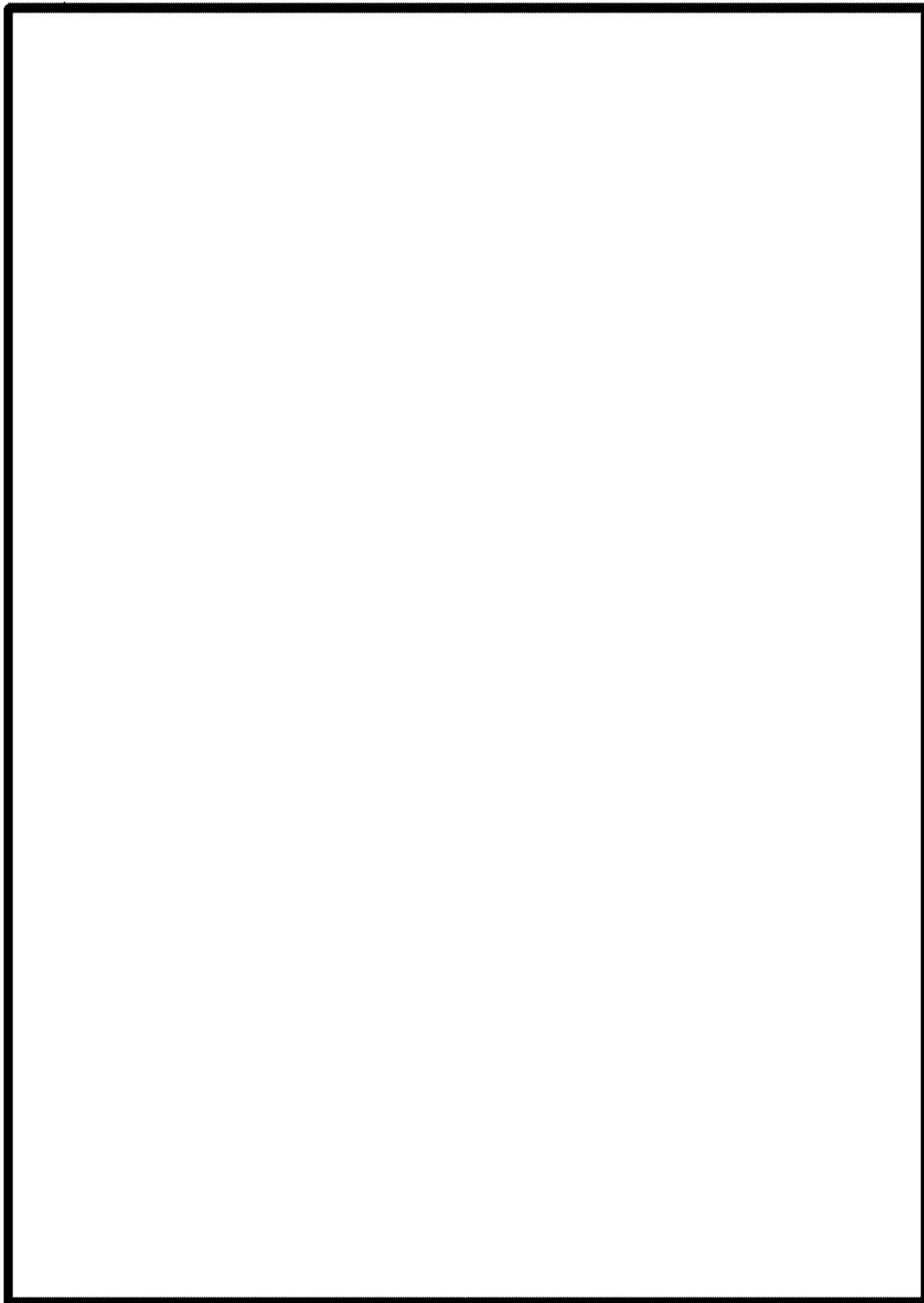
The USCIS Approval means that USCIS recognizes the Regional Center Administrator as a designated participant in the Pilot Program. As such, the Regional Center Administrator is authorized to review and evaluate potential capital investment opportunities located within a Targeted Employment Area of the Freedom Partners Regional Center and to determine their suitability for participation in the Pilot Program. Although the Regional Center Administrator has approved the Loan and the Project for participation in the Pilot Program, the USCIS Approval does not constitute a USCIS endorsement of the Offering, the Loan or the Project. USCIS reserves the right to refuse to approve I-526 Petitions of Limited Partners in the Offering if USCIS determines that the Loan and the Project do not appear suitable for participation in the Pilot Program.

(b)(4)



[Table Follows]

(b)(4)



(b)(4)



**IV. IMMIGRATION PROCEDURES**



8

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**V. USE OF PROCEEDS**



**VI. PROJECT PARTICIPANTS**



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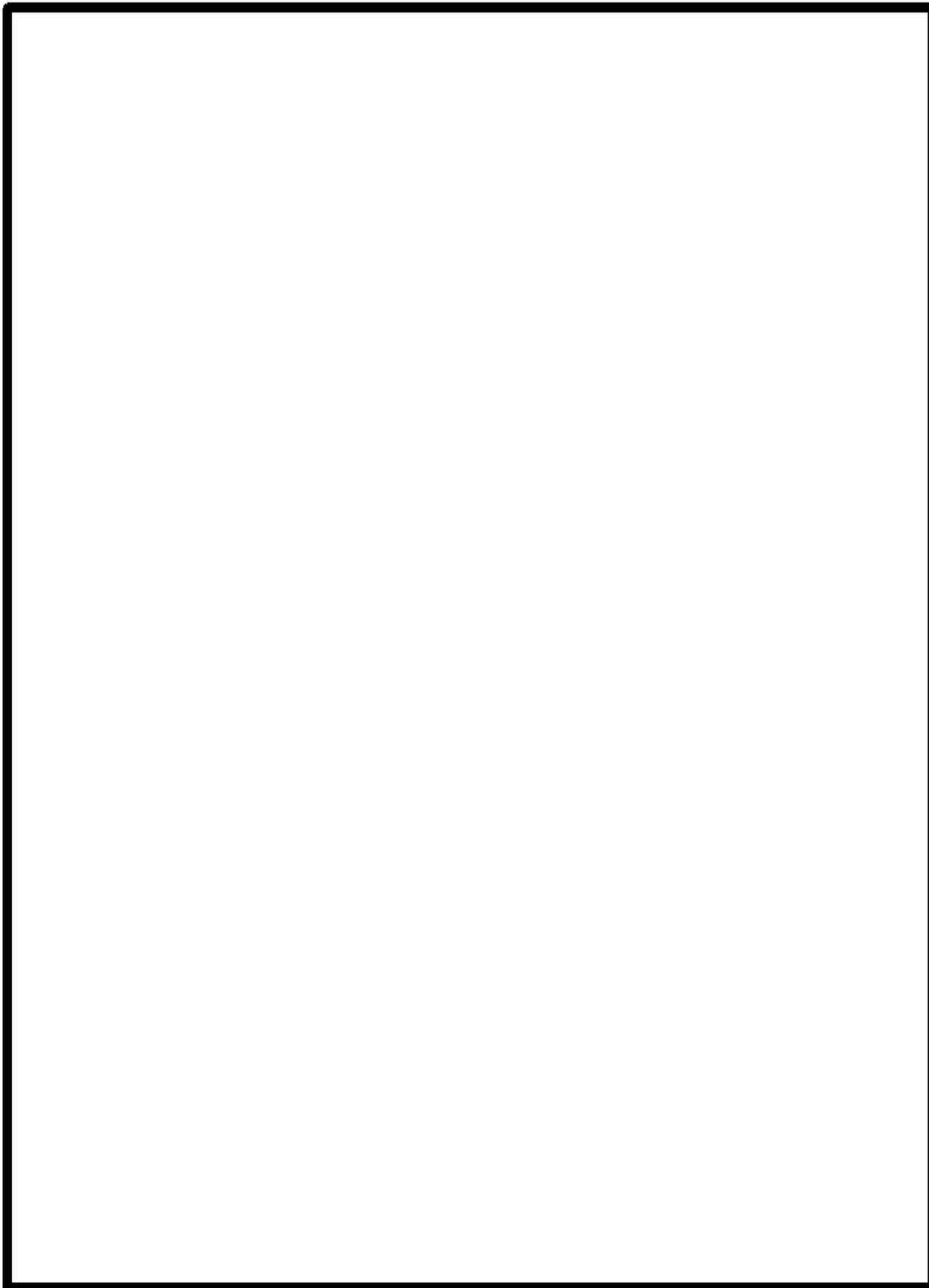


**VII. THE PROJECT**



(b)(4) 10

(b)(4)



**The Project**

Pro Forma Financial Information

The Owner prepared pro forma financial report that analyzed anticipated revenues and expenses relating to rooms, food and beverage, other operated departments and rentals during the ten years following project completion. The report also analyzed anticipated expenses relating to administrative, marketing and maintenance activities, as well as anticipated utility, management, tax, insurance, financing and other expenses. Based on the results of these analyses, the report presented the following detailed forecast of financial results through the tenth projected year.

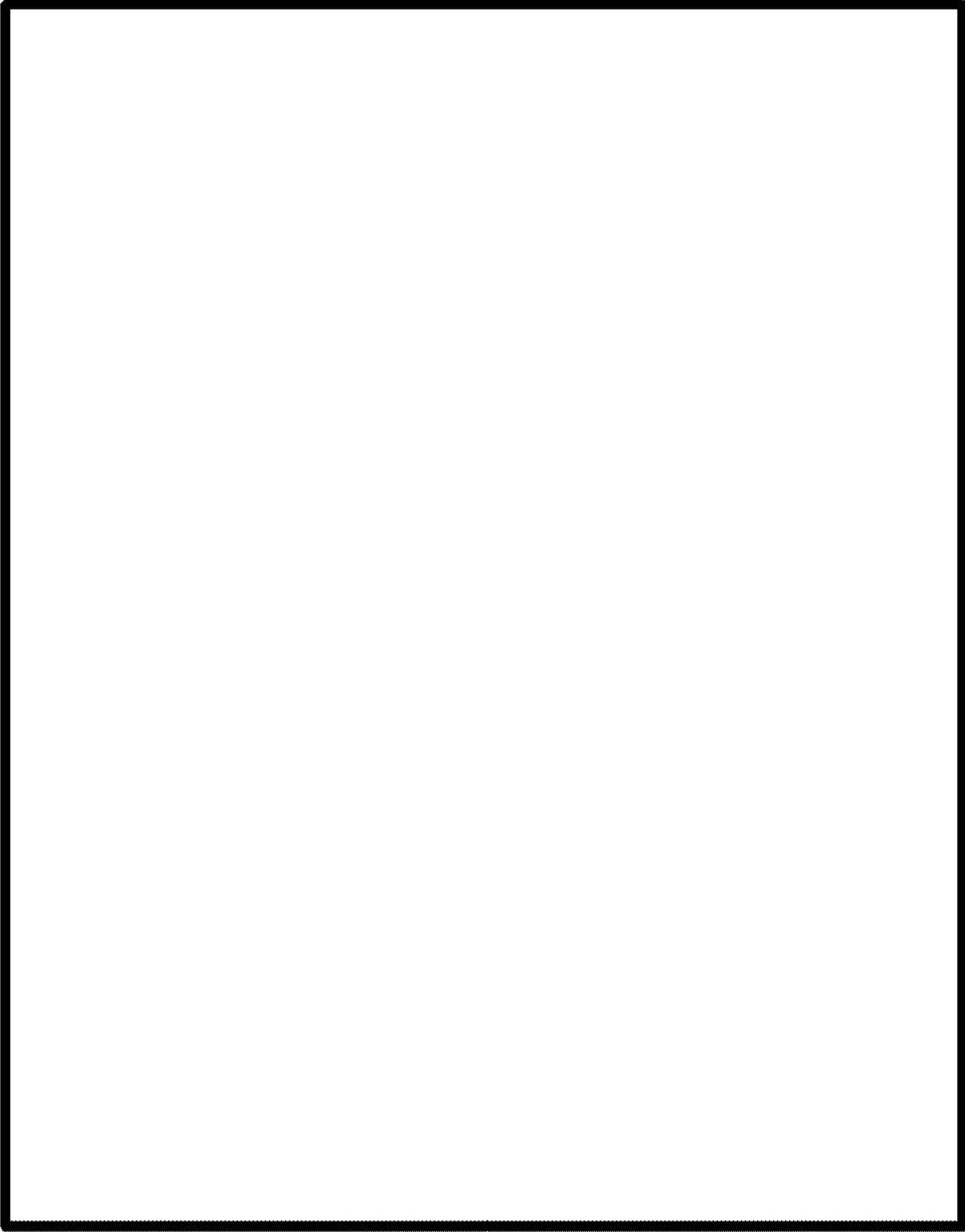
Items	M.F.	Est.	Year									
			1	2	3	4	5	6	7	8	9	10
(b)(4)												

**VIII. CONSTRUCTION BUDGET AND DEVELOPMENT SCHEDULE**

The following is a general construction budget for the Project. Budgeted amounts are subject to change as a result of factors arising during the construction process.

(b)(4)

PACKAGE  
PROJECT COST/CASH NEEDS





**IX. PROJECT FUNDING**



(b)(4)

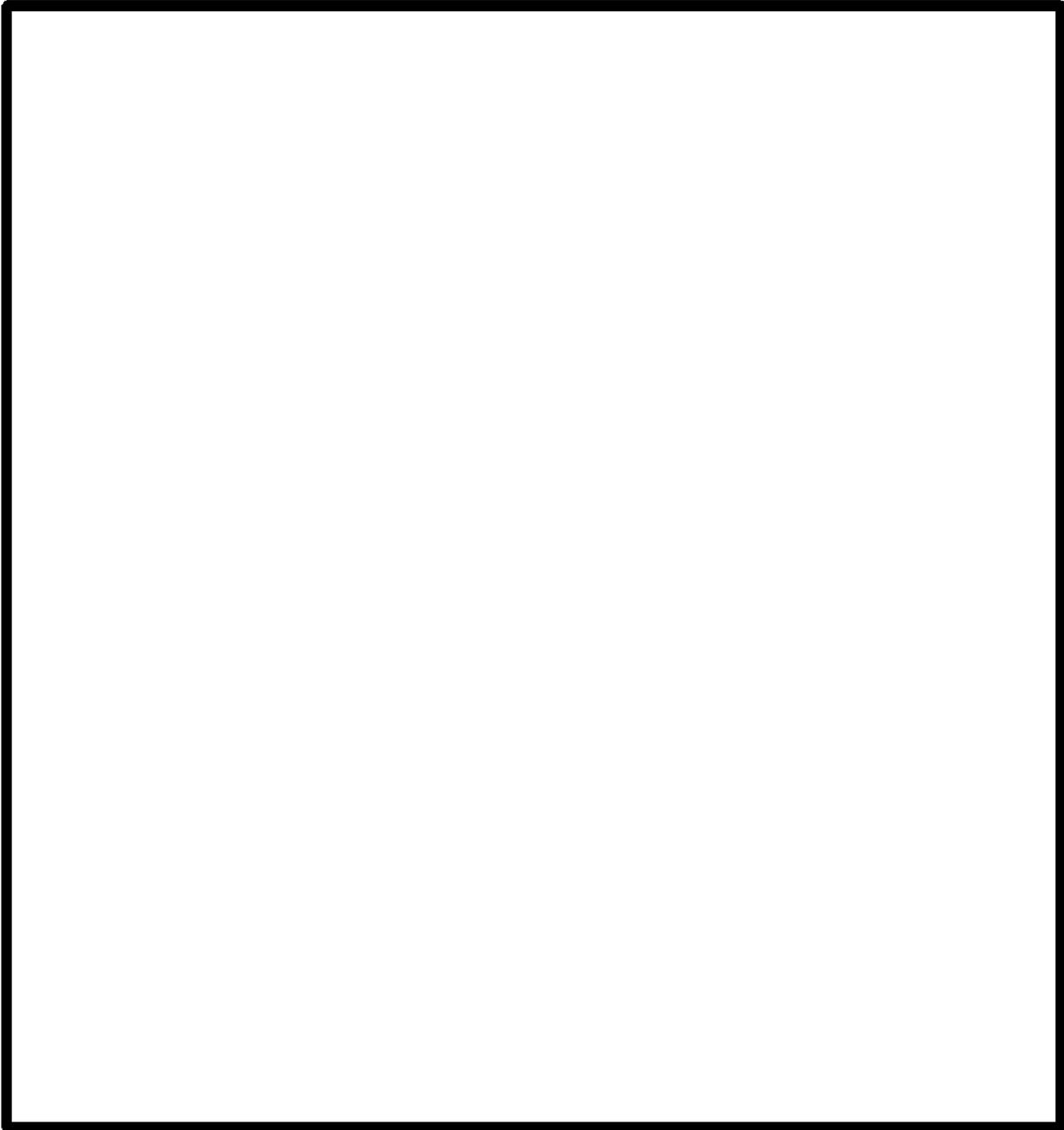


**X. LOAN AGREEMENT**



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(b)(4)



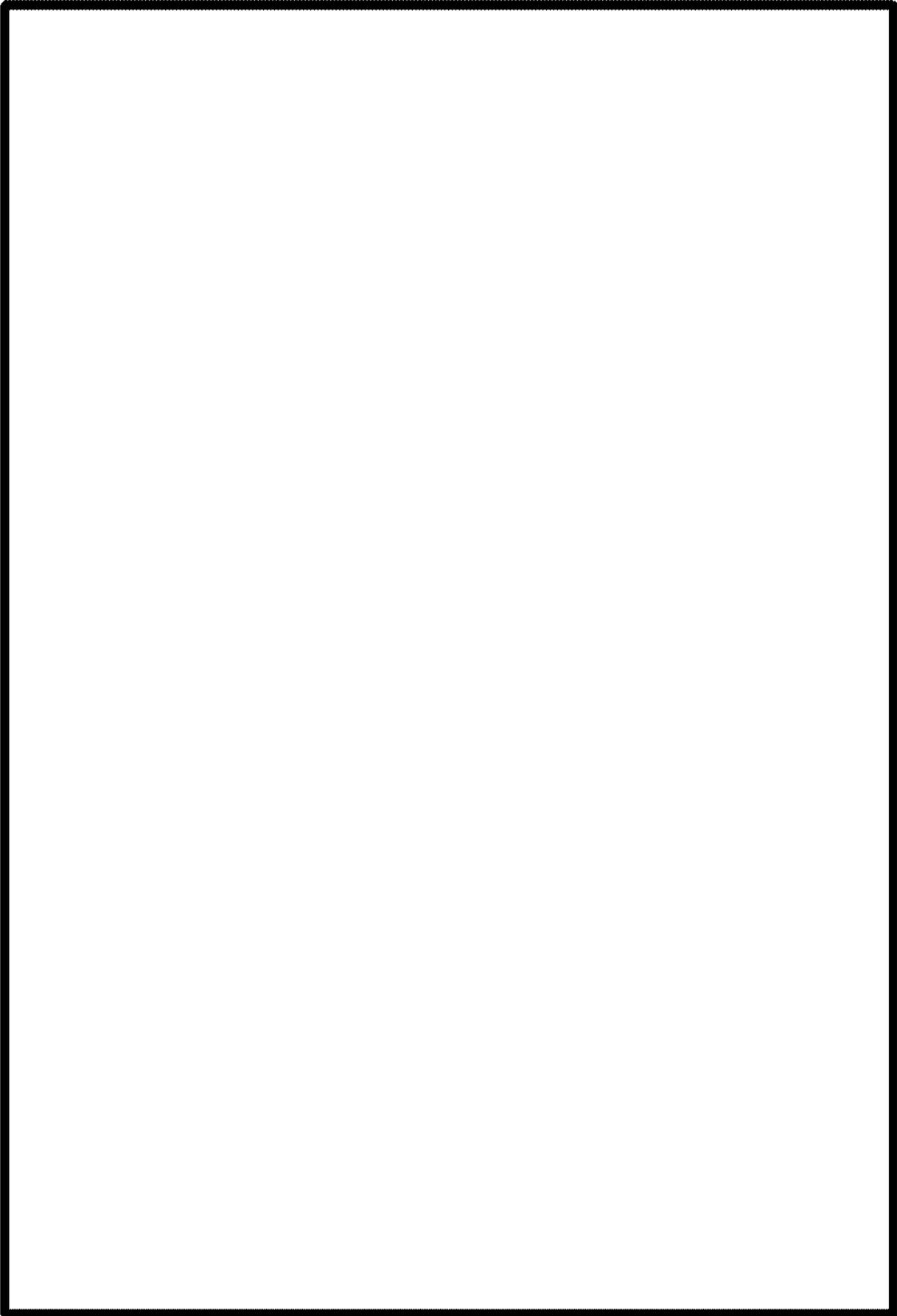
**XI. THE PARTNERSHIP**

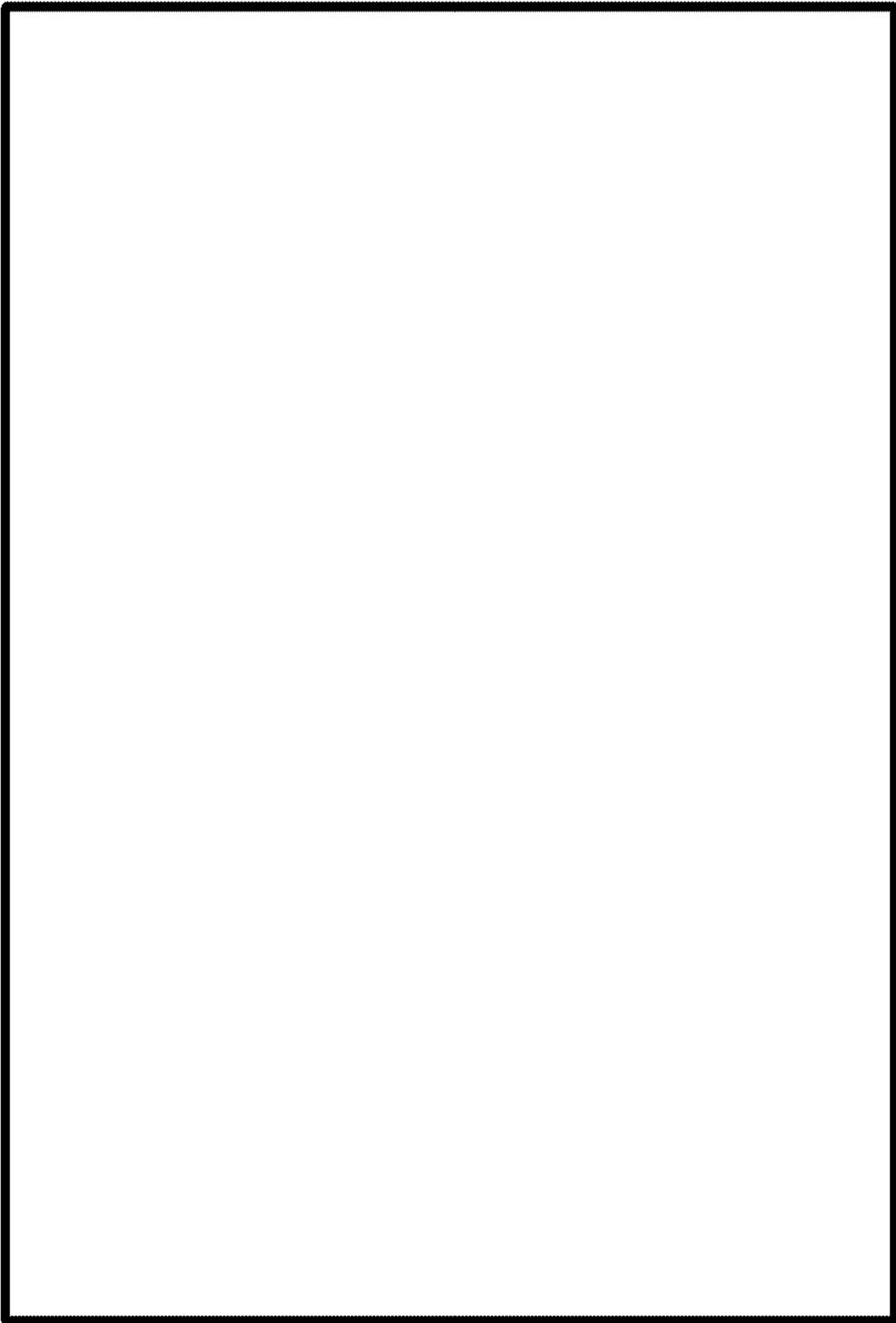
***Management of the Partnership***



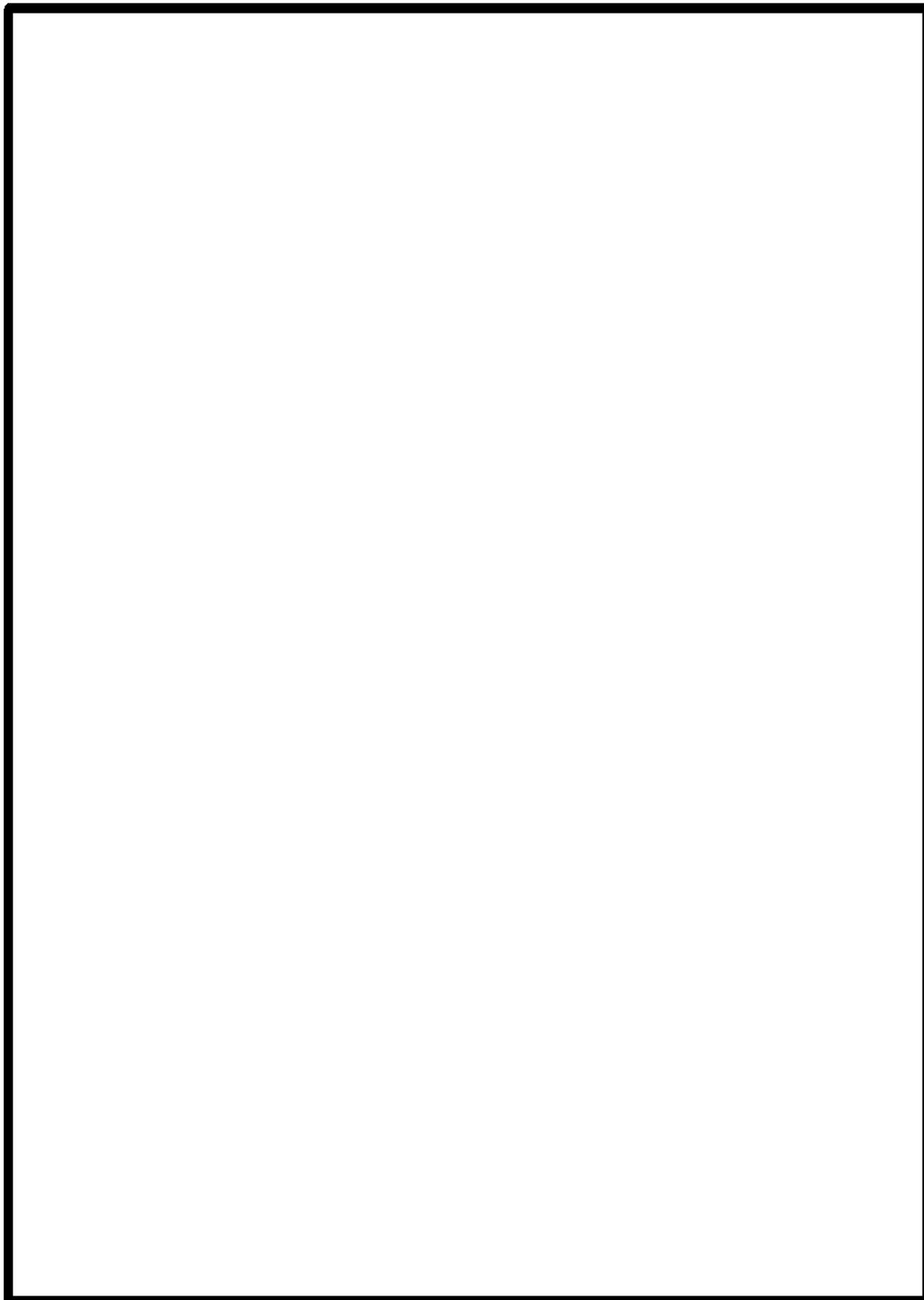
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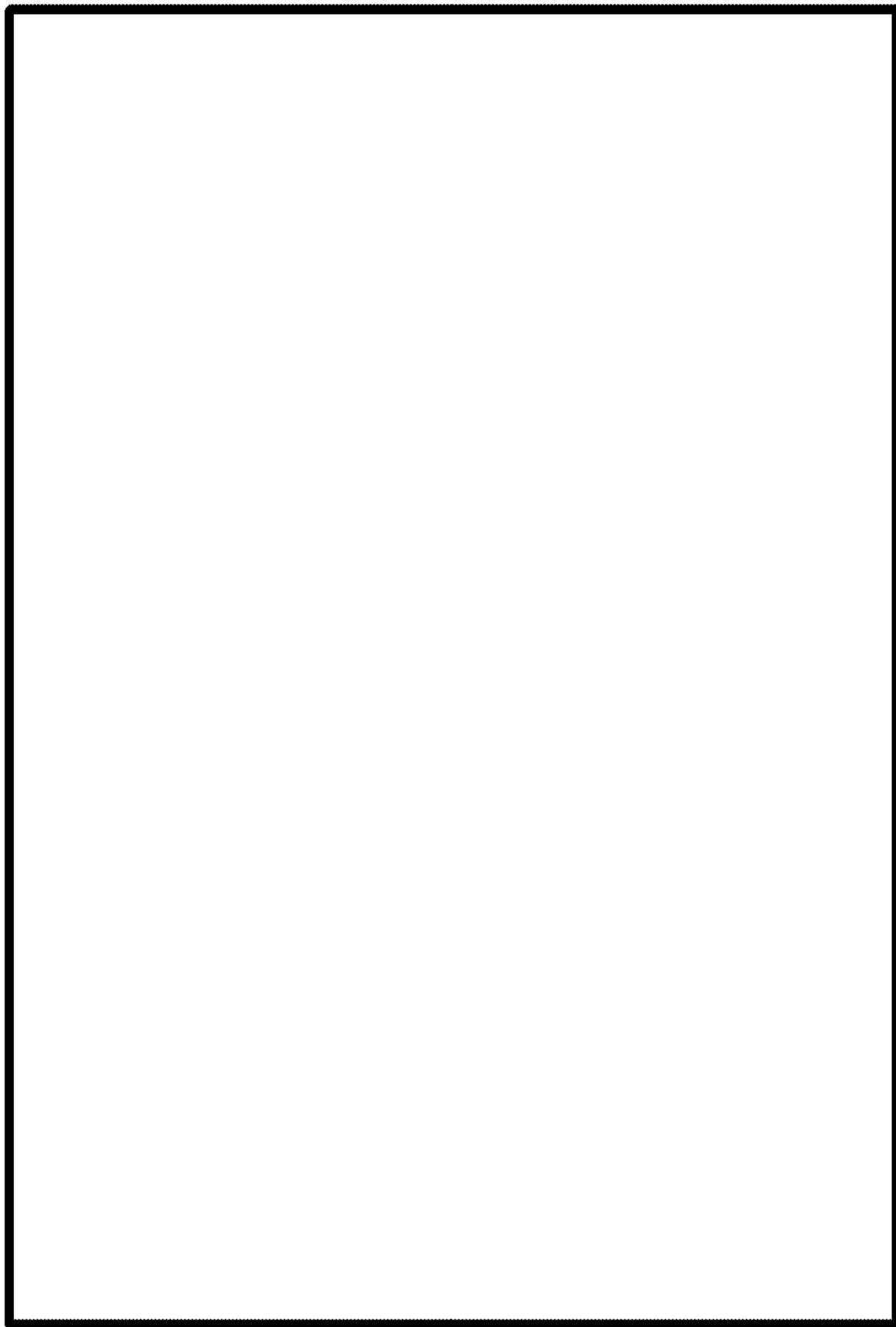




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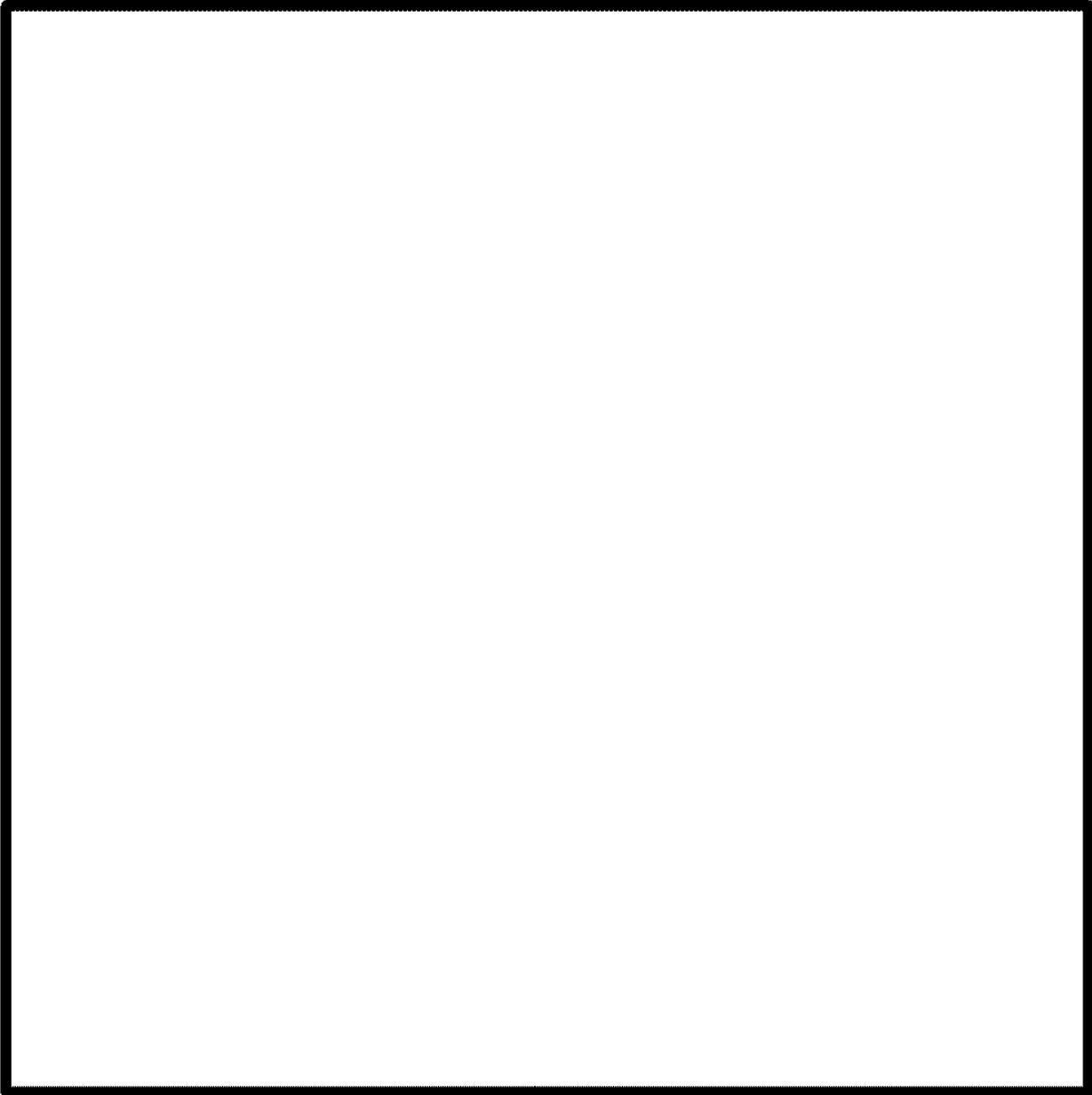
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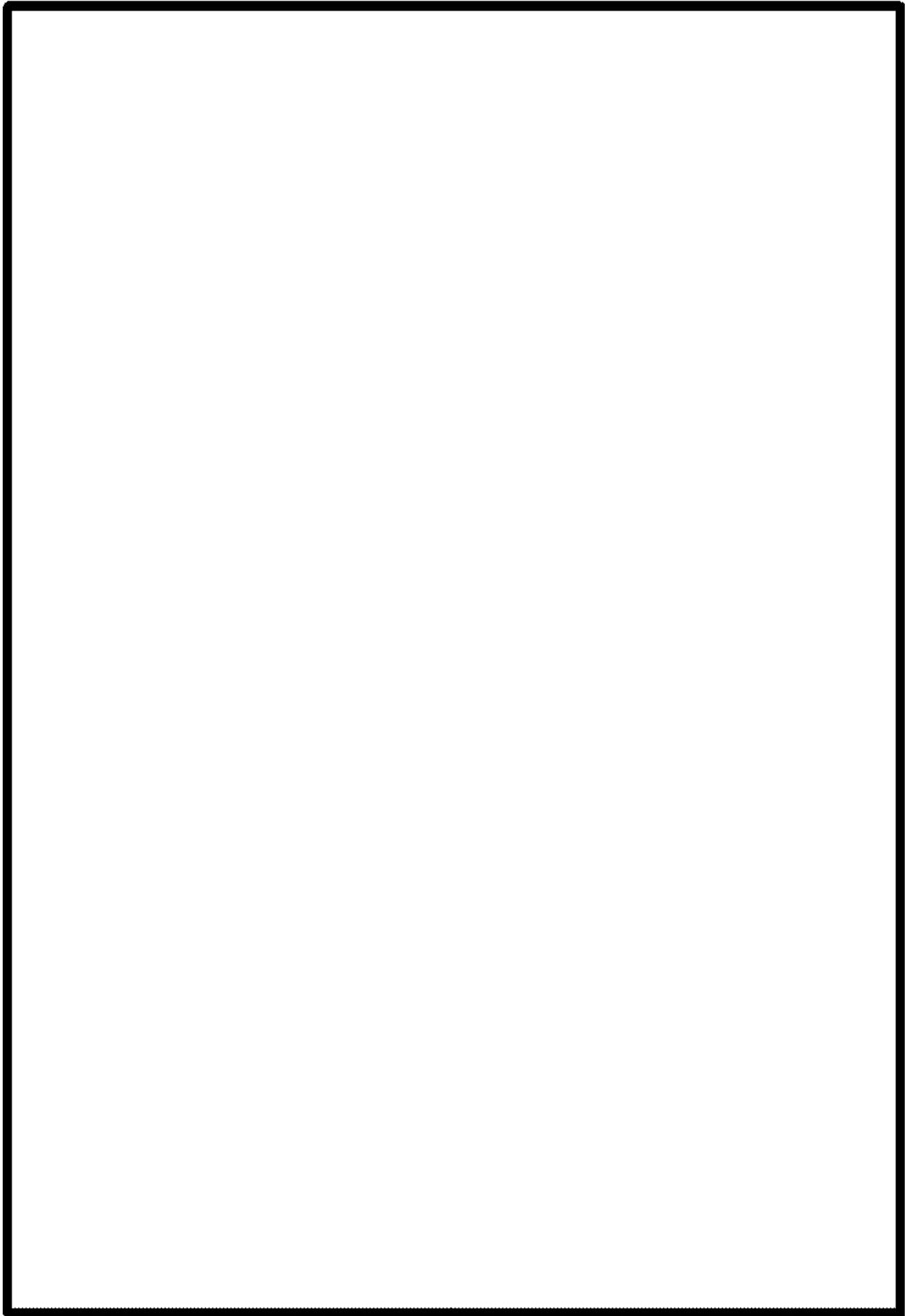


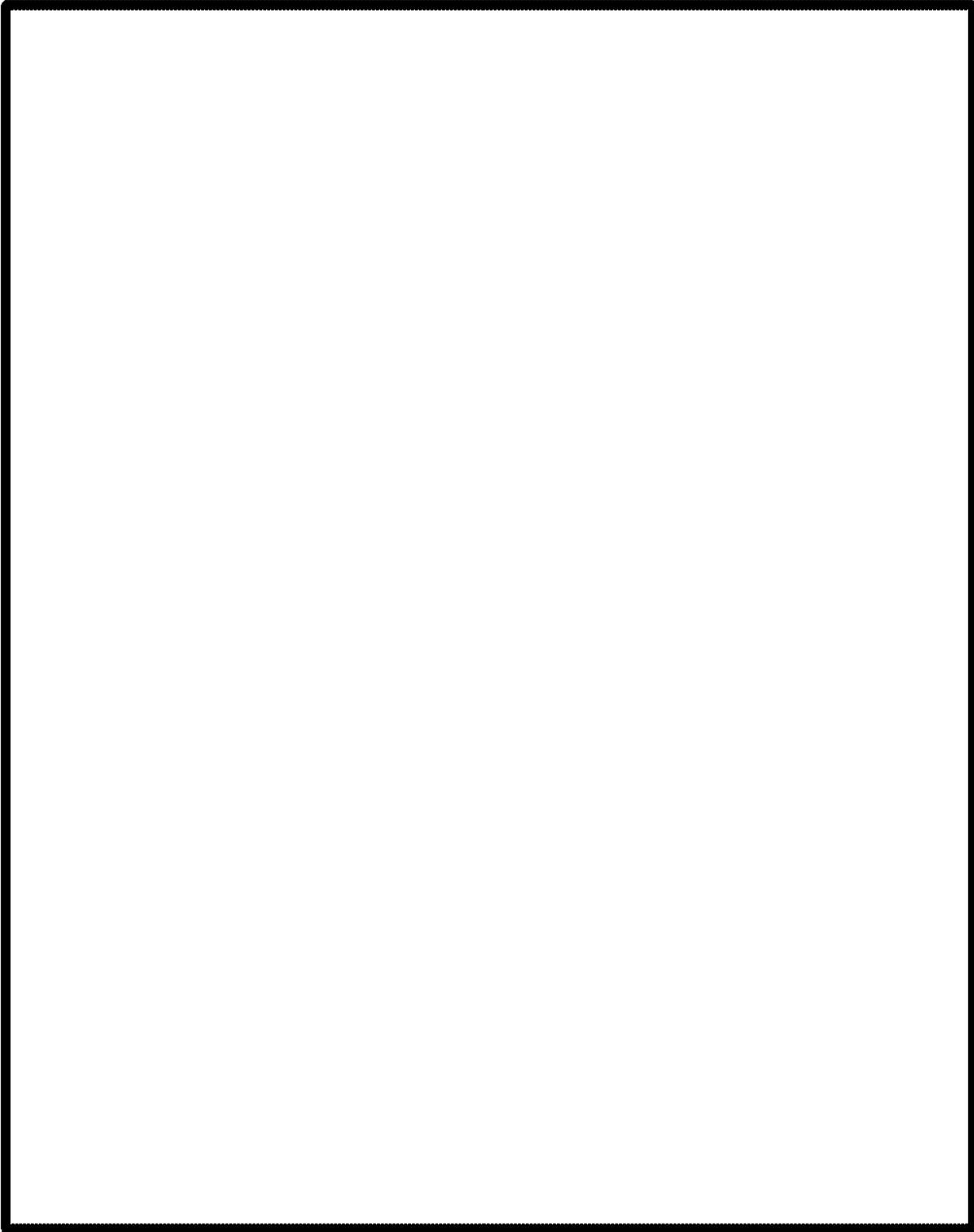
**XII. SUMMARY OF PARTNERSHIP AGREEMENT**



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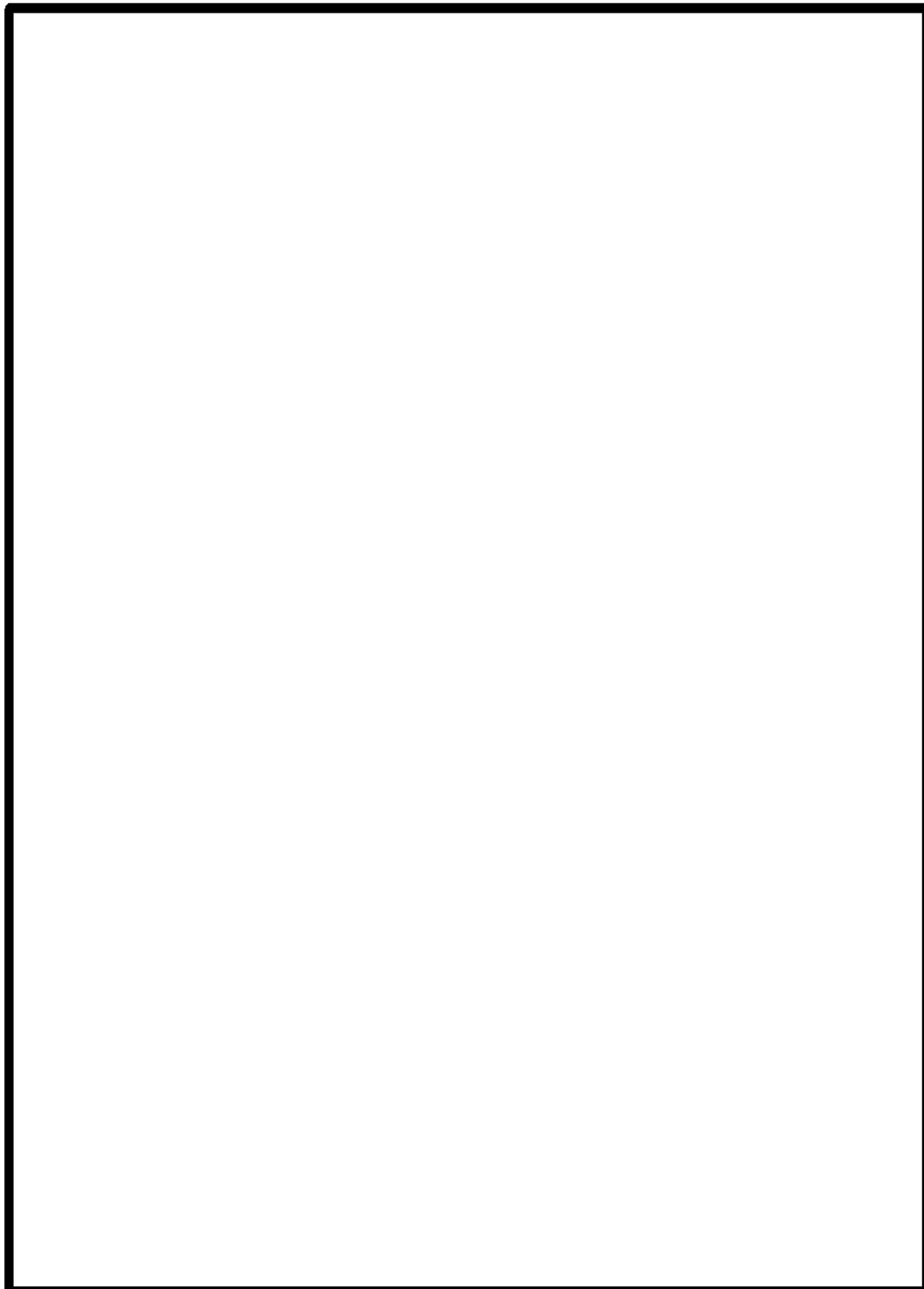
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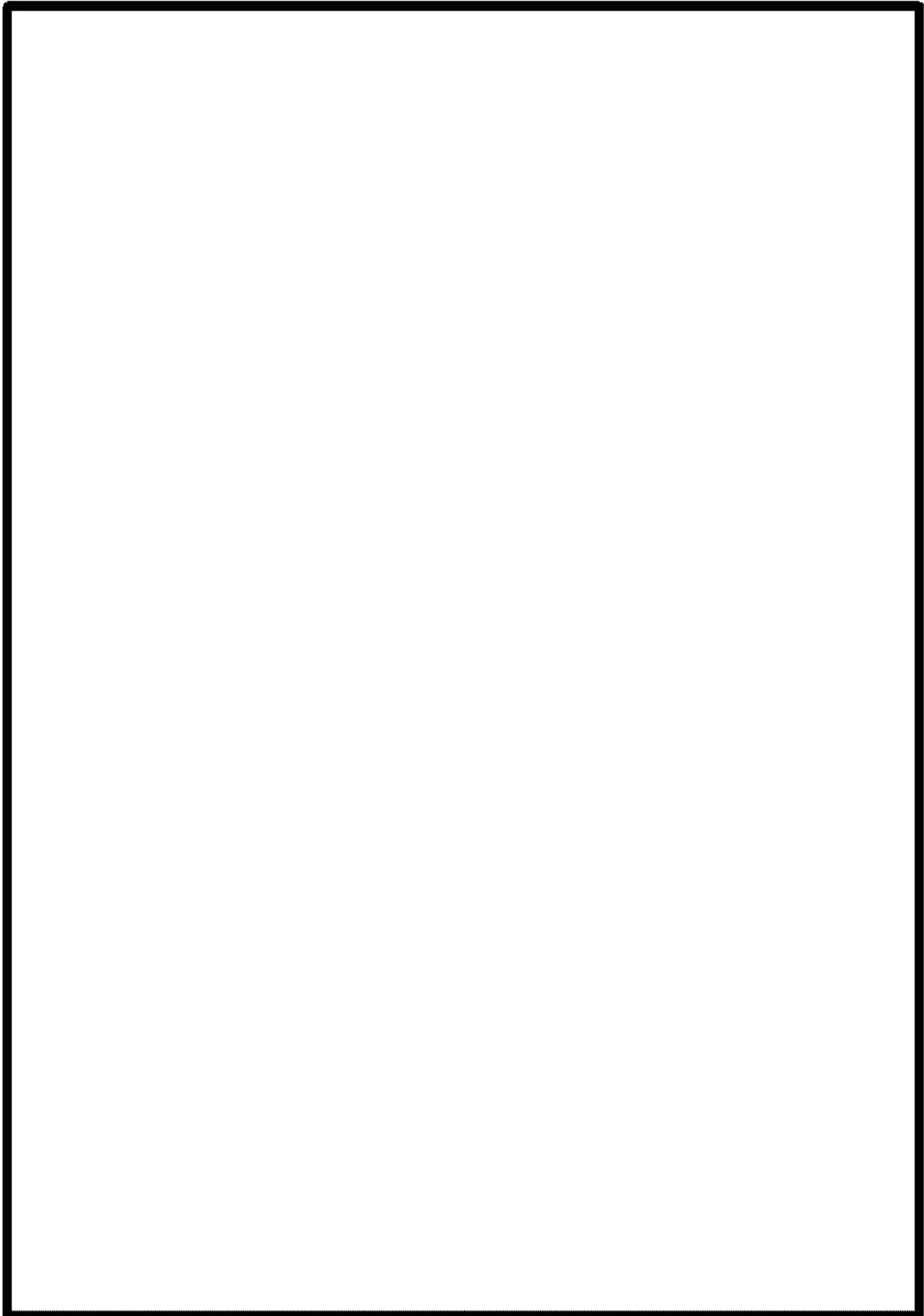




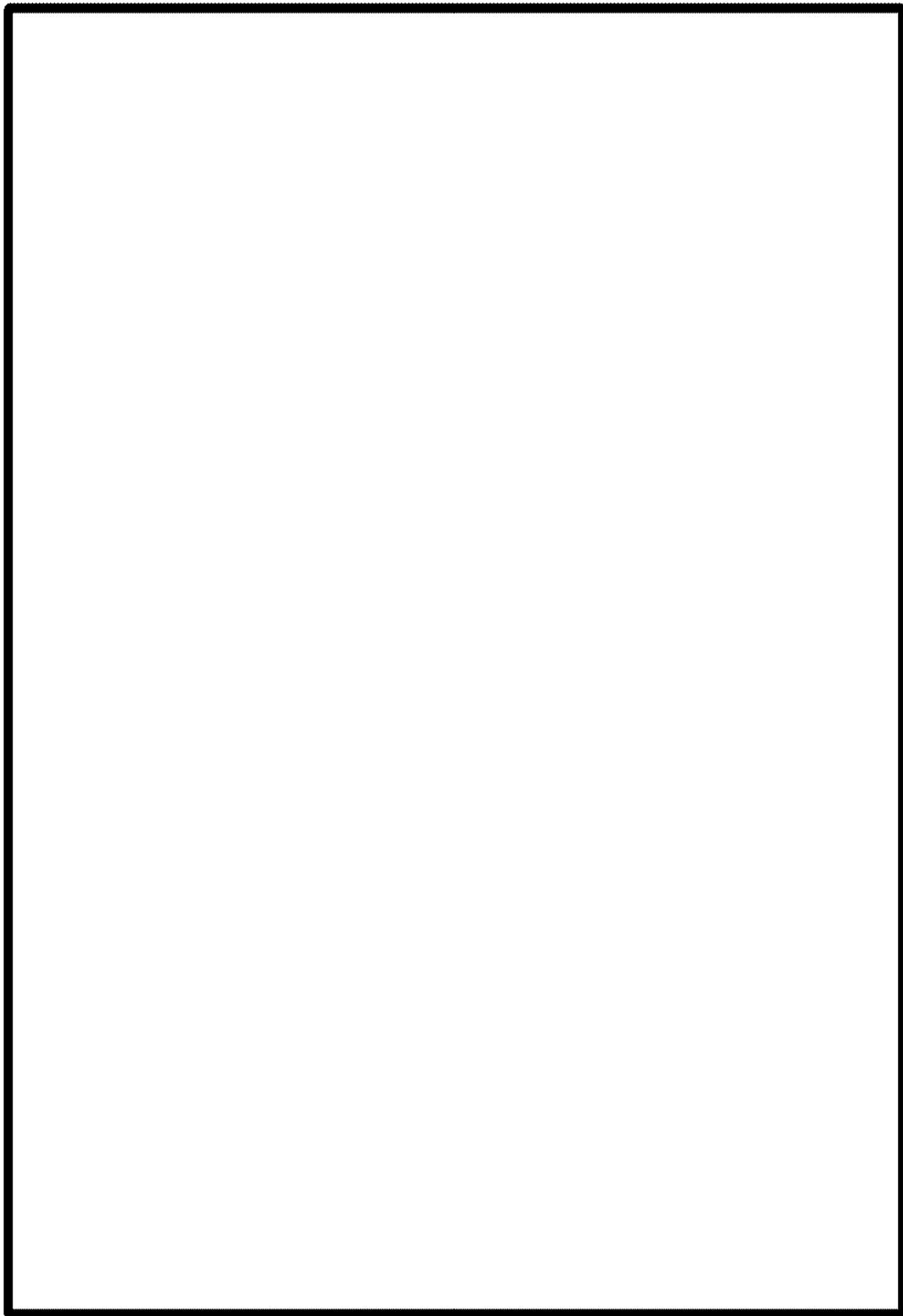
**XIII. RISK FACTORS**



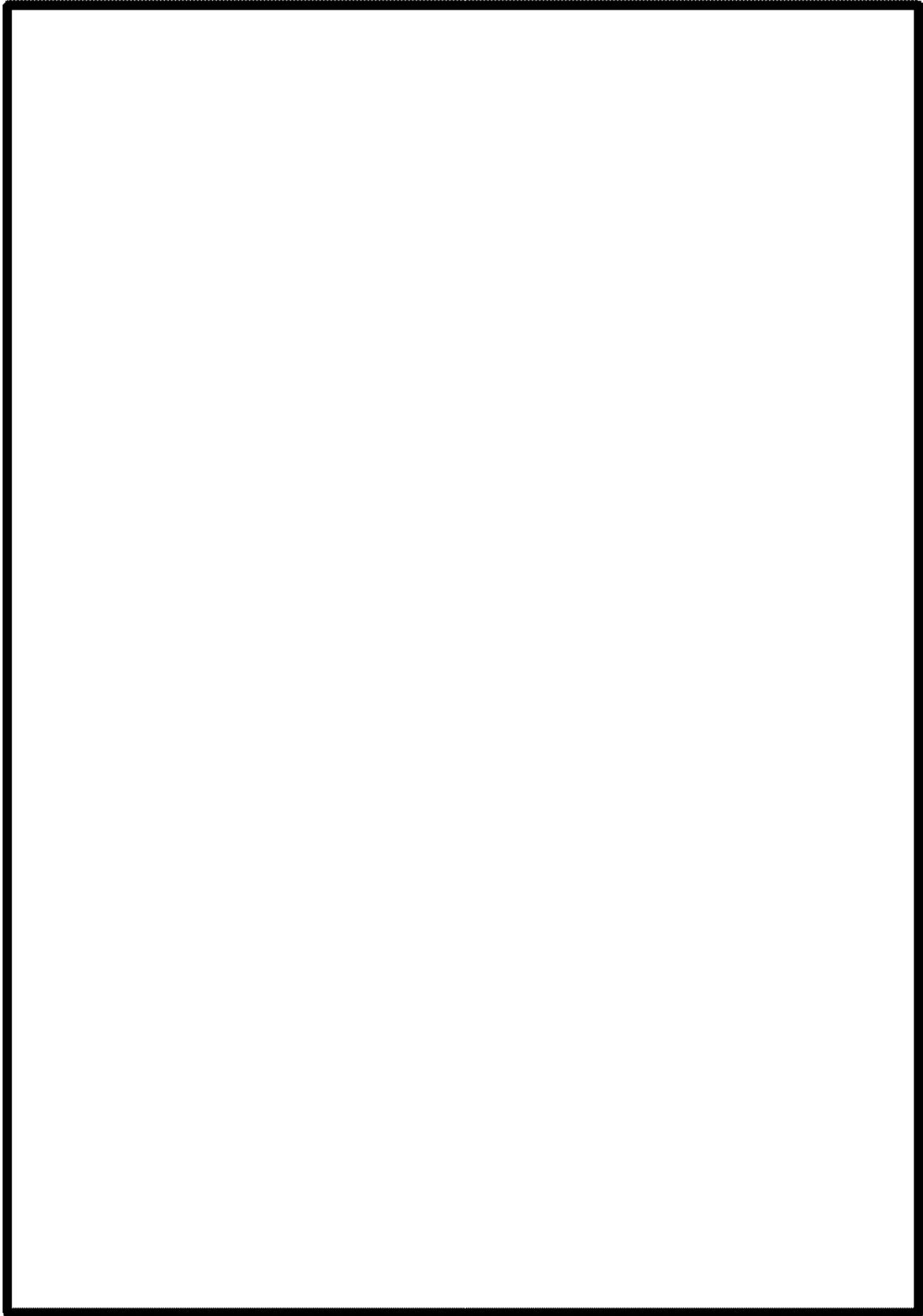




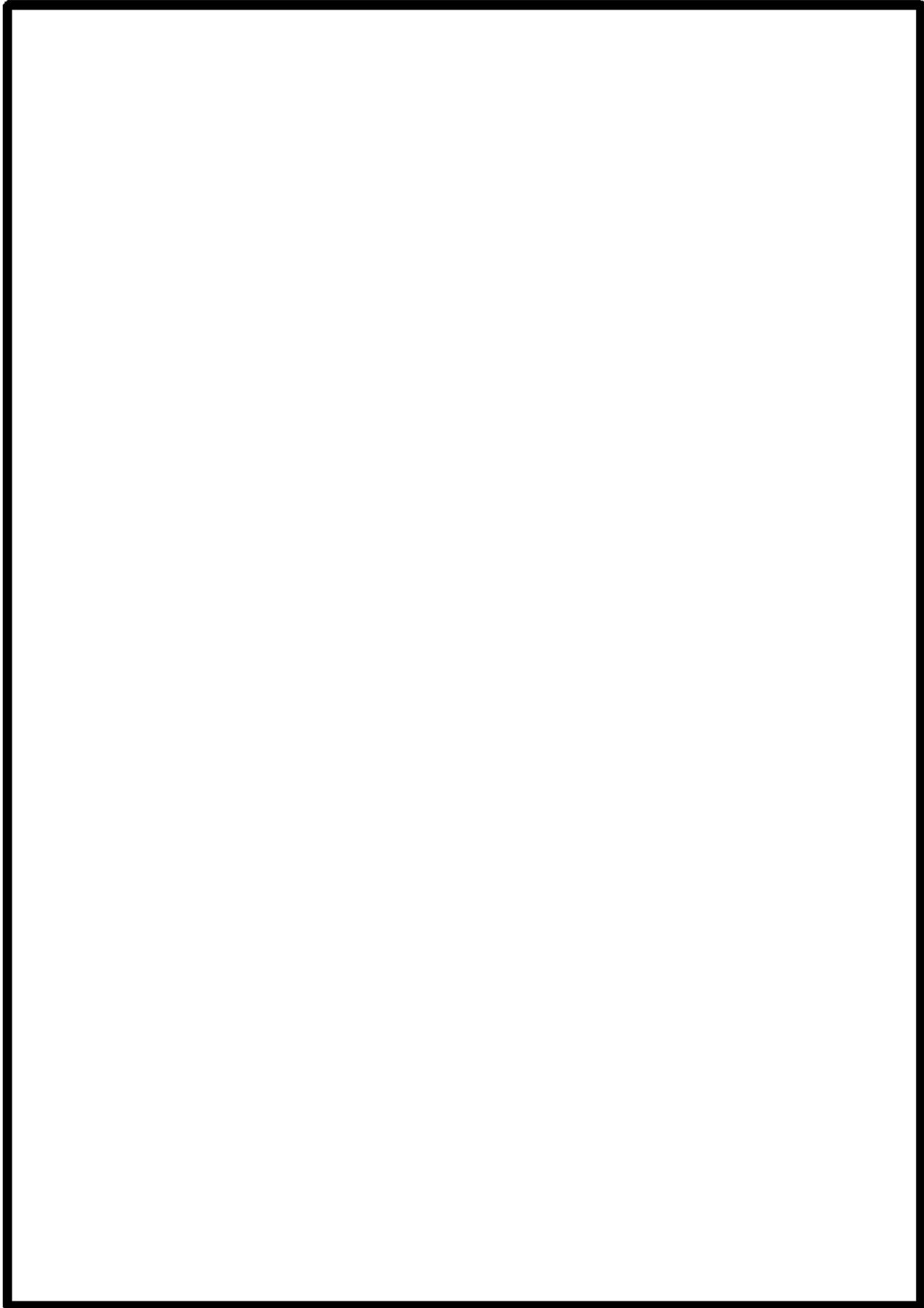
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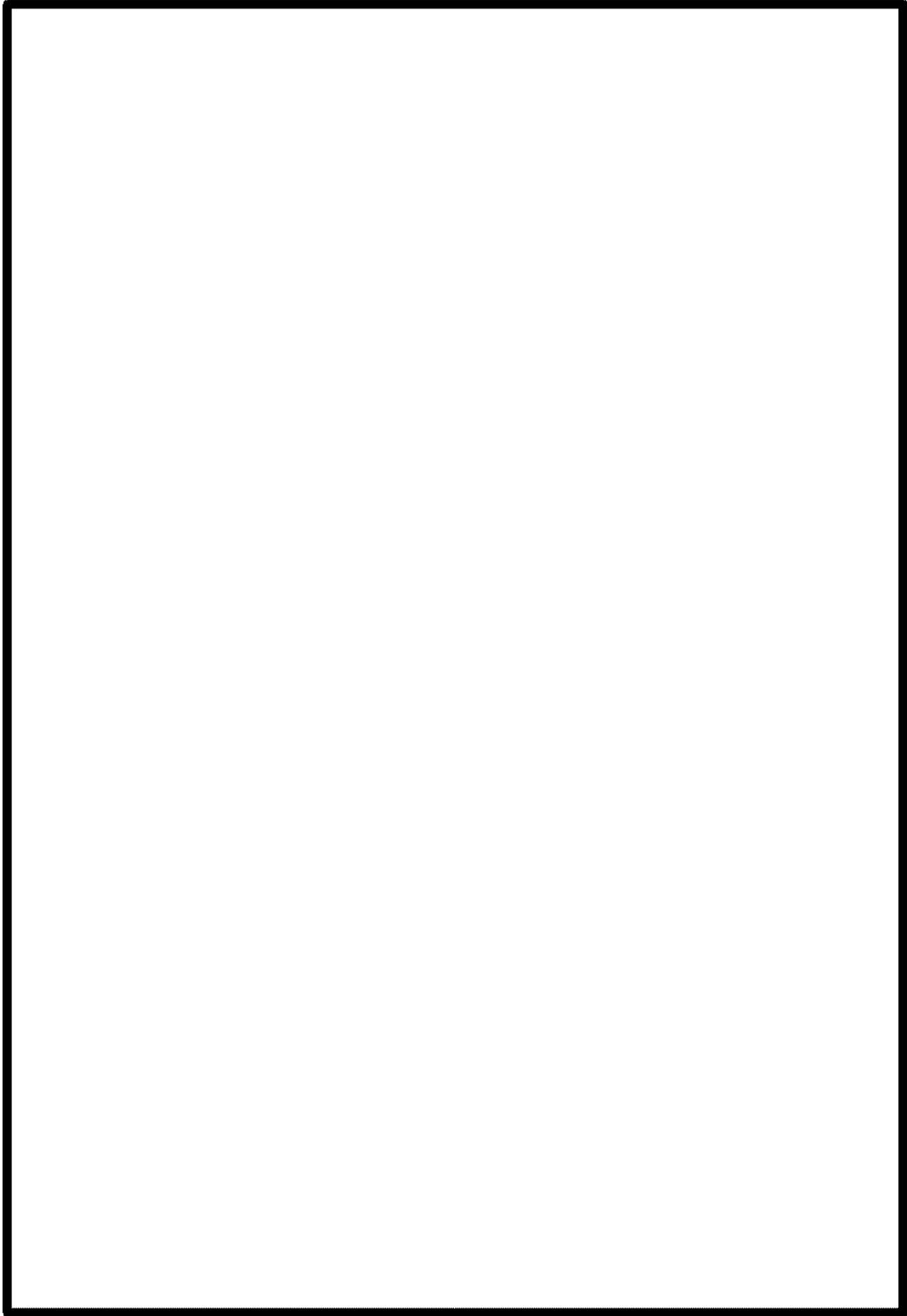


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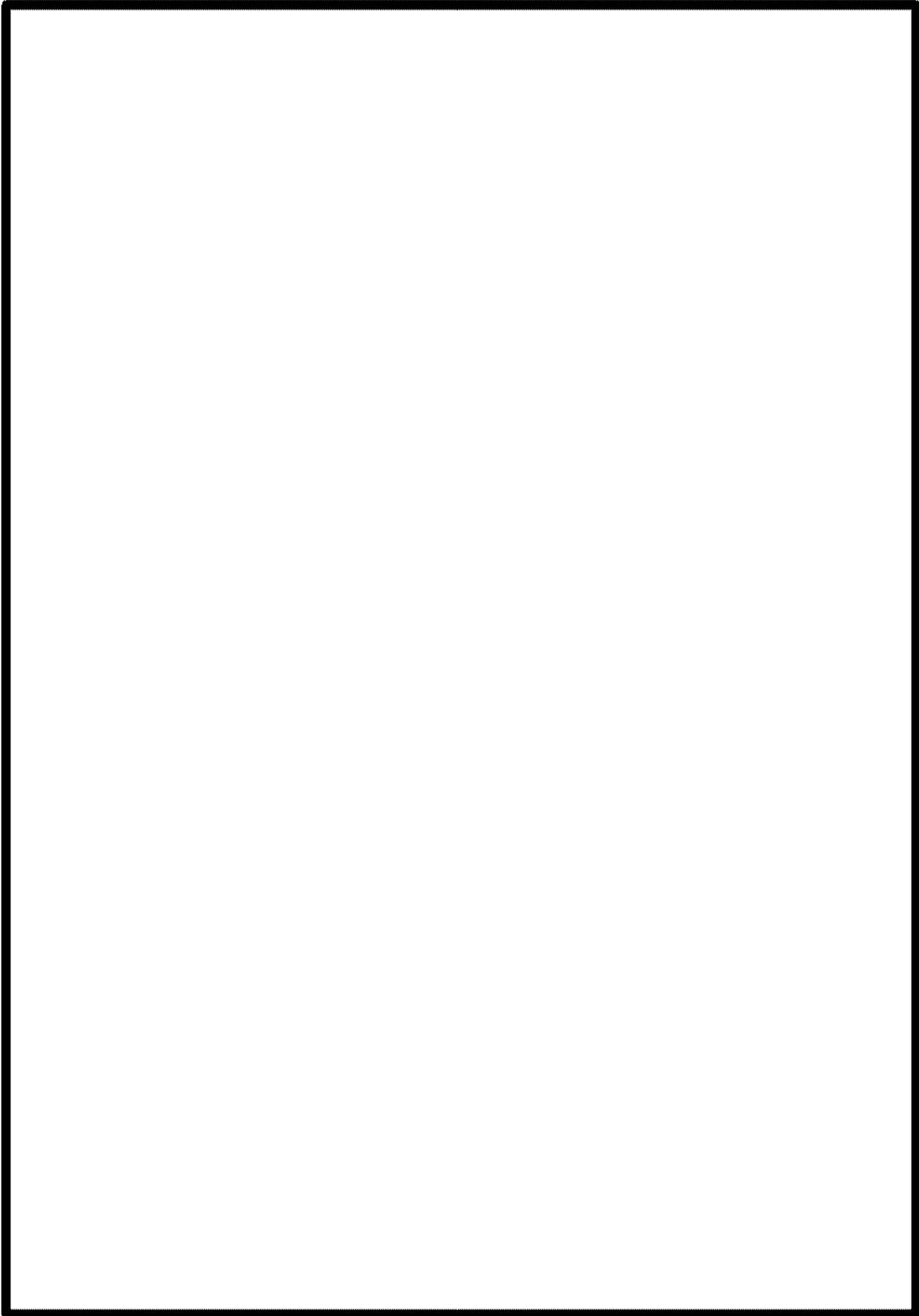


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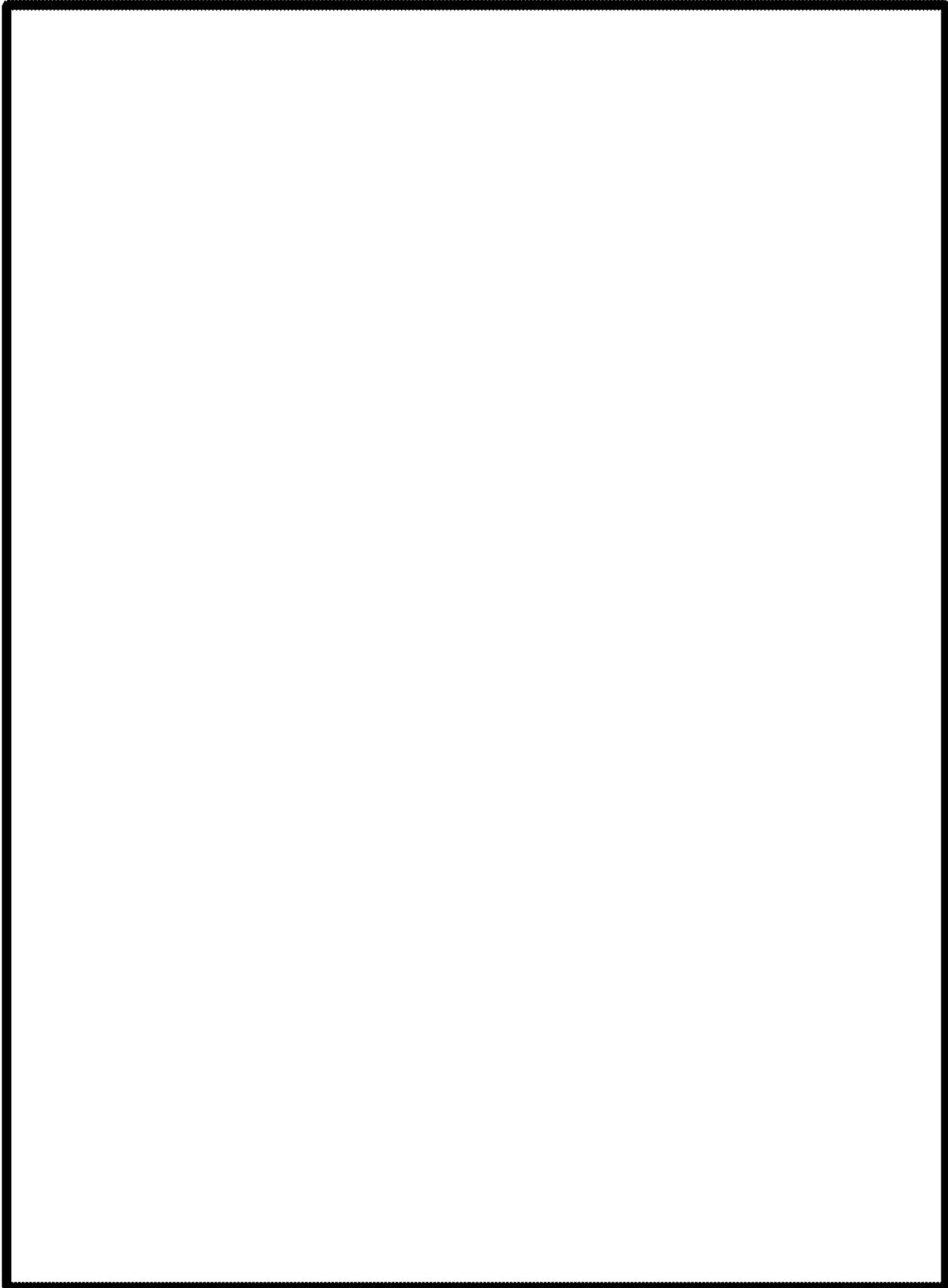


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**XIV. CONFLICTS OF INTEREST**



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**XV. INCOME TAX CONSIDERATIONS**



**XVI. TAX AND LEGAL ASPECTS**

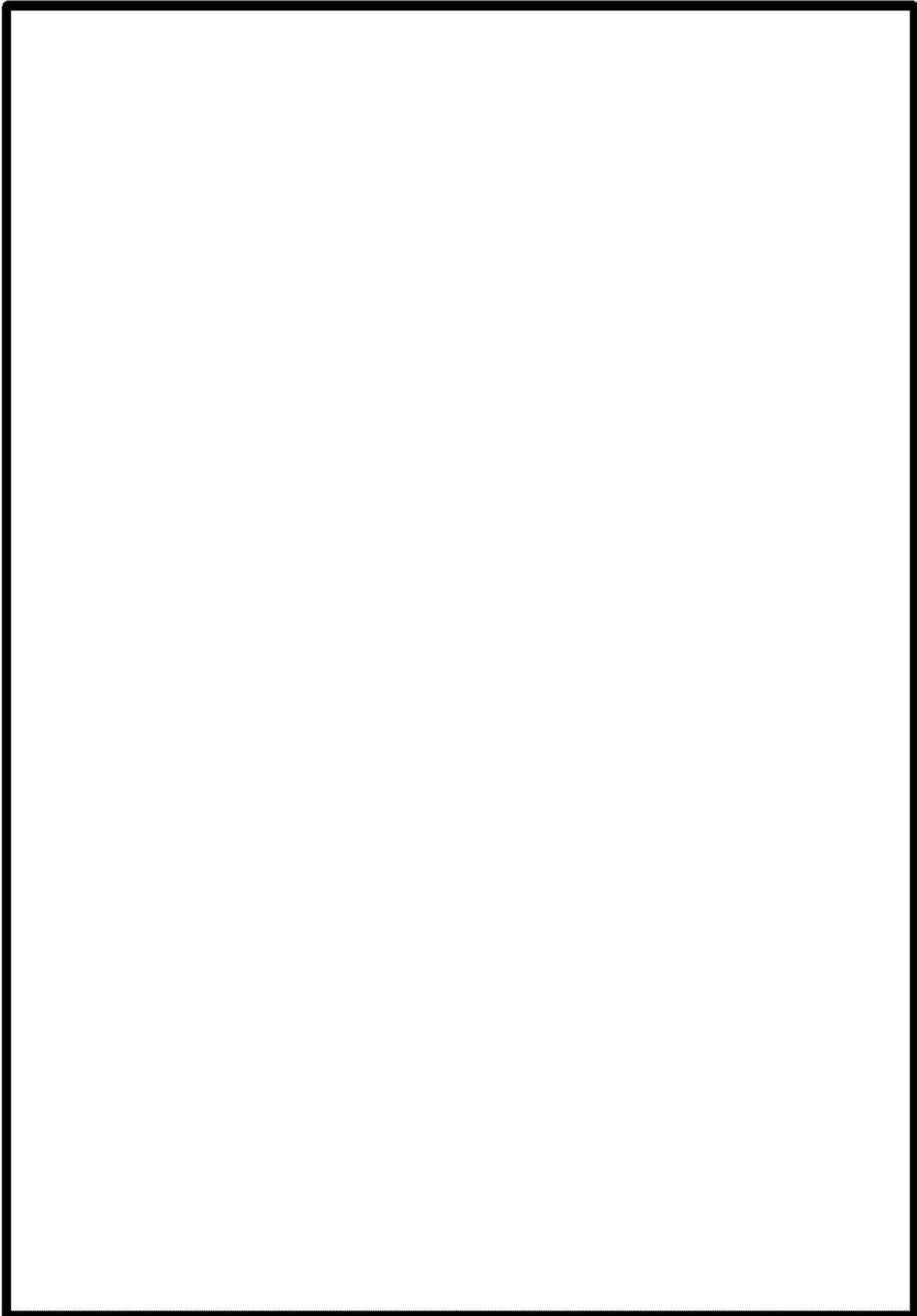


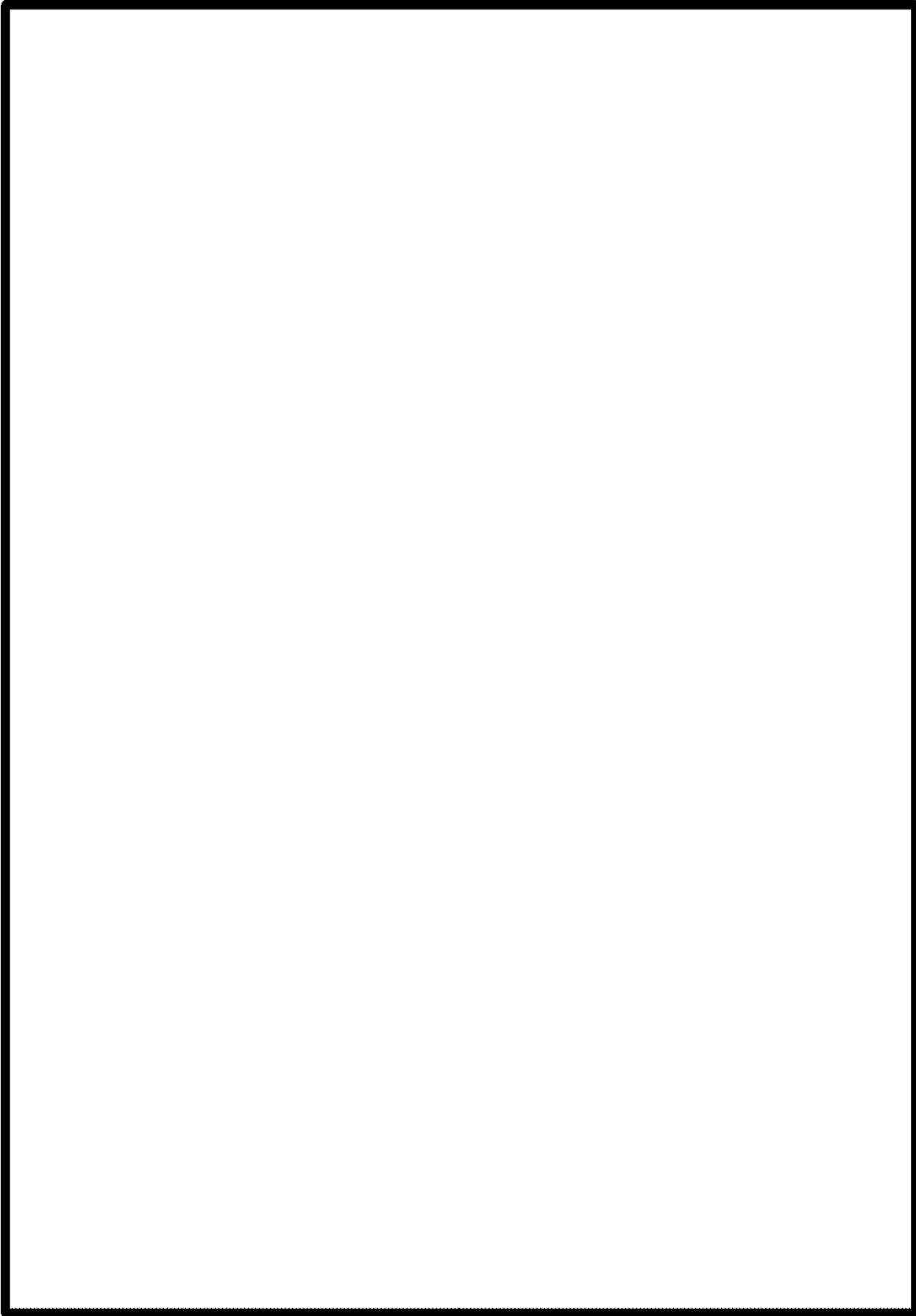
**XVII. RESTRICTIONS ON TRANSFERABILITY**



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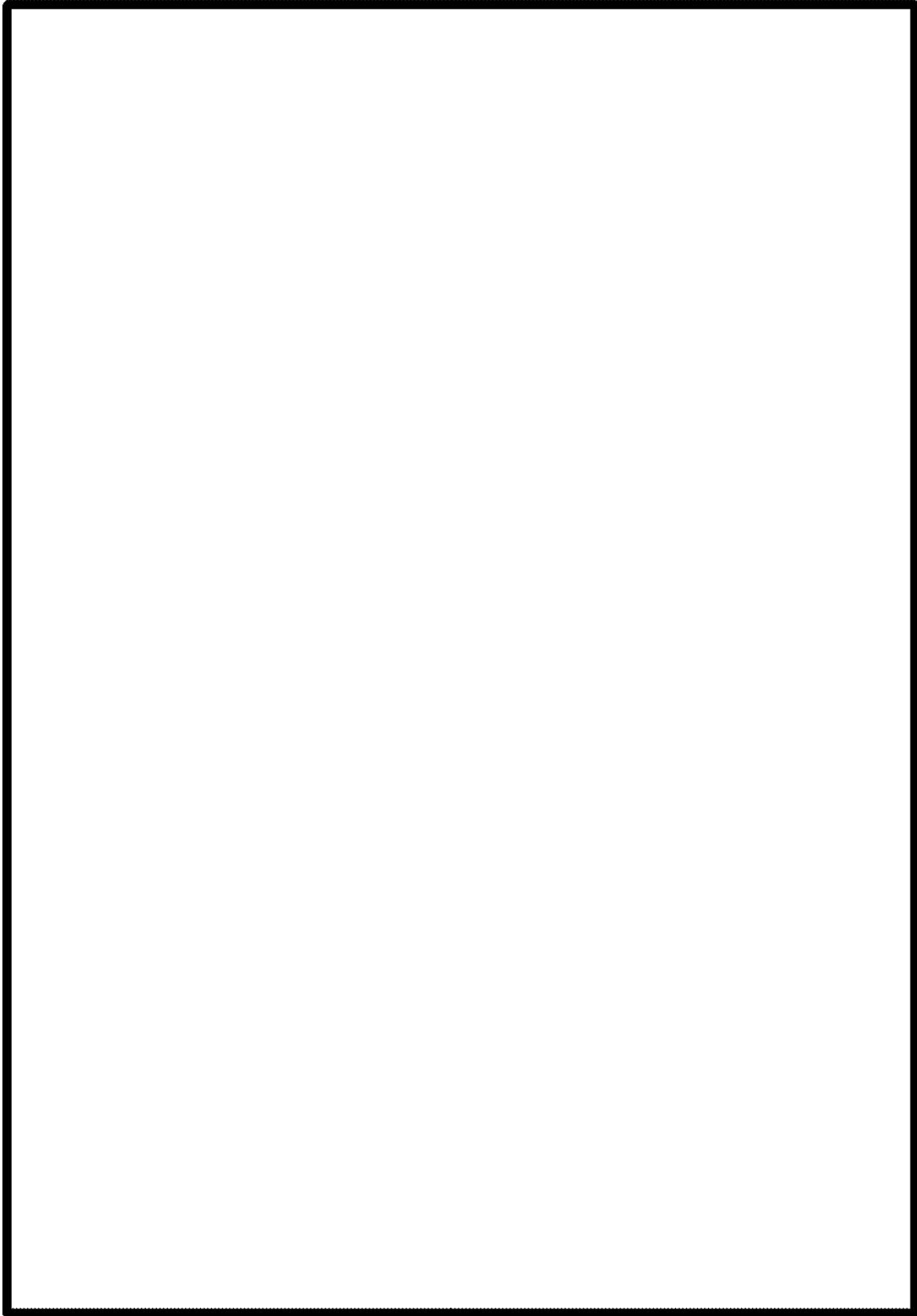
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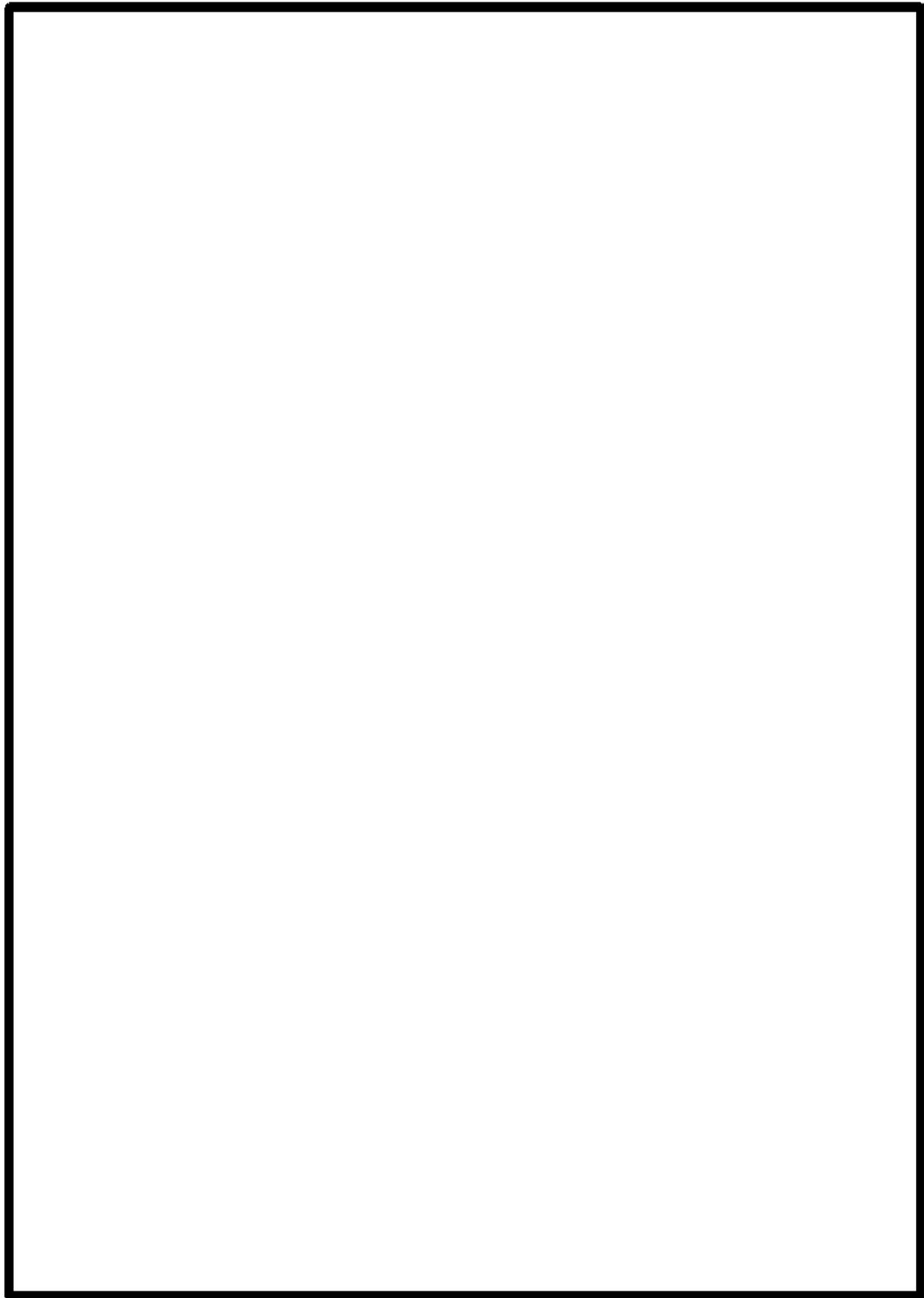


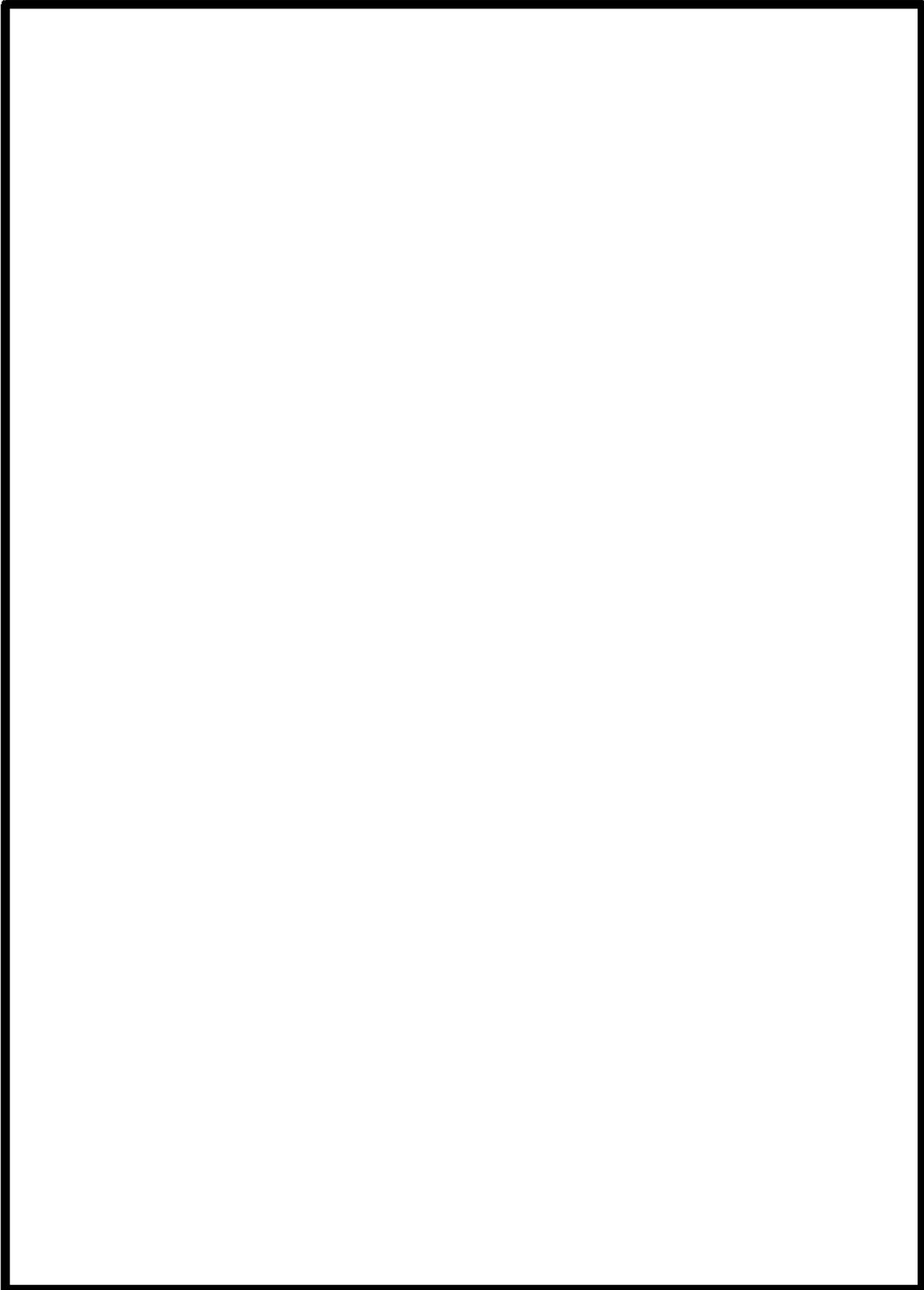


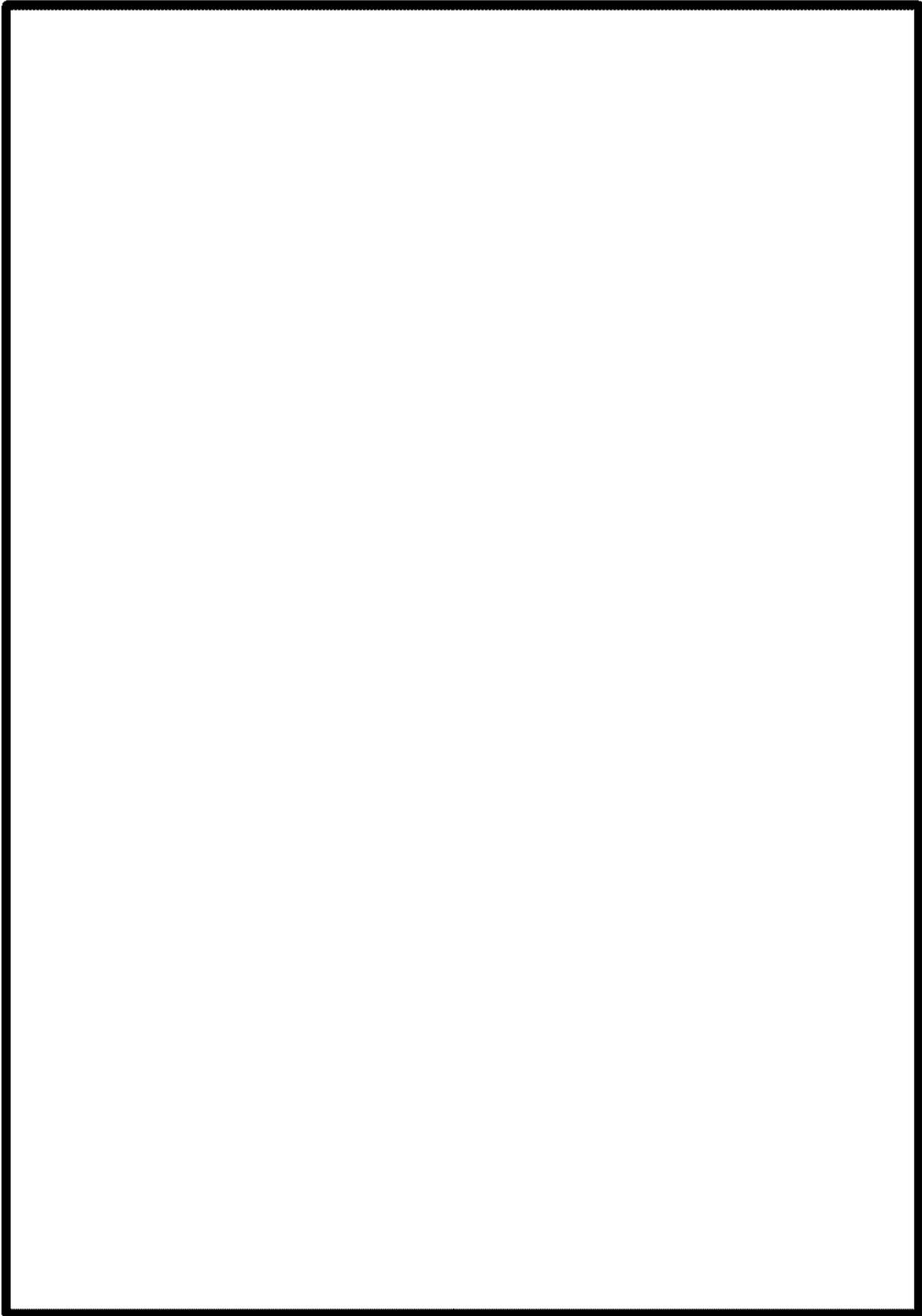


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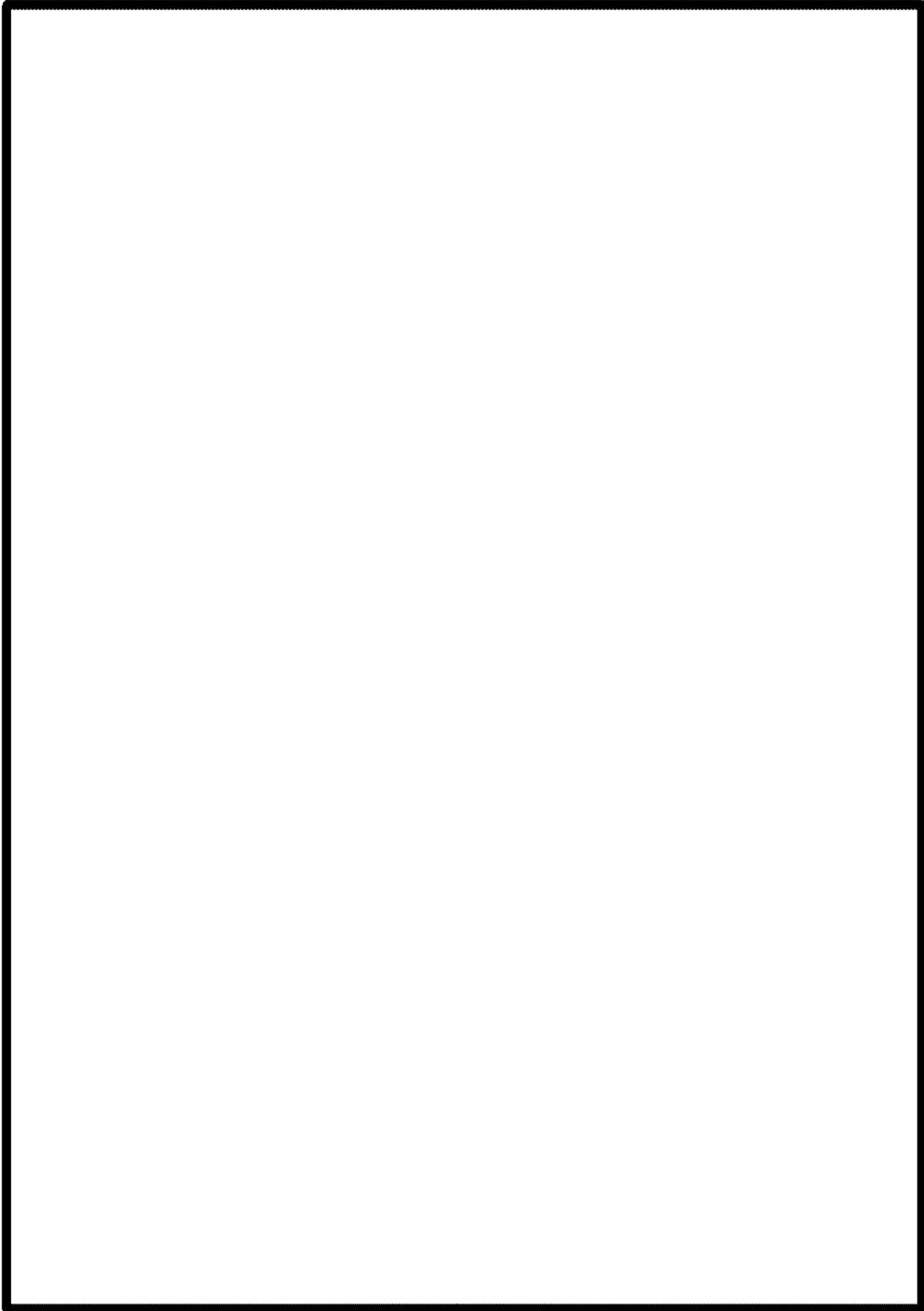








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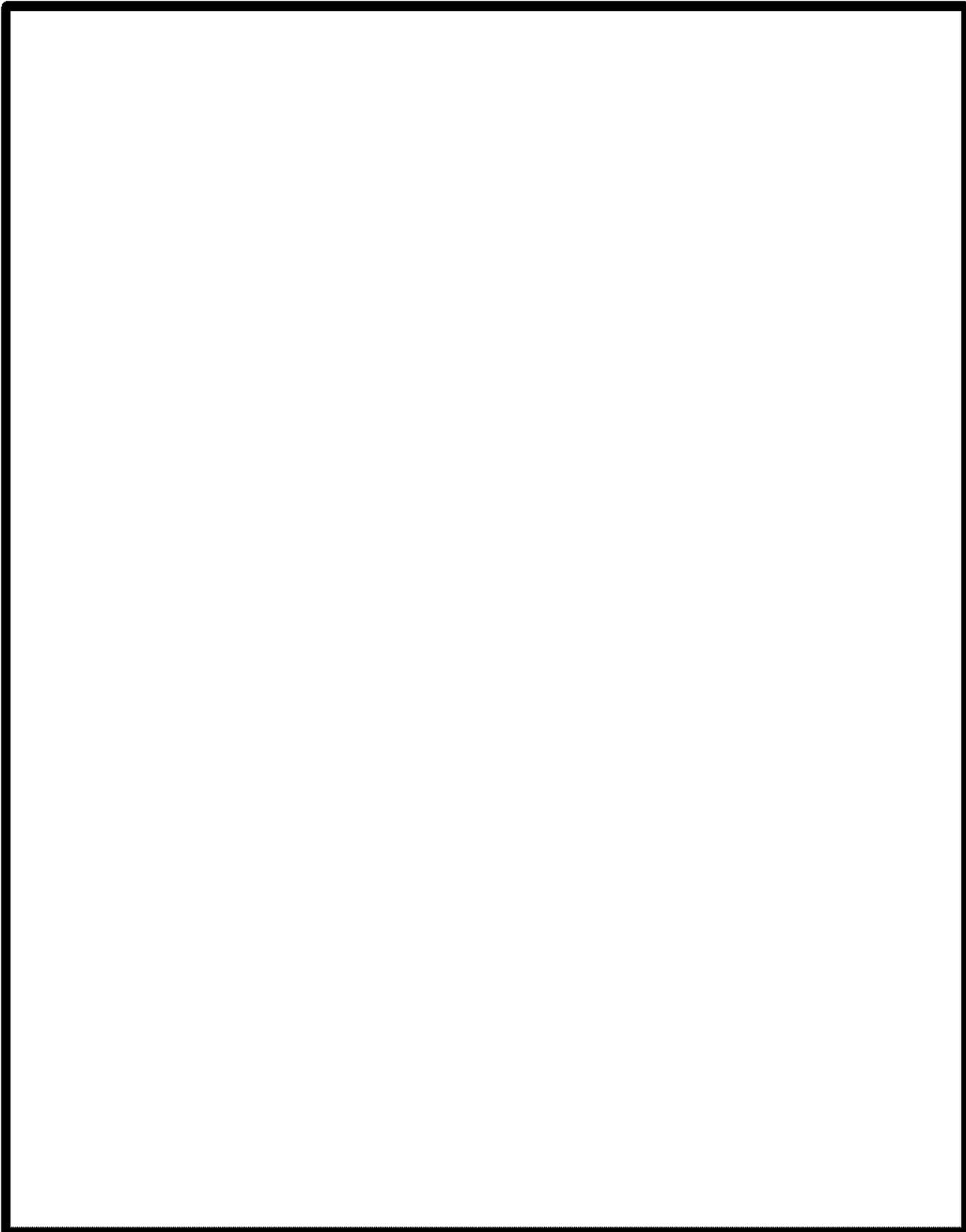
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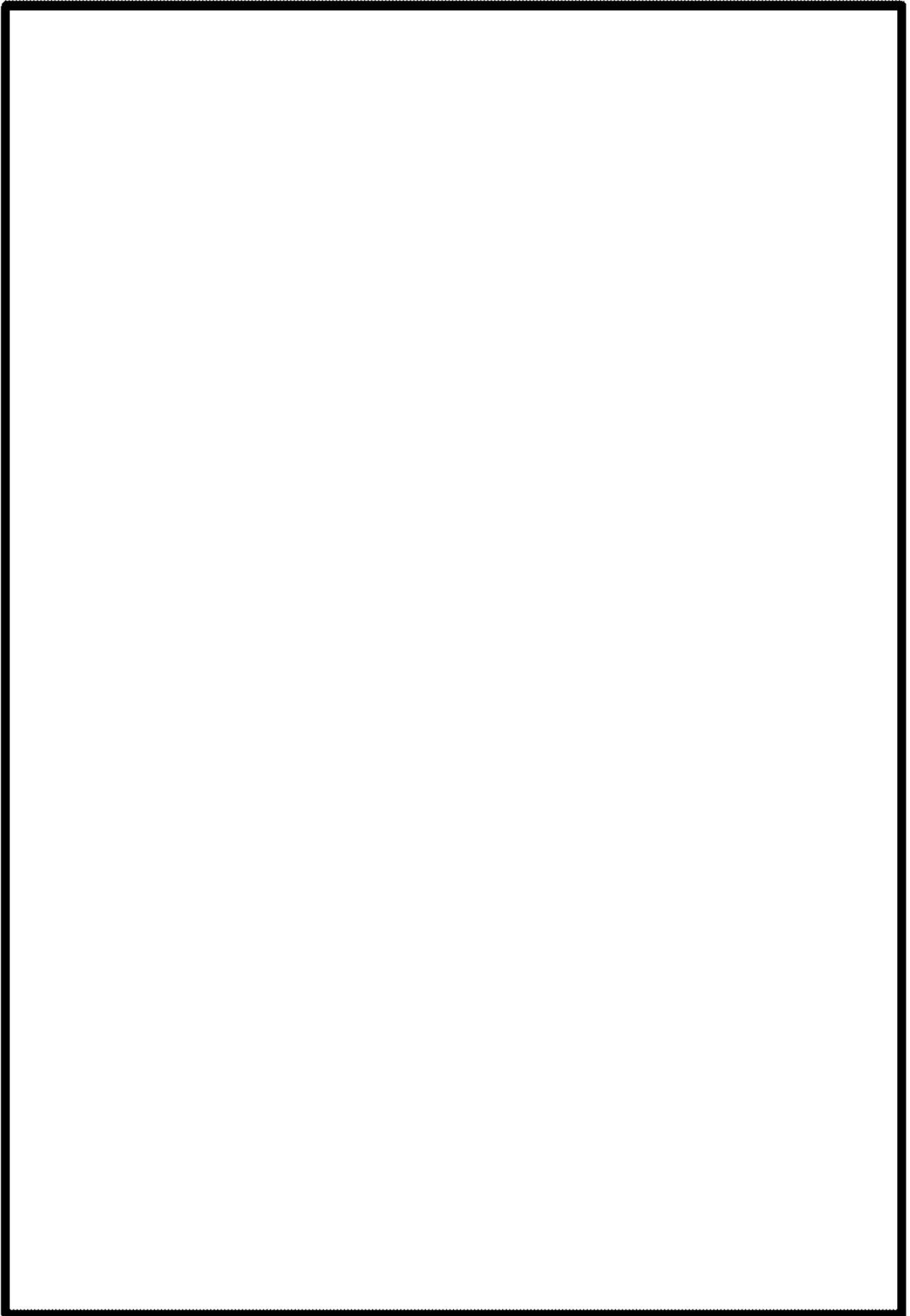


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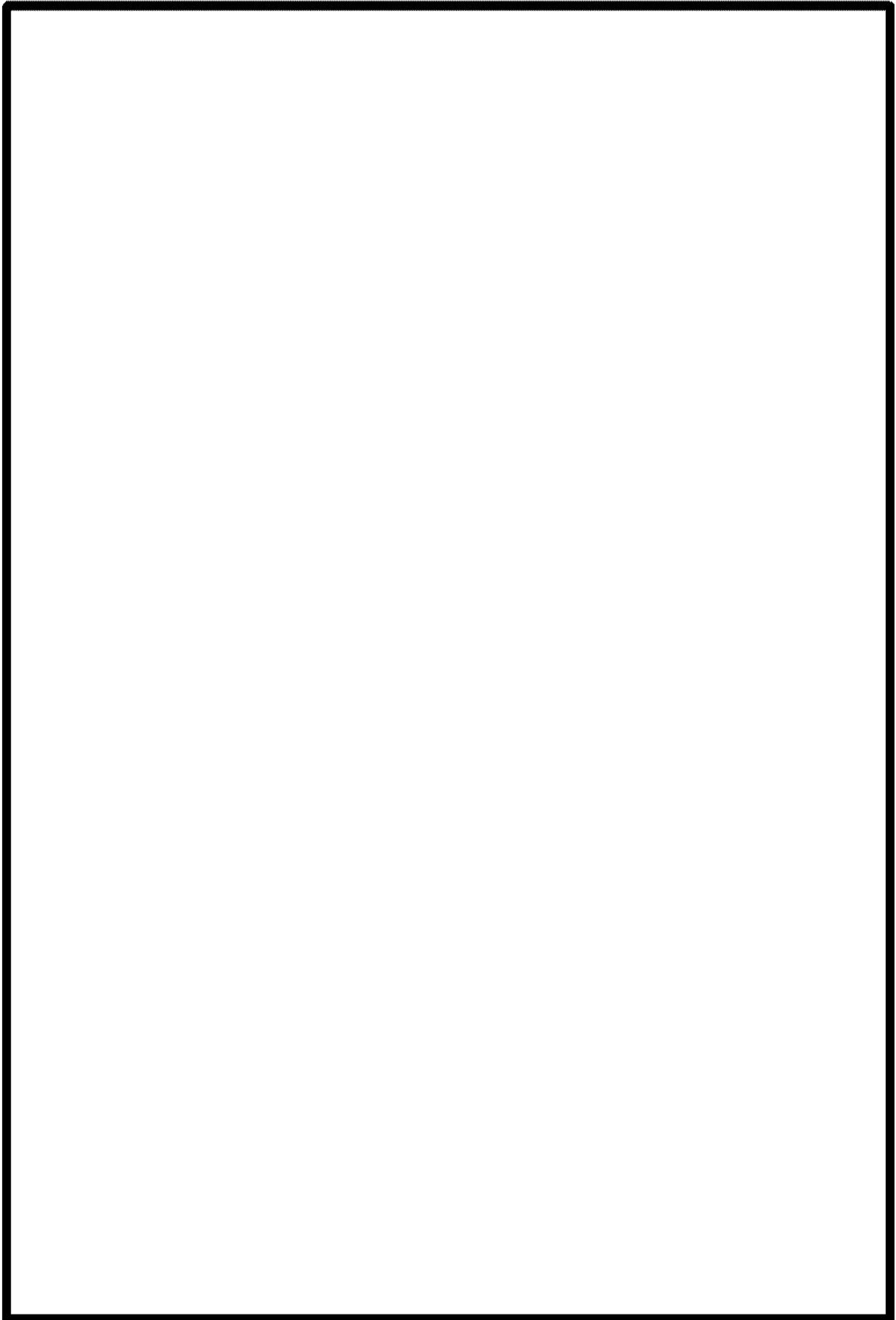


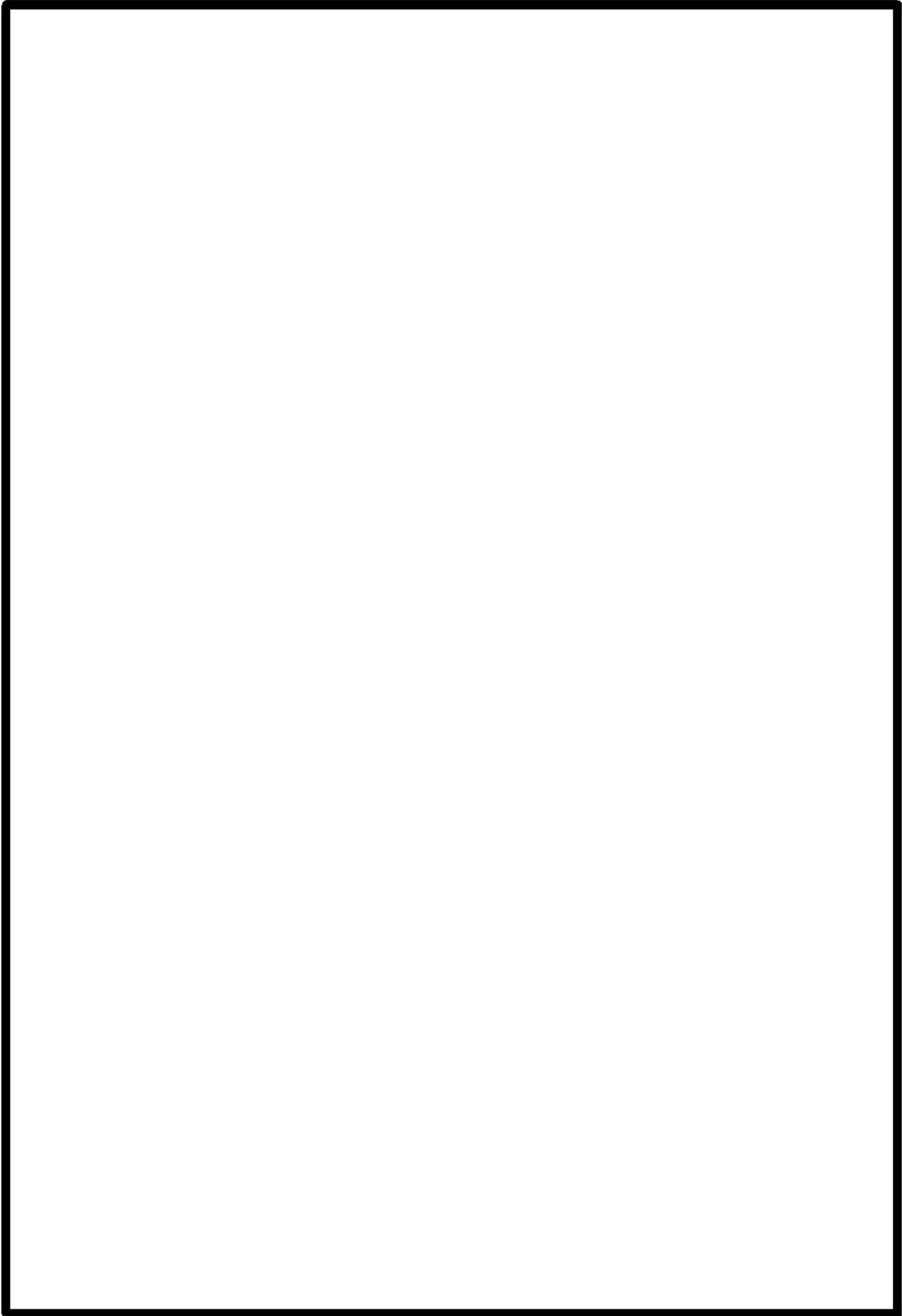
**SUBSCRIPTION AGREEMENT**





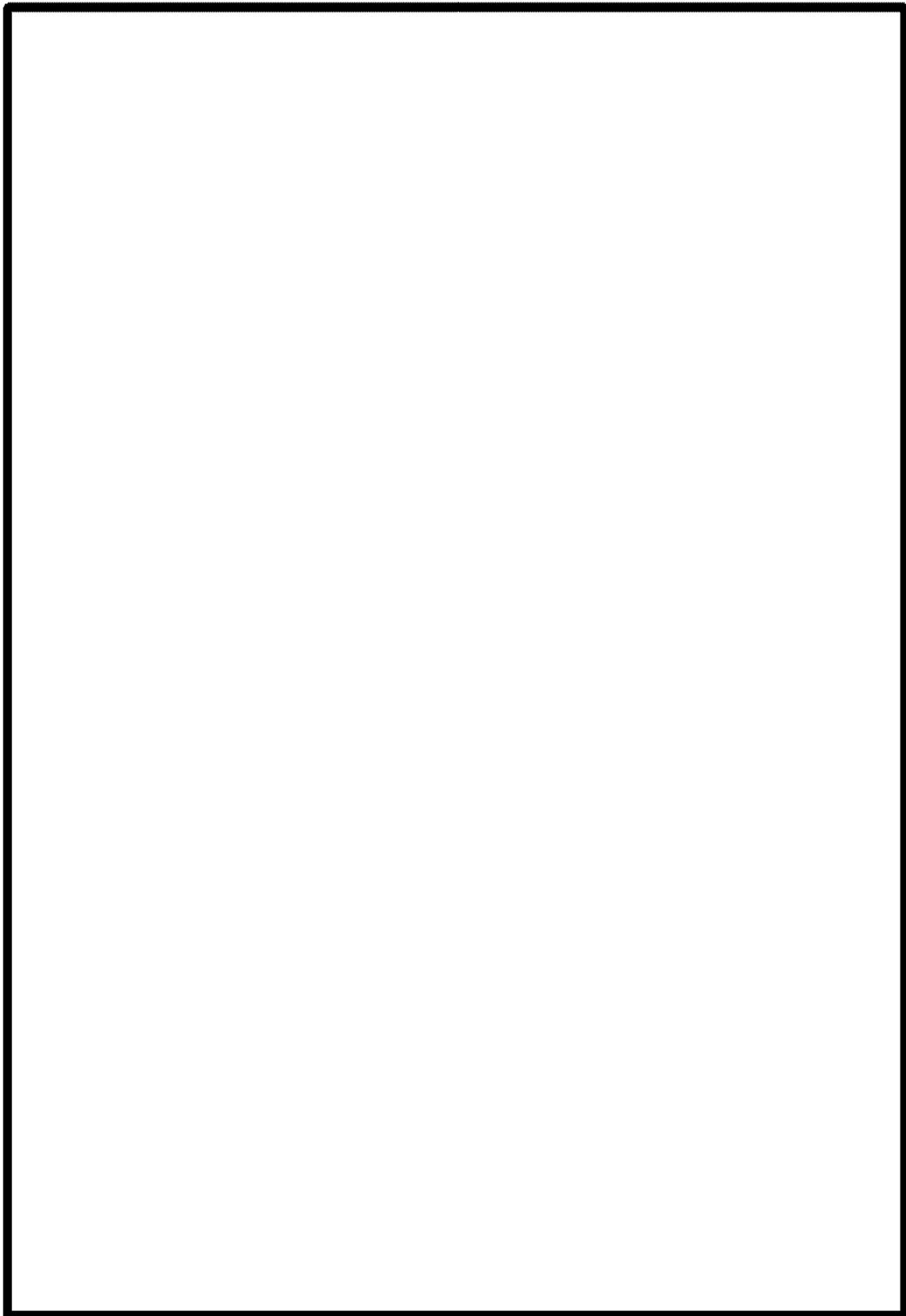
(b)(4)







(b)(4)





IN WITNESS WHEREOF, the undersigned has executed this Agreement this \_\_\_\_ day of \_\_\_\_\_, 2014.



Bona fide resident of \_\_\_\_\_

Number of Units subscribed for: \_\_\_\_\_

\_\_\_\_\_  
(Social Security Number, if any)

\_\_\_\_\_

\_\_\_\_\_  
Residence or Business Address

\_\_\_\_\_

\_\_\_\_\_  
Mailing Address (if different)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
(Print or type name)

EXEMPLAR I-526 PETITION

TAB 6

(b)(4)

Freedom Partners' original application was submitted with 3 projects: the



Do Not Write in This Block - For USCIS Use Only (Except G-28 Block Below)

Classification  _____	Action Block	Fee Receipt
Priority Date  _____		To be completed by Attorney or Representative, if any <input type="checkbox"/> G-28 is attached Attorney's State License No. _____
Remarks:		

START HERE - Type or print in black ink.

**Part 1. Information About You**

Family Name	TBD	Given Name	TBD	Middle Name	TBD
Address:	TBD				
In care of	TBD				
Number and Street	TBD	Apt. #	TBD		
City	TBD	State or Province	TBD	Country	TBD
		Zip/Postal Code	TBD		
Date of Birth (mm/dd/yyyy)	TBD	Country of Birth	TBD	Social Security # (if any)	TBD
		A # (if any)	TBD		
If you are in the United States, provide the following information:		Date of Arrival (mm/dd/yyyy)	TBD	I-94 #	TBD
Current Nonimmigrant Status	TBD	Date Current Status Expires (mm/dd/yyyy)	TBD	Daytime Phone # with Area Code	TBD

**Part 2. Application Type (Check one)**

- a.  This petition is based on an investment in a commercial enterprise in a targeted employment area for which the required amount of capital invested has been adjusted downward.
- b.  This petition is based on an investment in a commercial enterprise in an area for which the required amount of capital invested has been adjusted upward.
- c.  This petition is based on an investment in a commercial enterprise that is not in either a targeted area or in an upward adjustment area.

**Part 3. Information About Your Investment**

**Part 3. Information About Your Investment (Continued)**

Date of your initial investment (mm/dd/yyyy)	<input type="text"/>	Amount of your initial investment \$	<input type="text"/>
Your total capital investment in the enterprise to date \$	<input type="text"/>	Percentage of the enterprise you own	See attached

If you are not the sole investor in the new commercial enterprise, list on separate paper the names of all other parties (natural and non-natural) who hold a percentage share of ownership of the new enterprise and indicate whether any of these parties is seeking classification as an alien entrepreneur. Include the name, percentage of ownership, and whether or not the person is seeking classification under section 203(b)(5). NOTE: A "natural" party would be an individual person and a "non-natural" party would be an entity such as a corporation, consortium, investment group, partnership, etc.

If you indicated in Part 2 that the enterprise is in a targeted employment area or in an upward adjustment area, name the county and State: County

**Part 4. Additional Information About the Enterprise**

**Type of Enterprise (check one):**

- New commercial enterprise resulting from the creation of a new business.
- New commercial enterprise resulting from the purchase of an existing business.
- New commercial enterprise resulting from a capital investment in an existing business.

**Composition of the Petitioner's Investment:**

Total amount in U.S. bank account .....	\$	<input type="text"/>
Total value of all assets purchased for use in the enterprise.....	\$	<input type="text"/>
Total value of all property transferred from abroad to the new enterprise.....	\$	<input type="text"/>
Total of all debt financing.....	\$	<input type="text"/>
Total stock purchases.....	\$	<input type="text"/>
Other (explain on separate paper).....	\$	<input type="text"/>
<b>Total</b>	\$	<input type="text"/>

**Income:**

When you made the investment.....	Gross	\$	<input type="text"/>	Net	\$	<input type="text"/>
Now.....	Gross	\$	<input type="text"/>	Net	\$	<input type="text"/>

**Net worth:**

When you made investment.....	Gross	\$	<input type="text"/>	Now	\$	<input type="text"/>
-------------------------------	-------	----	----------------------	-----	----	----------------------

**Part 5. Employment Creation Information**

Number of full-time employees in the enterprise in U.S. (excluding you, your spouse, sons, and daughters)

When you made your initial investment?  Now  Difference

How many of these new jobs were created by your investment?  How many additional new jobs will be created by your additional investment?

What is your position, office, or title with the new commercial enterprise?

Briefly describe your duties, activities, and responsibilities.

What is your salary? \$  What is the cost of your benefits? \$

**Part 6. Processing Information**

Check One:

- The person named in Part 1 is now in the United States, and an application to adjust status to permanent resident will be filed if this petition is approved.
- If the petition is approved and the person named in Part 1 wishes to apply for an immigrant visa abroad, complete the following for that person:

Country of nationality:

Country of current residence or, if now in the United States, last permanent residence abroad:

If you provided a United States address in Part 1, print the person's foreign address:

If the person's native alphabet is other than Roman letters, write the foreign address in the native alphabet:

Are you in deportation or removal proceedings?  Yes (Explain on separate paper)  No  
Have you ever worked in the United States without permission?  Yes (Explain on separate paper)  No

**Part 7. Signature** *Read the information on penalties in the instructions before completing this section.*

I certify, under penalty of perjury under the laws of the United States of America, that this petition and the evidence submitted with it is all true and correct. I authorize the release of any information from my records that the U.S. Citizenship and Immigration Services needs to determine eligibility for the benefit I am seeking.

Signature  Date

*NOTE: If you do not completely fill out this form or fail to submit the required documents listed in the instructions, you may not be found eligible for the immigration benefit you are seeking and this petition may be denied.*

**Part 8. Signature of Person Preparing Form, If Other Than Above (Sign below)**

I declare that I prepared this application at the request of the above person, and it is based on all information of which I have knowledge.

Signature  Print Your Name  Date

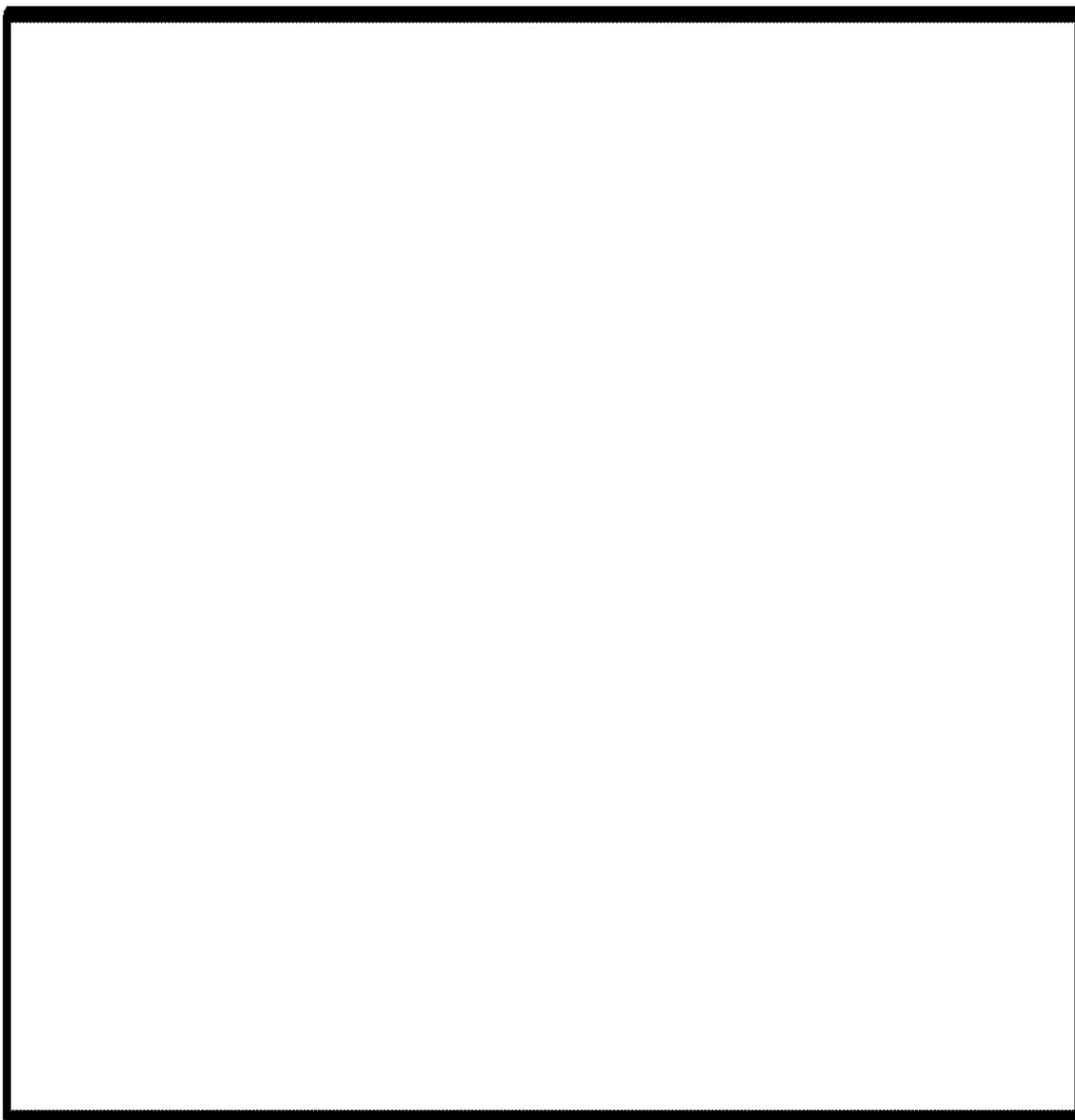
Firm Name  Daytime phone # with area code

Address

# Project Overview

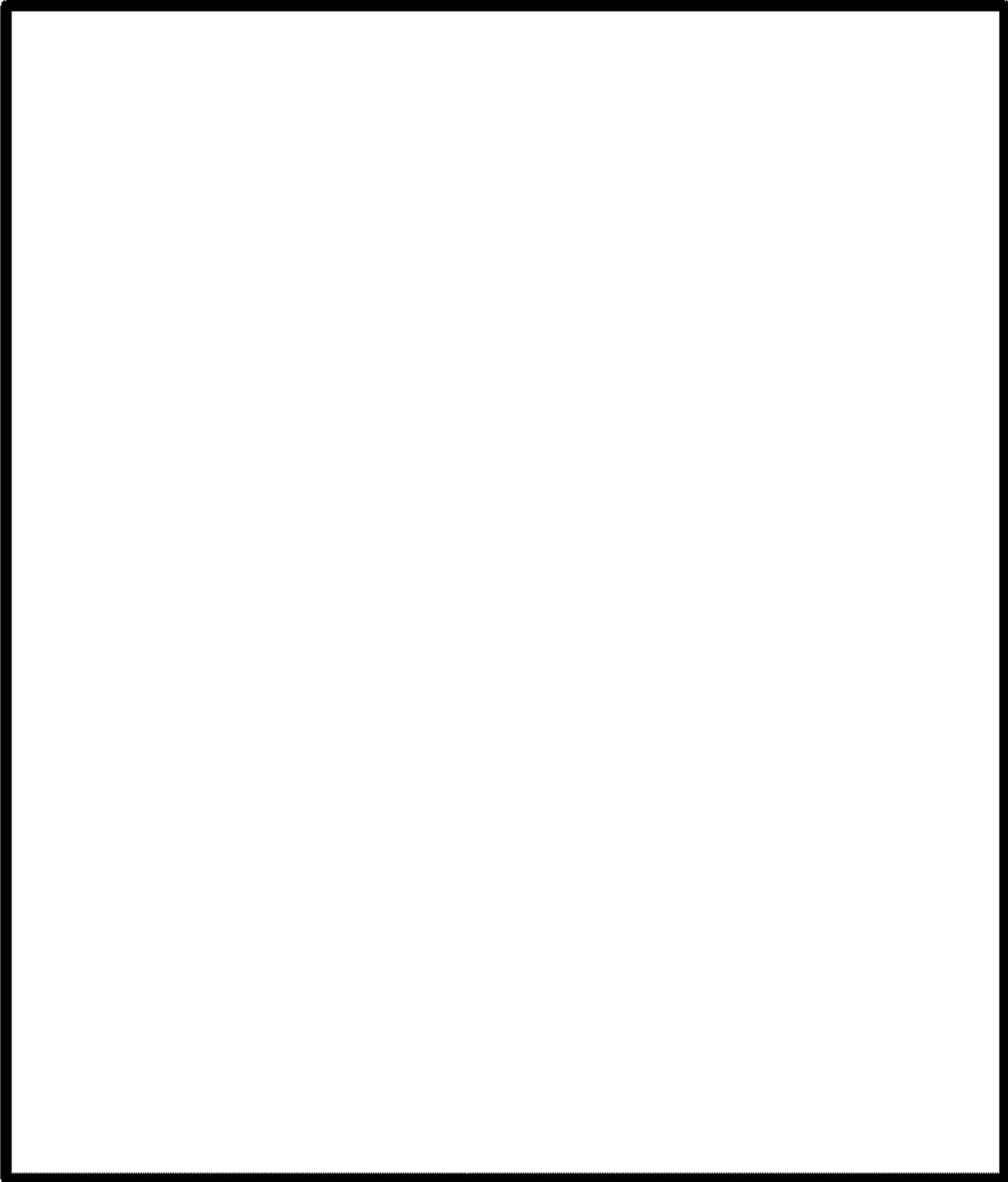
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(b)(4)



0

(b)(4)



0

# Projected Funding

(b)(4)



0

# Initial Assumptions

0

- Overall project cost:

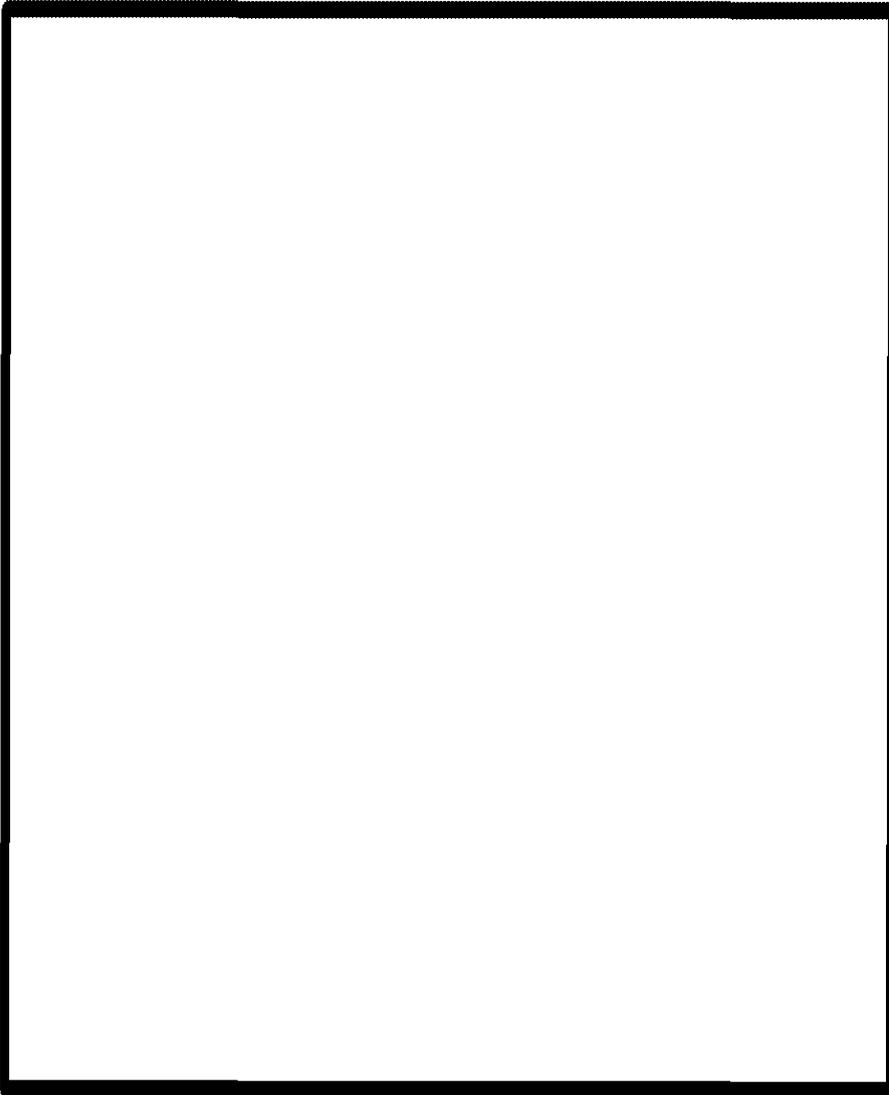
- EB-5 Investment

- Developer's Equity:

0

(b)(4) Sources of Capital

0



0

(b)(4)

# Uses of Funds

0

- 
- 
- 
- 
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0

# Initial Project Funding

(b)(4)

Percentage of Project Costs

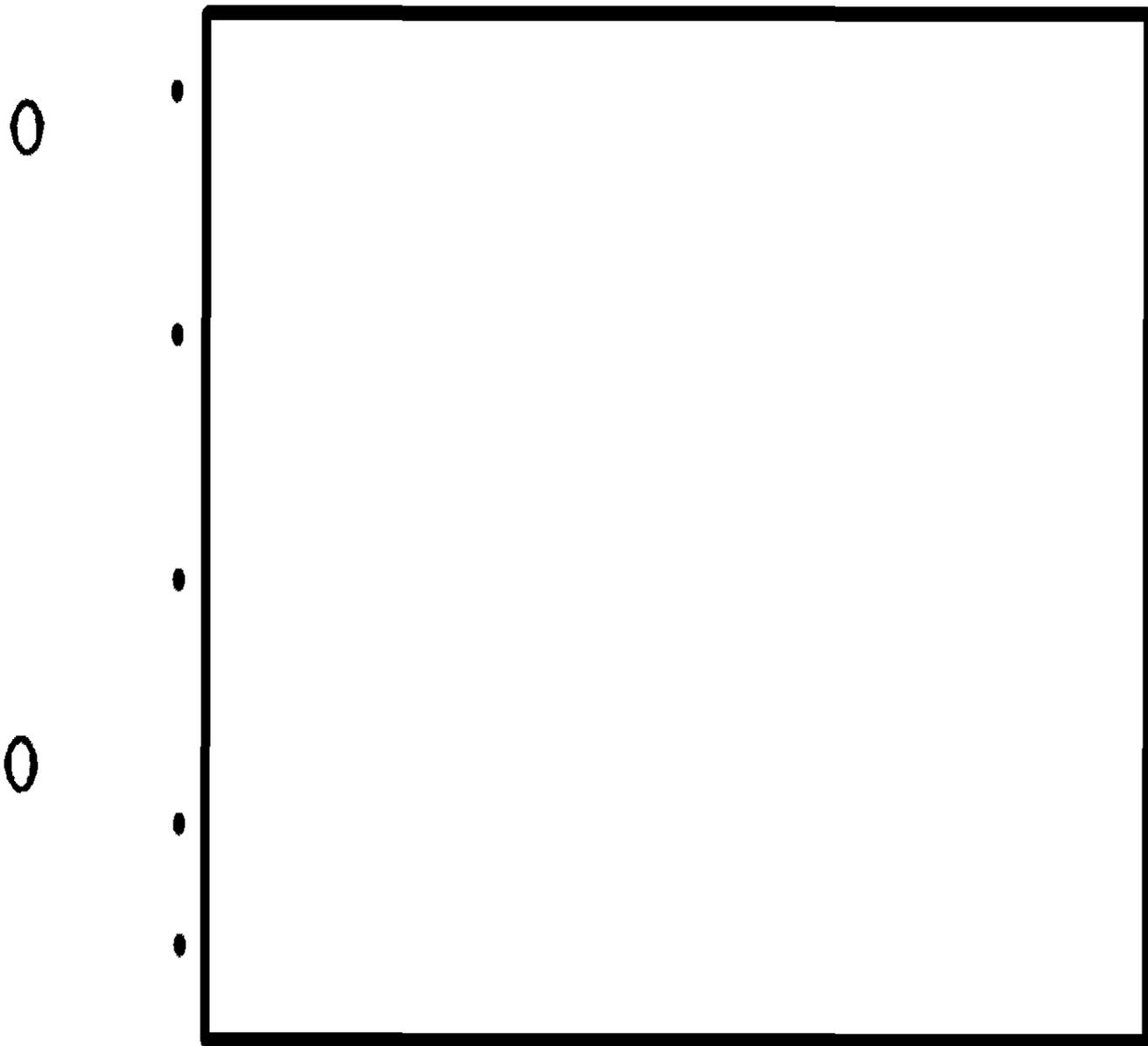
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(b)(4)

# EB-5 Funding Assumptions



(b)(4)

# Projected EB-5 Funding

Percentage of Project Costs

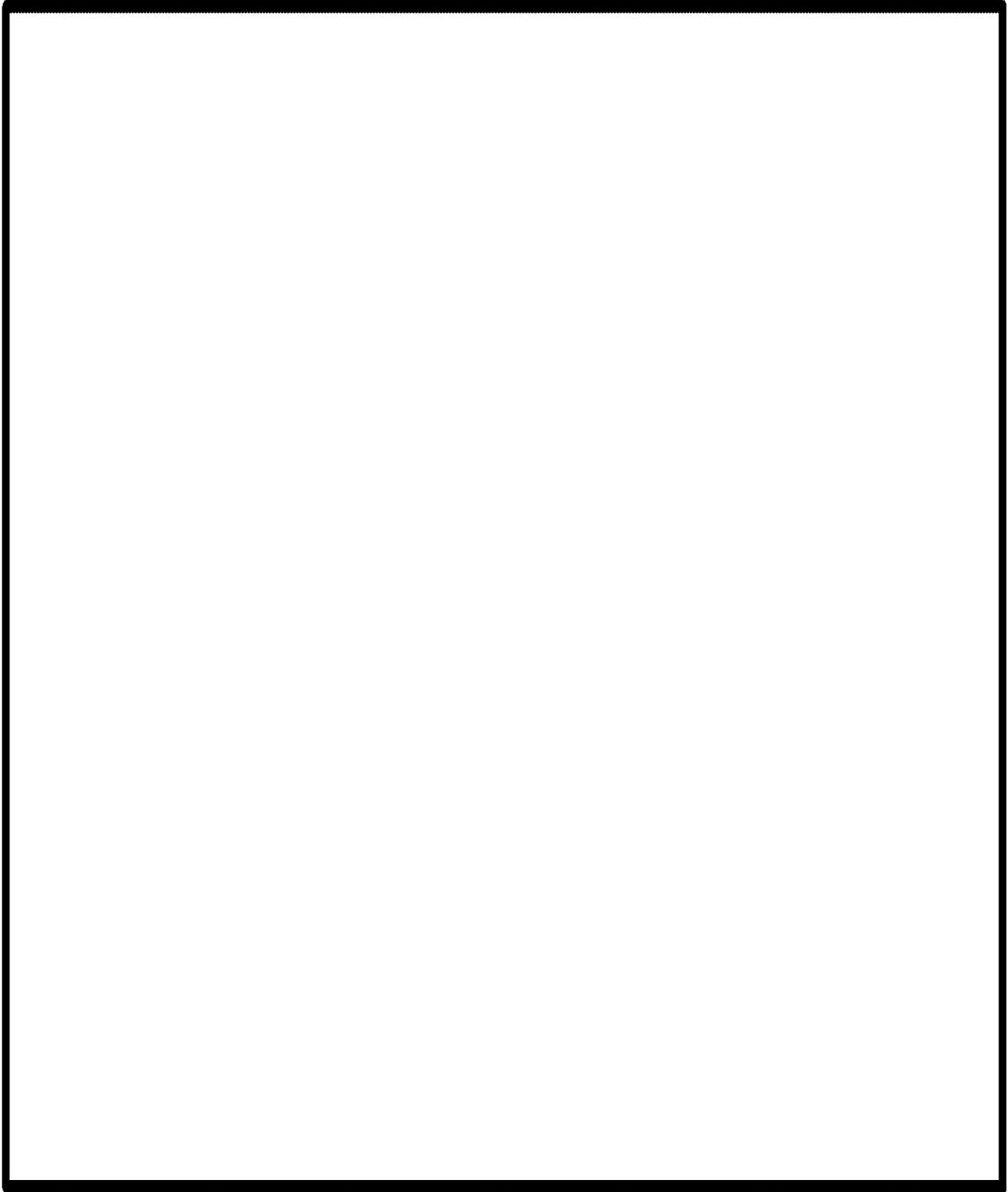
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0

(b)(4)

# Cash Flow Analysis



(b)(4) Conclusions



Business Plan

TAB 6a

(b)(4)

Project

Income	Sq. Ft.	Rent	Years									
			1	2	3	4	5	6	7	8	9	10

[Redacted Content]												
--------------------	--	--	--	--	--	--	--	--	--	--	--	--



(b)(4)

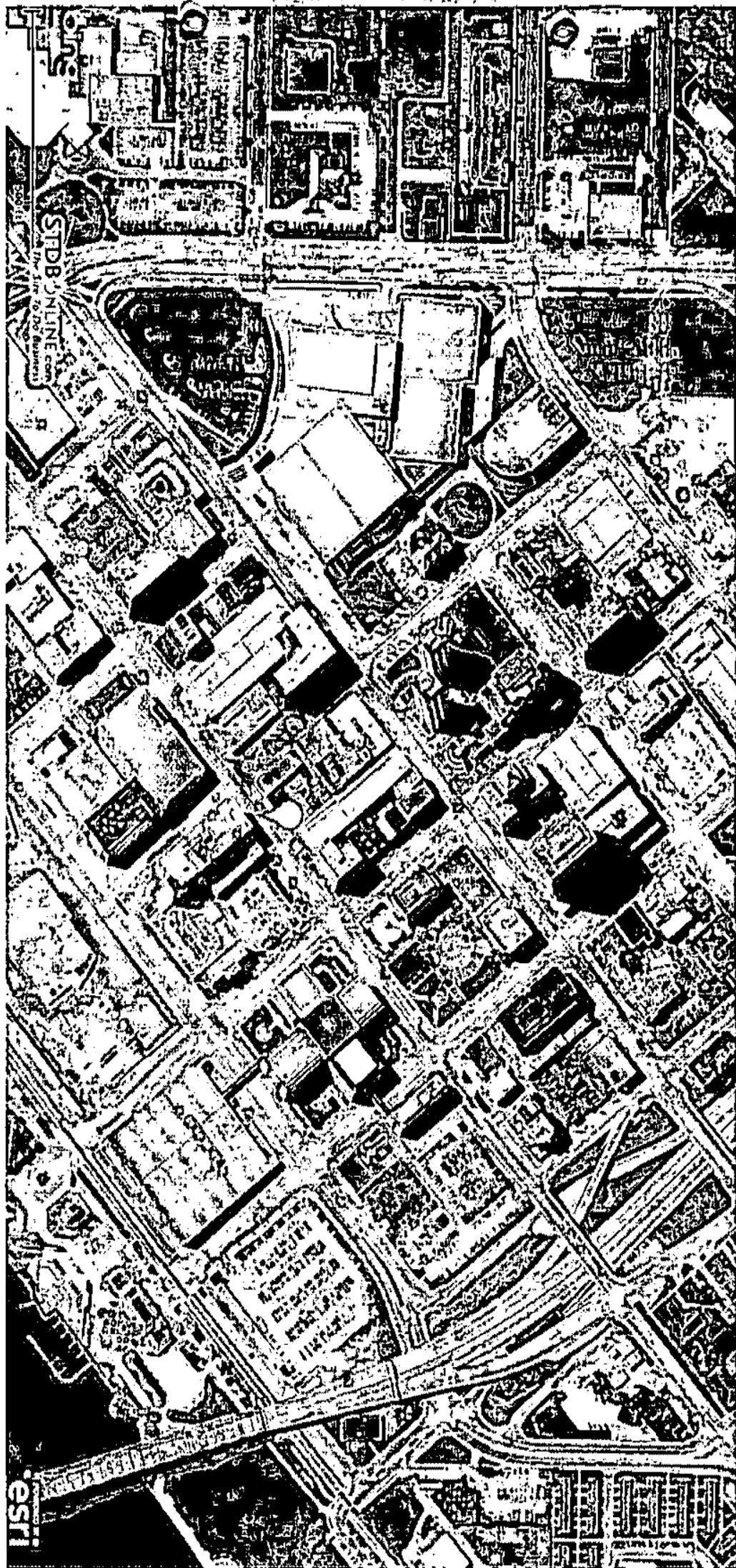


TIF Calculations

Year

2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2036

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2036	



ECONOMIC  
PERFORMANCE

LIVABILITY

PEOPLE

INNOVATION

BUSINESS &  
ENTREPRENEURSHIP

# 2012 GREATER PEORIA ECONOMIC SCORECARD

TRACKING ECONOMIC PROGRESS IN PEORIA, TAZEWELL,  
WOODFORD, MARSHALL AND STARK COUNTIES

[greaterpeoriascorecard.com](http://greaterpeoriascorecard.com)

PRODUCED FOR THE COMMUNITY BY The Heartland Partnership

RESEARCH AND ANALYSIS BY Bradley University

DESIGN & PRODUCTION BY Central Illinois Business Publishers, Inc.



**JIM McCONOUGHEY**

President & CEO  
The Heartland Partnership

“ In 2009, as the Great Recession rocked national confidence and threatened the jobs of millions of Americans, we launched the *It's Better Here* campaign. The goal of the campaign was to counteract local fears and buoy the attitudes of a community that had suffered greatly in previous recessions. At the same time, the campaign created a question: *How is the economy faring for our competition?*

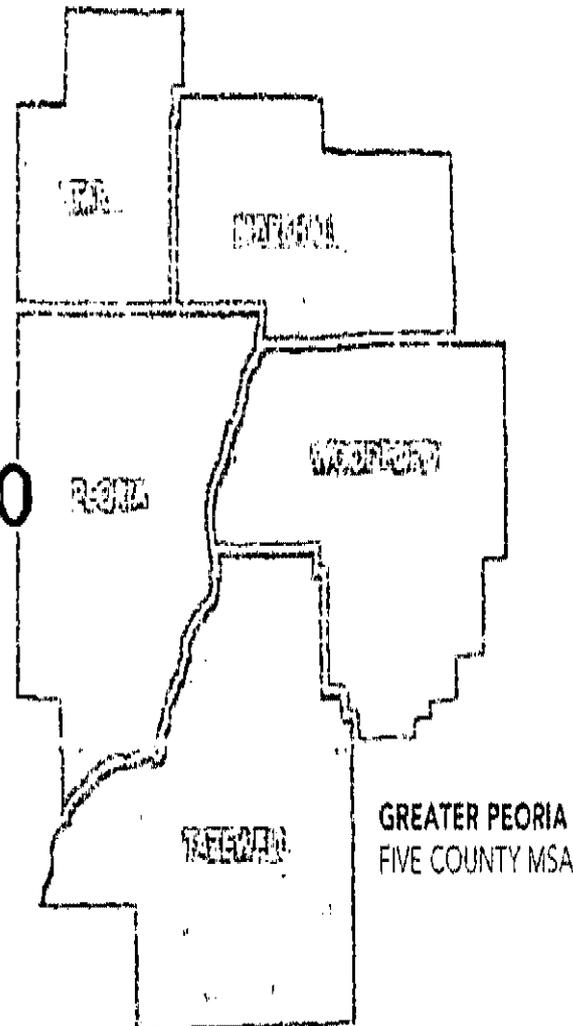
As a response, The Heartland Partnership is pleased to present the inaugural Greater Peoria Economic Scorecard. The Scorecard measures economic activities for our region and compares our performance with 11 peer and aspirational cities in the Midwest. For each community, data has been collected and analyzed using federally designated Metropolitan Statistical Areas.

This Scorecard reflects the performance of our entire region, and as such, it was important to collaborate with regional partners on this project. A task force comprised of CEOs, public sector leaders and professors from Bradley University provided guidance and leadership over the course of the last year to ensure this document will be a useful strategic tool for our community. The volunteer task force members played a vital role, as their guidance and leadership ensured that measurements have value to leaders throughout the region.

The information contained within the Scorecard is as current as possible, and was obtained from widely used and reliable sources, which will allow us to easily update the results on a year-to-year basis. The Scorecard measures multiple indicators across five broad categories: *Economic Performance, People, Innovation, Entrepreneurship and Business, and Livability*. As the project evolves from year to year, we will continually evaluate the effectiveness of our indicators and consider adding new indicators as reliable data is released. For those interested, comprehensive data will be available for review, and we invite you to explore the information further.

Greater Peoria is competing for jobs, resources and talented people. Without an accurate picture of our regional strengths and challenges, we cannot effectively plan for a successful future. The results of this assessment are meant to create questions and frame discussions for the business, government and economic development communities in our region.

We encourage you to use this Scorecard as a tool to advance our communities and foster collaboration in Greater Peoria (See page 22 for ideas on how to get involved). Most importantly, we look forward to working with you to improve our region's economic future.



**ROCKFORD, IL**

POPULATION: 349,431

Former manufacturing powerhouse with a new focus on technology and tourism. Similar size and demographics to Peoria.

**MADISON, WI**

POPULATION: 568,593

State capital and home to a major university, with high educational attainment and a strong healthcare industry. A research park houses 125+ startup companies with a focus on biotech R&D.

**QUAD CITIES, IA-IL**

POPULATION: 379,690

John Deere anchors the manufacturing base, while healthcare has seen increased growth. Significant investment in downtown riverfront revitalization.

**GRAND RAPIDS, MI**

POPULATION: 774,160

A developing medical corridor with a focus on cancer research. Home to Steelcase, Meijer, Bisset and other product development companies.

**DES MOINES, IA**

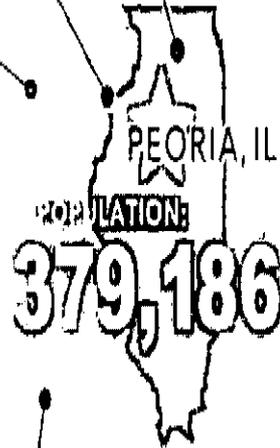
POPULATION: 575,633

Distinguished by booming insurance and financial industries, a highly educated labor force, low cost of living, low cost of doing business, and low unemployment rate.

**FORT WAYNE, IN**

POPULATION: 416,257

Former manufacturing base with efforts to diversify its economy. Low cost of doing business and a large investment in downtown revitalization.



**OMAHA, NE**

POPULATION: 865,350

Home to five Fortune 500 companies and nationally recognized for a successful entrepreneurial environment. Low cost of living and stable housing market.

**DAYTON, OH**

POPULATION: 841,502

High research capabilities with the Air Force Research Laboratory, University of Dayton and Wright State University. Attempting to diversify a manufacturing-based economy.

**SPRINGFIELD, MO**

POPULATION: 436,712

Strong tourism industry, with proximity to Branson and Lake of the Ozarks. Home to Bass Pro Shops and Missouri State University.

**LEXINGTON, KY**

POPULATION: 472,099

Home to the Fortune 500 company, Lexmark International. Features a highly educated population, strong financial service and insurance sectors, and a large public university.

**CHATTANOOGA, TN**

POPULATION: 528,143

Anchored by the Fortune 500 company, Unum Group. Features a strong tourism industry and one of the most highly recognized aquariums in the nation.

■ PEER CITIES

□ ASPIRATIONAL CITIES

The first annual **Greater Peoria Economic Scorecard** measures the economic progress of the five-county Greater Peoria MSA against seven peer cities—MSAs with a similar size, location and other characteristics—and four aspirational cities—identified as high-performing and relatively larger than the peer cities.

**4** ECONOMIC PERFORMANCE

**8** PEOPLE

**11** INNOVATION

**14** BUSINESS & ENTREPRENEURSHIP

**18** LIVABILITY

# ECONOMIC PERFORMANCE

## WHY IS THIS IMPORTANT?

Private sector job growth is a key indicator of economic health. It shows the demand for labor and the ability of businesses to expand. Strong job growth leads to higher income, increased tax revenue, and overall economic stability. Conversely, weak job growth can lead to higher unemployment, lower income, and reduced tax revenue, which can hinder economic recovery.

## THE INDICATORS

### Private Sector Job Growth

Private sector job growth is a key indicator of economic health. It shows the demand for labor and the ability of businesses to expand. Strong job growth leads to higher income, increased tax revenue, and overall economic stability. Conversely, weak job growth can lead to higher unemployment, lower income, and reduced tax revenue, which can hinder economic recovery.

### Regional Employment

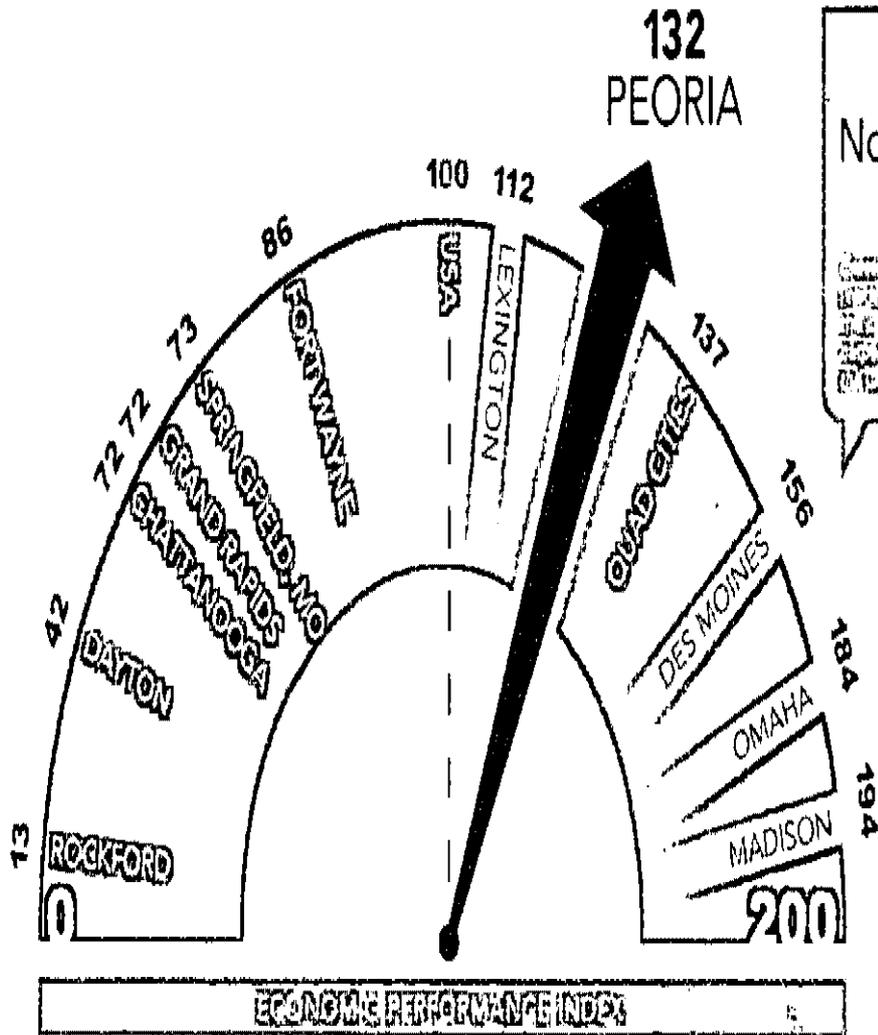
Regional employment is a key indicator of economic health. It shows the demand for labor and the ability of businesses to expand. Strong regional employment leads to higher income, increased tax revenue, and overall economic stability. Conversely, weak regional employment can lead to higher unemployment, lower income, and reduced tax revenue, which can hinder economic recovery.

### GRP Growth

GRP growth is a key indicator of economic health. It shows the demand for labor and the ability of businesses to expand. Strong GRP growth leads to higher income, increased tax revenue, and overall economic stability. Conversely, weak GRP growth can lead to higher unemployment, lower income, and reduced tax revenue, which can hinder economic recovery.

### Per Capita Income

Per capita income is a key indicator of economic health. It shows the demand for labor and the ability of businesses to expand. Strong per capita income leads to higher income, increased tax revenue, and overall economic stability. Conversely, weak per capita income can lead to higher unemployment, lower income, and reduced tax revenue, which can hinder economic recovery.

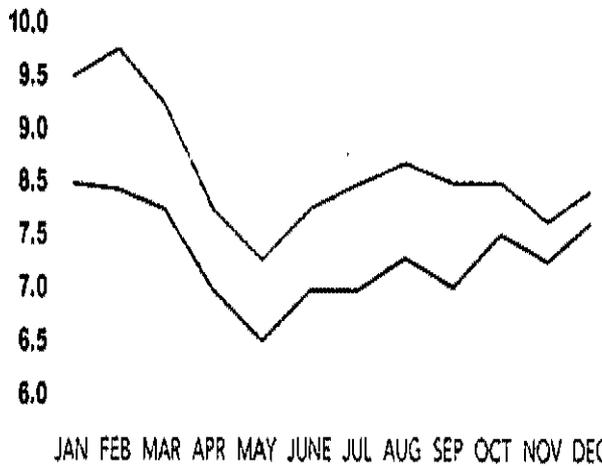


No. 5

FORBES MAGAZINE'S 2011 "BEST PLACES FOR BUSINESS AND CAREERS"

## UNEMPLOYMENT RATE COMPARISON, 2011

The Quad Cities and Greater Peoria metro areas are similar in many categories, but the Quad Cities outperforms Greater Peoria on regional unemployment rate.



## PLAYING THE RANKINGS

### Greater Peoria

No. 71

Forbes magazine's 2011 "Best Places for Business and Careers"

No. 68

Entrepreneur's 2011 Best-Performing Cities

No. 27

Newgeography.com's 2011 "Best Mid-sized Cities for Job Growth"

No. 15

Kauffman Foundation's 2010 New Economy Index

## PRIVATE STOCK HOLDING

U.S. average = 100 Source: U.S. Bureau of Labor Statistics

1st	2nd	3rd	4th		6th	7th	8th	9th	10th	11th	12th
<b>174</b>	<b>173</b>	<b>164</b>	<b>113</b>		<b>106</b>	<b>102</b>	<b>89</b>	<b>64</b>	<b>61</b>	<b>39</b>	<b>14</b>
MADISON	OMAHA	DES MOINES	SPRINGFIELD, MO		GRAND RAPIDS	QUAD CITIES	LEXINGTON	FORT WAYNE	CHATTANOOGA	DAYTON	ROCKFORD

## REGIONAL EMPLOYMENT

U.S. average = 100 Source: U.S. Bureau of Labor Statistics

1st	2nd	3rd	4th	5th	6th		8th	9th	10th	11th	12th
<b>291</b>	<b>282</b>	<b>266</b>	<b>200</b>	<b>161</b>	<b>159</b>		<b>135</b>	<b>131</b>	<b>123</b>	<b>70</b>	<b>3</b>
OMAHA	MADISON	DES MOINES	QUAD CITIES	SPRINGFIELD, MO	LEXINGTON		CHATTANOOGA	GRAND RAPIDS	FORT WAYNE	DAYTON	ROCKFORD

## GRP GROWTH

U.S. average = 100 Source: U.S. Bureau of Economic Analysis

1st		3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
<b>180</b>		<b>173</b>	<b>150</b>	<b>140</b>	<b>121</b>	<b>86</b>	<b>81</b>	<b>67</b>	<b>66</b>	<b>57</b>	<b>40</b>
MADISON		QUAD CITIES	OMAHA	LEXINGTON	FORT WAYNE	CHATTANOOGA	DES MOINES	SPRINGFIELD, MO	ROCKFORD	GRAND RAPIDS	DAYTON

## PER CAPITA INCOME

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd (tie)		5th	6th	7th	8th	9th	10th	11th	12th
<b>133</b>	<b>112</b>	<b>103</b>		<b>92</b>	<b>81</b>	<b>67</b>	<b>54</b>	<b>50</b>	<b>38</b>	<b>31</b>	<b>18</b>
MADISON	OMAHA	DES MOINES		QUAD CITIES	LEXINGTON	FORT WAYNE	DAYTON	CHATTANOOGA	GRAND RAPIDS	ROCKFORD	SPRINGFIELD, MO



“Our doors have been open every working day since 1857, and the consistently strong regional economy has been critical to our longevity. While there are some challenges, this is a great place to do business, and our success is a testament to the region’s ability to support and sustain local businesses. By showing that same level of support in the future, we can help grow the Greater Peoria economy even further.” —MARGARET HANLEY, president, A. Lucas & Sons

## GROSS REGIONAL PRODUCT

A metro area's gross regional product, or GRP, is one of several measures of the area's economy. The Greater Peoria economy is slightly less than half the size of Des Moines and on par with Fort Wayne and the Quad Cities.

		2007	2008	2009	2010
TOTAL GRP (in billions)					
	DES MOINES	39.5	34.0	37.8	39.5
	FORT WAYNE	17.3	17.2	17.3	18.4
	PEORIA	15.9	17.7	17.4	18.3
	QUAD CITIES	16.3	16.6	16.7	17.5

## TRANSPORTATION ASSETS

NEARLY OF THE  
U.S. POPULATION LIVES WITHIN A DAY'S  
DRIVE OF **GREATER PEORIA.**



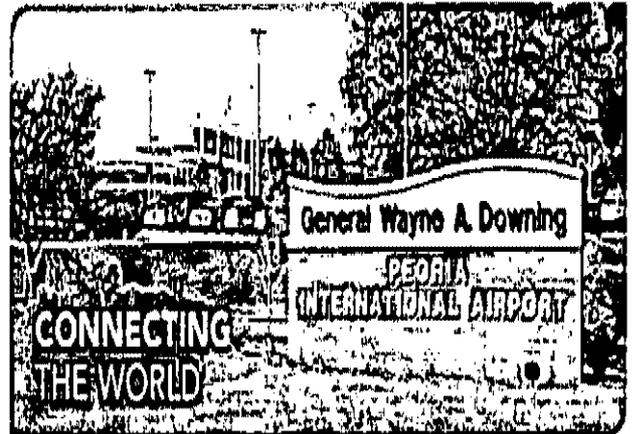
**trans**  
**PORT**  
HEART OF ILLINOIS REGIONAL PORT DISTRICT

### YEAR-ROUND WATERWAY ACCESS

The largest city on the Illinois River, Peoria and the surrounding region are at the heart of the nation's inland waterway system. TransPORT has jurisdiction over 95 miles of the river—its port range comprises the northernmost ice-free waterway operating year-round. From grain to coal, more than 30 million tons of cargo pass through local locks each year.

TransPORT is playing a critical role in the U.S. Maritime Administration's Marine Highway Program. Using federal grant money, the organization has developed a plan to commercialize the movement of heavy equipment by barge on a roll-on/roll-off basis. By 2014, after the Panama Canal is widened, container ships will carry cargo up and down the Mississippi and Illinois, helping to relieve some of the nation's biggest challenges, from highway congestion to energy use.

To accommodate finished goods such as rolling stock and containers by barge, TransPORT is moving forward on the development of a public port facility along the river in Tazewell County. The new terminal will be served by rail and will include a general cargo berth with a roll-on/roll-off ramp for heavy equipment.



With its new \$65 million terminal building open for business, the General Wayne A. Downing Peoria International Airport offers direct flights to nine nonstop destinations across the country. PIA serves as a U.S. Customs port of entry, with millions of pounds of cargo passing through it each year, and contributes over \$328 million annually to the regional economy. Air service is also available at the Pekin Municipal Airport, Marshall County Airport and Mt. Hawley Airport.

#### DIRECT FLIGHTS FROM PIA

Athens, Chicago,  
Dallas-Ft. Worth,  
Denver, Detroit, Las  
Vegas, Minneapolis/  
St. Paul, Phoenix/  
Miami, Tampa/  
St. Petersburg

**BY HIGHWAY AND RAIL** Mergers and acquisitions have sharply reduced the number of big freight railroads, but even today there are four such carriers operating in Greater Peoria—extraordinary for a metro area of this size. The region also has its own terminal and switching railroad, as well as four regional carriers. In addition to servicing the manufacturing industry, these carriers haul dedicated coal trains to supply numerous electric power plants in the area.

Along with heavy equipment manufacturing comes a substantial supply chain for raw materials and components, and a long list of motor carriers have gravitated to Peoria to provide trucking capacity. A major hub for truck terminal activity has evolved in Morton, where I-74 meets I-155. Many of these carriers operate under contract to the industries they serve, furnishing a vital cog for "just-in-time" parts inventory management.

#### A WEEK IN THE LIFE...

Greater Peoria's intermodal network offers many options for the movement of goods and raw materials: by rail, air, truck or water. In any given week more than 1.3 million tons of freight pass through the region.

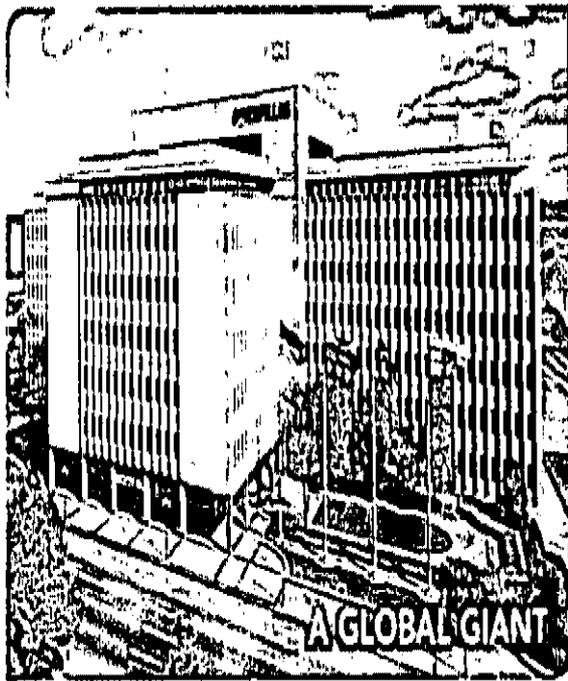
Source: TransPORT Logistics  
Study/Federal Companies

**635K** TONS  
BY TRUCK

**455K** TONS  
BY RAIL

**250K** TONS  
BY WATER

**17** TONS  
BY AIR



**A GLOBAL GIANT**

As a manufacturer of commercial floor coverings, the company has a long history of manufacturing commercial carpeting and tile. The company has a strong presence in the U.S. and is a leading manufacturer of commercial floor coverings. The company has a strong presence in the U.S. and is a leading manufacturer of commercial floor coverings. The company has a strong presence in the U.S. and is a leading manufacturer of commercial floor coverings.

### EXPORT SUCCESS

Greater Peoria's International Trade Center is a leading manufacturer of commercial floor coverings. The company has a strong presence in the U.S. and is a leading manufacturer of commercial floor coverings. The company has a strong presence in the U.S. and is a leading manufacturer of commercial floor coverings.

### DEMAND FOR EXPORTS

International trade is a vital driver of economic growth. According to the U.S. Department of Commerce, Greater Peoria ranked as the nation's 29th largest market for merchandise exports in 2009. The region also has the third highest percentage of merchandise exports compared to gross metro product in the nation.

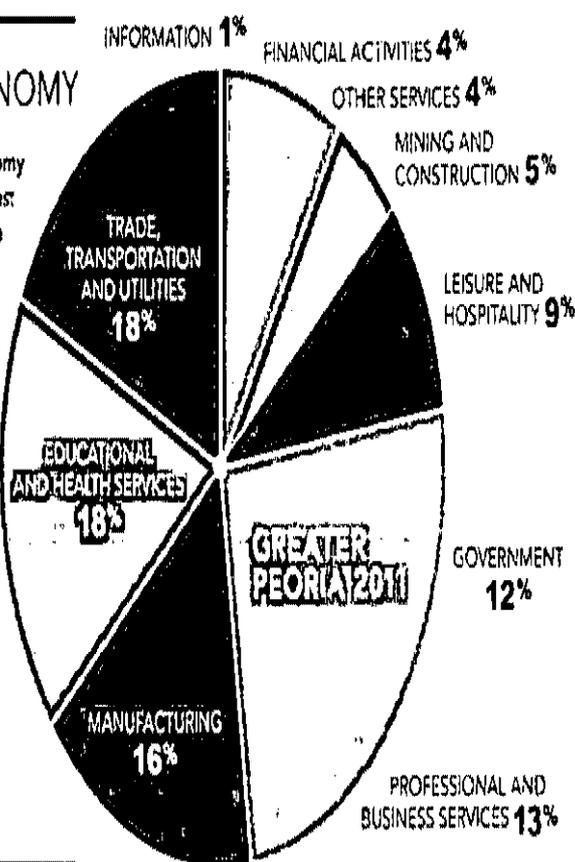
29. PEORIA	\$7.8 Billion
39. LOUISVILLE	\$5.3 Billion
49. DAYTON	\$3.8 Billion
52. QUAD CITIES	\$3.5 Billion
68. GRAND RAPIDS	\$2.4 Billion
70. LEXINGTON	\$2.3 Billion
92. MADISON	\$1.6 Billion
106. ROCKFORD	\$1.3 Billion
129. FORT WAYNE	\$917 Million
142. DES MOINES	\$782 Million
162. CHATTANOOGA	\$661 Million
224. SPRINGFIELD, MO	\$293 Million



EDGE logo and other text in a speech bubble format, partially obscured and difficult to read.

### A DIVERSE ECONOMY

Greater Peoria's regional economy has steadily expanded over the last two decades, transitioning from a primarily manufacturing-based economy to a much more diversified one, with significant growth in the industries of healthcare, transportation and logistics. The healthcare sector in particular has grown twice as fast as the economy at large and is now the area's No. 1 employer. While manufacturing remains key, this diversification—away from reliance on a single employer or industry—has better positioned the region to weather a downturn in the economy.



## PEOPLE

### WHY IS THIS IMPORTANT?

The most important resource in an economy is its people. A highly educated and experienced workforce with the knowledge and ability to perform specialized tasks, respond to opportunities and adapt to a changing economic environment will result in greater productivity for local businesses and attract new businesses to the area.

### THE INDICATORS

#### Net Migration Rate

Total measure of population change within a region according to the U.S. Census Bureau. Greater migration is an indicator of increased employment opportunities and a community's ability to attract and retain people.

#### Labor Force Growth

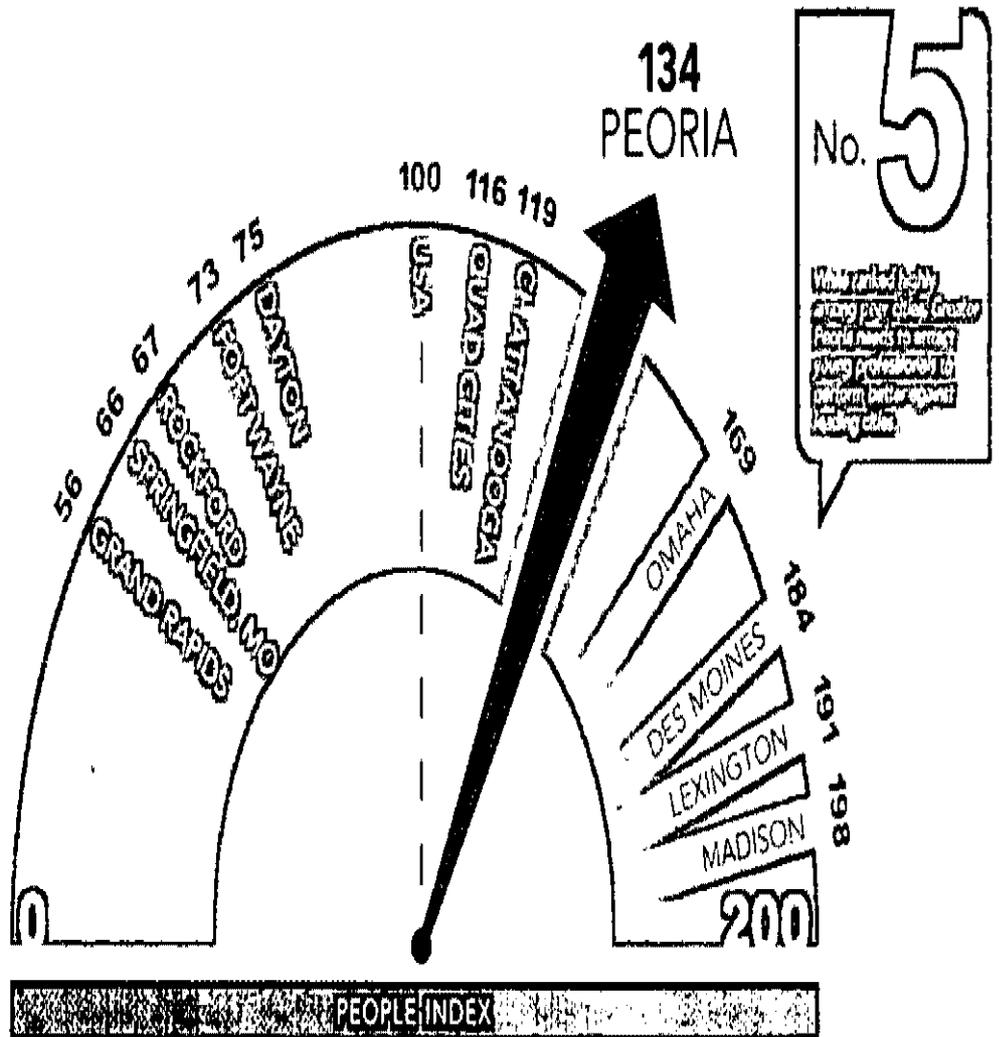
Measures the total percentage growth in the labor force from 2007 to 2010. Indicates whether the number of eligible workers in the community is increasing or decreasing.

#### Bachelor's Degrees

Percentage of adult population (ages 25+) with a bachelor's degree or higher in 2010. Signifies labor quality and ability to work in highly productive, human capital-intensive occupations.

#### Population Ages 20-64

Percentage of the population, ages 20 to 64, in 2010. This is a measure of the population within the primary age range for participation in the workforce.



### HIGHER EDUCATION IN GREATER PEORIA

To compete in the global economy, tomorrow's workers must be critical thinkers, problem solvers and effective communicators. In Greater Peoria, there are a variety of higher education institutions to provide the foundation for their success.

**Bradley University.** Founded in 1897, Bradley enrolls approximately 5,200 undergraduate and 800 graduate students and offers more than 100 programs of study. It is consistently rated a top 10 regional university by U.S. News & World Report.

**Illinois Central College** serves more than 13,000 students in Greater Peoria each year. The community college partners with local employers to equip future workers with the skills they need to succeed in the 21st-century workforce.

**Eureka College** is a private liberal arts college with an enrollment of 800 and a strong focus on servant leadership. Founded by abolitionists, it houses the Ronald Reagan Museum and the Reagan Peace Garden, named for its most famous graduate.

Since 1888, **Midstate College** has been a leader in professional training and education, offering a wide variety of bachelor degrees, associate degrees and diplomas. Small classes are offered day, night and online to provide access to students with complex schedules.

The **University of Illinois College of Medicine at Peoria** is part of one of the nation's largest medical schools, offering graduate education and residency training, in addition to being a center for research and development.

The **Methodist College of Nursing and Saint Francis College of Nursing** offer nursing education in the fast-growing healthcare industry. A diverse range of educational opportunities can also be found at the satellite locations of **Robert Morris University, Benedictine University** and the **University of Illinois at Springfield**.

## NET MIGRATION RATE

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th (tie)	10th (tie)	12th
170	140	139	122	116	104	86	75	68	30	30	26
LEXINGTON	MADISON	DES MOINES	CHATTANOOGA	PEORIA	OMAHA	QUAD CITIES	SPRINGFIELD, MO	FORT WAYNE	DAYTON	ROCKFORD	GRAND RAPIDS

## LABOR FORCE GROWTH

U.S. average = 100 Source: U.S. Bureau of Labor Statistics

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
118	110	106	96	81	77	66	64	60	59	30	15
LEXINGTON	DES MOINES	MADISON	PEORIA	OMAHA	QUAD CITIES	CHATTANOOGA	ROCKFORD	SPRINGFIELD, MO	DAYTON	FORT WAYNE	GRAND RAPIDS

## BACHELOR'S DEGREES

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
290	273	271	251	235	227	225	213	206	197	161	85
MADISON	OMAHA	DES MOINES	LEXINGTON	PEORIA	QUAD CITIES	GRAND RAPIDS	DAYTON	CHATTANOOGA	FORT WAYNE	ROCKFORD	SPRINGFIELD, MO

## POPULATION AGES 20-64

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
299	278	275	262	118	116	114	98	92	91	89	85
MADISON	DES MOINES	OMAHA	LEXINGTON	GRAND RAPIDS	QUAD CITIES	CHATTANOOGA	ROCKFORD	PEORIA	DAYTON	SPRINGFIELD, MO	FORT WAYNE



“It is essential to attract and retain talented people in our region. Job creation is important, especially as the economy improves, and Greater Peoria is boosted by the outstanding higher education opportunities in our region. These institutions cultivate the skills, creativity and critical awareness necessary for a highly effective and productive workforce—a key benefit for employers, as well as the civic health of the region as a whole.”

—DR. JESSICA BARR, Director of Academic Honors Program, Eureka College



### GROWTH & DIVERSITY

Based on the latest census results, Greater Peoria is growing—in numbers and in diversity:

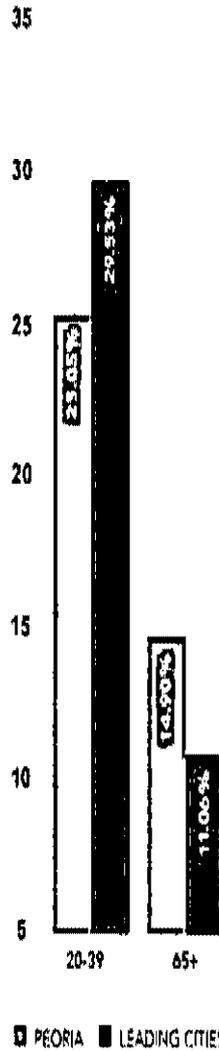
- The region grew in population from 347,387 in 2000 to 379,186 in 2010 — a 9.2% increase.
- The number of Asian and Hispanic families in the region nearly doubled from 2000 to 2010.



Thriving communities tend to have a high percentage of young professionals among their populations. Greater Peoria falls short in this area and needs to work on strategies to attract and retain these 20- and 30-somethings. The Young Professionals Organization of Greater Peoria (YPO) is one local organization attempting to address this issue.

Offering a range of social events and opportunities for professional development, community involvement and volunteerism, YPO is working hard to engage and empower young professionals to shape the community. This is significant, says Rebecca Ryan of Next Generation Consulting. "Young professionals are two to three times more likely to stay in a community if they are involved in the community outside of work," she says.

A deeper level of engagement with the community at large is critical to attracting the next generation of leaders. With organizations like YPO leading the way, Greater Peoria has a firm foundation on which to build these efforts.



One cause for concern is the composition of the Greater Peoria population. The percentage of population in the 20-39 age range is lower in Greater Peoria than in its leading peer cities, while population in the 65+ age range is higher. In addition, the trend is moving in the wrong direction. While Greater Peoria's overall population grew by three percent from 2000 to 2010, its population under 19 and between 20 and 39 actually shrunk. Although the region's net migration rate is higher than the national average, Greater Peoria's labor pool is aging at a faster rate than its peer cities. This has huge implications as businesses look to fill jobs in the long term. Greater Peoria must expand its labor pool and attract workers in the 20-39 age range—the highly coveted "young professionals."



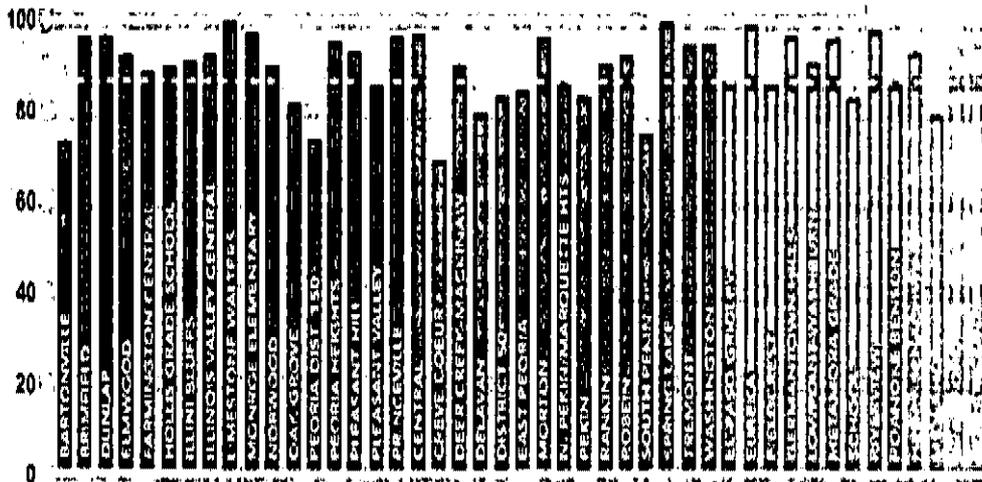
Peoria Promise supports economic development by enhancing the workforce skills and academic opportunities of Peoria's high school graduates. It provides eligible students with paid tuition at Illinois Central College.

“For every 1% increase in the number of residents with a bachelor's degree, there is a \$763 increase in regional per capita income.”

—REBECCA RYAN, Next Generation Consulting

## GRADE MATH LEVELS GREATER PEORIA 2010-2011

29.5 percent of schools in Greater Peoria are at or below the state average for 8th grade math scores.



Source: Illinois State Board of Education/Measures of Illinois' Unmet WY



**Quest** charter academy

The region's only charter school, Quest Charter Academy opened in 2010, offering a rigorous college-prep curriculum with a focus on science, technology, engineering and math. In its short existence, Quest has become known for high attendance, parental involvement and student achievement.



## ENERGY & SUSTAINABILITY

An advanced renewable energy resource, wind power represents an opportunity to diversify the economy while providing energy to communities. In 2009, the U.S. wind industry generated 15.4 billion kilowatt-hours of electricity, up from 13.4 billion kilowatt-hours in 2008. The U.S. wind industry is expected to continue to grow rapidly, with the U.S. Department of Energy projecting that the industry will generate 100 million kilowatt-hours of electricity by 2020. The U.S. wind industry is also expected to create 100,000 jobs by 2020. The U.S. wind industry is a key component of the U.S. energy and economic future.

## AN ENGINEERING STRONGHOLD

Engineering has long been a core strength of the Greater Peoria workforce, as well as a focus for higher education. In 2011, the College of Engineering and Technology at Bradley University was ranked 27th in the nation for undergraduate engineering schools by U.S. News & World Report. The following chart breaks down the number of engineering degrees awarded in 2011 at schools within the regions in this study.



Rankings provided by US News Education. Total graduates per degree level provided by the Engineering Workforce Commission of the American Association of Engineering Societies, Inc.

RANK	BACHELOR'S DEGREES	MASTER'S DEGREES	PHDS
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### UNDERGRADUATE/GRADUATE ENGINEERING PROGRAMS WITH DOCTORATE

MADISON	University of Wisconsin-Madison	13	693	407	127
LEXINGTON	University of Kentucky	95	345	101	29
DAYTON	University of Dayton	130	222	161	7
	Wright State University	144	186	209	19

### UNDERGRADUATE/GRADUATE ENGINEERING PROGRAMS (NO DOCTORATE OFFERED)

PEORIA	Bradley University	27	133	92	—
FORT WAYNE	Indiana University-Purdue University Fort Wayne	51	85	0	—
CHATTANOOGA	University of Tennessee-Chattanooga	78	94	41	—
GRAND RAPIDS	Calvin College	78	60	0	—
OMAHA	University of Nebraska-Omaha	—	154	0	—
QUAD CITIES	Western Illinois University	—	63	3	—

### NO ENGINEERING PROGRAM

DES MOINES	Drake University	—	—	—	—
ROCKFORD	Rockford College	—	—	—	—
SPRINGFIELD MO	Missouri State University	—	—	—	—



Systemic change in the National Center for Agricultural Utilization Research (CAUR) will be implemented in 2011. The new system will be implemented in 2011. The new system will be implemented in 2011. The new system will be implemented in 2011.

TOTAL RESEARCH STAFF: **177** TOTAL PhD RESEARCHERS: **85**

DISCIPLINES REPRESENTED: 24 disciplines including Agriculture, Biology, Chemistry, Earth Science, Engineering, Health Sciences, Life Sciences, Mathematics, Physics, and Social Sciences.

RESEARCH PROJECTS: 66 projects supported by the National Science Foundation, National Institutes of Health, and other federal agencies.

SCIENTIFIC PUBLICATIONS: (2009-11)	SCIENTIFIC MEETINGS/ PRESENTATIONS: (2009-11)	PATENT APPLICATIONS: (2009-11)
<b>755</b>	<b>516</b>	<b>20</b>



## A RESEARCH HAVEN

The University of Illinois College of Medicine at Peoria is a major teaching and research institution, conducting groundbreaking studies in cancer, stroke, Alzheimer's disease, and more.

\$219 million in federal research grants (2007-2011)  
24,000 square feet of research space (2007-2011)

# INNOVATION

## WHY IS THIS IMPORTANT?

Innovation is the growth engine of a country; the ability to create and to establish or improve new products, services, systems, and processes. It is a critical element of a nation's competitive advantage and is the primary driver of economic growth and development. Innovation is the key to a higher standard of living.

## THE INDICATORS

### Science Workers

Peoria has a strong base of science workers, which is a key indicator of innovation. The city has a high concentration of science workers, which is a key indicator of innovation.

### Terminal Degrees

Peoria has a high number of terminal degrees, which is a key indicator of innovation. The city has a high concentration of terminal degrees, which is a key indicator of innovation.

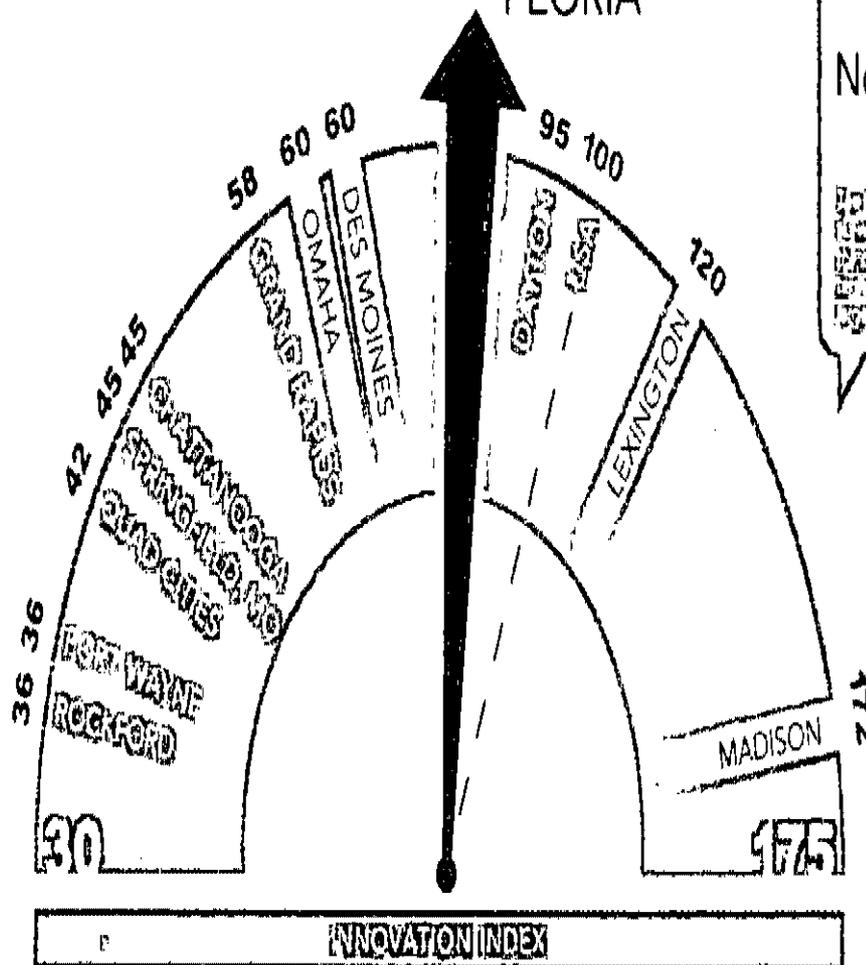
### Number of College Students

Peoria has a high number of college students, which is a key indicator of innovation. The city has a high concentration of college students, which is a key indicator of innovation.

### Patents

Peoria has a high number of patents, which is a key indicator of innovation. The city has a high concentration of patents, which is a key indicator of innovation.

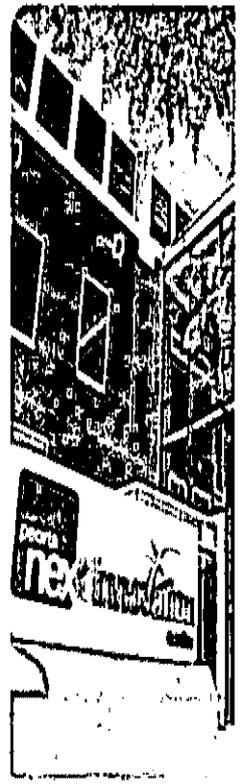
71  
PEORIA



No. 4  
Peoria is the 4th most innovative city in the Midwest.

## NEXT STEPS IN INNOVATION

Peoria NEXT aims to facilitate the discovery, innovation and commercialization of new technologies through collaboration and creativity. Leveraging the strengths of Bradley University, Caterpillar Inc., the Ag Lab and other partners, the Peoria NEXT Innovation Center opened in 2007, providing incubator space for businesses in the fields of biotechnology, renewable energy, medical devices, software, robotics, engineering and more. Here's how the Innovation Center stacks up against the national average of technology incubators:



<b>GRADUATION RATE</b> National average: 55% Peoria NEXT: <b>70%</b>	<b>STARTUPS SURVIVE AFTER RECESSION</b> National average: 52% Peoria NEXT: <b>92%</b>	<b>OCCUPANCY RATE</b> National average: 74% Peoria NEXT: <b>70%</b>	<b>TENANT LONGEVITY</b> National average: 34 months Peoria NEXT: 20 months  <b>INCUBATOR SIZE</b> National average: 24,000 sq ft Peoria NEXT: 45,000 sq ft  <b>LEASEABLE SPACE</b> National average: 17,500 sq ft Peoria NEXT: 28,242 sq ft
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## SCIENCE WORKERS

U.S. average = 100 Source: U.S. Bureau of Labor Statistics

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
168	118	107	95	93	75	60	59	41	37	33	27
MADISON	LEXINGTON	DES MOINES	PEORIA	DAYTON	OMAHA	GRAND RAPIDS	CHATTANOOGA	SPRINGFIELD, MO	QUAD CITIES	FORT WAYNE	ROCKFORD

## TERMINAL DEGREES

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
122	95	86	58	54	53	52	48	46	44	35	32
MADISON	LEXINGTON	DAYTON	QUAD CITIES	OMAHA	ROCKFORD	CHATTANOOGA	SPRINGFIELD, MO	PEORIA	GRAND RAPIDS	DES MOINES	FORT WAYNE

## NUMBER OF COLLEGE STUDENTS

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
187	182	159	135	119	88	84	80	78	76	65	60
MADISON	LEXINGTON	DAYTON	SPRINGFIELD, MO	OMAHA	GRAND RAPIDS	PEORIA	CHATTANOOGA	QUAD CITIES	FORT WAYNE	DES MOINES	ROCKFORD

## PATENTS

U.S. average = 100 Source: Institute for Strategy & Competitiveness at Harvard Business School, Cluster Mapping Project, clustermapping.us

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th (tie)	11th (tie)
139	120	113	106	98	82	76	74	59	51	45	45
MADISON	GRAND RAPIDS	PEORIA	LEXINGTON	FORT WAYNE	DES MOINES	ROCKFORD	DAYTON	QUAD CITIES	OMAHA	SPRINGFIELD, MO	CHATTANOOGA



“At Peoria Robotics, we have benefited greatly from the leadership and guidance we have received through Peoria NEXT as tenants of the Innovation Center. Innovation and technology-based businesses are an essential component of successful, diverse economies, and the continued focus on technology commercialization in Greater Peoria will ensure more high-paid jobs in the region and ultimate long-term success.” —DEEPAK GADDIPATI, Peoria Robotics

## TOP REGIONS FOR PATENTS

1	Madison. University of Wisconsin, Wisconsin Alumni Research Foundation	MACRAG LAB TECHNOLOGIES
2	Grand Rapids. Cancer research, manufacturing and product design firms	ILLINOIS TOOL WORKS CORP.
3	Peoria. Caterpillar Tech Center, National Center for Agricultural Utilization Research	QUAD CITIES

## BUSINESS & ENTREPRENEURSHIP

### WHY IS THIS IMPORTANT?

Creating an environment that is conducive to entrepreneurship and overall business activity is essential for a thriving community. A favorable environment will be supportive of local entrepreneurs and entice new companies into the region, resulting in job growth, infrastructure investment and increased living standards.

### THE INDICATORS

#### Business Density

Total number of businesses per 10,000 residents in 2009 for each respective MSA, indicating the ability of a region to support business activity.

#### Concentration of Mid-Sized Firms

Total number of establishments with 10 to 99 employees per 10,000 residents for each MSA in 2009. Small and medium-sized businesses are highlighted for their contribution to job growth.

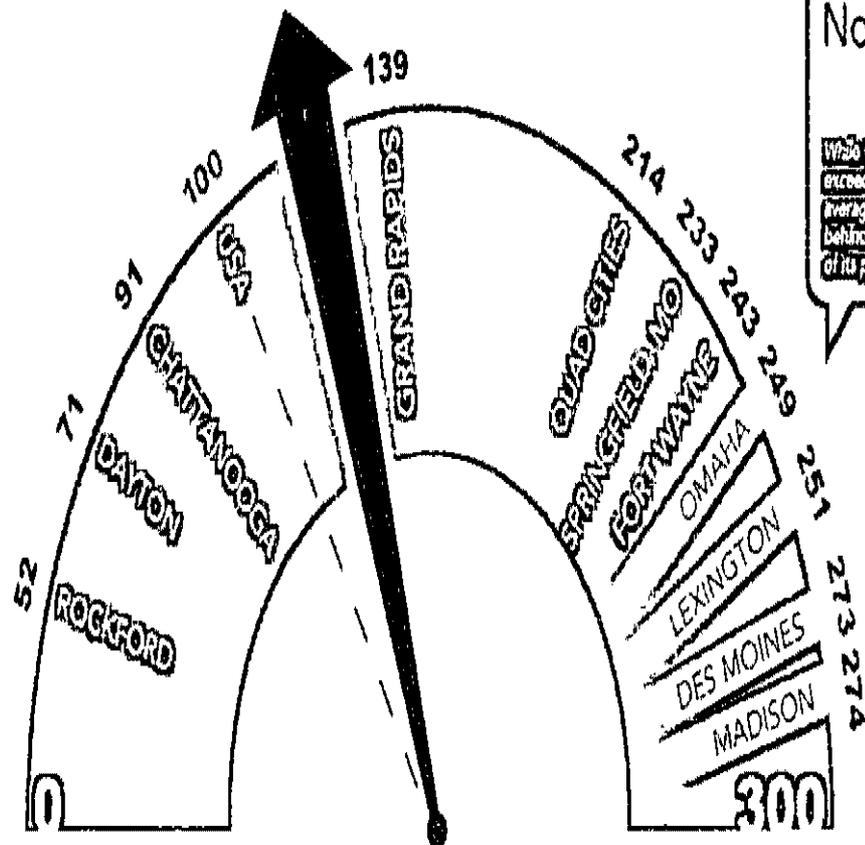
#### Establishment Growth

Growth in the total number of establishments from 2008 to 2009. Indicates a community's ability to foster entrepreneurship and attract new business to the region.

#### Business Affordability

This is an overall indicator of the cost of doing business for each MSA in 2009. This measure was taken from Moody's Economy.com's Cost of Doing Business index. This index is based on cost of labor, energy prices, state and local taxes, and office rent.

135  
PEORIA



No. 9

While Greater Peoria exceeds the national average, it is well behind the majority of its peer cities.

### BUSINESS & ENTREPRENEURSHIP INDEX

### COST OF DOING BUSINESS

The Business Affordability indicator was derived from Moody's Economy.com's Cost of Doing Business index, which takes into account labor and energy costs, taxes and office rent, using a three-year moving average ending in 2009. Greater Peoria's 10th-place ranking indicates there is a lot of room for improvement.

The two largest costs between Greater Peoria and its leading peer cities are in energy costs and taxes, which is likely to get worse, as the data does not reflect 2011's state income tax hike.

The tables to the right illustrate the normalized rankings for the energy and tax components of the Moody's index. Improvements in these two categories will make the most impact in lowering the cost of doing business in Greater Peoria.

ENERGY COSTS	INDEX	TAXES	INDEX
1 QUAD CITIES	199	1 CHATTANOOGA	173
2 DES MOINES	195	2 SPRINGFIELD MO	166
3 FORT WAYNE	185	3 DES MOINES	98
4 OMAHA	178	4 OMAHA	96
5 LEXINGTON	170	5 LEXINGTON	94
6 SPRINGFIELD MO	115	6 QUAD CITIES	86
7 PEORIA	107	7 PEORIA (tie)	80
8 ROCKFORD	94	ROCKFORD (tie)	80
9 MADISON	88	9 FORT WAYNE	72
10 DAYTON	87	10 GRAND RAPIDS	47
11 CHATTANOOGA	85	11 DAYTON	36
12 GRAND RAPIDS	70	12 MADISON	20

Source: Moody's Economy.com's Cost of Doing Business Index

## BUSINESS DENSITY

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
414	381	379	320	285	277	274	266	228	199	122	114
MADISON	FORT WAYNE	DES MOINES	LEXINGTON	QUAD CITIES	GRAND RAPIDS	SPRINGFIELD, MO	OMAHA	PEORIA	DAYTON	CHATTANOOGA	ROCKFORD

## CONCENTRATION OF MID-SIZED FIRMS

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
151	143	139	132	131	125	105	84	76	44	34	30
MADISON	DES MOINES	SPRINGFIELD, MO	OMAHA	FORT WAYNE	LEXINGTON	QUAD CITIES	GRAND RAPIDS	PEORIA	ROCKFORD	CHATTANOOGA	DAYTON

## ESTABLISHMENT GROWTH

U.S. average = 100 Source: U.S. Census Bureau

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
157	148	146	138	115	101	72	70	68	42	40	16
OMAHA	LEXINGTON	DES MOINES	MADISON	QUAD CITIES	SPRINGFIELD, MO	PEORIA	FORT WAYNE	CHATTANOOGA	GRAND RAPIDS	DAYTON	ROCKFORD

## BUSINESS AFFORDABILITY

U.S. average = 100 Source: Moody's Economy.com's Cost of Doing Business Index

1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
192	183	180	156	147	135	128	124	119	91	78	47
FORT WAYNE	SPRINGFIELD, MO	QUAD CITIES	CHATTANOOGA	DES MOINES	LEXINGTON	OMAHA	ROCKFORD	GRAND RAPIDS	PEORIA	DAYTON	MADISON

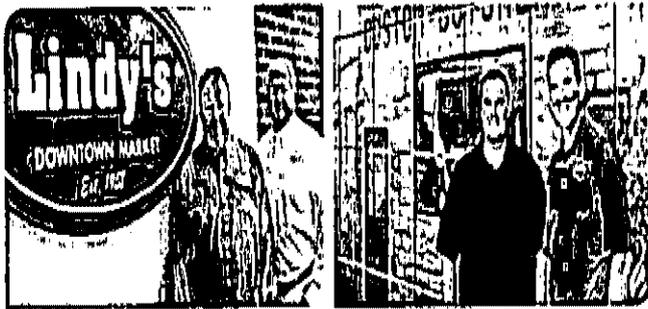


“Small businesses are the engine of our economy and are responsible for major job creation in our communities. Our region must continue working to create the best possible climate for entrepreneurship. We face many challenges, so it’s important that we work together to position Greater Peoria as a leading place to start or expand a business.” —SID RUCKRIEGEL, franchise owner and entrepreneur



## BUSINESS DENSITY

Greater Peoria lags behind most of its peer cities in the concentration of businesses per 10,000 residents. While the region benefits from the impact of a Fortune 50 company and a fast-growing healthcare industry, this decreases the proportion of small businesses compared to communities that lack large employers. We must continue to expand opportunities for small businesses.



## SUPPORT FOR ENTREPRENEURS

**CENTRAL ILLINOIS ANGELS:** This is a membership-based angel investment organization composed of business leaders and professionals in Greater Peoria. Central Illinois Angels seeks to be the primary tool for entrepreneurs looking for equity and strategic advice to grow their businesses.

**ILLINOIS PROCUREMENT TECHNICAL ASSISTANCE CENTER (ITAC)** provides counseling, information, marketing assistance and training to businesses interested in selling products or services to government agencies.

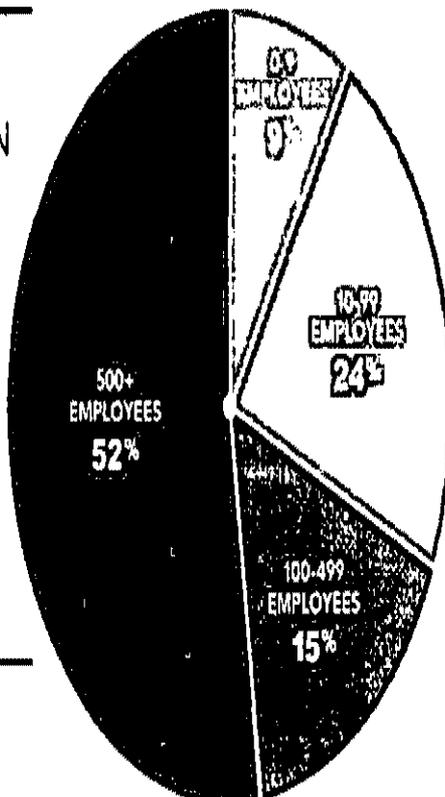
**SCORE:** Peoria's chapter of the national nonprofit association provides free, confidential business mentoring to entrepreneurs and small business owners.

**TURNER CENTER FOR ENTREPRENEURSHIP:** Bradley University's Turner Center provides business counseling, technical assistance, training and educational activities for entrepreneurs and small businesses in the region.

## WORKFORCE COMPOSITION

With more than half of the Greater Peoria workforce employed at large establishments (500+ employees), the region must continue working to diversify the economy and increase the presence of small and mid-sized businesses.

Source: U.S. Census Bureau



Excel President/CEO Doug Parsons

## EXCEL FOUNDRY & MACHINE

Excel Foundry & Machine is a leading manufacturer of cast iron and steel parts for the automotive, agricultural, and construction industries. The company, founded by Doug Parsons in 1970, has grown to become a major employer in the region. Parsons, who is also the CEO, has led the company through several successful expansions and acquisitions, including the purchase of the former Peoria Foundry & Machine Co. in 2007. The company's commitment to quality and innovation has earned it a reputation as a leader in the industry.

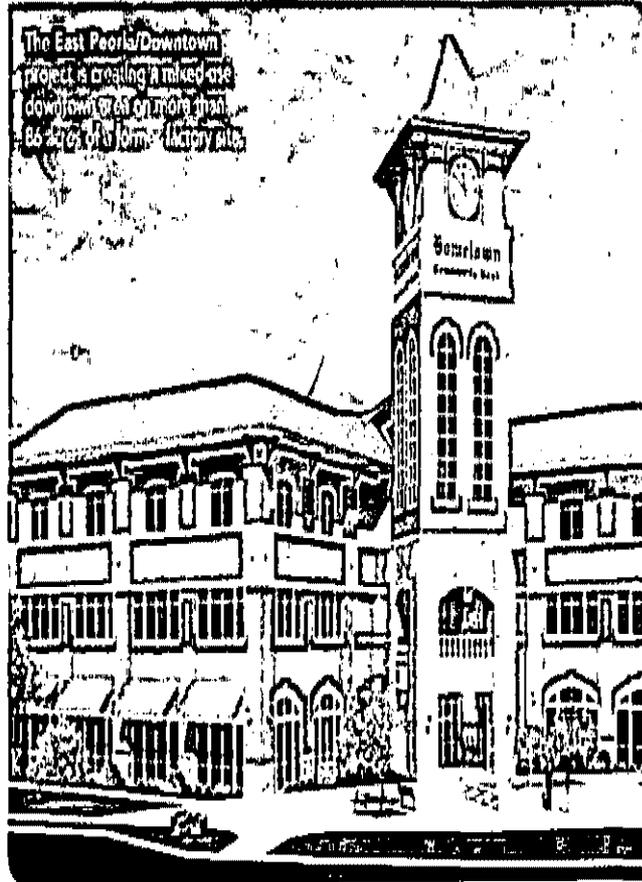
Despite the challenges of the economic downturn, Excel Foundry & Machine has managed to maintain its growth trajectory. The company's focus on research and development, along with its investment in new equipment and technology, has allowed it to stay competitive in a global market. Parsons' leadership has been instrumental in the company's success, and he continues to drive the company's growth and innovation forward.

Excel Foundry & Machine is currently planning an expansion of its operations that will bring 100 new jobs to Greater Peoria. The Tokyo-based mining and construction equipment manufacturer currently employs more than 700 people in the region. It will begin construction in April 2012.

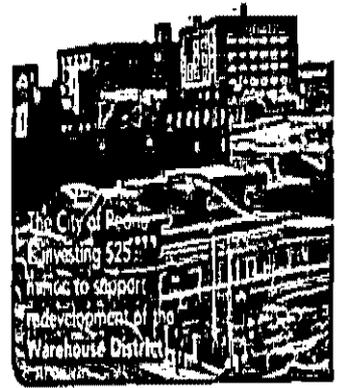
Komatsu America Corp. is planning an expansion of its operations that will bring 100 new jobs to Greater Peoria. The Tokyo-based mining and construction equipment manufacturer currently employs more than 700 people in the region. It will begin construction in April 2012.



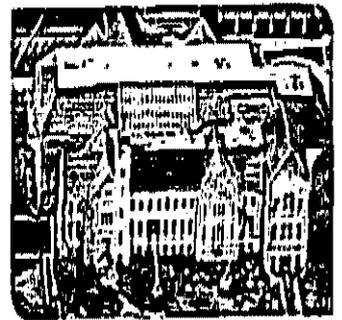
In October 2012, one of the largest development projects in Peoria history will come to fruition when the Peoria Riverfront Museum Caterpillar Visitors Center opens to the public.



The East Peoria/Downtown project is creating a mixed-use downtown area on more than 85 acres of old John Deere factory site.



The City of Peoria is investing \$25 million to support redevelopment of the Warehouse District.

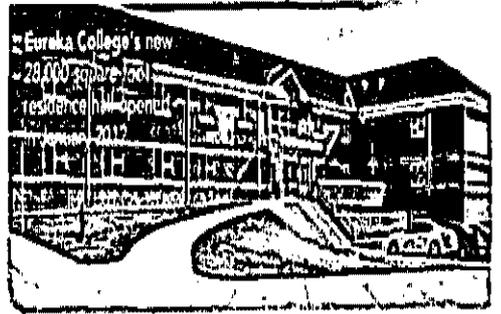


The Campaign for a Bradley Renaissance is a \$150 million renovation and expansion of the Bradley University campus.

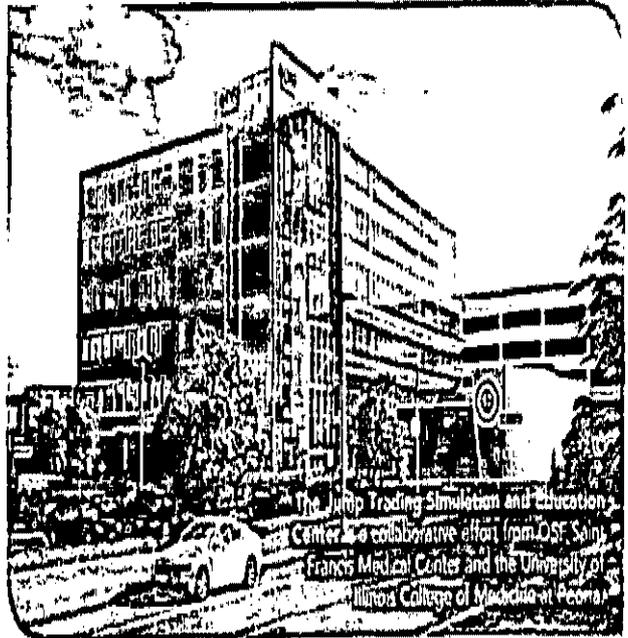


Inside the Caterpillar Visitors Center.

Over the last five years, over \$1.5 billion has been invested in capital development projects across Greater Peoria.



Eureka College's new 28,000 square-foot residence opened in 2012.



The Jump Trading Simulation and Education Center is a collaborative effort from OSF Saint Francis Medical Center and the University of Illinois College of Medicine at Peoria.

### LABOR-MANAGEMENT COOPERATION

Greater Peoria enjoys a national reputation for successful labor-management cooperation, as both the Peoria Area Labor Management Council (PALM) and Tri-County Construction Labor-Management Council (TRICON) have enjoyed more than 25 years of fostering relationships in the region. Through cooperation and collaboration, these groups address issues like workforce and economic development, conflict resolution, green building and safety.

TRICON members have developed innovative, award-winning programs to address construction workforce needs and market share. "By working together, contractors and building trades ensure local union construction projects are built on time, within budget and with the highest quality," says PALM/TRICON Executive Director Ginger Johnson. "Without cooperation and collaboration among many entities, projects like the Peoria Riverfront Museum would not be possible."



# LIVABILITY

## WHY IS THIS IMPORTANT?

The attractiveness of a region goes beyond the economic benefits. Cost of living, safety, healthcare access, cultural opportunities, a sense of community and convenience are all taken into account when a worker is deciding where to locate. An area is more likely to attract and retain high-quality talent if it can offer a comfortable lifestyle and a pleasant environment to raise a family.

## THE INDICATORS

### Living Affordability

The amount of money needed to sustain a specific standard of living in 2010, including basic expenses such as housing, food, taxes and healthcare.

### Culture

Arts, entertainment and recreation establishments as a percentage of total establishments in 2009 for each respective MSA. This measures the amount of cultural opportunities offered by a community.

### Public Safety

Measured as the number of violent crimes committed per 100,000 residents in 2010. A safer community is more attractive to prospective residents.

### Commute Time

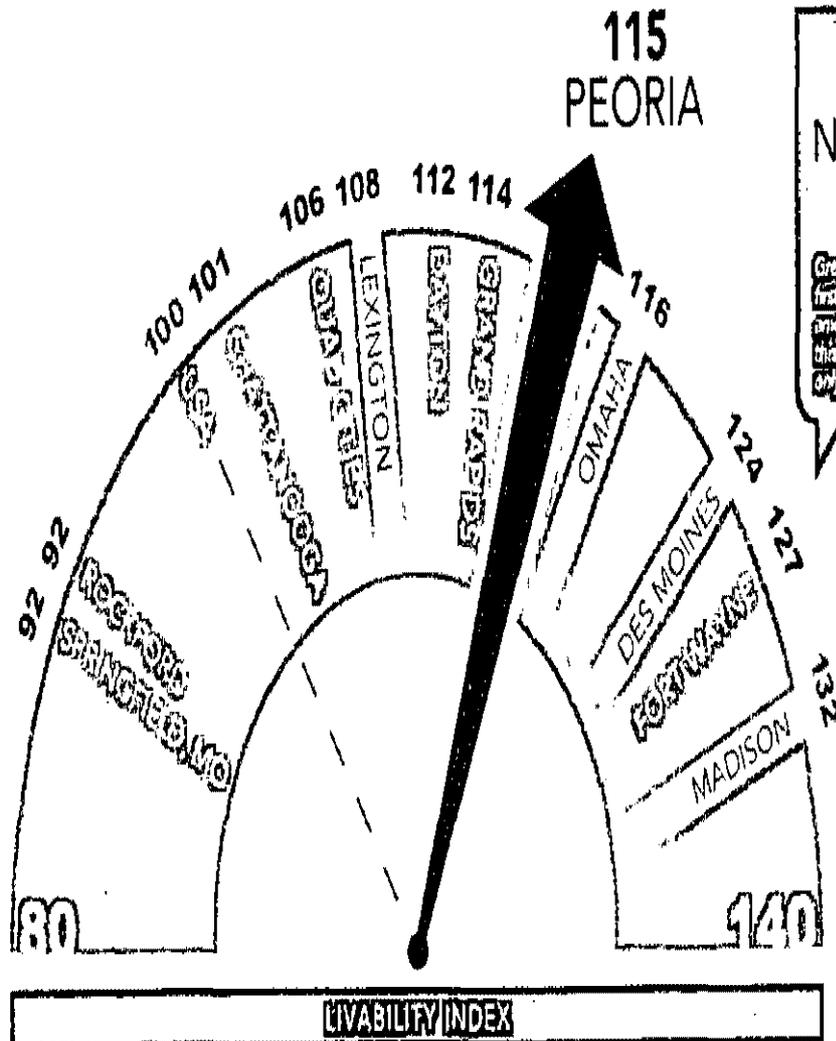
Average commute time for a worker in 2010. Shorter commute times are more attractive.

### Volunteerism

The percentage of people engaging in volunteer work from 2008 to 2010. Measures community involvement and social capital.

### Healthcare Access

Healthcare practitioners and technical occupations per 100,000 residents of each respective MSA in 2009. This provides a measure of access to healthcare practitioners.



No. **5**

Greater Peoria ranked first in healthcare access among all the cities in this study—the region's only No. 1 ranking.



## TOP MARKET TO WATCH

Known for its conservative lending practices, the Greater Peoria housing market remained relatively stable through the recent economic downturn. It was named one of the Top 10 Real Estate Markets to Watch in 2012 by Inman News, citing signs of strength in a number of areas:

**11.1%** jump in median sales price, the highest appreciation among the 10 markets and seventh-highest among 150 metro areas nationwide.

**81.1%** of area homes remained affordable to median-income households.

## VOLUNTEERISM

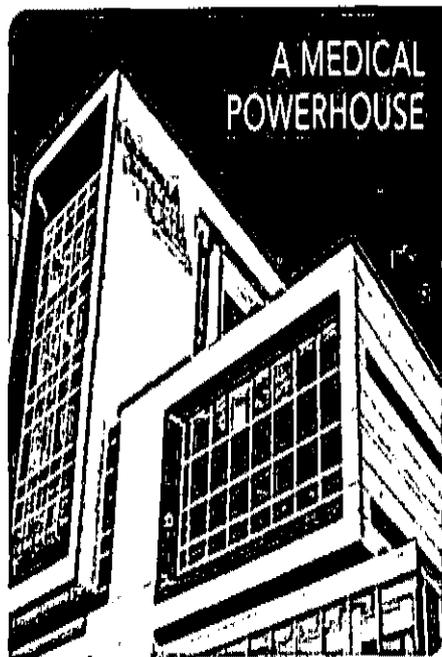
U.S. average = 100 Source: Corporation for National & Community Service, [volunteeringinamerica.gov](http://volunteeringinamerica.gov)

1st	2nd	3rd	4th [tie]	4th [tie]	6th	7th	8th	9th	10th	11th	12th
152	151	142	126	126	122	114	110	108	103	96	86
MADISON	DES MOINES	GRAND RAPIDS	SPRINGFIELD, MO	OMAHA	PEORIA	LEXINGTON	QUAD CITIES	FORT WAYNE	CHATTANOOGA	DAYTON	ROCKFORD

## HEALTHCARE ACCESS

U.S. average = 100 Source: U.S. Bureau of Labor Statistics

1st	2nd	3rd	4th	5th	6th [tie]	6th [tie]	8th	9th	10th	11th	12th
147	140	138	136	130	129	129	123	119	115	112	104
PEORIA	MADISON	FORT WAYNE	SPRINGFIELD, MO	CHATTANOOGA	OMAHA	DAYTON	DES MOINES	GRAND RAPIDS	QUAD CITIES	ROCKFORD	LEXINGTON



A MEDICAL  
POWERHOUSE



Healthcare is the region's second largest and fastest growing industry. Together with education, it represents 18 percent of the local workforce, a number expected to grow to 23 percent by 2018.

Led by its major hospitals and a network of clinics, outpatient centers and specialty providers, Greater Peoria is downstate Illinois' comprehensive medical center. From robotic-assisted surgery to advanced tomotherapy, the region is on the cutting edge of the latest in healthcare treatment and technologies.

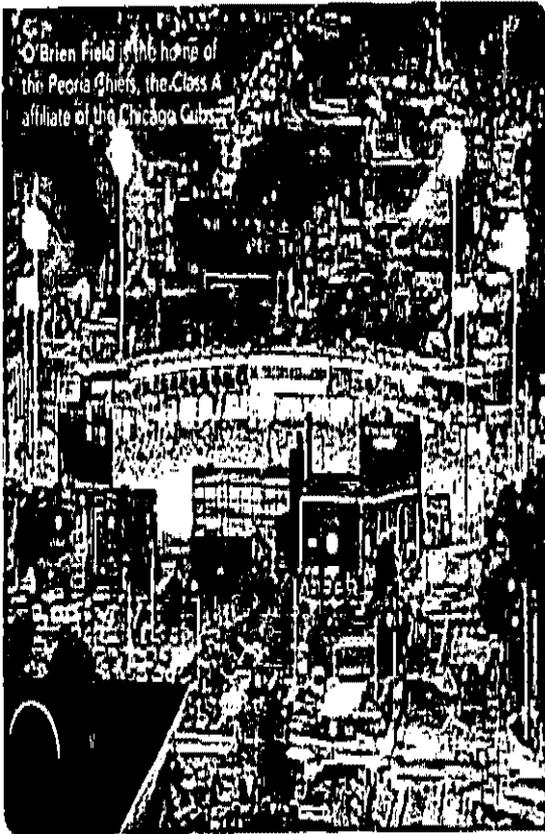
- The fourth-largest medical center in the state, OSF Saint Francis Medical Center has been designated as a Magnet hospital every year since 2004. Just five percent of U.S. hospitals qualify for Magnet status, which recognizes quality care in nursing.
- Methodist Medical Center was designated as a Magnet hospital in 2004 and 2009 and has twice been named one of the nation's 100 Top Cardiovascular Hospitals. Both Methodist and OSF Saint Francis were among the nation's Best Regional Hospitals for 2011-2012, according to U.S. News & World Report.
- Children's Hospital of Illinois ranks among the top one percent of neonatal intensive care units nationally. In 2008, it was recognized as the top-performing NICU in the world, based on patient outcomes from 2005 to 2007. The St. Jude Children's Research Hospital Midwest Affiliate, one of just five in the country, is located inside Children's Hospital of Illinois.
- Proctor Hospital houses the internationally recognized Illinois Institute for Addiction Recovery on its campus and participates in national initiatives for public reporting of quality measures.
- Pekin Hospital is a past recipient of the Lincoln Silver Award for Progress Towards Excellence and was named a Top Performer on Key Quality Measures by The Joint Commission in 2011.

The Peoria-based Quality Quest for Health of Illinois is a regional collaborative of healthcare providers, health plans, employers and consumers. This unique organization employs an evidence-based approach to identify and measure best practices in order to improve quality of care and get the best results for the healthcare dollar.



OSF Saint Francis Medical Center is the largest hospital in the region, with 1,100 beds and is the 13th best city in the country for its commitment to quality and health of its residents. To rank quality measures, the hospital has received many awards, including the 2011 Lincoln Silver Award for Progress Towards Excellence and was named a Top Performer on Key Quality Measures by The Joint Commission in 2011.

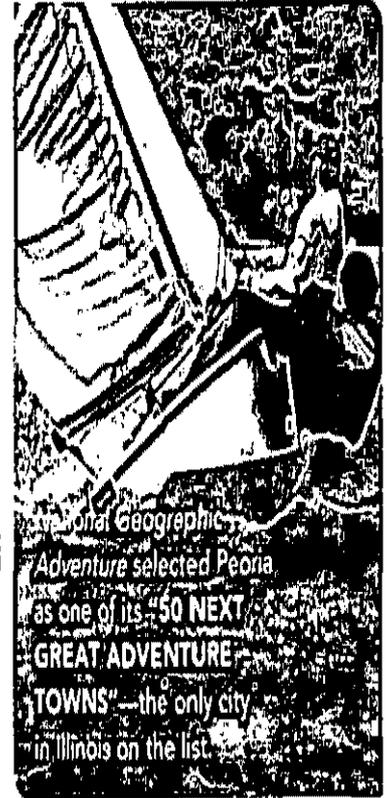
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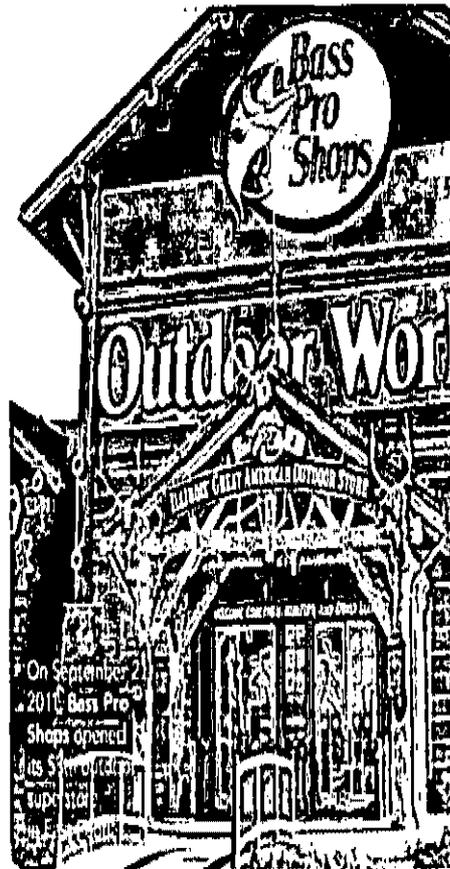
O'Brien Field is the home of the Peoria Chiefs, the Class A affiliate of the Chicago Cubs.

## EXPLORE THE REGION

The Illinois River Road National Scenic Byway is a 291-mile circular path along the river that unites more than 100 nature-based destinations in Greater Peoria and beyond. With a wealth of opportunities for camping, picnicking, fishing, hiking, geocaching, horseback riding, boating and hunting, it is an ideal way to enjoy everything the region has to offer.



National Geographic Adventure selected Peoria as one of its "50 NEXT GREAT ADVENTURE TOWNS" — the only city in Illinois on the list.



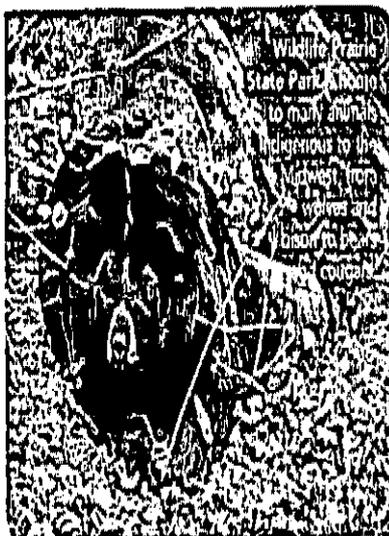
On September 2, 2010 Bass Pro Shops opened its 5th store in Peoria.



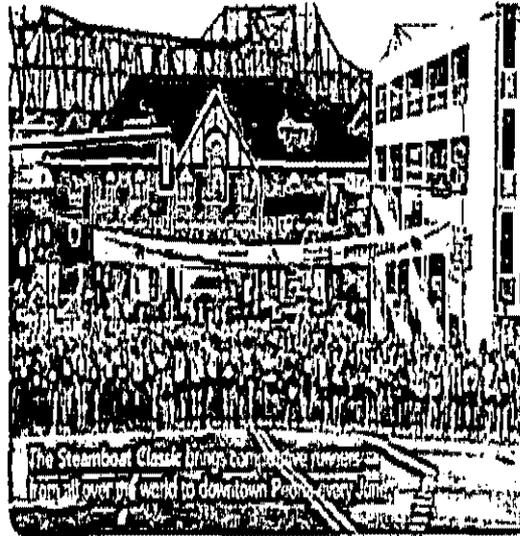
Peoria's many parks and recreation facilities offer a variety of outdoor activities.

## PARKS & RECREATION

The Peoria Park District is the largest park district in Illinois, with about 9,000 acres of land holdings. In 2010, it received the prestigious National Gold Medal Award from the National Recreation and Park Administration for the fourth time. Among its signature facilities are the Peoria Zoo, Forest Park Nature Center, Luthy Botanical Garden and the RiverPlex Recreation and Wellness Center. It also operates an indoor ice skating facility; two marinas; numerous tennis courts, soccer and baseball fields; and more than 70 miles of hiking trails.



Wildlife Prairie State Park is home to many animals indigenous to the Midwest, from wolves and vision to bears and cougars.



The Steamboat Classic brings competitive rowing from all over the world to downtown Peoria every June.

**FORE!** Greater Peoria features a wide range of golf courses, both public and private. Weaver Ridge Golf Club is Peoria's premier championship golf course, voted No. 1 in the state by the Zagat golf guide. The Peoria Park District maintains five public courses and offers lessons through its Golf Learning Center & Academy. Other options include the Coyote Creek Golf Club in Bartonville, Quail Meadows in Washington, Fenwick Golf Course in East Peoria, Lake Creek Golf Course in Peoria, and the Matamoros Field Golf Club in Matamoros.



**IF YOU ARE A PARENT...** Encourage your children to complete their education with a technical, associate's or bachelor's degree. Greater Peoria is known for the high levels of generosity our residents show with their time and resources. Help continue that tradition by teaching your children the importance of being active in the community. Set a positive example, and show them how to help make Greater Peoria a better place.

**IF YOU ARE A SMALL BUSINESS OWNER...** Recognize that small businesses are the engine of our economy. Because small businesses are responsible for 80 percent of job creation in our region, make job growth one of your priorities in 2012. The economic development professionals at The Heartland Partnership and other local agencies are here to help you do it—see page 16.

**IF YOU ARE A YOUNG PROFESSIONAL...** Young professionals are the future leaders of Greater Peoria, and you have the power to create change, but only if your voice is heard. Communicate about why you love Greater Peoria and let other young professionals know that this is a great place to live. Get involved with local organizations like the Young Professionals of Greater Peoria and support causes you believe in. Be active and help attract new opportunities that will make this a better place to live!

**IF YOU ARE A CORPORATE LEADER...** Think regionally. Improving Greater Peoria will have a positive impact on your business, so support and assist in business attraction and retention and consider our region for your expansion activities. Encourage young professionals within your organization to participate in professional development activities and consider providing financial assistance to aid them in doing so. Partner with the public sector to invest in job retention, business attraction and population growth.

**IF YOU ARE A PUBLIC LEADER...** Work to adopt policies that support job growth in Greater Peoria. Reach across jurisdictional boundaries to implement more impactful changes. Help overcome the challenges within Illinois to create the best possible climate for economic growth. Recognize the potential of public-private partnerships to unlock the true economic potential of our region. With government and the business community working together, we can better invest in strategies to create jobs and develop new revenues to support key services in the region.

## WHAT CAN WE ALL DO?

**BE KNOWLEDGEABLE.** Understand the challenges and implications of the information contained within this Scorecard. Follow up on the issues that impact you, and stay up-to-date on community efforts to address those issues.

**PARTICIPATE.** Be active in the community and spread the word about this Scorecard. Show your support for initiatives aimed at making this a better place to live, work and raise a family. Raise awareness for the issues that matter the most to you, and get involved in efforts to create positive changes for our region.

**BELIEVE IN GREATER PEORIA.** While this document identifies a number of challenges that we face, do not let those challenges blind you from our many successes. Believe in Greater Peoria. Take pride in our accomplishments and be proactive in the effort to overcome our obstacles. Become an advocate for the region and support initiatives to improve the community and economy. We all have a responsibility to get involved, and together, we can make Greater Peoria even greater.

## WHAT'S NEXT?

This report is filled with valuable information, but simply knowing more about the successes and challenges of Greater Peoria is not enough. The real power of this document comes from the discussions and initiatives it can help create. Each opportunity we miss to create impactful change in Greater Peoria is an opportunity for our competitors. If we want to be a leading region for attracting jobs, resources and talented people, we need to work collaboratively to move the dial forward in the key categories identified by this report. The Heartland Partnership will work with regional partners to take an active role in using the findings of this document to develop new community and economic development strategies for Greater Peoria. In the meantime, here are a few suggestions of what we can all do to improve the region.

## 2012 SCORECARD TASK FORCE

**ROSS BLACK**, City of Peoria

**BILL CIRONE**, Federal Companies

**DAN DALY**, Bussey Bank

**PAUL DIGIALLONARDO**, Morgan Stanley Smith Barney

**SCOTT HEDDEN**, Heritage Bank

**MARTY HELFERS**, West-Central Illinois Bldg & Construction Trades

**DENNIS KIEF**, Tri-County Regional Planning Commission

**RICK SWAN**, East Peoria Chamber of Commerce

**DAVE WALTY**, Heart Technologies

**JAN WRIGHT**, Central Illinois Business Publishers

## RESEARCH AND ANALYSIS

**DR. LARRY WEINZIMMER**

Caterpillar Professor of Strategic Management

Foster College of Business Administration

Bradley University

**DR. RICHARD GRETZ**

Associate Professor of Economics

Foster College of Business Administration

Bradley University

## PRODUCED FOR GREATER PEORIA BY THE HEARTLAND PARTNERSHIP

The Heartland Partnership provides strategic leadership, coordinates resources and brings to life initiatives focused on developing, growing and nurturing the Greater Peoria economy. We serve as a catalyst for regional visioning and strategic thinking, and provide a forum for identifying regional issues and recommendations to be considered for action by the Economic Development Council for Central Illinois, the Peoria Area Chamber of Commerce, Peoria NEXT, the CEO Roundtable and other related entities.

Creation of this Scorecard was made possible through the leadership and investment of the CEO Roundtable.

To learn more about The Heartland Partnership, visit: [heartlandpartnership.org](http://heartlandpartnership.org)

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# CENTRAL ILLINOIS FAST FACTS



**ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS**  
Serving Peoria, Tazewell and Woodford Counties

Located midway between Chicago and St. Louis in Central Illinois, the Peoria-Pekin MSA includes Marshall, Peoria, Stark, Tazewell, and Woodford Counties. Combining "Big City Assets" with a "Smaller Town" lifestyle, our community has emerged as an attractive location for new companies and residents.

### Population, Ethnicity, and Demographics

MSA	379,186
Peoria County	186,494
Tazewell County	135,394
Woodford County	38,664
Stark County	5,994
Marshall County	12,840

(U.S. Census Bureau, 2009)

White	326,332	86.06%
Black/African-American	35,517	9.36%
American Indian/Alaskan	467	0.12%
Asian	6,959	1.84%
Native Hawaiian/Islander	-	0.00%
Other	2,218	0.58%
2 or more races	7,255	1.91%

Over 18 Years of Age	288,148	76.0%
18 - 64 Years of Age	231,501	61.1%
65 and over Years of Age	56,647	14.9%
Median Age	38.1	
Female	184,236	48.8%
Male	194,449	51.2%
No. of Households	184,078	

(U.S. Census Bureau, 2010)

### Labor and Workforce Statistics

*(Not seasonally adjusted)*

Labor Force - Peoria MSA	201,563
Unemployment Rate	8.3
Average UE rate during 2010	8.8
Employed	181,500
Unemployed	18,870

(Illinois Dept. of Employment Security, Dec. 2012)

### Income

<b>Median Household Income</b>	
Peoria MSA	\$50,983
Peoria County	\$49,747
Tazewell County	\$53,515
Woodford County	\$65,890
Stark County	\$49,195
Marshall County	\$49,116
Illinois State*	\$53,234

(U.S. Census Bureau, 2010, \*ACS 2011)

### Illinois State Taxes (2013)

Corp. Income Tax	9.50%
Personal Income Tax	5.00%

(Federation of Tax Administrators, 2013)

### Housing

Current Average Sale Price of Homes	\$ 148,348
No. of Homes Sold Year to Date	1151
No. of Homes Sold in 2012	4,913

(Peoria Area Association of Realtors, January 2013)

Peoria Ranks #21 Best Midsize Cities to do Business on Inc Magazine Best Cities List.

### Hospitals

Four major hospitals are in the area: Methodist Medical Center of Illinois, OSF Saint Francis Medical Center, Proctor Hospital, and Pekin Hospital. Our area includes the only Level 1 Trauma Center in Central Illinois with a Life-Flight helicopter base; Downstate Heart Transplant Center; Children's Hospital of Illinois; and U of I College of Medicine / Peoria Research Facility.

### Climate

Region	Eastern Midwest
Land Area	2,471 sq. mi.
Average High Temperature	60*
Average Low Temperature	41*

### Distances

Within 250 Miles	Over 250 Miles
Springfield 72	Atlanta 685
Chicago 141	Dallas 806
St. Louis 158	New York 901
Indianapolis 201	Denver 914
Milwaukee 233	Los Angeles 1953

### Higher Education and Vocational Training

Bradley University	<a href="http://www.bradley.edu">www.bradley.edu</a>
Eureka College	<a href="http://www.eureka.edu">www.eureka.edu</a>
Illinois Central College	<a href="http://www.icc.edu">www.icc.edu</a>
Midstate College	<a href="http://www.midstate.edu">www.midstate.edu</a>
U of I College of Medicine	<a href="http://www.uicomp.uic.edu/uicomp">www.uicomp.uic.edu/uicomp</a>
Robert Morris University	<a href="http://www.robertmorris.edu/peoria">www.robertmorris.edu/peoria</a>
Illinois Welding School	<a href="http://www.illinoisweldingschool.com">www.illinoisweldingschool.com</a>
Mid Central 3 Dist. Council of Carpenters	309.353.4232
Midwest Technical Institute	<a href="http://www.midwesttech.edu">www.midwesttech.edu</a>

### Annual Retail Sales

Peoria MSA	\$4,505,000,000
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(State of IL, DCEO, 2009)

**ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS**  
Serving Peoria, Tazewell and Woodford Counties



# CENTRAL ILLINOIS FAST FACTS



**ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS**  
Serving Peoria, Tazewell and Woodford Counties

Television	Newspapers
ABC / WHOI	Courier Publications
CBS / WMDB	Metamora Herald
FOX / WYZZ	Peoria Journal Star
NBC / WEEK	Peoria Times Newspaper
UPN / WAOI	Peoria Daily Times
Public / WTVP	Woodford County Journal

Gasoline Prices				
Grade	Current	Last Month	Last Year	US Avg
Regular	\$3.58	\$3.21	\$3.44	\$3.84
Mid	\$3.85	\$3.34	\$3.53	\$3.69
Premium	\$3.87	\$3.58	\$3.67	\$3.84
Diesel	\$3.99	\$4.00	\$3.82	\$3.99

(AAA, February 2013)

Utility Providers	
<b>Telecommunications</b>	SBC Communications Inc., AT&T, Verizon, Gallatin River Communications, MTCO, McLeod USA, MCI, Sprint
<b>Natural Gas</b>	AmerenCILCO, Panhandle Eastern Pipeline Company
<b>Electricity</b>	AmerenCILCO, Commonwealth Edison, Illinois Power
<b>Water</b>	Dunlap Water Works, Illinois American Water Co., North Tazewell Public Water District, Pleasant Valley Public Water District, Sundale Utilities, T-L Rural Water District
<b>Cable</b>	Heartland Cable Television, Comcast, Mediacom, Tel-Star Cablevision, Inc.

Tourism	
<b>Major Arts &amp; Science</b>	
Lakeview Museum	<a href="http://www.lakeview-museum.org">www.lakeview-museum.org</a>
Peoria Area Civic Chorus	<a href="http://www.peoriacivicchorale.org">www.peoriacivicchorale.org</a>
Peoria Civic Opera Company	<a href="http://www.operaininois.com">www.operaininois.com</a>
Peoria Symphony Orchestra	<a href="http://www.peoriasymphony.org">www.peoriasymphony.org</a>
Peoria Ballet	<a href="http://www.peoriaballet.com">www.peoriaballet.com</a>
<b>Dinner Theatres</b>	
Barn II Dinner Theatre	<a href="http://www.barn2.com">www.barn2.com</a>
Corn Stock Theatre	<a href="http://www.cornstocktheatre.com">www.cornstocktheatre.com</a>
Peoria Players	<a href="http://www.peoriaplayers.org">www.peoriaplayers.org</a>
Eastlight Theatre	<a href="http://www.eastlighttheatre.com">www.eastlighttheatre.com</a>
<b>Sports</b>	
Peoria Chiefs Pro Baseball	Bradley University
Peoria Rivermen Hockey	State Boys Baseball Steamboat Classic

Transportation	
<b>Airports</b>	General Wayne A. Downing Peoria International Airport, various private airports
<b>Barge Lines</b>	American Commercial Barge Lines, ARTCO
<b>Public Bus Line</b>	CityLink (M-Sat)
<b>Rail Lines</b>	BNSF; Canadian National; Norfolk Southern; Union Pacific; RailAmerica; Genesee & Wyoming; Iowa Interstate Railroad; Pioneer Railroad; T & P
<b>Interstates</b>	I-74; I-55; I-474; Linkages to I-39; I-55; I-57; I-80; I-88; and Highways Rt. 24, Rt. 29, Rt. 9, Rt. 150, Rt. 8, Rt. 8, Rt. 40, Rt. 116

<b>Shopping</b>	
Shoppes at Grand Prairie	<a href="http://www.theoppesatgrandprairie.com">www.theoppesatgrandprairie.com</a>
Northwoods Mall	<a href="http://www.simon.com">www.simon.com</a>
<b>Recreation</b>	
Peoria Park Districts	<a href="http://www.peoriaparks.org">www.peoriaparks.org</a>
Peoria Civic Center	<a href="http://www.peoriaciviccenter.com">www.peoriaciviccenter.com</a>
Par-A-Dice Casino	<a href="http://www.par-a-dice.com">www.par-a-dice.com</a>
Wildlife Prairie State Park	<a href="http://www.wildlifeprairiestatepark.com">www.wildlifeprairiestatepark.com</a>
Landmark Recreational Center	<a href="http://www.landmarkrec.com">www.landmarkrec.com</a>
<b>Annual Events</b>	
Peoria Air Show	Central Illinois Auto Show
East Peoria Festival of Lights	Heart of Illinois Fair
Morton Pumpkin Festival	Peoria Marigold Festival
Santa Claus Parade	Steamboat Days
The Taste of Peoria	Peoria Art Guild Fine Arts Fair
Eureka Lilac Festival	AND MANY MORE!
<b>No. of Major Hotels/Motels</b>	
Peoria County	21
Tazewell County	19
Woodford County	1

(Peoria Area Convention and Visitors Bureau, 2012)

**ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS**  
Serving Peoria, Tazewell and Woodford Counties



# CENTRAL ILLINOIS HEADQUARTER COMPANIES



## ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS

Serving Peoria, Tazewell and Woodford Counties

### Advanced Technology Services

8201 N University St, Peoria, IL 61615-1887  
(309)693-4000, <http://www.advancedtech.com>  
Manufacturing: Construction Machinery  
Manufacturer.  
Employees: 500

### AFFINA Corp.

2001 Ruppman Plz., Peoria IL 61614  
(309)685-5901, <http://www.affina.com>  
Services: Customer relationship management  
& market research.  
Employees: 700

### Aventine Renewable Energy, Inc.

1300 S. 2nd Street, PO Box 10, Pekin, IL  
61555-0010  
(309) 347-9200, <http://www.aventinerel.com>  
Manufacturing: Chemical additives.  
Employees: 300

### Caterpillar Inc.

100 NE Adams St., Peoria, IL 61629-0001  
(309)675-1000, <http://www.cat.com>  
Designer & Marketer of Construction, Mining &  
Agricultural & Forestry Machinery  
Manufacturer.  
Employees: 15,000+

### CEFCU

5401 West Dirksen Parkway, Peoria, IL 61607  
(309) 633-7000, <http://www.cefcu.com>  
Services: Financial.  
Employees: 700

### Clifton Gunderson LLP

301 SW Adams St, Peoria, IL 61602-1566  
(309) 671-4500, <http://www.cliftoncpa.com>  
Services: Provider of Accounting, Auditing &  
Bookkeeping Services.  
Employees: 100

### Excel Foundry & Excel Crusher

Technologies, Ltd.  
PO Box 400, Pekin, IL 61555-0400  
(309) 347-6155, <http://www.excelcrushers.com>  
Manufacturing: Steel foundry - Turbine fields,  
crusher replacement parts.  
Employees: 200

### G & D Integrated Solutions

50 Commerce Drive, Morton, IL 61550  
(309)266-1177, <http://www.gdtr.com>  
Services: Provider of Trucking Services.  
Employees: 1,200

### Illinois Mutual Life Insurance Co.

300 SW Adams St, Peoria, IL 61634  
(309) 674-8255, <http://www.illinoismutual.com>  
Insurance: Underwriter of life and disability  
insurance.  
Employees: 200

### Kitchen Cooked Inc.

632 N. Main St., Farmington, IL 61531  
(309) 245-2191, <http://www.kitchencooked.net>  
Manufacturing: Manufactures potato chips &  
other potato-based snacks.  
Employees: 100

### Keystone Steel and Wire Co.

7000 SW Adams St., Peoria IL 61641-2S55  
(309)697-7020, <http://www.keystonesteel.com>  
Manufacturing: Steel/wire products: fences &  
nails.  
Employees: 1,000

### L.R. Nelson Corporation

1 Sprinkler Lane, Peoria, IL 61615  
(309)690-2200, <http://www.lrnelson.com>  
Manufacturing: Sprinklers & Sprinkler  
Controllers, Valves & Hoses.  
Employees: 225

### Maui Jim, Inc.

1 Aloha Lane, Peoria, IL 61615-1871  
(309)691-3700, <http://www.mauijim.com>  
Sunglass Distributor.  
Employees: 300

### Morton Buildings Inc.

252 W Adams St, Morton, IL 61550  
(309) 263-7474,  
<http://www.mortonbuildings.com>  
Manufacturing: Construction of Prefabricated  
Metal Buildings.  
Employees: 300

### Morton Metalcraft Co.

1021 W Birchwood St, Morton, IL 61550  
(309) 266-7176, <http://www.mortongroup.com>  
Manufacturing: Metal Manufacturing.  
Employees: 1,000

### N.E. Finch Co.

1925 S Derst St, Peoria, IL 61607  
(309) 671-1444, <http://www.nefinch.com>  
Transportation: Local trucking - Commercial &  
Office Building Contractors.  
Employees: 55

### In cooperation with:



City of Peoria  
Department of Economic Development  
419 Fulton, Suite 403  
Peoria, IL 61602 (309) 494-8840  
[peoriadevelopment.com](http://peoriadevelopment.com)



Peoria County Administration  
524 Main Street  
Peoria, IL 61602 (309) 672-6056  
[www.co.peoria.il.us](http://www.co.peoria.il.us)

### Peoria Disposal Company

4700 N Sterling Ave., Peoria, IL 61615  
(309) 688-0760, <http://www.pdcaarea.com>  
Utilities: Hazardous waste management.  
Employees: 500

### RLI Corp.

9025 N Lindbergh Dr, Peoria, IL 61615  
(309) 692-1000, <http://www.rlicorp.com>  
Finance & Insurance: Direct Insurance  
Carrier, Property & Casualty.  
Employees: 420

### SVI Systems Inc.

1520 W Attofer Drive, Peoria, IL 61615-1921  
(309) 692-1023, <http://www.svi.com>  
Communications: Provider of video movie  
systems to hospitals & hotels.  
Employees: 200

The above information was researched and prepared by the Economic Development Council for Central Illinois

## ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS

Serving Peoria, Tazewell and Woodford Counties



# CENTRAL ILLINOIS TOP EMPLOYERS



**ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS**  
Serving Peoria, Tazewell and Woodford Counties

## Peoria MSA, Illinois Top Non-Manufacturing Employers

1500+ Employees		
Advanced Technology Services	8201 N University St., Peoria IL 61615	309.693.4000
Methodist Medical Center	221 N.E. Glen Oak Ave., Peoria, IL 61603	309.672.5522
OSF Saint Francis Medical Center	530 Ne Glen Oak Ave., Peoria, IL 61603	306.655.2000
Peoria School District 150	2212 W Ann St., Peoria, IL 61605	309.672.6559
Wal-Mart	All locations in Peoria, Tazewell, Woodford Counties	
1000 to 1499 Employees		
Affina	2001 Ruppman Plaza, Peoria IL 61614	309.685.5901
Bradley University	1501 W. Bradley Ave., Peoria IL 61606	309.676.7611
Kroger Co.	All locations in Peoria, Tazewell, Woodford Counties	
Peoria County	324 Main Street, Peoria, IL 61602	309.672.6056
United States Postal Service	All locations in Peoria, Tazewell, Woodford Counties	309.671.8800
University of Illinois College of Medicine at Pe	Box 1649 Peoria, IL 61656	309-671-3000
500 to 999 Employees		
AmerenCILCO	300 Liberty, Peoria IL 61602	309.672.5252
CEFCU	5701 W. Dirksen Parkway, Peoria IL 61607	800.633.7077
City of Peoria	419 Fulton Ave., Peoria IL 61603	309.494.8565
Health Professionals Ltd.	9000 N Lindbergh Dr, Peoria, IL 61615	309.676.4900
Illinois Central College	1 College Dr., E. Peoria, IL 61635	309.694.5558
Kmart Corporation	All locations in Peoria, Tazewell, Woodford Counties	
Par-A-Dice Casino	7 Blackjack Blvd. East Peoria, IL 61611	309.699.7711
Pekin Insurance and Farmers Automobile Ins	2505 Court Street, Pekin IL 61558	309.346.1161
Pekin Hospital	600 S. 13th St., Pekin IL 61554	309.347.1151
Peoria Journal Star	1 News Plaza, Peoria IL 61603	309.686.3000
Proctor Hospital	5409 N Knoxville Ave., Peoria, IL 61614	309.691.1000
Tazewell County	McKenzie Bldg 2, 4th Fl, Court St, Pekin, IL 61554	309.477.2264
250 to 499 Employees		
Aini	8116 N. Hale Ave., Peoria, IL 61615	309.692.5221
Apostolic Christian Home for the Handicap	2125 Veterans Rd., Morton, IL 61550	309.266.9781
AT&T	2315 N Knoxville Ave., Peoria IL 61604-3617	800.257.0902
Children's Home Assoc. of Illinois	2130 N. Knoxville Ave., Peoria IL 61603	309.685.1048
Fayette Companies	600 Fayette St., Peoria IL 61603	309.671.8005
Federal Correction Institution	2600 S. 2nd St., Pekin, IL 61554	309.346.8588
Hopedale Medical Complex	107 Tremont Ave., Hopedale IL 61747	309.449.3321
Illinois Dept. of Military Affairs	2416 S Falcon Blvd, Peoria IL 61607	309.633.5707
Jim Hawk Truck Trailer's of Illinois Inc	4001 N Main St., East Peoria, IL 61611	309.694.6271
Maui Jim Usa, Inc.	1 Aloha Ln., Peoria, IL 61615	309.691.3700
Morton Buildings, Inc.	252 W. Adams, Morton, IL 61550	309.263.7474
Nat'l. Ctr. for Ag. Utilization Research	1815 N. University, Peoria IL 61604	309.685.4011
Pekin Public Schools District 108	501 Washington St., Pekin, IL 61554	309.477.4740
PARC	1913 W. Townline Rd., Peoria IL 61615	309.691.3800
RLJ Corporation	9025 N. Lindbergh Dr., Peoria IL 61615	309.692.1001
Sharon Health Care Facilities	3535 N. Rochelle Ln., Peoria IL 61604	309.685.8800
Special Education Assoc. of Peoria	6000 S Adams St, Peoria, IL 61607	309.697.0880
Walgreen Co.	All locations in Peoria, Tazewell, Woodford Counties	

Last Revised 2/1/12

Access this and other Central Illinois statistical data on the EDC website: [www.edc.centralillinois.org](http://www.edc.centralillinois.org) or contact  
Jessica Moroz [jmoroz@edc.h-p.org](mailto:jmoroz@edc.h-p.org) 309.495.5956

**ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS**  
Serving Peoria, Tazewell and Woodford Counties

100 SW Water Street Peoria, IL 61602-1329 Fax: 309.67.7534 [www.edc.centralillinois.org](http://www.edc.centralillinois.org)



# CENTRAL ILLINOIS TOP EMPLOYERS



**ECONOMIC DEVELOPMENT COUNCIL FOR CENTRAL ILLINOIS**  
Serving Peoria, Tazewell and Woodford Counties

## Peoria MSA, Illinois Top Manufacturing Employers

<b>More than 15,000 Employees</b>		
Caterpillar Inc.	100 NE Adams St., Peoria IL 61629	309.675.1000
<b>500 to 1,500 Employees</b>		
G&D Integrated Manufacturing Logistics Inc	50 Commerce Dr., Morton, IL 61550	309.284.6700
Hostess Brands	1511 W. Lincoln, Peoria IL 61605	309.674.9221
Keystone Steel and Wire Co.	7000 S. Adams St., Peoria IL 61607	309.697.7020
Komatsu Mining Systems	2300 NE Adams St., Peoria IL 61603	309.672.7000
Matecor Metal Fabrication	1021 W. Birchwood Morton IL 61550	309.266.7176
SC2	801 SW Jefferson, Peoria, IL 61605	309.677.5980
<b>100 to 499 Employees</b>		
Alcast Company	8821 N. University St., Peoria, IL 61615	309.691.5513
Archer Daniels Midland Company	1 Edmund St., Peoria, IL 616102	309.673.7828
Aventine Renewable Energy, Inc.	120 N. Parkway, Pekin, IL 61554	309.347.9200
Boley Tool & Machine Works, Inc.	1044 Spring Bay Rd., East Peoria, IL 61611	309.694.2722
Dental Arts Laboratory, Inc.	216 Ne Perry Ave., Peoria, IL 61603	309.674.8191
Evonik Goldschmidt Corporation	8300 W. Route 24, Mapleton IL 61547	309.634.3277
Excel Foundry and Machine Inc	14463 Wagonseller Rd., Pekin, IL 61554	309.347.6155
Morton Industries	70 Commerce Dr., Morton IL 61550	309.263.2590
Nestle Usa, Inc.	216 N. Morton Ave., Morton, IL 61550	309.263.2651
Parsons Company, Inc.	1386 State Route 117, Roanoke, IL 61561	309.467.9100
Pepsi-Cola General Bottlers, Inc.	801 W. Birchwood St., Morton, IL 61550	309.266.2400
Robert Bosch Tool Corporation	1 Sprinkler Lane, Peoria, IL 61615	309.692.2200
Tazewell Machine Works, Inc.	2015 S. 2nd St., Pekin, IL 61554	309.347.3181
USA Technologies, Inc.	801 SW Jefferson Ave., Peoria, IL 61605	309.674.0600
Vansco Electronics Inc.	1651 N. Main St., Morton, IL 61550	309.263.7788
Winpak Heat Seal Corporation	1821 Riverway Dr. Pekin, IL 61554	309.477.6600

2/1/2012

Access this and other Central Illinois statistical data on the EDC website: [www.edc.centraillinois.org](http://www.edc.centraillinois.org) or contact

Jessica Moroz | [jmoroz@edc.h-p.org](mailto:jmoroz@edc.h-p.org) 309.495.5956



100 SW Water Street Peoria, IL 61602-1125 Fax 309.67.7534 [www.edc.centraillinois.org](http://www.edc.centraillinois.org)

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INFORMATION

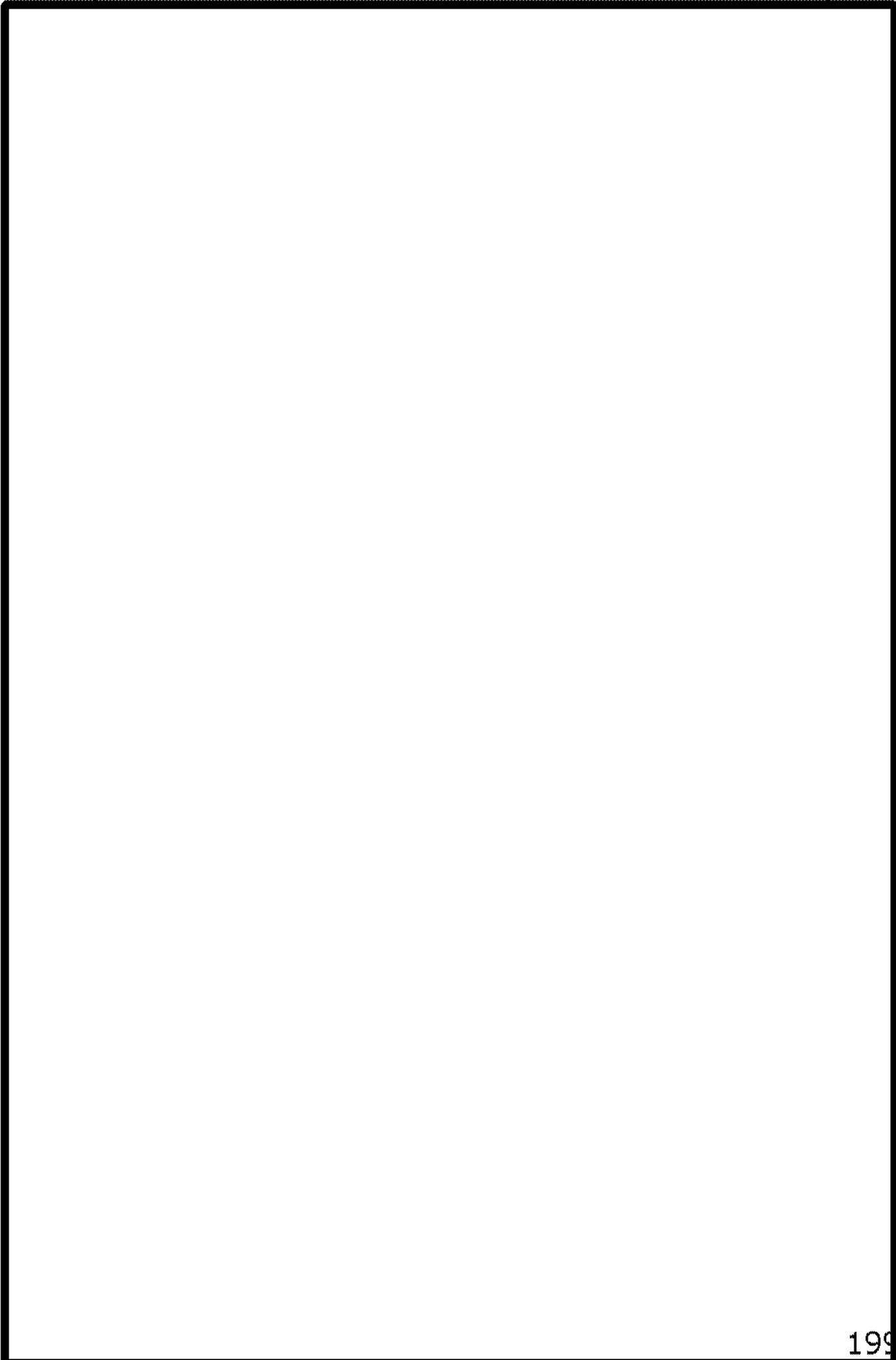
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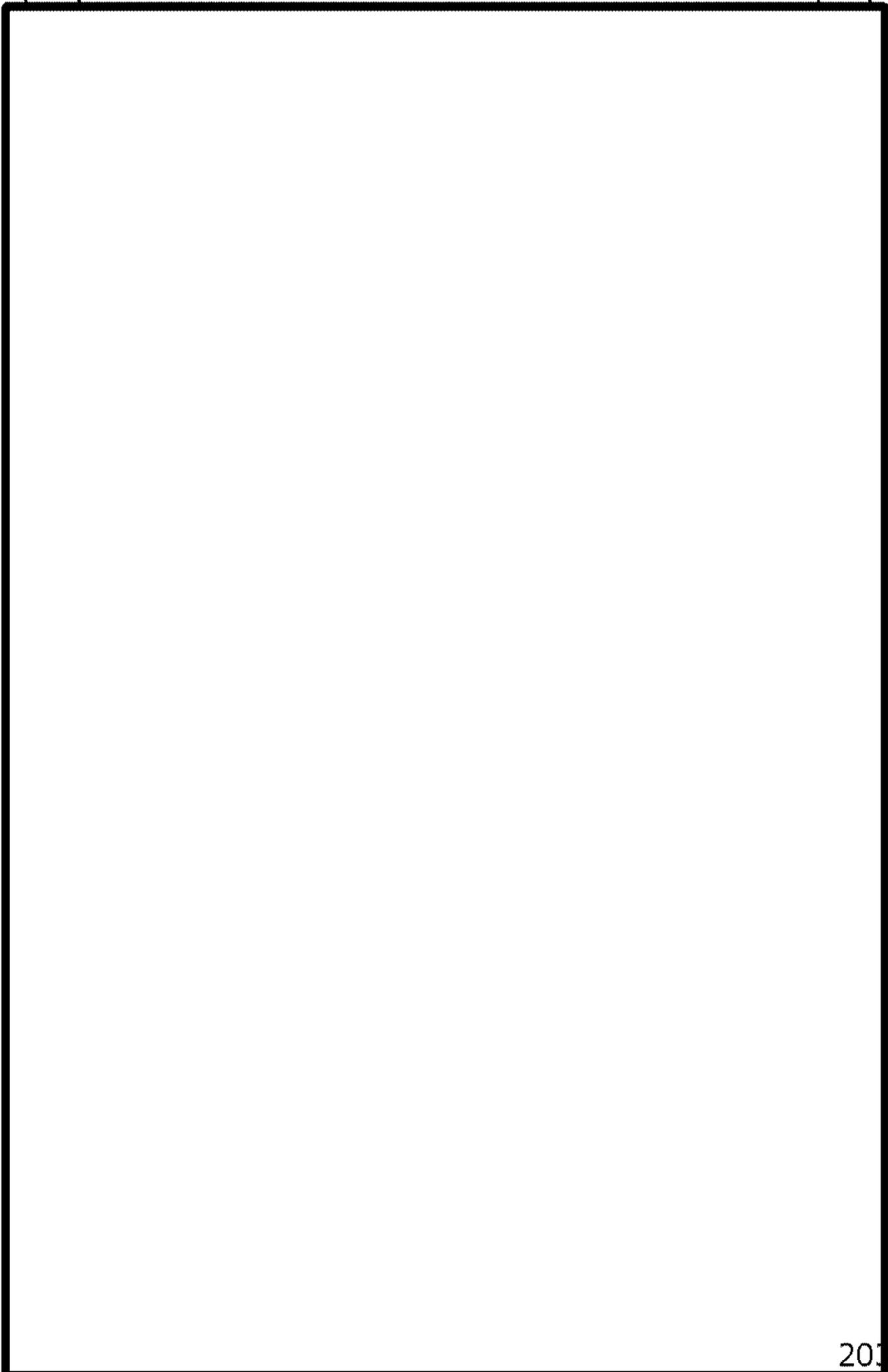


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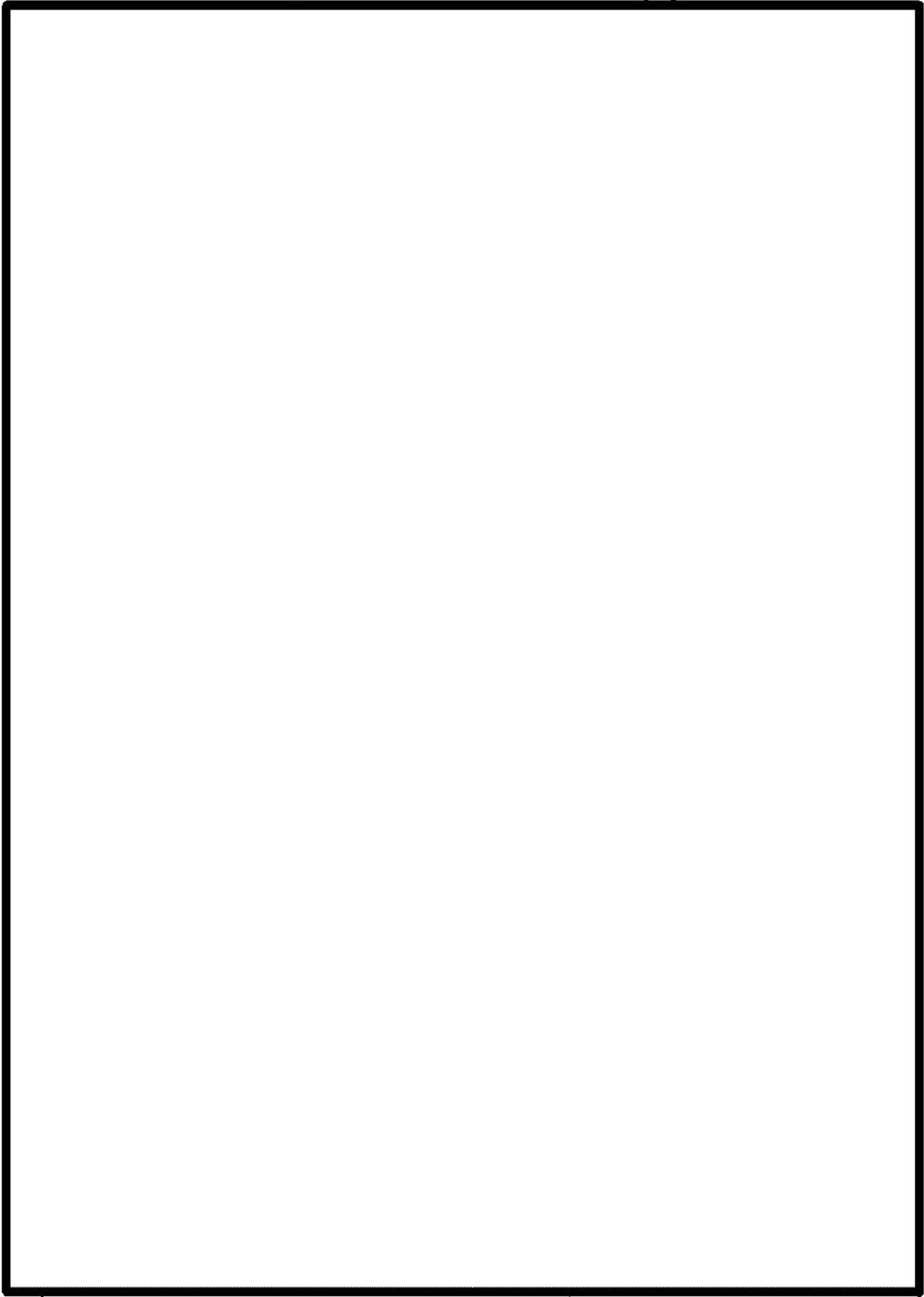
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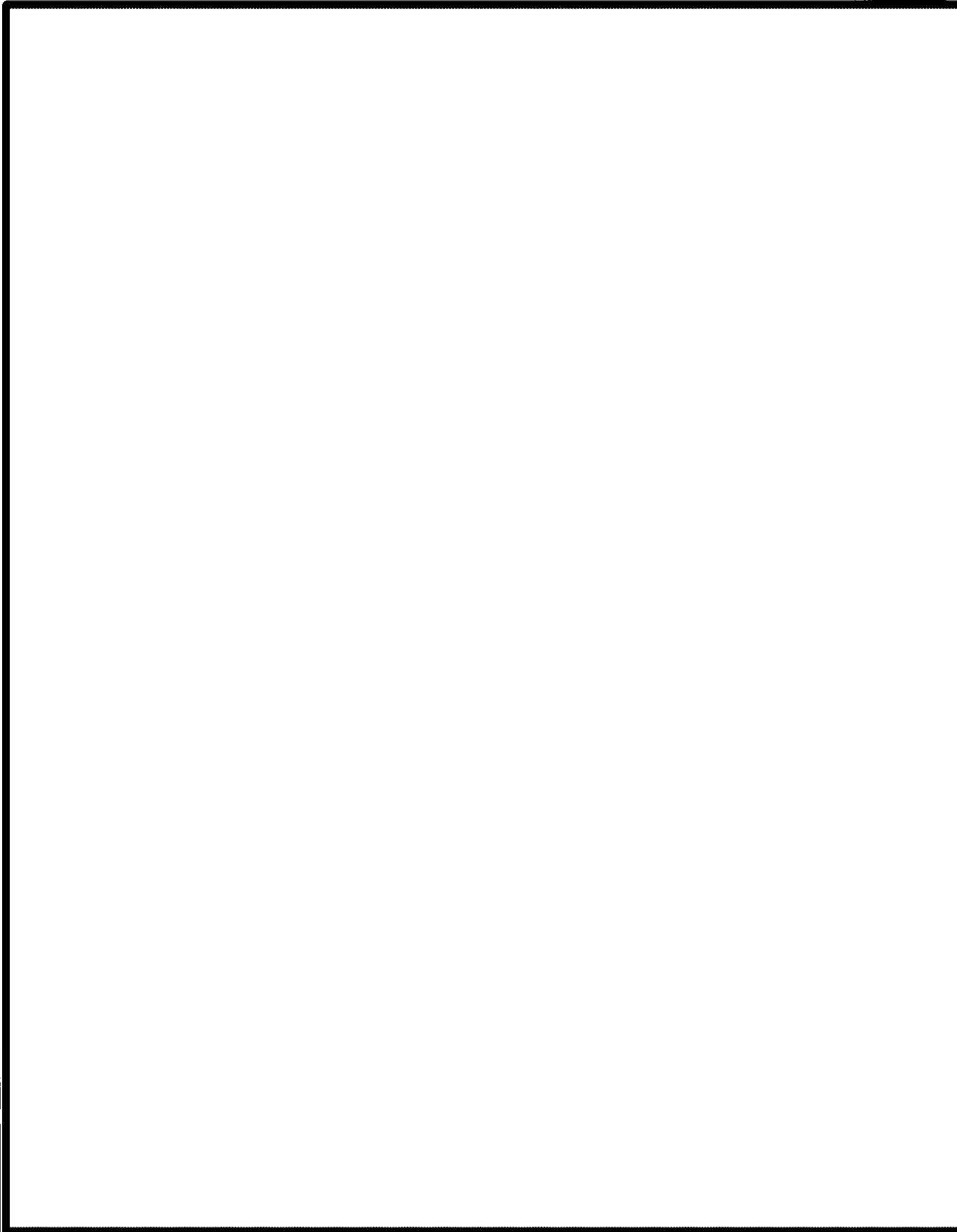
**PROJECT RENDERINGS**

**SECTION 5**



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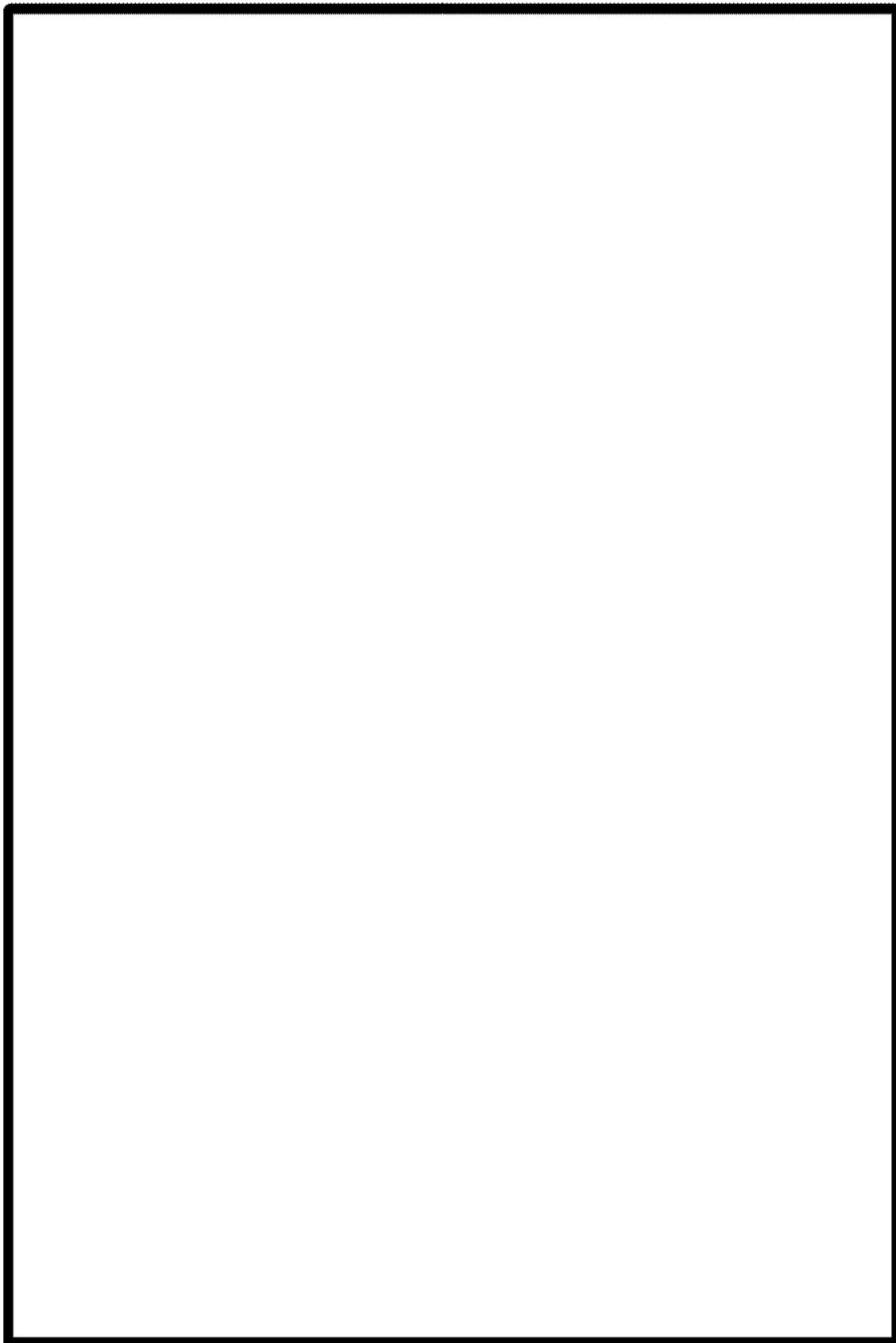


**COMPETITIVE MARKET DATA**

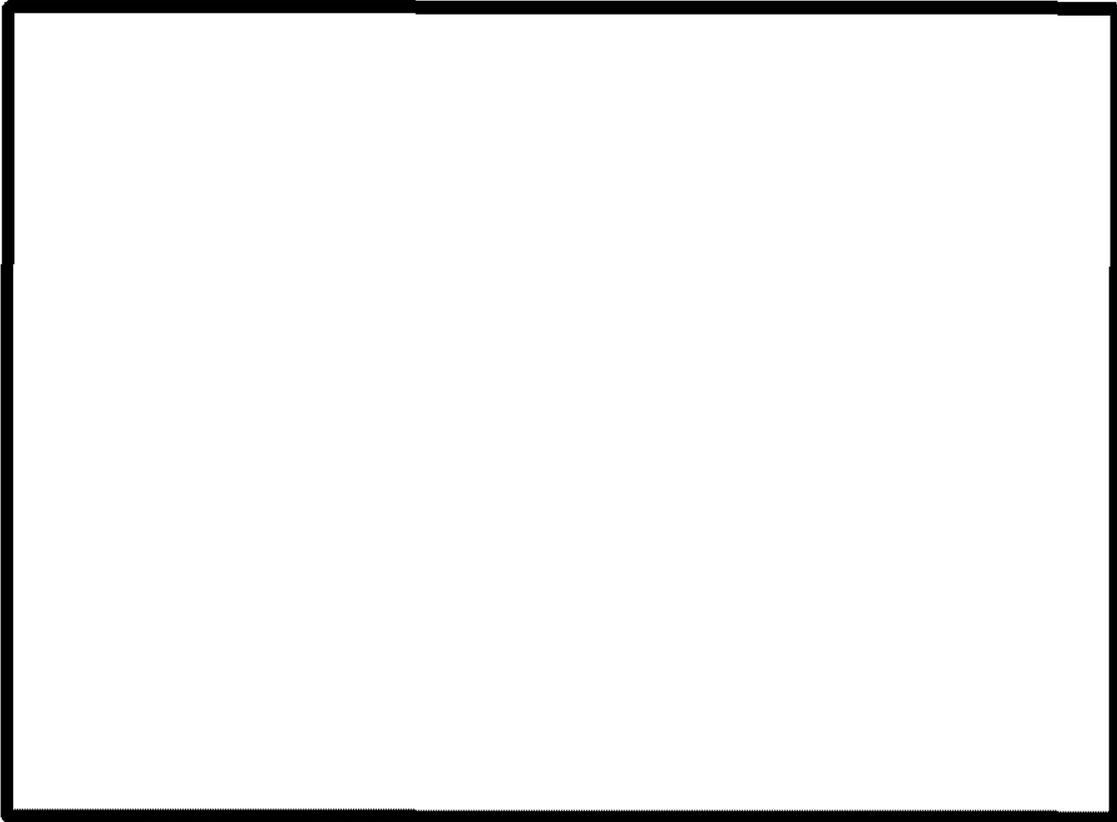
**SECTION 6**

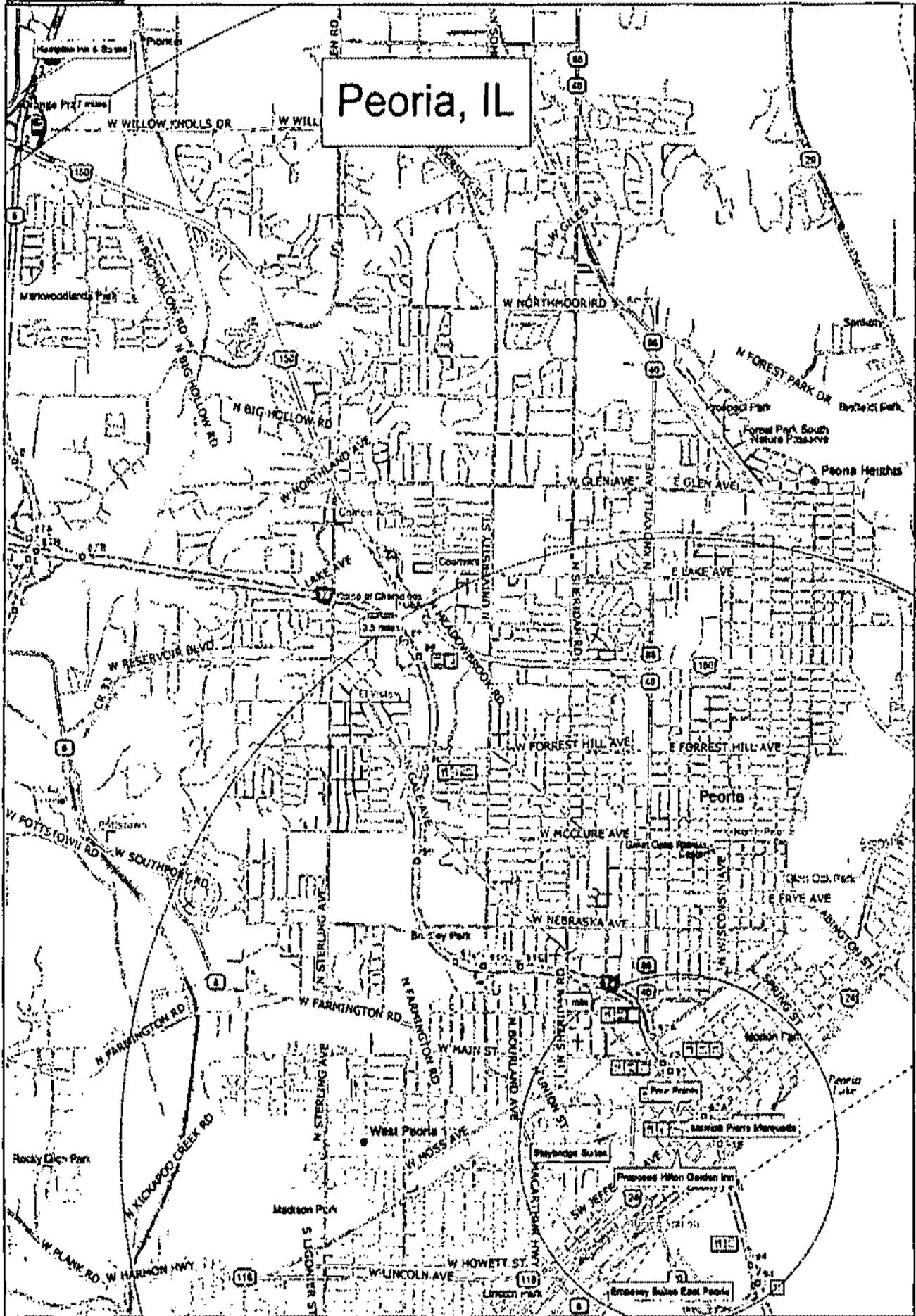
(b)(4)

Competitive Hotel Supply



(b)(4)

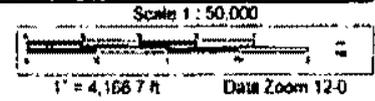




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www.str.com

## Peoria Downtown

January 2009 to July 2013

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013

Currency: USD - US Dollar

Tab

Table of Contents	1
Data by Measure	2
Percent Change by Measure	3
Percent Change by Year	4
Twelve Month Moving Average	5
Twelve Month Moving Average with Percent Change	6
Day of Week Analysis	7
Raw Data	8
Classic	9
Response Report	10
Help	11
Terms and Conditions	12

# Tab 2 - Data by Measure

(b)(4)

Peoria Downtown

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013



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# Tab 4 - Percent Change from Previous Year - Detail by Year

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Peoria Downtown

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013

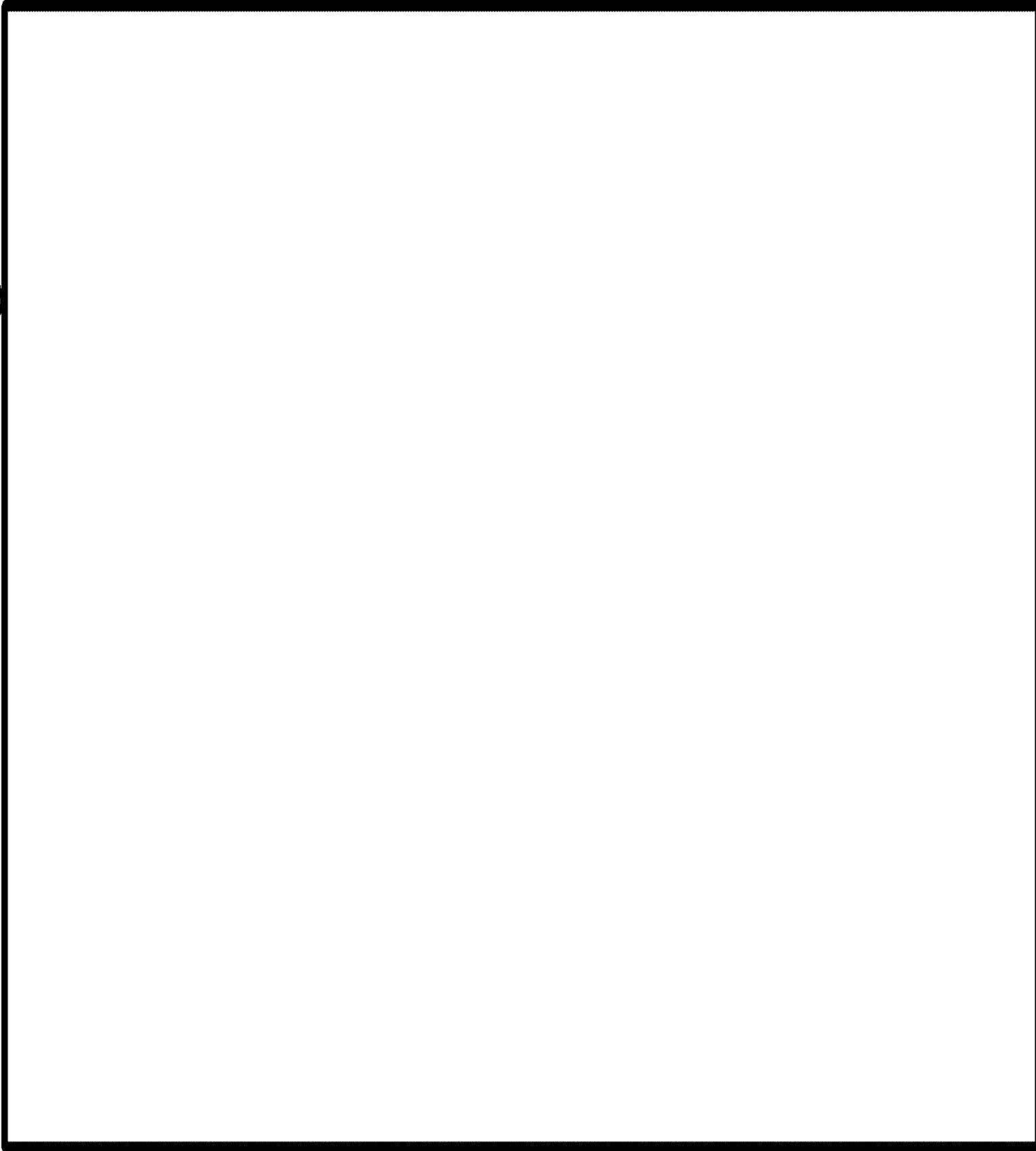


# Tab 5 - Twelve Month Moving Average

(b)(4)

Peoria Downtown

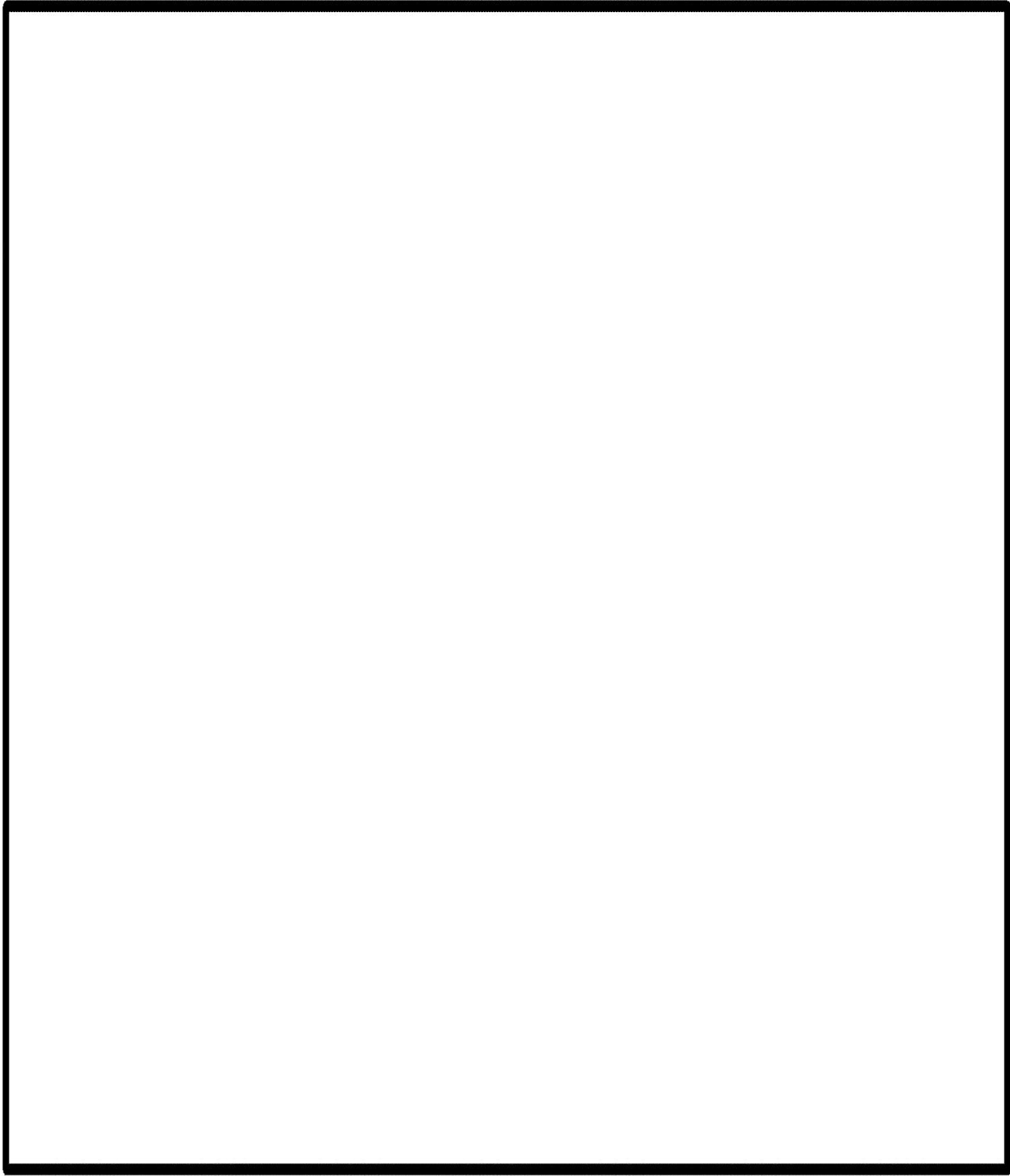
Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013



**Tab 6 - Twelve Month Moving Average with Percent Change** (b)(4)

Peoria Downtown

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013



**Tab 6 - Twelve Month Moving Average with Percent Change** (b)(4)

Peoria Downtown

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013

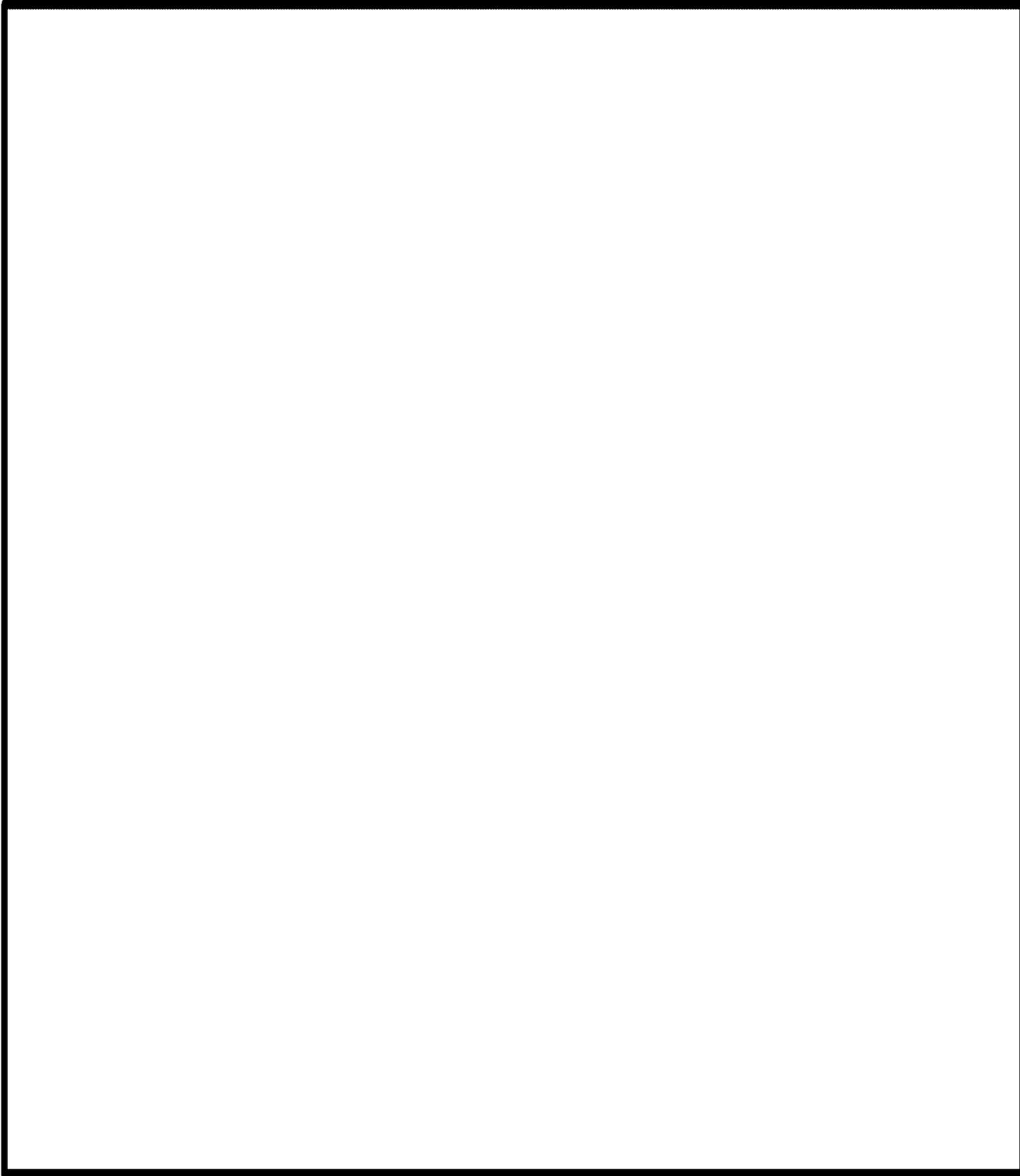


# Tab 7 - Day of Week Analysis

(b)(4)

Peoria Downtown

Job Number: 524368 SADIM Staff: KD Created: September 12, 2013



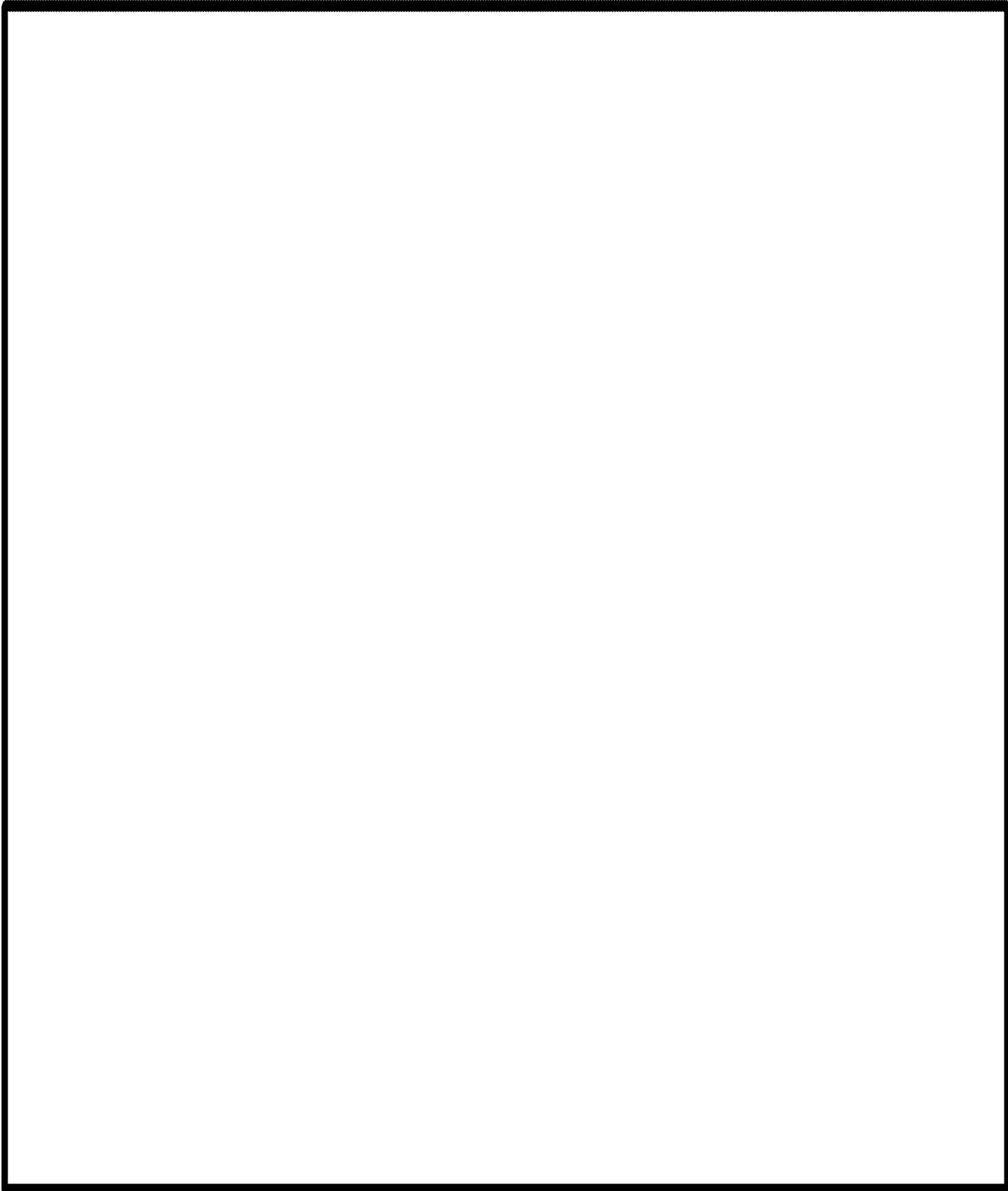
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**Tab 8 - Raw Data**

Peoria Downton

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013



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(b)(4)

**Tab 8 - Raw Data**

Peoria Downtown

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013



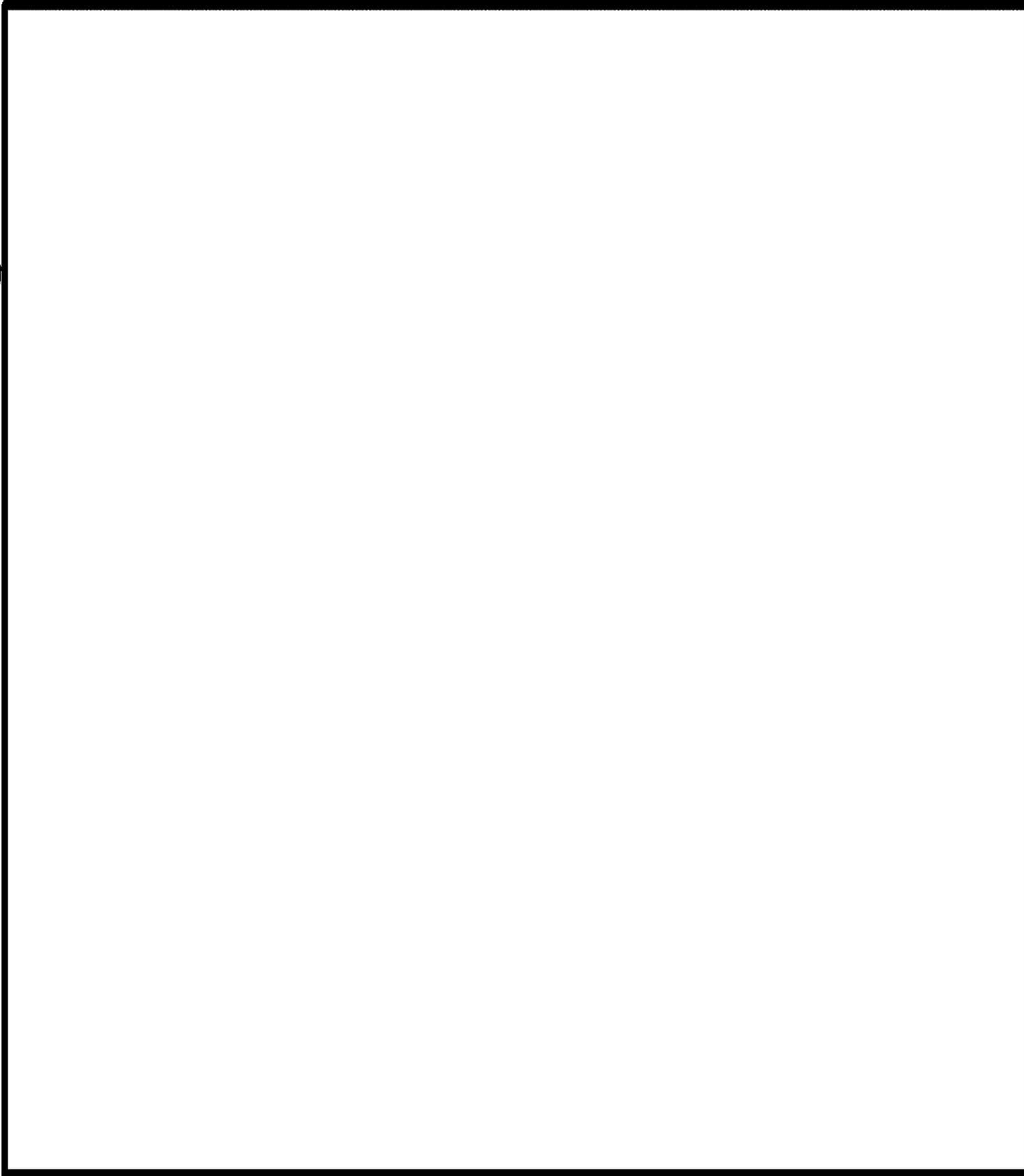
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**Tab 9 - Classic**

Peoria Downtown

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013



Tab 9 - Classic

(b)(4)

Peoria Downtown

Job Number: 524388 SADIM Staff: KD Created: September 12, 2013

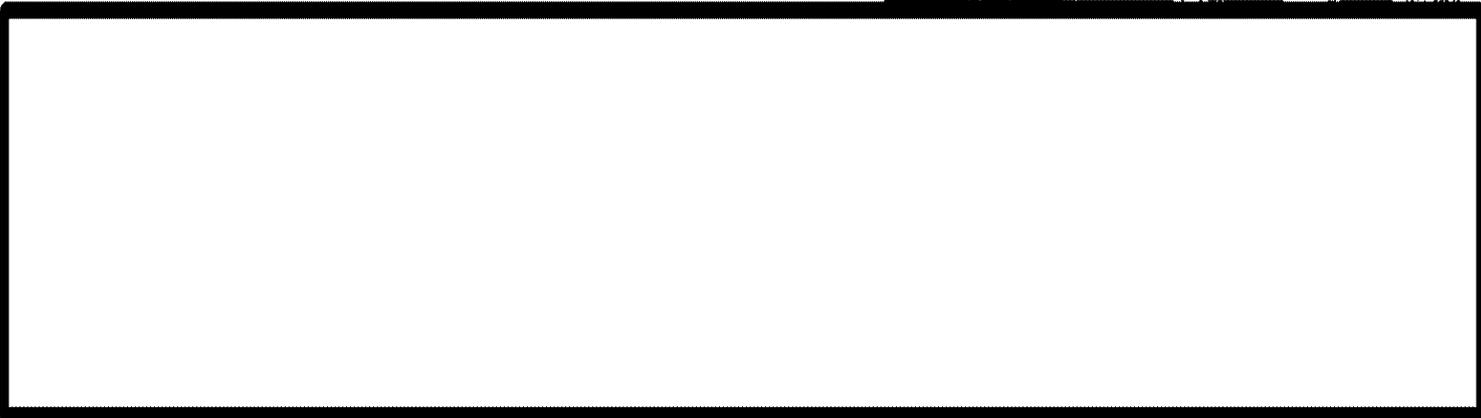


Tab 10 - Response Report

(b)(4)

Petrol Downtown

Job Number: 524388\_SADIM Staff: KD Created: September 12, 2013



# Tab 11 - Help

## Methodology

While virtually every chain in the United States provides STR with data on almost all of their properties, there are still some hotels that don't submit data. But we've got you covered.

Every year we examine guidebook listings and hotel directories for information on hotels that don't provide us with data. We don't stop there. We call each hotel in our database every year to obtain "published" rates for multiple categories. Based on this information we group all hotels - those that report data and those that don't - into groupings based off of price level and geographic proximity. We then estimate the non-respondents based off of nearby hotels with similar price levels.

Similarly, we sometimes obtain monthly data from a property, but not daily data. We use a similar process. We take the monthly data that the property has provided, and distribute it to the individual days based on the revenue and demand distribution patterns of similar hotels in the same location.

We believe it imperative to perform this analysis in order to provide interested parties with our best estimate of total lodging demand and room revenue on their areas of interest. Armed with this information a more informed decision can be made.

## Glossary

### ADR (Average Daily Rate)

Room revenue divided by rooms sold, displayed as the average rental rate for a single room.

### Affiliation Date

Date the property affiliated with current chain/tag

### Census (Properties and Rooms)

The number of properties and rooms that exist within the selected property set or segment.

### Change in Rooms

Indicator of whether or not an individual hotel has added or removed rooms from their inventory.

### Exchange Rate

The factor used to convert revenue from U.S. Dollars to the local currency. The exchange rate data is obtained from Oanda.com. Any aggregated number in the report (YTD, Running 3 month, Running 12 month) uses the exchange rate of each relative month when calculating the data.

### Extended Historical Trend

Data on selected properties or segments starting in 2000.

### Demand (Rooms Sold)

The number of rooms sold (excludes complimentary rooms).

### Full Historical Trend

Data on selected properties or segments starting in 1987.

### Occupancy

Rooms sold divided by rooms available. Occupancy is always displayed as a percentage of rooms occupied.

### Open Date

Date the property opened as a lodging establishment.

### Percent Change

Amount of growth, up, flat, or down from the same period last year (month, ytd, three months, twelve months). Calculated as  $((TY-LY)/LY) * 100$ .

### Revenue (Room Revenue)

Total room revenue generated from the sale or rental of rooms.

### RevPAR (Revenue Per Available Room)

Room revenue divided by rooms available

### Sample % (Rooms)

The % of rooms from which STR receives data. Calculated as  $(\text{Sample Rooms}/\text{Census Rooms}) * 100$ .

### Standard Historical Trend

Data on selected properties or segments starting in 2005.

### STR Code

Smith Travel Research's proprietary numbering system. Each hotel in the lodging census has a unique STR code.

### Supply (Rooms Available)

The number of rooms times the number of days in the period.

### Twelve Month Moving Average

The value of any given month is computed by taking the value of that month and the values of the eleven preceding months, adding them together and dividing by twelve.

### Year to Date

## Tab 12 - Terms and Conditions

Before purchasing this product you agreed to the following terms and conditions.

In consideration of the mutual promises contained herein and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Smith Travel Research, Inc. ("STR") and purchaser of this product ("Licensee") agree as follows:

### 1. LICENSE

#### 1.1 Definitions.

(a) "Agreement" means these Standard Terms and Conditions and any additional terms specifically set out in writing in the document(s) (if any) to which these Standard Terms and Conditions are attached or in which they are incorporated by reference, and, if applicable, any additional terms specifically set out in writing in any Schedule attached hereto.

(b) "Licensed Materials" means the newsletters, reports, databases or other information resources, and all lodging industry data contained therein, provided to Licensee hereunder.

1.2 Grant of License. Subject to the terms and conditions of this Agreement, and except as may be expressly permitted elsewhere in this Agreement, STR hereby grants to Licensee a non-exclusive, non-transferable, indivisible, non-sub licensable license to use, copy, manipulate and extract data from the Licensed Materials for its own INTERNAL business purposes only.

1.3 Copies. Except as expressly permitted elsewhere in this Agreement, Licensee may make and maintain no more than two (2) copies of any Licensed Materials.

1.4 No Service Bureau Use. Licensee is prohibited from using the Licensed Materials in any way in connection with any service bureau or similar services. "Service bureau" means the processing of input data that is supplied by one or more third parties and the generation of output data (in the form of reports, charts, graphs or other pictorial representations, or the like) that is sold or licensed to any third parties.

and any manipulations of the data) available in any form whatsoever to any third party, other than Licensee's accountants, attorneys, marketing professionals or other professional advisors who are bound by a duty of confidentiality not to disclose such information.

1.6 Security. Licensee shall use commercially reasonable efforts to protect against unauthorized access to the Licensed Materials.

1.7 Reservation of Rights. Licensee has no rights in connection with the Licensed Materials other than those rights expressly enumerated herein. All rights to the Licensed Materials not expressly enumerated herein are reserved to STR.

### 2. DISCLAIMERS AND LIMITATIONS OF LIABILITY

2.1 Disclaimer of Warranties. The licensed materials are provided to the licensee on an "as is" and "as available" basis. STR makes no representations or warranties of any kind, express or implied, with respect to the licensed materials, the services provided or the results of use thereof. Without limiting the foregoing, STR does not warrant that the licensed materials, the services provided or the use thereof are or will be accurate, error-free or uninterrupted. STR makes no implied warranties, including without limitation, any implied warranty of merchantability, noninfringement or fitness for any particular purpose or arising by usage of trade, course of dealing, course of performance or otherwise.

2.2 Disclaimers. STR shall have no liability with respect to its obligations under this agreement or otherwise for consequential, exemplary, special, incidental, or punitive damages even if STR has been advised of the possibility of such damages. Furthermore, STR shall have no liability whatsoever for any claim relating in any way to any decision made or action taken by licensee in reliance upon the licensed materials.

2.3 Limitation of Liability. STR's total liability to licensee for any reason and upon any cause of action including without limitation, infringement, breach of contract, negligence, strict liability, misrepresentations, and other torts, shall be limited to all fees paid to STR by the licensee during the twelve month period preceding the date on which such cause of action first arose.

### 3. MISCELLANEOUS

3.1 Liquidated Damages. In the event of a violation of Section 1.5 of these Standard Terms and Conditions, Licensee shall be required to pay STR an amount equal to the sum of (i) the highest aggregate price that STR, in accordance with its then-current published prices, could have charged the unauthorized recipients for the Licensed Materials that are the subject of the violation, and (ii) the full price of the lowest level of republishing rights that Licensee would have been required to purchase from STR in order to have the right to make the unauthorized distribution, regardless of whether Licensee has previously paid for any lower level of republishing rights, and (iii) fifteen percent (15%) of the total of the previous two items. This provision shall survive indefinitely the expiration or termination of this Agreement for any reason.

3.2 Obligations on Termination. Within thirty (30) days of the termination or expiration of this Agreement for any reason, Licensee shall cease all use of the Licensed Materials and shall return or destroy, at STR's option, all copies of the Licensed Materials and all other information relating thereto in Licensee's possession or control as of the such date. This provision shall survive indefinitely the expiration or termination of this Agreement for any reason.

regarding or arising out of this Agreement shall be brought exclusively in a court of competent jurisdiction located in Nashville, Tennessee, and the parties expressly consent to personal jurisdiction thereof. The parties also expressly waive any objections to venue.

3.4 Assignment. Licensee is prohibited from assigning this Agreement or delegating any of its duties under this Agreement without the prior written consent of STR.

3.5 Independent Relationship. The relationship between the parties is that of an independent contractor. Nothing in this Agreement shall be deemed to create an employer/employee, principal/agent, partnership or joint venture relationship.

3.6 Notices. All notices required or permitted to be given hereunder shall be in writing and shall be deemed given i) when delivered in person, at the time of such delivery; ii) when delivered by facsimile transmission or e-mail, at the time of transmission (provided, however, that notice delivered by facsimile transmission shall only be effective if such notice is also delivered by hand or deposited in the United States mail, postage prepaid, registered, certified or express mail or by courier service within two (2) business days after its delivery by facsimile transmission); iii) when delivered by a courier service or by express mail, at the time of receipt; or iv) five (5) business days after being deposited in the United States mail, postage prepaid, registered or certified mail, addressed (in any such case) to the addresses listed on the first page of this Agreement or to such other address as either party may notify the other in writing.

3.7 Waiver. No waiver of any breach of this Agreement will be deemed to constitute a waiver of any subsequent breach of the same or any other provision.

3.8 Entire Agreement. This Agreement constitutes the entire agreement of the parties with respect to the matters described herein, superseding in all respects any and all prior proposals, negotiations, understandings and other agreements, oral or written, between the parties.

3.9 Amendment. This Agreement may be amended only by the written agreement of both parties.

3.10 Recovery of Litigation Costs. If any legal action or other proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default or misrepresentation in connection with any of the provisions of this Agreement, the successful or prevailing party or parties shall be entitled to recover reasonable attorneys' fees and other costs incurred in that action or proceeding, in addition to any other relief to which it or they may be entitled.

3.11 Injunctive Relief. The parties agree that, in addition to any other rights or remedies which the other or STR may have, any party alleging breach or threatened breach of this Agreement will be entitled to such equitable and injunctive relief as may be available from any court of competent jurisdiction to restrain the other from breaching or threatening to breach any of the provisions of this Section, without posting bond or other surety.

3.12 Notice of Unauthorized Access. Licensee shall notify STR immediately upon Licensee's becoming aware of any facts indicating that a third party may have obtained or may be about to obtain unauthorized access to the Licensed Materials, and shall fully cooperate with STR in its efforts to mitigate the damages caused by any such breach or potential breach.

3.13 Conflicting Provisions. In the event that any provision of these Standard Terms and Conditions directly conflicts with any other provision of the Agreement, the conflicting terms of such other provision shall control.

3.14 Remedies. In addition to any other rights or remedies that STR may have, in the event of any termination by STR on account of a breach by Licensee, STR may, without refund, immediately terminate and discontinue any right of Licensee to receive additional Licensed Materials from STR.

**CORPORATE DOCUMENTS**

**SECTION 7**

(b)(4)



**An Illinois Limited Liability Company**

**OPERATING AGREEMENT**

(b)(4)

**OPERATING AGREEMENT  
OF  
[REDACTED]  
AN ILLINOIS LIMITED LIABILITY COMPANY**



**Article 1     Definitions**

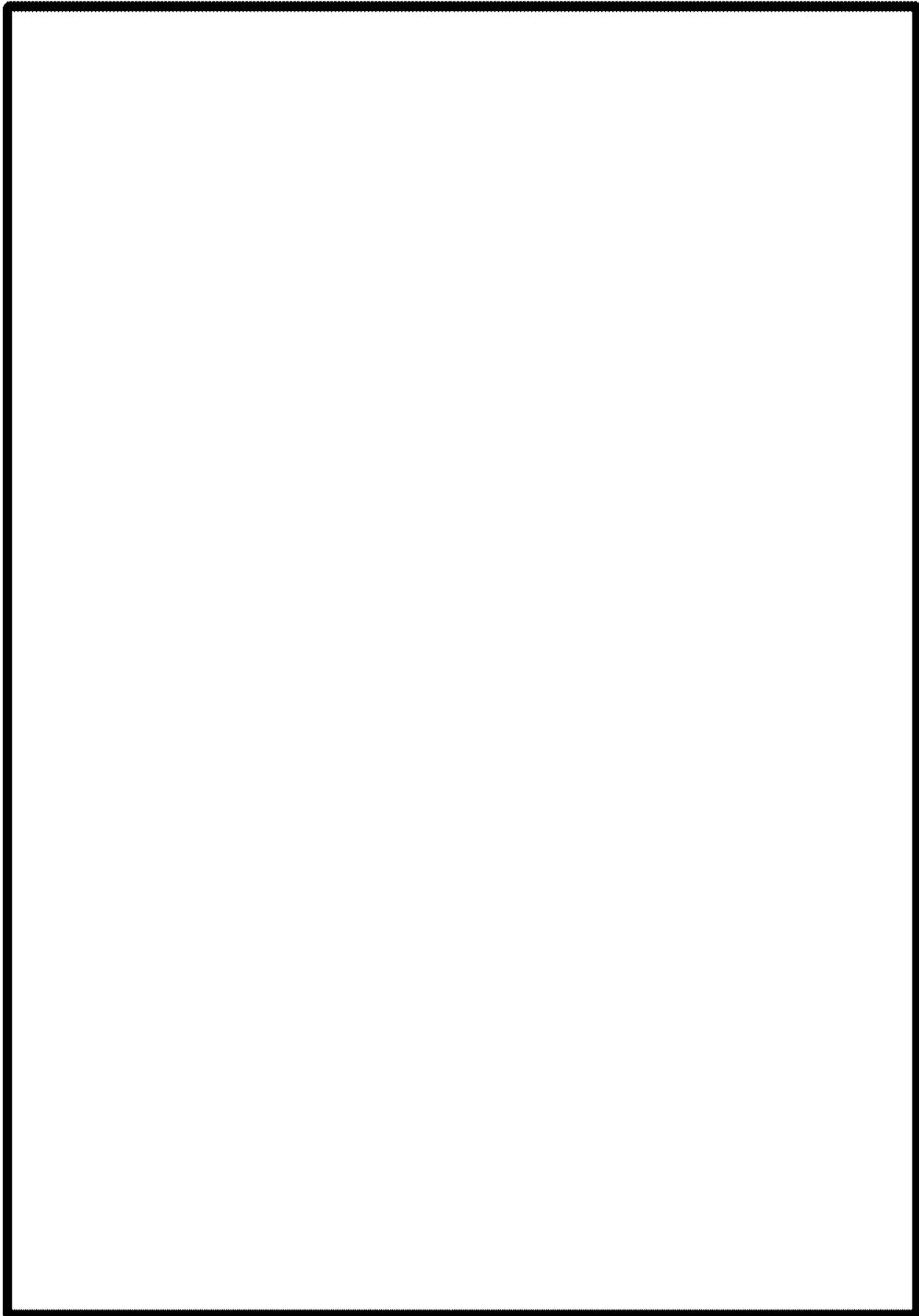
The definitions of certain of the terms used in this Agreement are set forth in the attached Schedule 1.

**Article 2.    Formation**



(b)(4)

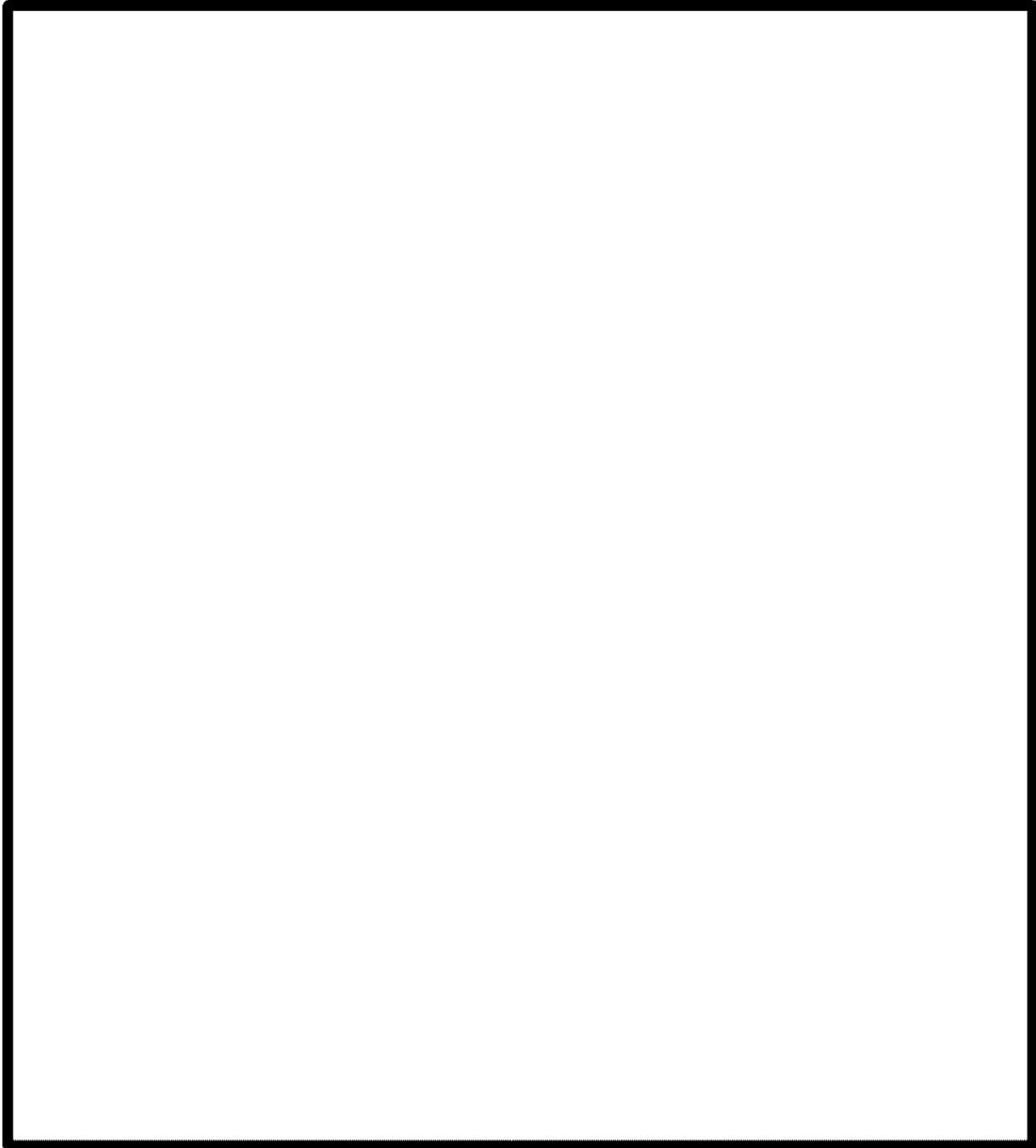
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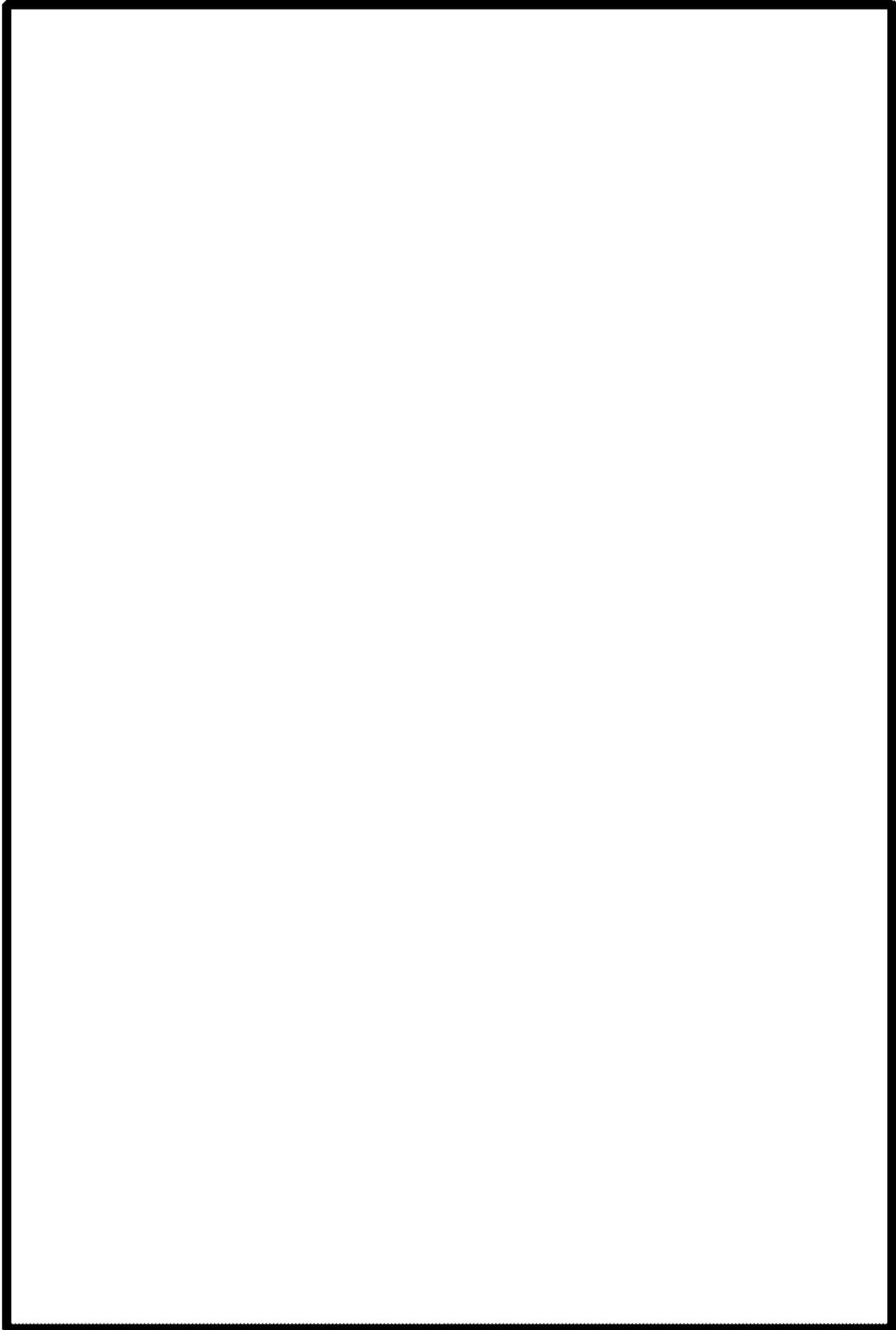
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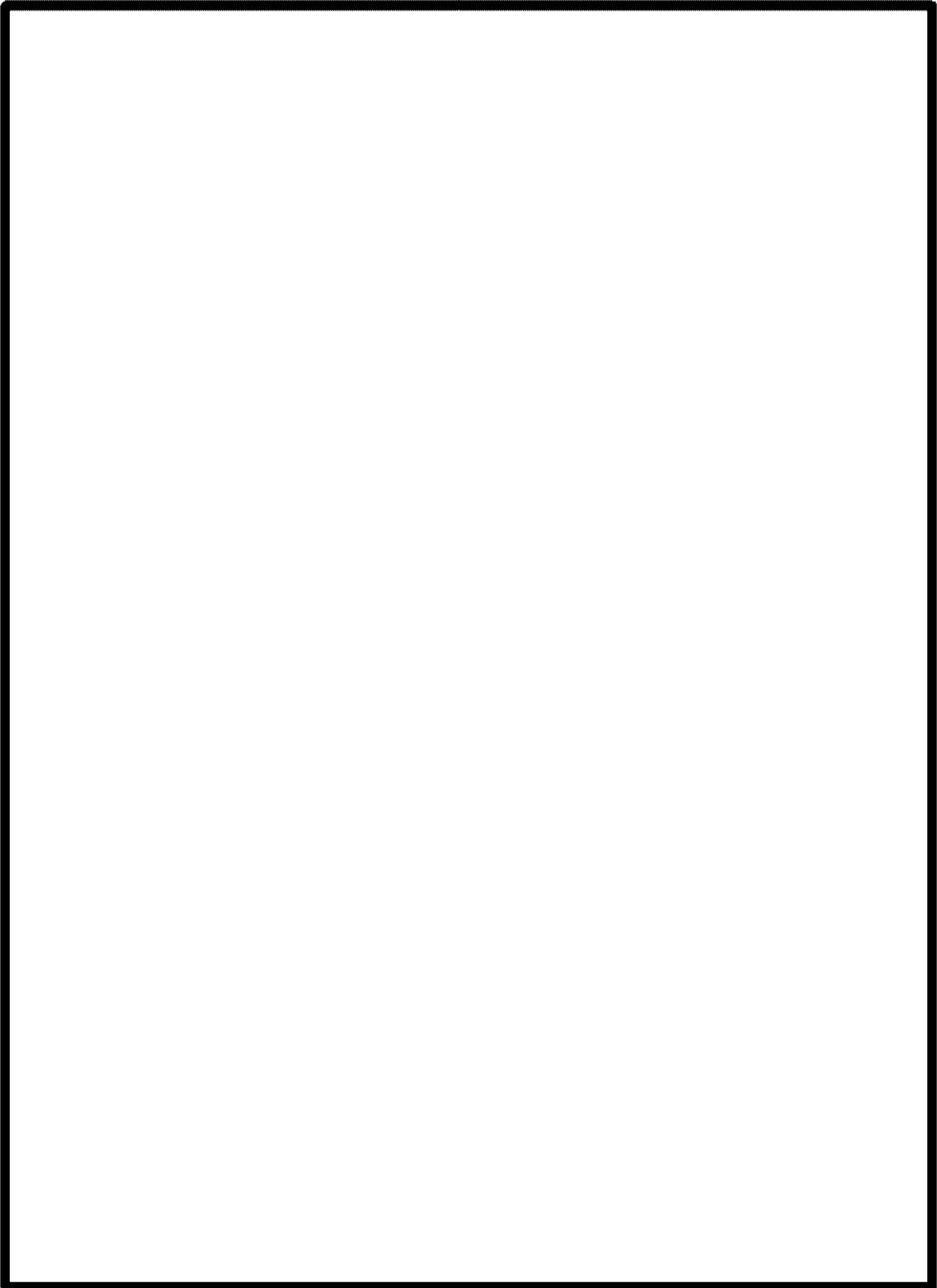
**Article 3     Accounting: Fiscal year**



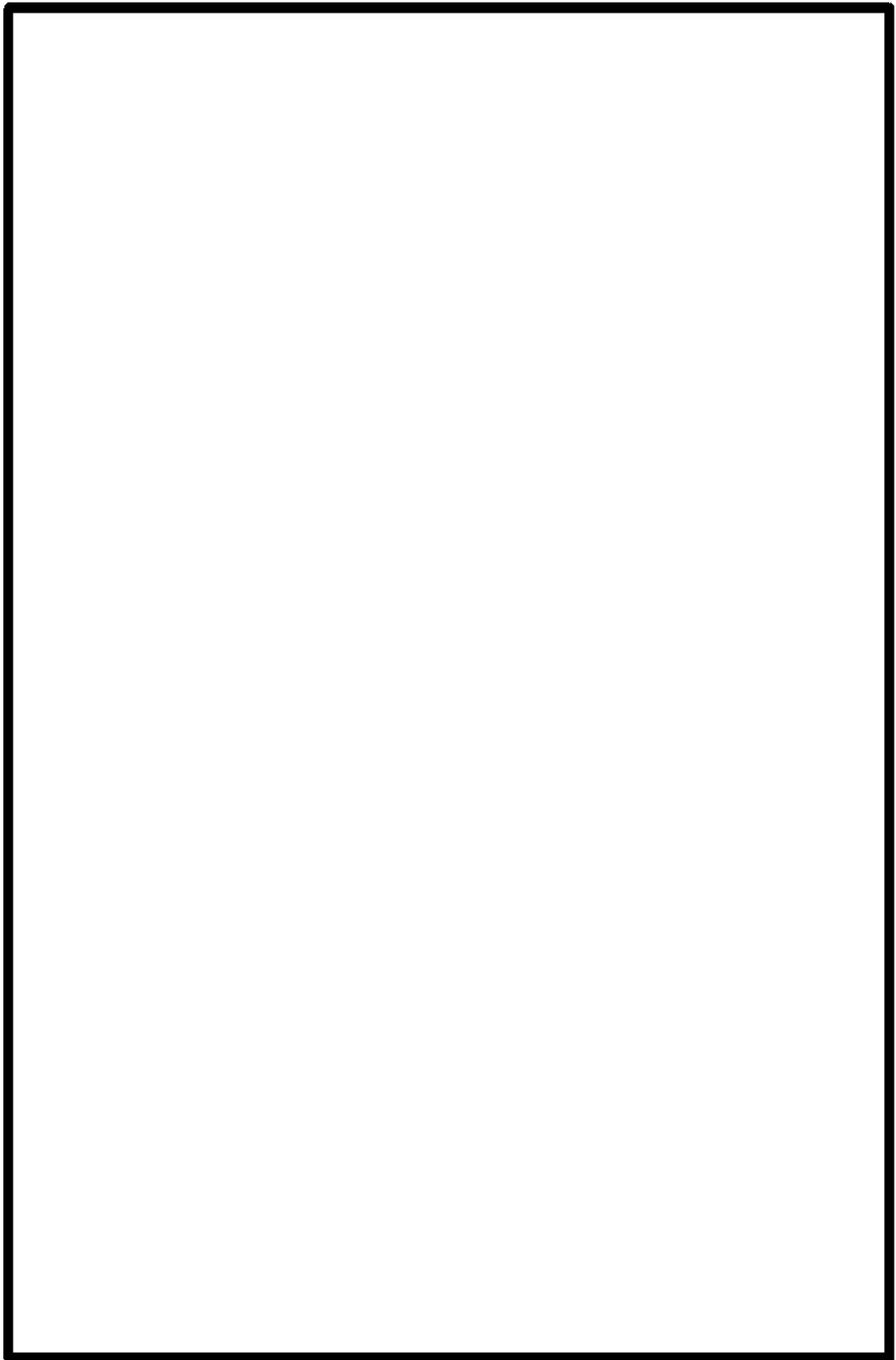
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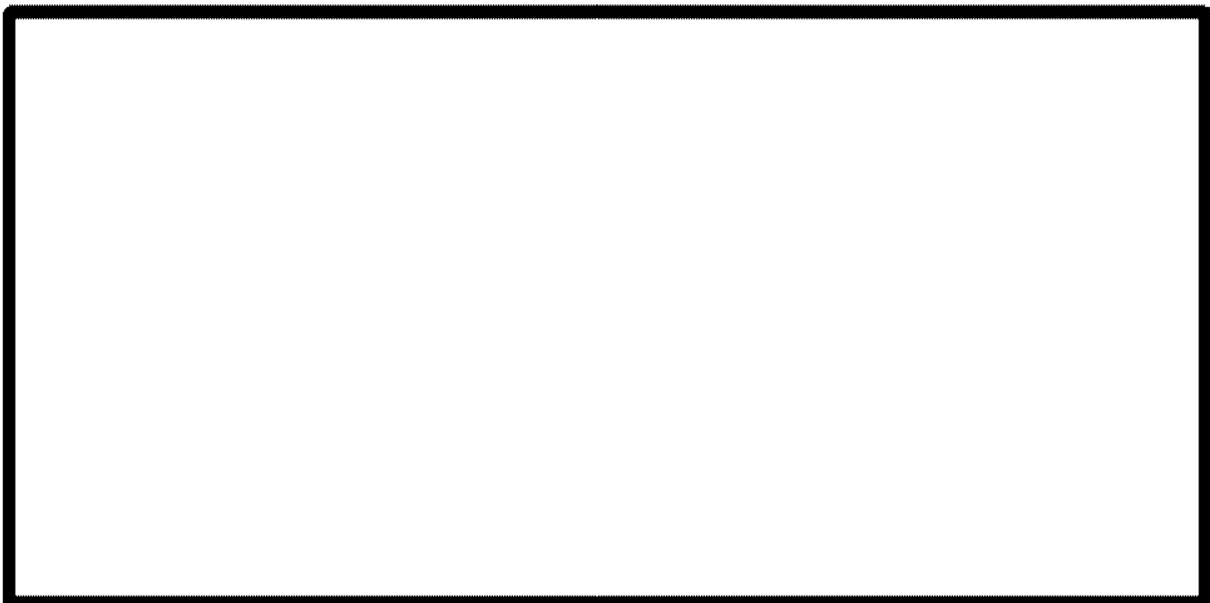
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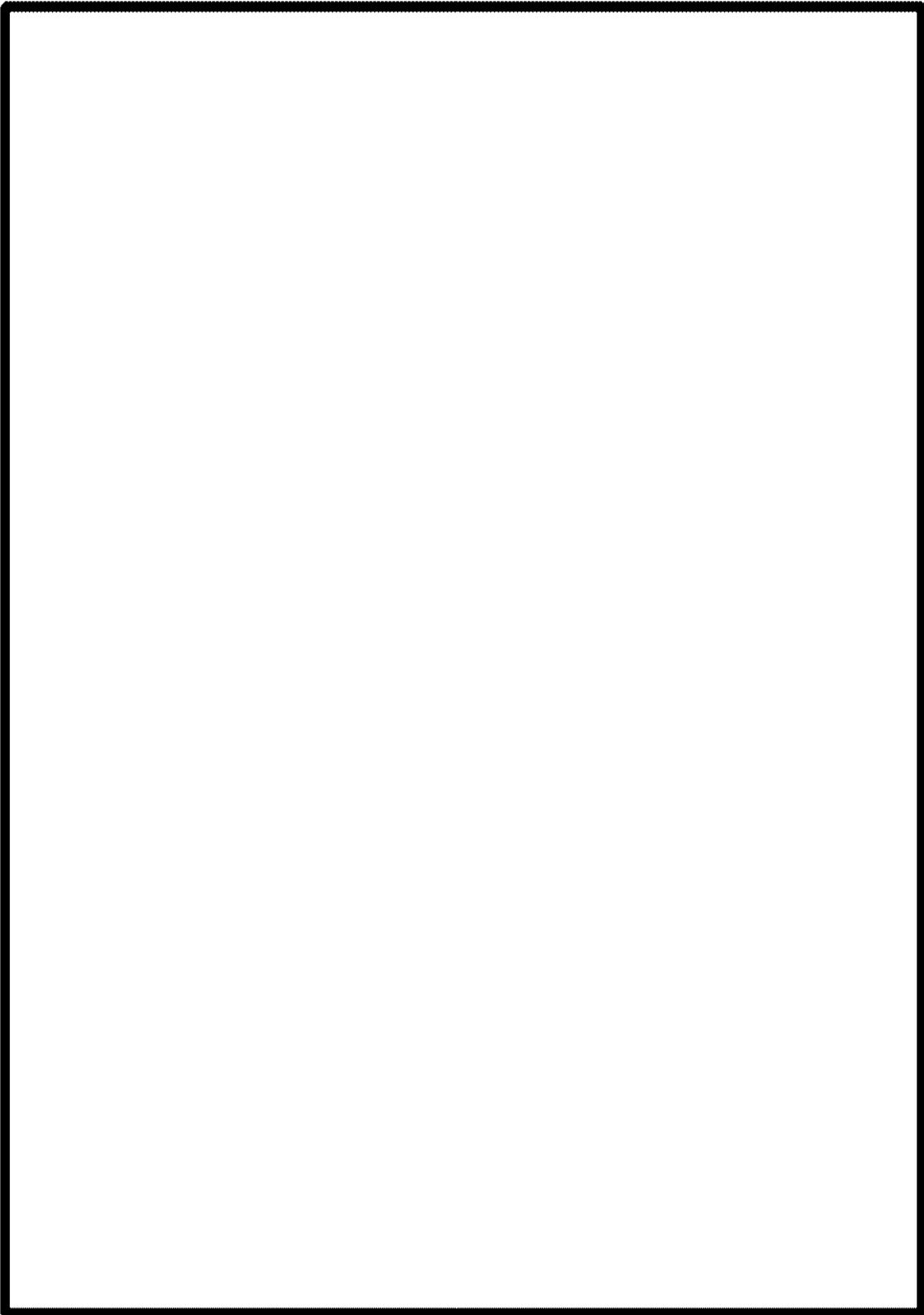


**Article 5 Rights and Obligations of Members**

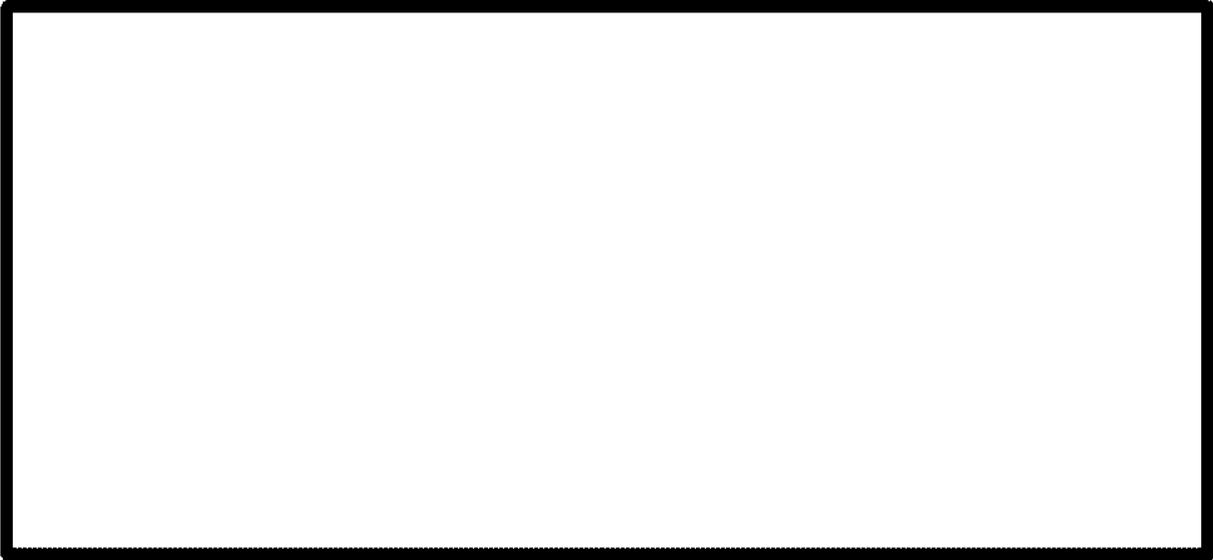


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**Article 6 Meetings of Members**

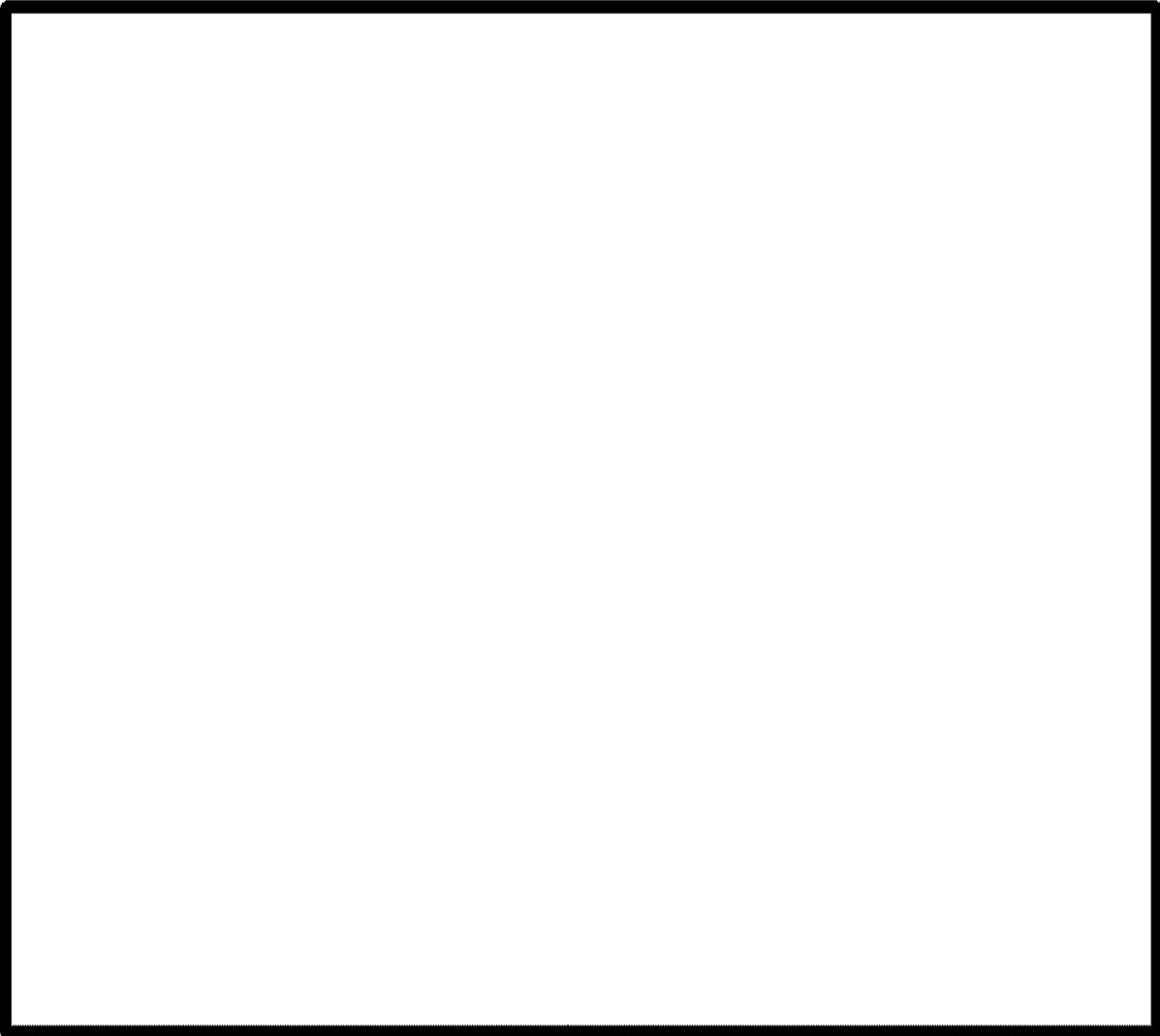


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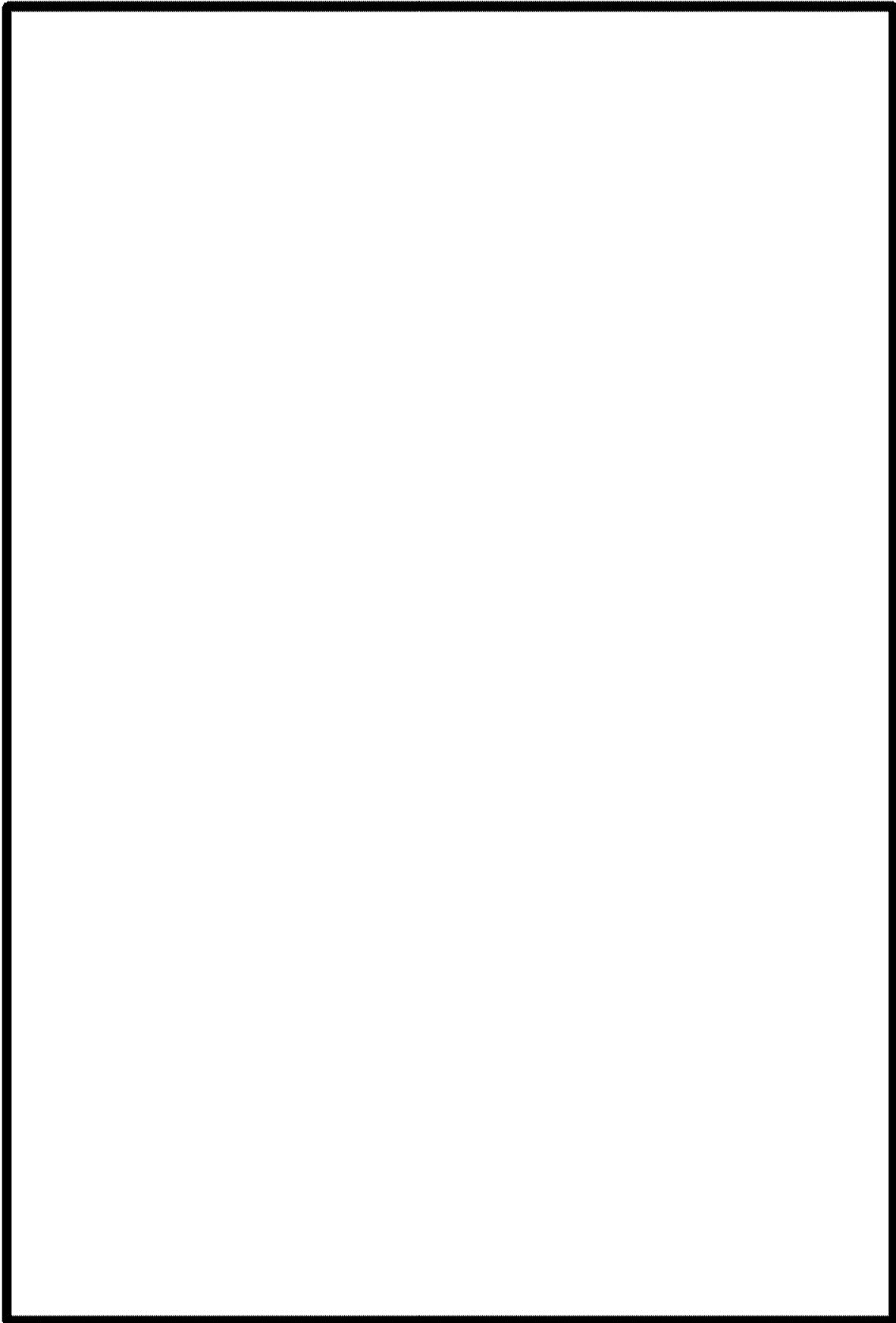


**Article 7 Contributions and Capital Accounts**



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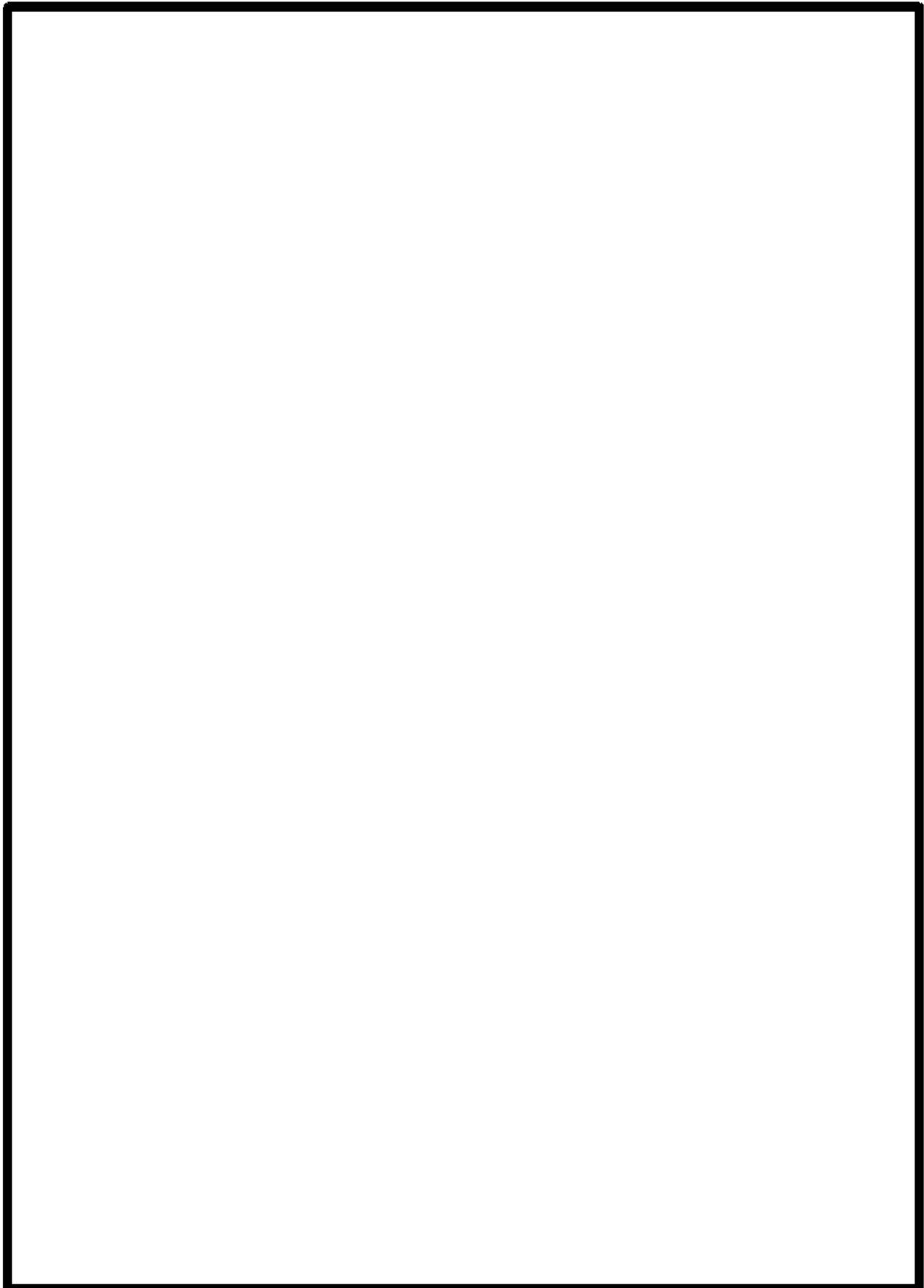


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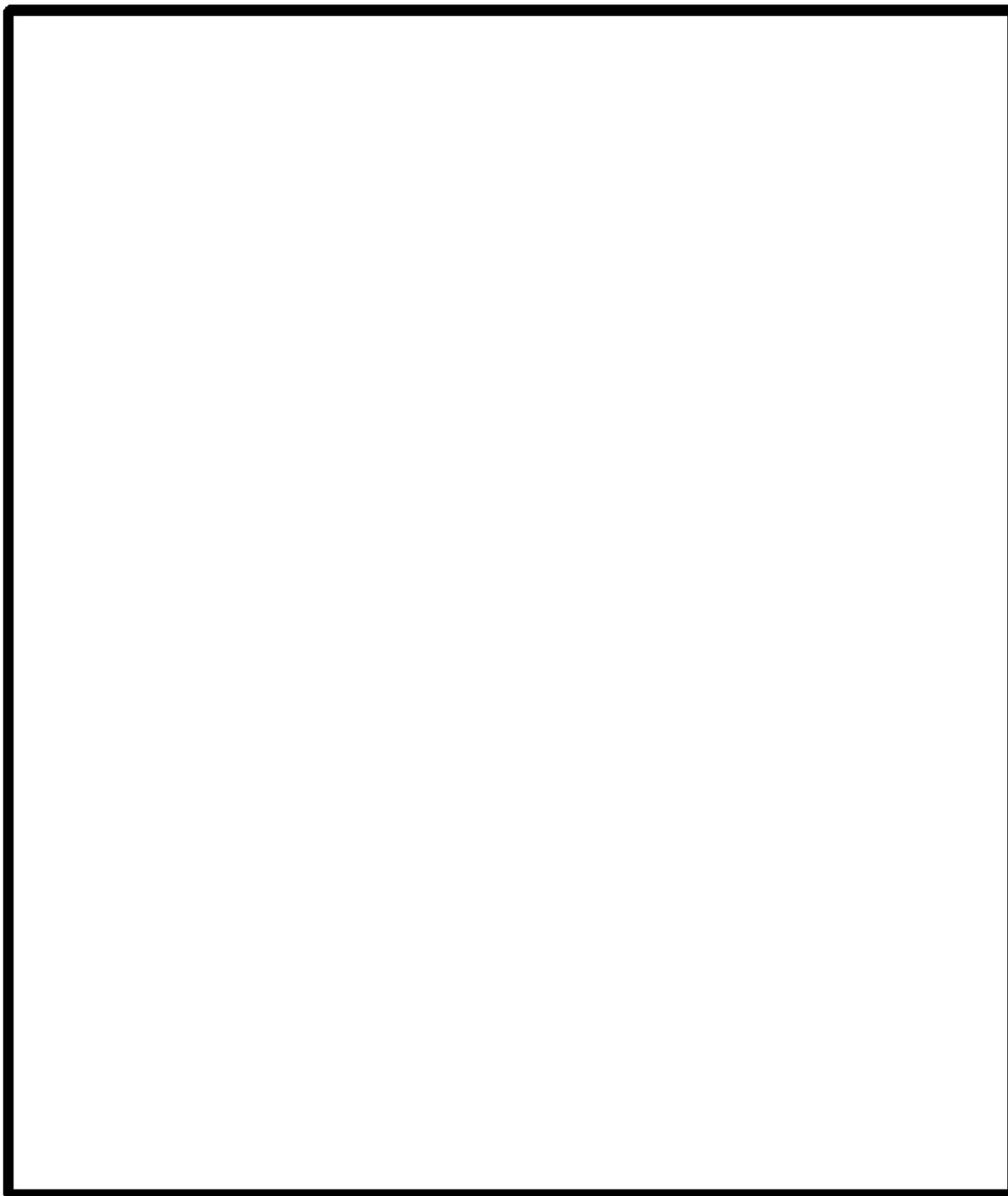
**Article 8      Allocations and Distributions**



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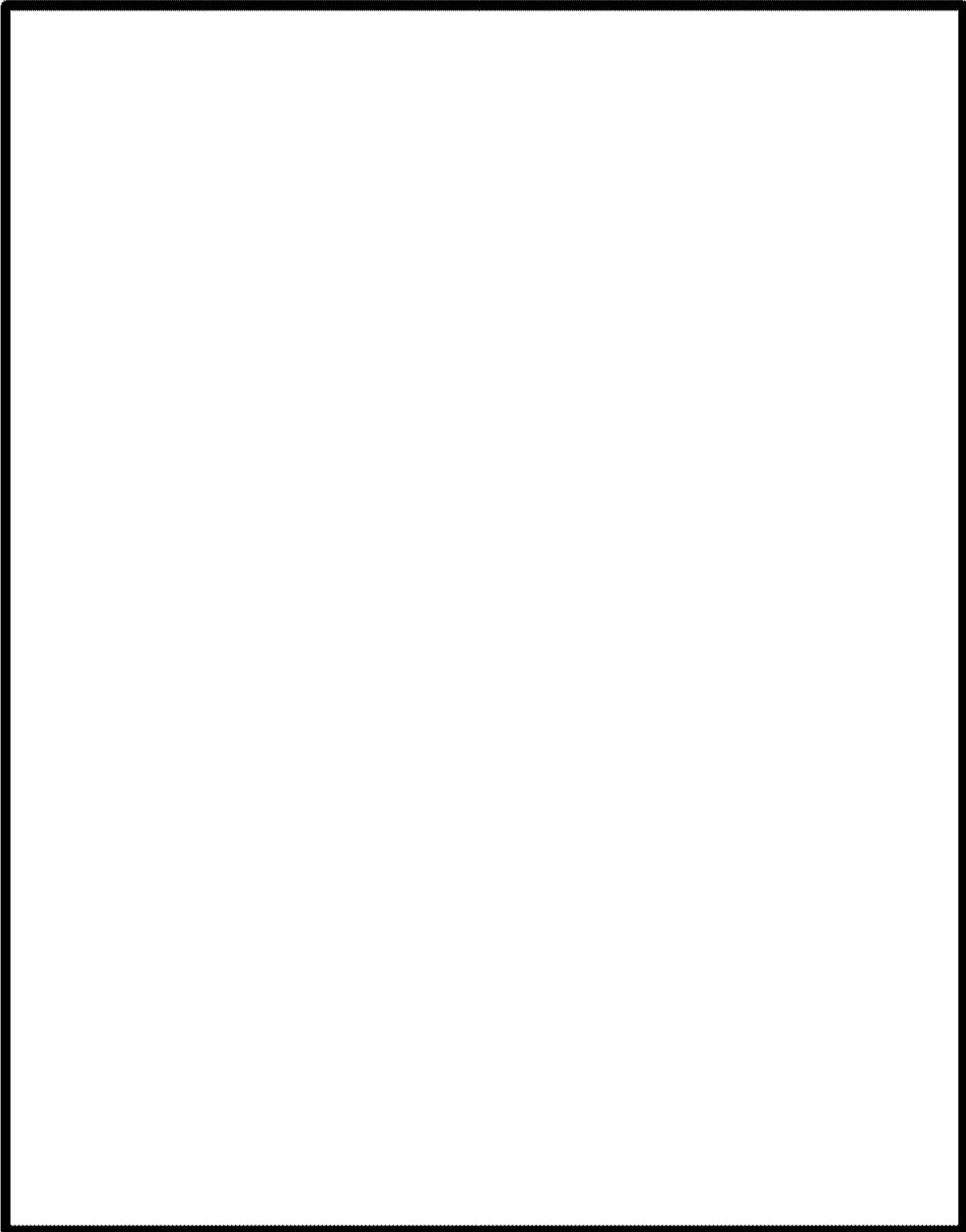
**Article 9 Taxes**



(b)(4)

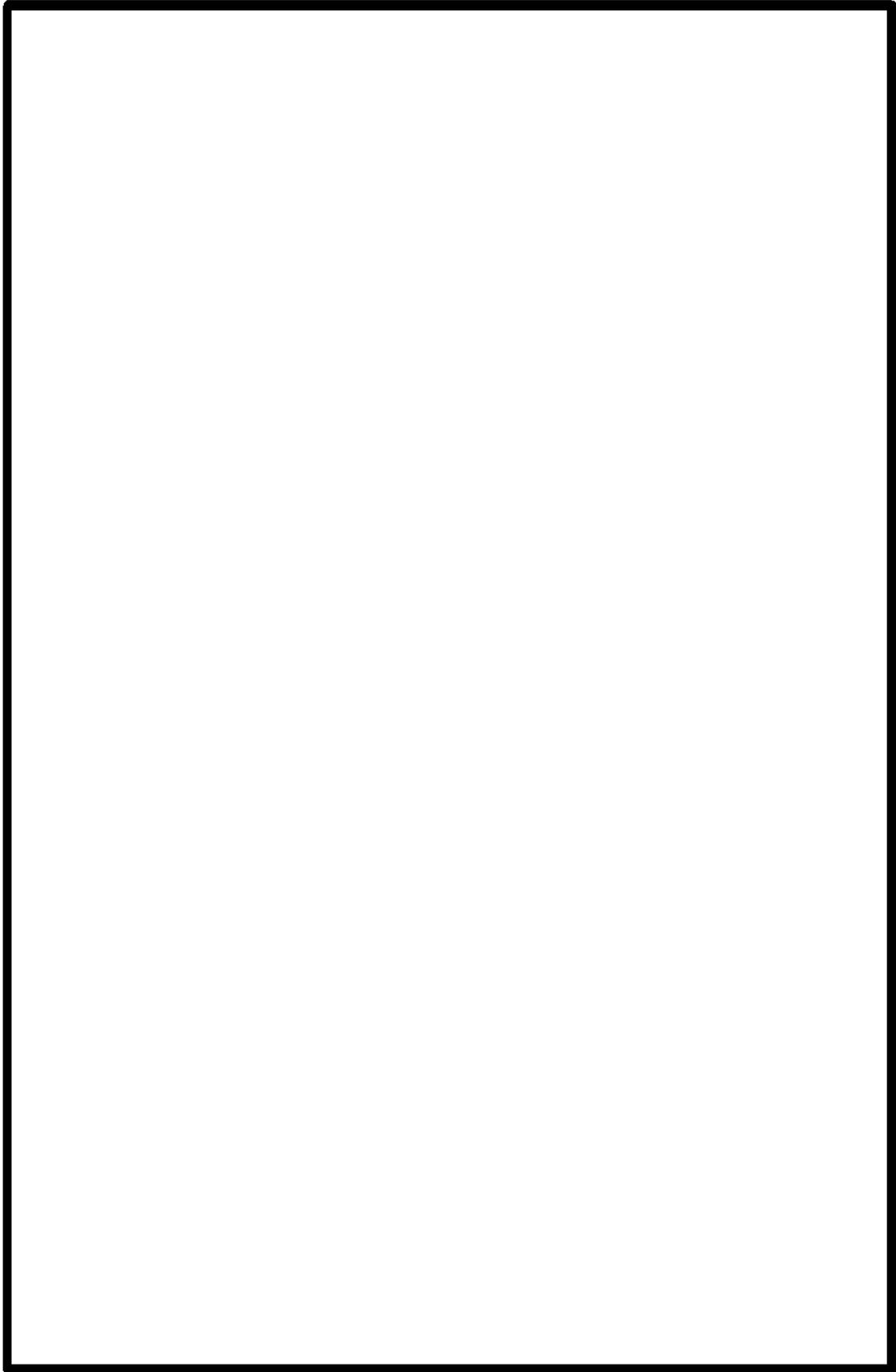
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Article 10 Disposition of Membership Interests

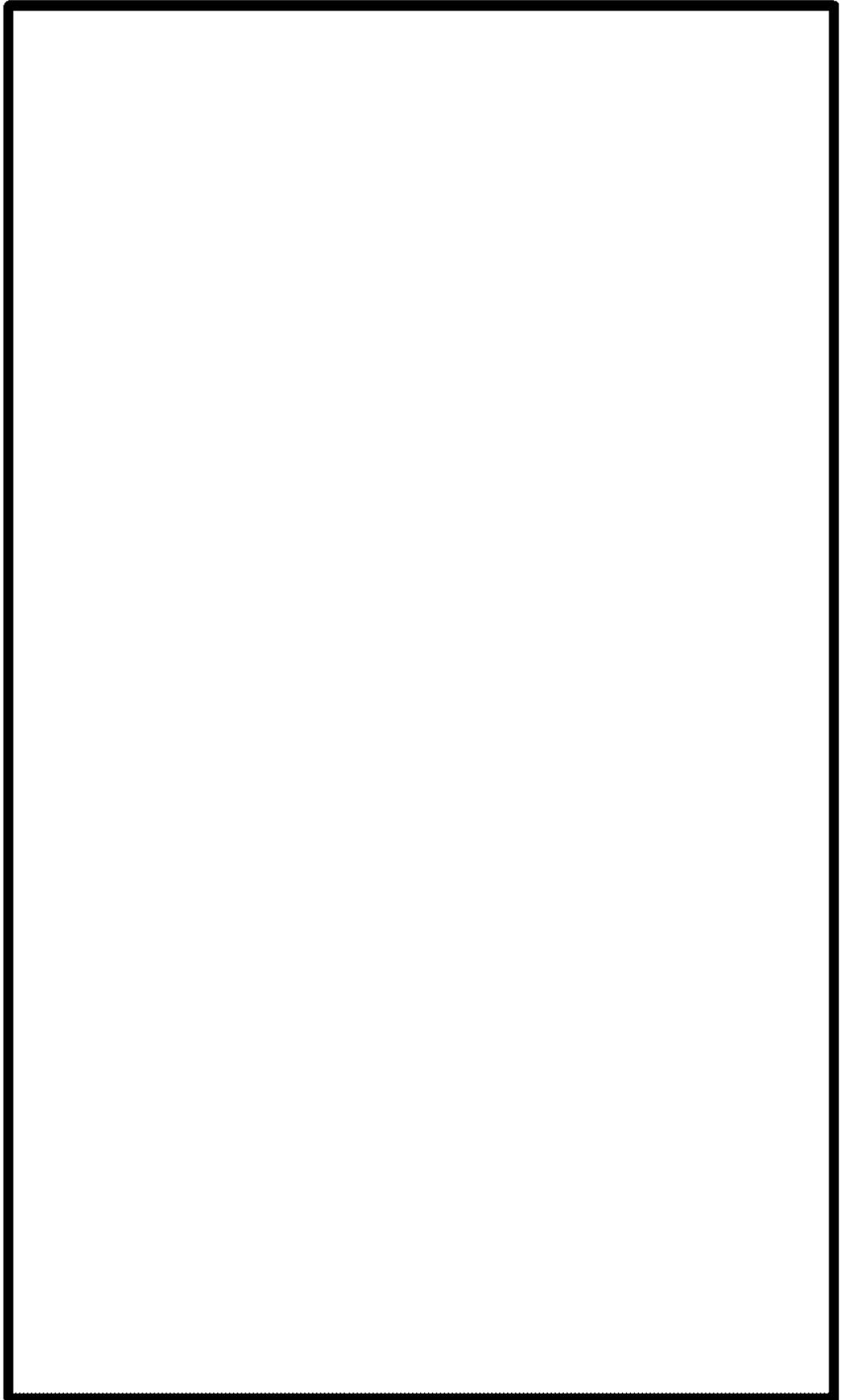


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**Article 11 Admission of Assignees and Additional Members**



**Article 12 Dissolution and Winding Up**



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**Article 13    Amendment**

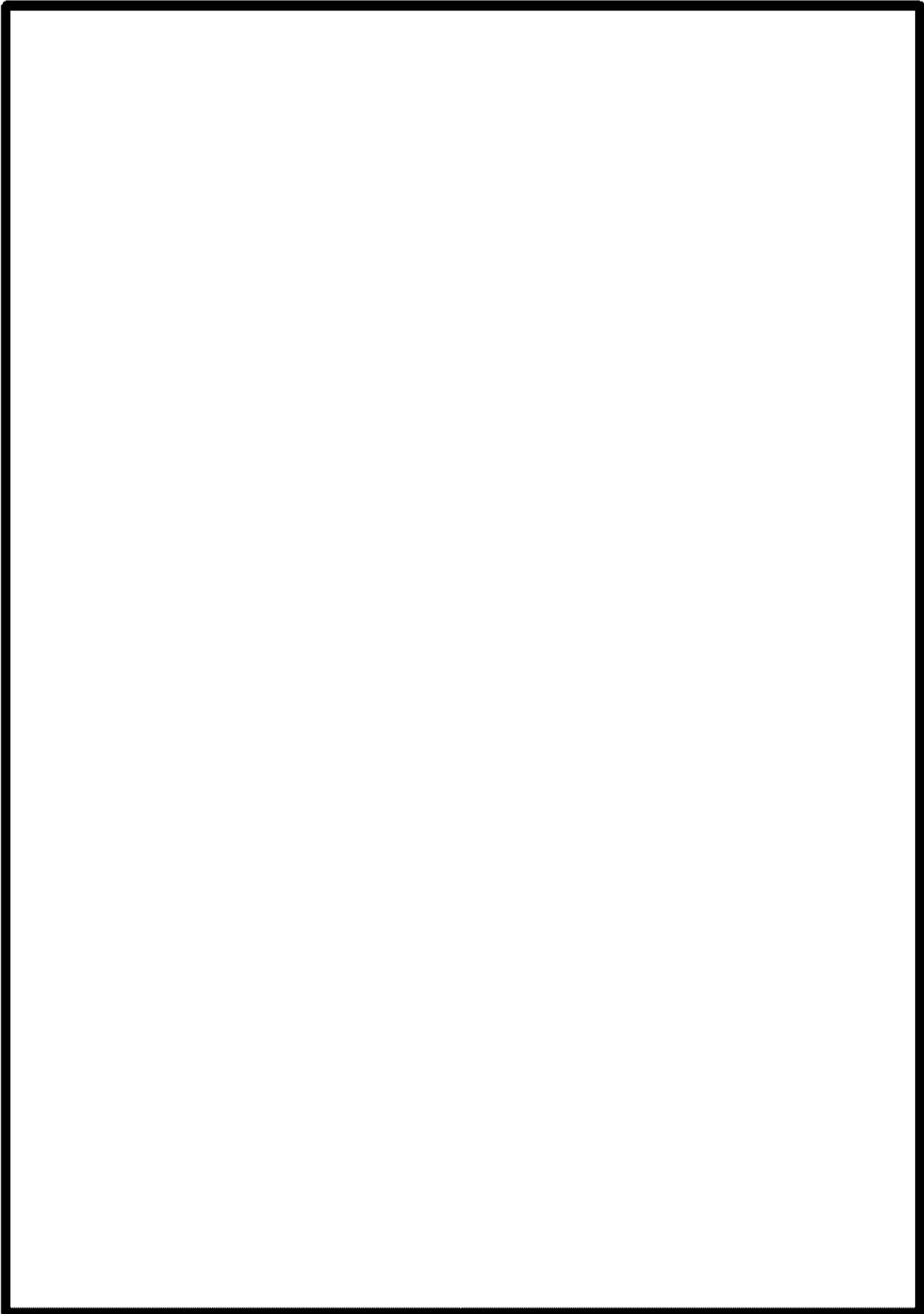


**Article 14    Miscellaneous Provisions**



(b)(4)

(b)(4)



(b)(4)



IN WITNESS WHEREOF, the undersigned have executed this Agreement as of the effective date.

By: \_\_\_\_\_  
Its \_\_member/manager\_\_

By: \_\_\_\_\_  
Its \_\_member/mamnager\_\_

SCHEDULE I-DEFINITIONS

1. **Act.** The Illinois Limited Liability Company Act, 805 ILCS 180/1-1 et. seq. of the Illinois Compiled Statutes and any successor statute, as amended from time to time.

2. **Additional Member.** A Member other than an Initial Member who has acquired a Membership Interest from the Company and who agrees to be bound by the terms and conditions of this Agreement and any other terms and conditions required for his admission as an Additional Member under Section 11.3.

3. **Affiliate.** Includes any entity or person over whom, directly or indirectly through any contract, arrangement, understanding or relationship, a Member or its shareholders, owners, managers or officers has or shares the power (i) to vote or direct the voting of, the shares, Membership Interest or other ownership interest or (ii) to dispose or direct the disposition of any such ownership interests. Also includes an immediate family member.

4. **Agreement.** This Agreement including all amendment adopted hereto as provided herein and in accordance with the Act.

5. **Articles.** The Articles of Organization of the Company as properly adopted and as amended from time to time by the Members and filed with the Secretary of State of Illinois.

6. **Assignee.** A transferee or beneficiary, donee or other recipient by operation of law of a Membership Interest permitted hereunder.



(b)(4)

10. **Code.** The Internal Revenue Code of 1986, as amended, and any successor statute, as amended from time to time.



(b)(4)



17. **Initial Capital Contribution.** The Capital Contribution agreed to be made by the Initial Members as described in Article 7.

18. **Initial Members.** Those persons identified on Exhibit A attached hereto and made a part hereof by this reference.

19. **Majority.** The affirmative vote or consent of Voting Member's Membership Interests ( Units ) described as a "Majority" in Article 5 hereof.

20. **Manager(s).** The Managers of the Company under Article 4.

(b)(4)





27. **Principal Office.** The principal office of the Company as described in Article 2.
28. **Profits and Losses.** For each Taxable Year of the Company an amount equal to the Company's taxable income or loss, respectively, for any period from all sources, determined in accordance with Section 703(a) of the Code, adjusted in the following manner: (a) the income of the Company that is exempt from Federal income tax and not otherwise taken into account in computing Profits and Losses pursuant to this definition shall be added to such taxable income or loss; and (b) any expenditures of the Company described in Section 705(a)(2)(B) or treated as described in that Section under the provisions of Treasury Reg. Section 1.704-1(b)(2)(iv)(i) and not otherwise taken into account in computing Profits and Losses pursuant to this definition shall be subtracted from such taxable income or loss.
29. **Project.** The transaction of any and all lawful business for which limited liability companies may be organized.
30. **Property.** Any property, real or personal, tangible or intangible, including money and any legal or equitable interest in such property but excluding services and promises to perform services in the future.
31. **Quarterly Financial Statements.** As defined in Section 4.15.
32. **Regulations.** Except where the context indicates otherwise, the permanent, temporary, proposed or proposed and temporary regulations of the Department of the Treasury under the Code as such regulations may be lawfully changed from time to time.
33. **Related Entity.** Includes an organization that directly or indirectly, through one or more intermediaries, controls or is controlled by or is under common control with the Company.
34. **Substitute Member.** An Assignee who has been admitted to all of the rights of membership pursuant to this Agreement.
35. **Taxable Year.** The taxable year of the Company as determined pursuant to Section 706 of the Code.
36. **Term.** The period of duration stated in the Company's Articles of Organization.
37. **Unit.** A single percentage of Membership Interest.

SCHEDULE II - MANAGERS

OFFICERS

President TBA

Vice President TBA

Secretary TBA

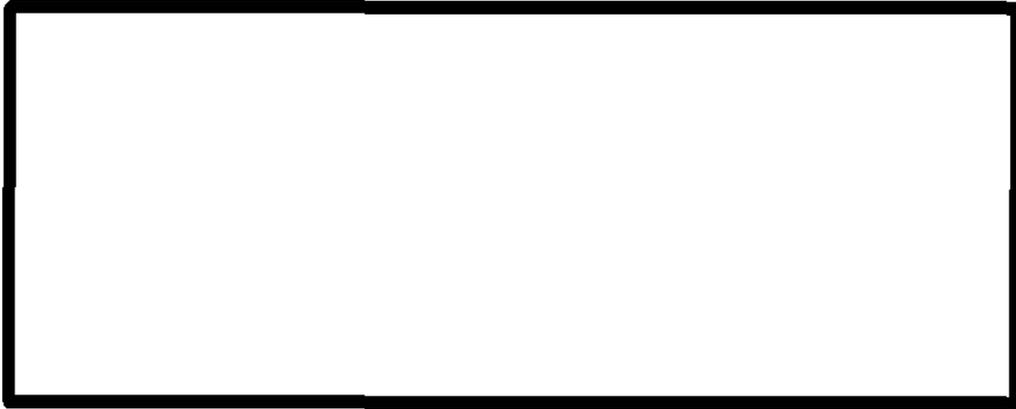
Treasurer TBA

EXHIBIT A

MEMBERS

(b)(4)

UNITS



**MANAGEMENT TEAM**

**SECTION 8**



### Keith Weinstein Biography

Keith Weinstein has been in the Real Estate Field since his first year at the University of Illinois in 1990. He dual majored in Economics and Finance with concentrations in Real Estate and Investments while following a Pre-Med curriculum. Keith graduated from University of Illinois in 1994. His education positioned him well for corporate banking and real estate finance. His work experience throughout college included being a leasing agent, managing a health club, assisting with research in plant and animal biotechnology, and being a development coordinator to a RiverWest development team in Chicago. This project included the responsibilities of development, property management, and compliance of over 600 historic rehabilitation and LIHTC enhanced units.

After graduation in 1994, Keith worked for Cullinan Properties for nearly five years before starting Greystone Realty Group. His responsibilities at Cullinan included Commercial Leasing and Brokerage and ended his tenure in Commercial Development. His projects included an industrial park, various office parks, various mixed use retail shopping centers, a mixed-use marina, a power center, and a regional lifestyle shopping center, and redevelopment of a CBD block into high-tech office, retail, and parking center. The total value of developments that Keith was involved was approximately \$200 million.

Since founding Greystone in 2000, Keith has continued to develop commercial properties. He specializes in acquiring distressed retail properties and repositioning them in the marketplace. Another niche that Keith focuses his attention is adaptive reuse of historic buildings in downtown marketplaces. He has built mixed-use projects in Illinois, Ohio, Iowa, and Nebraska. Keith has worked with numerous retailers on build-to-suit projects throughout the Midwest. Current projects include multi-family projects, hotels, mixed-use retail projects, senior housing, adaptive reuse of historic buildings, financing of complex projects, and winning multiple public entitlements to enable completion of projects. He served as a volunteer zoning commissioner for nearly five years, and serves or has served on various charitable committees and boards and continues to actively help in fundraising activities.

Keith has over 18 years real estate development and management experience applying time proven principles and ideas in the areas of leadership, client relations, marketing, financial management, communication, personnel development, team building and successful project completions. The current volume of commercial development throughout the Midwest for the 2013-2014 time period is estimated at approximately \$100- \$120 million.

## **Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400, Cedar Rapids, IA 52401

Ph. (319) 364-7444

Fax: (319) 364-7562

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### **Response to Request for Qualifications:**

#### **Executive Summary**

Aspect Architecture was created to serve our clients effectively. Refreshingly, we work for our clients. We design efficiently and strive to keep our clients in mind first. We pride ourselves on quality, sustainable design, and effective project management. Our function is to help our clients translate their needs into a physical structure. A successful building project satisfies our clients' functional and aesthetic needs while adhering to the budget and schedule limitations. We save our clients time and money on every step of the process.

Design is an evolutionary process - a collaboration between the architect and the buildings users and owners. Our staff is dedicated to providing superior client services. Whether you come from the private, public, or institutional sector you can count on Aspect's excellence in aesthetic and technical skills to design a building that not only meets but exceeds your expectations.

Aspect shall be the Lead Consultant on your projects. Aspect partners with Engineering firms on a regular basis for a multitude of different types of projects. The Engineering firm that is chosen in each instance, is chosen because of the expertise and experience they bring to the project. It is our desire to remain flexible so that the appropriate team can be assembled for each project. With that in mind we have attached company info for two engineering firms which we would be glad to partner with on your projects. These companies are; West Plains Engineering, and Ulteig. Each of these companies bring their own specific areas of experience and expertise. Having the ability to partner with any of these companies as the project requires, allows us to select the right firm or engineer for the job which not only brings cost savings to the project but also makes the project run more smoothly and efficiently.

**BACKGROUND**

**AND**

**EXPERIENCE**

**Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444

Fax: (319) 364-7562

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**Response to Request for Qualifications:**

**Background & Experience**

Aspect works on projects ranging from \$5,000 renovations to \$32 million developments. We are capable of many project types and have extensive experience in renovation, adaptive re-use, and new construction. We have a very personal experience with the damages of the flood through the gutting and drying of 10 buildings in downtown Cedar Rapids.

## **Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444

Fax: (319) 364-7562

### **ARCHITECTURAL PROJECT EXPERIENCE**

- Dysart Parks and Rec. Comfort Station, Dysart, Iowa
- Paramount Office Building Renovations, Cedar Rapids, Iowa
- Linn-Mar Schools Owner's Representative, Marion, Iowa
- Solon Schools Local Architect, Solon, Iowa
- New Covenant Bible Owner's Representative, Robins, Iowa
- Conveyor Eng., Cedar Rapids, Iowa
- Cedar Rapids Heart, Hiawatha, Iowa
- Fox Lake Dry Dock, Fox Lake, Illinois
- Holiday Inn Express, Fox Lake, Illinois
- In-Play Banquet Facility, Fox Lake, Illinois
- River Glen Retail, West Des Moines, Iowa
- River Glen Office Building, West Des Moines, Iowa
- City of Cedar Rapids First Ave. Police Sub Station, Cedar Rapids, Iowa
- Town Center Promenade, Deer Park, Illinois
- Edgewood Retail, Cedar Rapids, Iowa
- Blairsferry Retail, Cedar Rapids, Iowa
- Marketplace on First Retail Center, Cedar Rapids, Iowa
- Harvard Assisted Living, Harvard, Illinois
- Linn County Correctional Facility Flood Rebuild, Cedar Rapids, Iowa
- Ultimate Retail, Building Addition and Remodel, Cedar Rapids, Iowa
- Jefferson Assisted Living, Jefferson, Iowa
- St. Lukes Family Medicine and Urgent Care Remodel, Cedar Rapids, Iowa
- St. Lukes Child Protection, Hiawatha, Iowa
- St. Lukes Children's and Family Clinic, Hiawatha, Iowa
- Kloh Investments Tenant Build-Out, Des Moines, Iowa
- Linn-Mar Oak Ridge Middle School Remodel, Marion Iowa
- Brosh Chapel, Cedar Rapids, Iowa
- Bochner Chocolates Retail Store - Tenant Build-Out, Iowa City, Iowa
- Bochner Chocolates Manufacturing Facility Renovation, Iowa City, Iowa
- Slumberland Tenant Build-Out, Iowa City, Iowa
- Noel Levitz Office, Coralville, Iowa
- Midwest Dental Arts, Cedar Rapids, Iowa
- VA Clinic, Cedar Rapids, Iowa
- Oyama Sushi Restaurant, Cedar Rapids, Iowa
- Health Enterprises Tenant Build Out, Cedar Rapids, Iowa
- Plano Assisted Living, Plano, Illinois
- City of Cedar Rapids Animal Control Temporary Location, Cedar Rapids, Iowa
- Westcor Maintenance, Coralville, Iowa
- Linn County Sheriff Flood Rebuild, Cedar Rapids, Iowa
- NCS Pearson Warehouse Addition, Cedar Rapids, Iowa
- Reutzel Pharmacy, Cedar Rapids, Iowa

**Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

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## ARCHITECTURAL PROJECT EXPERIENCE

### While working at other Firms

- Tuma Park Soccer Pavilion Facility, Cedar Rapids, Iowa
- Carlton Tower; Czech and Slovak Museum and Library; Cedar Rapids, Iowa
- Construction Materials, Inc; Cedar Rapids, Iowa
- Skyworks Systems, Cedar Rapids, Iowa
- HACAP Head Start, Cedar Rapids, Iowa
- Hawkeye Electric - Office & Shop, Cedar Rapids, Iowa
- Highway Equipment Company, Cedar Rapids, Iowa
- The History Center, Cedar Rapids, Iowa
- Iowa Scaffold, Cedar Rapids, Iowa
- Linn County Corrections Facility, Cedar Rapids, Iowa
- Local 125 Union Hall; Cedar Rapids, Iowa
- Marion City Hall, Marion, Iowa
- Milestones Adult Day Health Center, Cedar Rapids, Iowa
- Office of Linn County Sheriff, Cedar Rapids, Iowa
- Paramount Theatre Renovation and Addition, Cedar Rapids, Iowa
- Lynch Ford Expansion, Mount Vernon, Iowa
- Wheatland Retail Center, Wheatland, Iowa
- Marion Public library, Marion, Iowa
- NCS Pearson Warehouse, Cedar Rapids, Iowa
- Wilder Office Building, Cedar Rapids, Iowa
- Osada Housing Project, Cedar Rapids, Iowa
- PS Air, Cedar Rapids, Iowa
- Cardiologists, P.C.; Cedar Rapids, Iowa
- Bettendorf Public Library, Bettendorf, Iowa
- Cedar Memorial Funeral Home, Cedar Rapids, Iowa

## RESUMES

**Stephen L. Emerson, A.I.A. Aspect architecture : design**

*Architect*

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

**INTRODUCTION**

Steve is a Project Architect for Aspect Architecture & Design. Steve has demonstrated exceptional skill and commitment in the area of project management. His dedicated approach to producing a quality set of bid documents and meeting aggressive timelines has earned him the respect of many clients. Steve's attention to detail and conscientious follow-through translates into a smooth running project.

**EDUCATION**

Bachelor of Architecture, Iowa State University, 1993  
Masters of Business Administration, University of Iowa, 1997

**WORK EXPERIENCE****Brown Hooley Stone & Sauer****1993 - 2001**

Steve joined BHSS in 1993. He started his career as an intern architect and received his state registration in 1997. He advanced to a partner at BHSS in 1998. In 2001, BHSS merged with Howard R. Green Company.

**Howard R. Green Company****2001 - 2005**

Steve worked as the Architectural Team Leader from 2001 to 2005. During his time at HRG he worked extensively on municipal and developer projects managing all disciplines of projects.

**Aspect architecture : design****2005 - Present**

Steve started his own architecture firm in August of 2005. He is devoting his design efforts into adapting re-use and design for private development. His streamlined project delivery aids in providing comprehensive development success through aggressive timelines and concise construction documents.

**REGISTRATION/LICENSE**

Registered Architect, Iowa, 1997  
Registered Architect, Illinois, 2001  
Registered Architect, Minnesota, 2001  
Registered Architect, South Dakota, 2001

**PROFESSIONAL AFFILIATIONS**

American Institute of Architects  
Cedar Rapids Downtown Design Review Board  
Linn County Building Board of Appeals  
Linn-Mar Curriculum Advisory Board  
State of Iowa Historic Preservation Alliance  
Cedar Rapids SSMID Commission

## **Todd M. Dodd**

*Project Manager*

## **Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444

email: tdodd@aspectinc.net

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### **INTRODUCTION**

Todd is a Project Manager for Aspect Architecture & Design. Todd has demonstrated exceptional skill and commitment in the area of project management. His dedicated approach to producing a quality set of bid documents and meeting aggressive timelines has earned him the respect of many clients. Todd's attention to detail and conscientious follow-through translates into a smooth running project.

### **EDUCATION**

Associate of Applied Arts and Science, Hawkeye  
Community College, 1998

### **WORK EXPERIENCE**

#### **Ahmann Design**

**1998 - 1999**

Todd joined Ahmann Design in 1998. He started his career as a CADD Technician doing residential drafting. He focused on expanding his drafting skills and learning basic design principals.

#### **Brown Healey Stone & Sauer**

**1999 - 2001**

Todd joined BHSS in 1999. He started his career as a CADD Technician. He honed his computer drafting and design skills through out his time at BHSS. In 2001, BHSS merged with Howard R. Green Company.

#### **Howard R. Green Company**

**2001 - 2006**

Todd worked as the CADD Technician, and Project Manager from 2001 to 2006. During his time at HRG he worked extensively on municipal and developer projects managing all disciplines of projects.

#### **Aspect architecture : design**

**2006 - Present**

Todd joined Aspect Architecture in 2006. He is devoting his design efforts into adaptive re-use and design for private development. His streamlined project delivery aids in providing comprehensive development success through aggressive timelines and concise construction documents.

## **Jennifer A. Pfab**

*Project Manager*

## **Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444

email: jpfab@aspectinc.net

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### **INTRODUCTION**

Jennifer is a Project Manager for Aspect Architecture & Design. Jennifer has demonstrated exceptional skill and commitment in the area of project management. Her dedicated approach to producing a quality set of bid documents and meeting aggressive timelines has earned her the respect of many clients. Jennifer's attention to detail and conscientious follow-through translates into a smooth running project.

### **EDUCATION**

Associate of Applied Arts and Science, Hawkeye Community College, 2000

### **WORK EXPERIENCE**

#### **Brown Healey Stone & Sawyer**

**2000 - 2001**

Jennifer joined BHSS in 2000. She started her career as a CADD Technician doing commercial drafting. She developed her computer drafting and design skills throughout her time at BHSS. In 2001, BHSS merged with Howard R. Green Company.

#### **Howard R. Green Company**

**2001 - 2006**

Jennifer worked as the CADD Technician from 2001 to 2006. During her time at HRG she worked extensively on municipal and commercial developer projects managing all disciplines of projects.

#### **Aspect architecture : design**

**2006 - Present**

Jennifer joined Aspect Architecture in 2006. She is devoting her design efforts into adaptive re-use and design for private development. Her streamlined project delivery aids in providing project success through aggressive timelines and precise construction documents.

## **Tala Chalyavong**

*Project Designer/Interior Designer*

## **Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444 email: tchalyavong@aspectinc.net

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### **INTRODUCTION**

Tala is a Project Designer/Interior Designer for Aspect Architecture & Design. Tala has demonstrated exceptional skill and commitment in the area of Interior Design. She strives to contribute thoughtful, functional, and creative interiors. Her dedicated approach to producing inspiring solutions has earned her great respect.

### **REGISTRATION/LICENSE**

Preparing for  
National Council for  
Interior Design Qualification (NCIDQ)  
Leed AP

### **PROFESSIONAL AFFILIATIONS**

International Interior Design Association  
(IIDA)  
2006-2008

### **EDUCATION**

Bachelor of Science in Interior Design  
Middle Tennessee State University, 2007

### **WORK EXPERIENCE**

#### **Freelance Design**

**Fall 2008**

Tala started her career as an interior designer in freelance work in Nashville, TN and southern California. She assisted clients with conceptual drawings. She created styles of design and incorporated harmonious color combinations.

#### **Infrastructure**

**Fall 2008**

Tala worked as an intern interior designer in the fall of 2008. She assisted as a junior designer with GM projects. She met intense deadlines with furnishings, finishes, researches, and legal project binders.

#### **Price Harrison Architect and Associates PLLC**

**2007 - 2008**

Tala worked directly with architect Price Harrison who has more than ten years of experience working as a project architect in New York City. Tala assisted Mr. Harrison with some of his high end residential projects in Nashville.

#### **Aspect architecture: design**

**October 2008-Present**

Tala joined Aspect Architecture & Design in October of 2008. Tala is Aspect Architecture & Design's interior designer and Leed Accredited Professional. She is working towards her NCIDQ Certification. She is devoting her design efforts into adapting re-use and design for private development. Her streamlined project delivery aids in providing comprehensive development success through aggressive timelines and concise construction documents. She brings Aspect Architecture & Design thoughtful, functional, and inspiring solutions.

## **Jason A. Schnelder**

*Job Captain*

## **Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444 email: jschnelder@aspectinc.net

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### **INTRODUCTION**

Jason is a Job Captain for Aspect Architecture & Design. Jason has demonstrated exceptional skill and commitment in the area of architectural detailing and design. His dedicated approach to producing a quality set of bid documents and meeting aggressive timelines has earned him the respect of many clients. Jason's attention to detail and conscientious follow-through translates into a smooth running project and an excellent set of construction documents.

### **EDUCATION**

Associate of Applied Science Degree,  
Kirkwood Community College, 2007

### **WORK EXPERIENCE**

#### **Aspect architecture : design**

**January 2007 - Present**

Jason joined Aspect Architecture in 2007. He is devoting his design efforts into adapting re-use and design for private development. His streamlined project delivery aids in providing comprehensive development success through aggressive timelines and concise construction documents.

## **Tyler Thorp**

*Job Captain*

## **Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444

email:ttthorp@aspectinc.net

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### **INTRODUCTION**

Tyler is a Job Captain for Aspect Architecture & Design. Tyler has demonstrated exceptional skill and commitment in the area of architectural detailing and design. His dedicated approach to producing a quality set of bid documents and meeting aggressive timelines has earned him the respect of many clients. Tyler's attention to detail and conscientious follow-through translates into a smooth running project and an excellent set of construction documents.

### **EDUCATION**

Associate of Applied Science Degree Kirkwood  
Community College Cedar Rapids, Iowa 2008

### **WORK EXPERIENCE**

#### **Aspect architecture : design**

**January 2008 - June 2008**

Tyler joined Aspect Architecture in 2008 as an intern. He worked part time at Aspect while also continuing his education at Kirkwood.

#### **Aspect architecture : design**

**June 2008 - Present**

Tyler joined Aspect Architecture in June 2008 as a Full Time Employee. He is devoting his design efforts into adapting re-use and design for private development. His streamlined project delivery aids in providing comprehensive development success through aggressive timelines and concise construction documents.

## **Kristine L. Cannon**

*CADD Technician*

## **Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444 email: kcannon@aspectinc.net

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### **INTRODUCTION**

Kristine is a Part Time CAD Technician for Aspect Architecture & Design. When not working Kristine continues in her education working toward her Engineering degree. Kristine has demonstrated exceptional skill and commitment in the area of architectural design and detailing. Her dedicated approach to understanding the client's needs and producing attractive, efficient designs and meeting aggressive timelines has earned her the respect of many clients. Kristine's attention to detail and conscientious follow-through translates into a well thought out design, and a smooth running project.

### **EDUCATION**

Associate of Applied Science Degree Kirkwood  
Community College Cedar Rapids, Iowa 2008

Currently Attending Engineering Program at the  
University of Iowa

### **WORK EXPERIENCE**

#### **Aspect architecture : design**

**December 2006 - Present**

Kristine joined Aspect Architecture in 2006 as an intern. She is working part time at Aspect while also continuing her education at the University of Iowa.

**FEE**  
**SCHEDULE**

**Aspect architecture : design**

221 2<sup>nd</sup> Ave. SE, ste. 400; Cedar Rapids, IA 52401

Ph. (319) 364-7444

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**Response to Request for Qualifications:**

**Aspect Fee Approach/Schedule**

We would be willing to work under whatever fee structure you would prefer. Our preference is to identify the scope of each project and determine a fixed fee. This could be based on a percentage of the anticipated project budget or it could be set through an anticipation of hours.

Our preference is to determine a fair fee, remain affordable for the city and not spend any additional effort in looking for ways to increase that fee. We typically do not track hours for projects and do not spend time evaluating profitability. We would rather work on your projects.

Hourly Rates:

Architect: \$125

Project manager: \$85

Interior Design: \$75

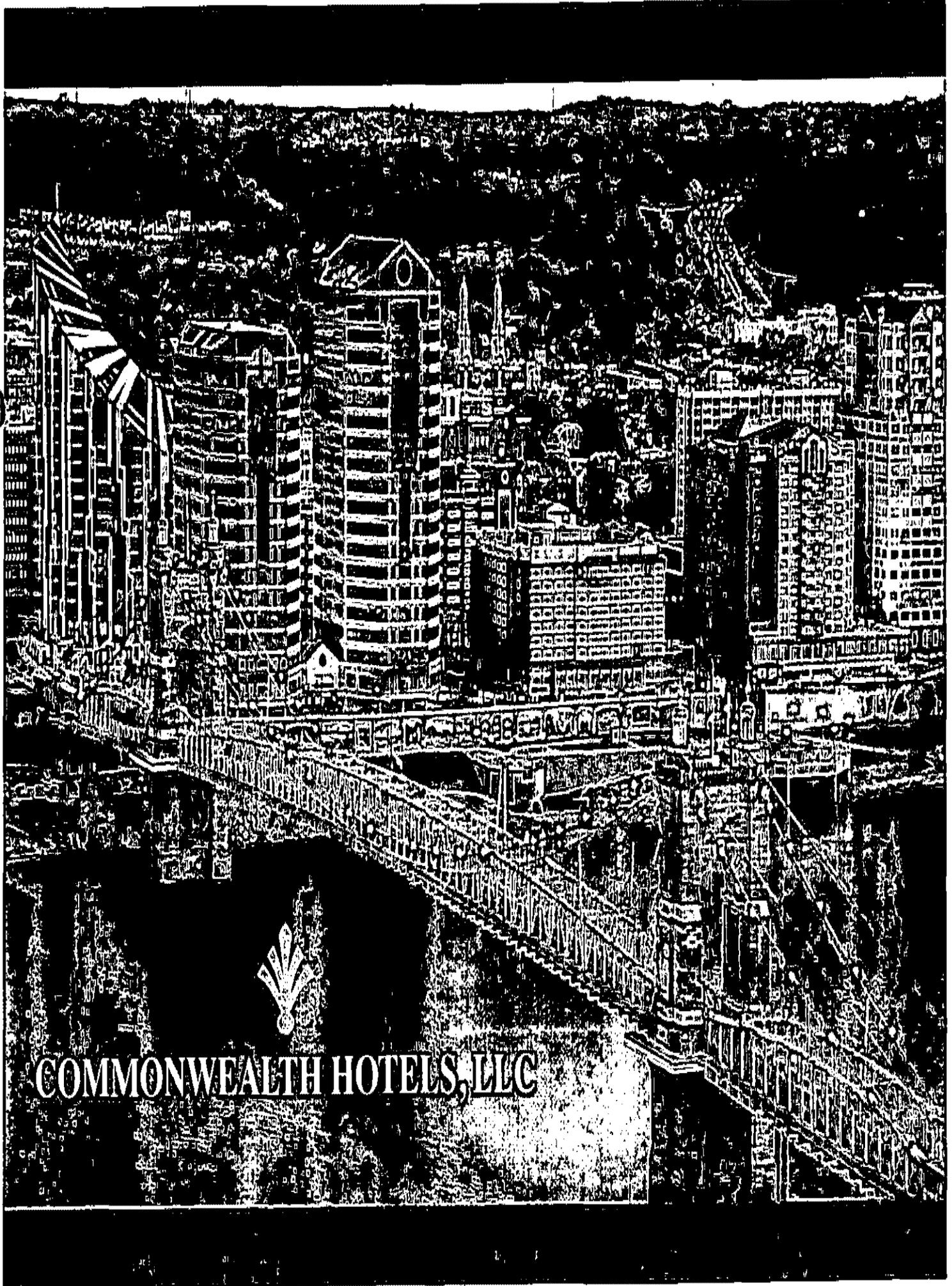
Job Captain: \$70

CADD Technician: \$65

Expenses:

Expenses are included in the hourly rates stated above.

We strongly believe you will find our experience and qualifications attractive. Aspect *architecture:design* is dedicated to providing excellent design services for competitive and fair compensation. We are very excited to assist you with this work.



COMMONWEALTH HOTELS, LLC



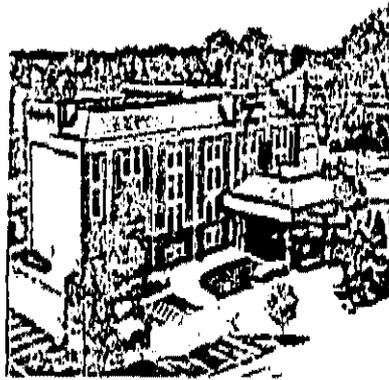
# COMMONWEALTH HOTELS, LLC



# Commonwealth Hotels History



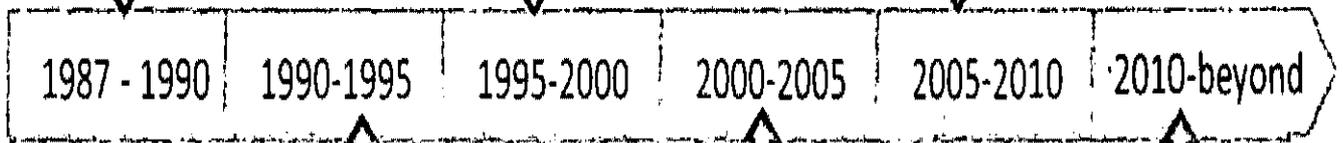
Commonwealth opens the "field of dreams" Hilton at the Cincinnati Airport in 1987



Hampton Inn Louisville Airport is first third party managed hotel opens in 1995



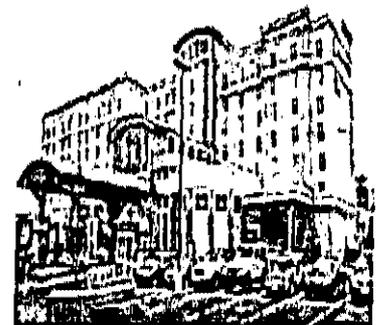
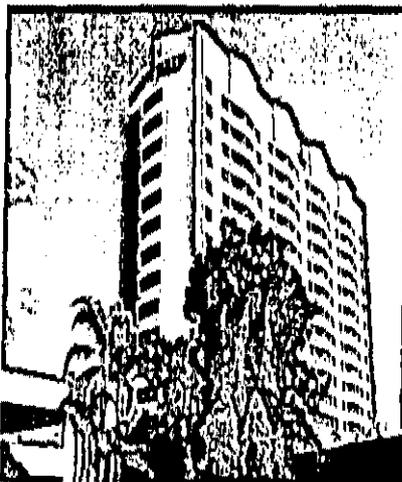
Eagle REIT sold in 2007. Capital reinvested to develop 15 hotels by 2010



Embassy Suites Tampa Westshore is first hotel outside of Cincinnati

Eagle Hospitality Properties Trust is launched on the NYSE in 2004

First Atriumless Embassy Suites Kennesaw added to portfolio in 2011



# Hotel Experience



We have a wealth of experience, which has included the following hotels:

## Select Service Hotels

*aloft Phoenix, AZ*

*Cambria Suites Indianapolis, IN*

*Candlewood Suites Indianapolis, IN*

*Courtyard Vallejo Napa Valley, CA*

*Courtyard Cincinnati Airport, Erlanger, KY*

*Fairfield Inn Tampa, FL*

*Hampton Inn Rahner Park, CA*

*Hampton Inn Panama City Beach, FL*

*Hampton Inn Louisville North, Clarksville, IN*

*Hampton Inn Cincinnati Riverfront, Covington, KY*

*Hampton Inn Cincinnati Airport, Florence, KY*

*Hampton Inn Louisville Airport, Louisville, KY*

*Hampton Inn & Suites Tucson, AZ*

*Hampton Inn & Suites Ridgeway, CO*

*Hampton Inn & Suites Minor, ND*

*Hilton Garden Inn Panama City, FL*

*Hilton Garden Inn Riverview, FL*

*Hilton Garden Inn Gulfport, MS*

*Hilton Garden Inn Reno, NV*

*Hilton Garden Inn Wisconsin Dells, WI*

*Homewood Suites Lexington, KY*

*Hyatt House Denver, CO*

*Hyatt House Warrenville, IL*

*Hyatt Place Warrenville, IL*

*Hyatt Place Lexington, KY*

*Hyatt Place Salt Lake City, UT*

*Residence Inn Cincinnati Airport, Erlanger, KY*

*Residence Inn Louisville Airport, Louisville, KY*

*Residence Inn O'Fallon, MO*

*Residence Inn Gulfport, MS*

*SpringHill Suites Aurora, CO*

*SpringHill Suites Windsor Locks, CT*

*SpringHill Suites Louisville Airport, Louisville, KY*

*SpringHill Suites Midtown Downtown, Cincinnati, OH*

*Under Construction*

*Hyatt Place Portland, ME*

## Full Service Hotels

*Embassy Suites Phoenix, AZ*

*Embassy Suites Denver, CO*

*Embassy Suites Tampa, FL*

*Embassy Suites Kennesaw, GA*

*Embassy Suites Covington, KY*

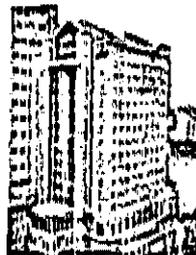
*Embassy Suites Cleveland, OH*

*Embassy Suites Dublin, OH*

*Hilton CVG Airport, Florence, KY*

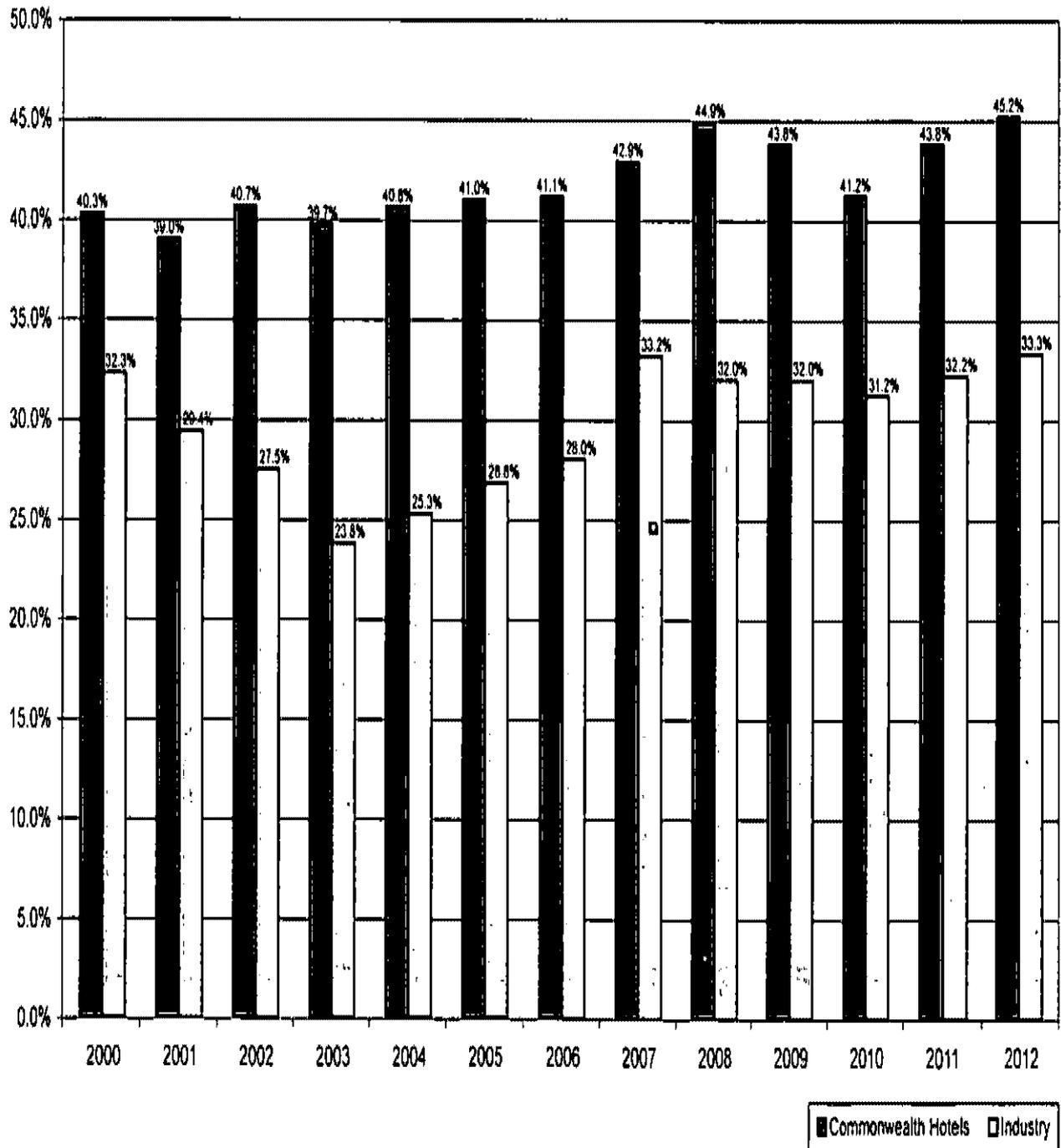
*Marriott Burr Ridge, IL*

*Marriott Covington, KY*



# Commonwealth GOP Performance vs. Industry

Source: PKF Trends 2012 Edition



# Comparison Analysis 2012

	All Suite Hotel			Full Service Hotel			Select Service Hotel			Extended Stay Hotel			Select Service Hotel with F&B		
Number of Rooms	192			321			132			112			132		
Rooms Available	70,272			117,165			48,190			40,992			48,190		
Rooms Occupied	49,779			84,261			32,531			31,294			32,531		
Occupancy %	70.84%			71.92%			67.51%			76.34%			67.51%		
Average Daily Rate	\$120.30			\$149.25			\$116.92			\$110.74			\$107.73		
REV PAR	\$ 85.22			\$107.34			\$ 78.93			\$ 84.54			\$ 72.72		
	POR	Actual	%	POR	Actual	%	POR	Actual	%	POR	Actual	%	POR	Actual	%
<b>DEPARTMENTAL REVENUE</b>															
Rooms	\$120.30	\$5,988,242	91.6%	\$149.25	\$12,575,924	72.0%	\$116.92	\$3,803,407	95.1%	\$110.74	\$3,465,472	97.7%	\$107.73	\$3,504,417	88.6%
Food & Beverage	\$ 7.34	365,495	5.6%	\$ 47.89	4,035,417	23.1%	\$ 1.57	51,171	1.3%	\$ -	-	0.0%	\$ 12.30	399,997	10.1%
Telephone	\$ 1.79	88,964	1.4%	\$ 0.92	77,879	0.4%	\$ 0.05	1,649	0.0%	\$ 0.15	4,557	0.1%	\$ 0.03	923	0.0%
Miscellaneous Revenue	\$ 1.95	97,074	1.5%	\$ 9.15	771,358	4.4%	\$ 4.40	143,068	3.6%	\$ 2.46	77,016	2.2%	\$ 1.49	48,608	1.2%
Net Departmental Revenue	\$131.38	6,539,775	100.0%	\$207.22	17,460,578	100.0%	\$122.94	3,999,294	100.0%	\$113.34	3,547,044	100.0%	\$121.54	3,953,945	100.0%
<b>DEPARTMENTAL EXPENSES</b>															
Rooms	\$ 29.73	1,479,812	24.7%	\$ 31.34	2,640,683	21.0%	\$ 27.97	909,937	23.9%	\$ 24.43	764,508	22.1%	\$ 23.34	759,298	21.7%
Food & Beverage	\$ 0.04	2,238	0.6%	\$ 38.48	2,566,836	63.6%	\$ 1.12	36,297	0.0%	\$ -	-	0.0%	\$ 9.69	315,239	0.0%
Telephone	\$ 0.85	42,521	47.8%	\$ 0.71	60,025	77.1%	\$ 1.07	34,917	2117.0%	\$ 1.21	37,970	833.3%	\$ 1.39	45,197	4896.7%
Miscellaneous Expense	\$ 0.40	19,733	20.3%	\$ 4.86	409,510	53.1%	\$ 1.68	54,771	38.3%	\$ 0.85	26,559	34.5%	\$ 0.77	25,211	51.9%
Total Departmental Expenses	\$ 31.02	1,544,304	23.6%	\$ 67.37	5,677,054	32.5%	\$ 31.84	1,035,922	25.9%	\$ 26.49	829,036	23.4%	\$ 35.20	1,144,945	29.0%
<b>HOUSE EXPENSES</b>															
Energy	\$ 4.58	227,961	3.5%	\$ 7.33	617,595	3.5%	\$ 3.89	126,477	3.2%	\$ 3.98	124,464	3.5%	\$ 4.91	159,714	4.0%
Marketing	\$ 10.52	523,731	8.0%	\$ 11.22	945,011	5.4%	\$ 7.24	235,447	5.9%	\$ 7.04	220,330	6.2%	\$ 9.95	323,610	8.2%
Maintenance	\$ 4.16	206,858	3.2%	\$ 5.70	480,031	2.7%	\$ 3.04	99,046	2.5%	\$ 4.02	125,921	3.6%	\$ 3.90	126,735	3.2%
Franchise Fees	\$ 4.16	207,154	3.2%	\$ 10.39	875,724	5.0%	\$ 5.20	169,069	4.2%	\$ 5.55	173,634	4.9%	\$ 5.43	176,788	4.5%
Administrative & General	\$ 6.93	345,173	5.3%	\$ 13.38	1,127,566	6.5%	\$ 9.45	307,374	7.7%	\$ 8.12	254,215	7.2%	\$ 8.01	260,426	6.6%
Total House Expenses	\$ 30.35	1,510,877	23.1%	\$ 48.02	4,045,927	23.2%	\$ 28.82	937,412	23.4%	\$ 28.71	898,564	25.3%	\$ 32.19	1,047,275	26.5%
<b>GROSS OPERATING PROFIT</b>															
	\$ 70.00	3,484,594	53.2%	\$ 91.83	7,737,597	44.3%	\$ 62.28	2,025,961	50.7%	\$ 58.14	1,819,444	51.3%	\$ 54.16	1,761,225	44.6%

# Our Services

- Hands-on Operation Oversight
- Development and Execution of Sales & Marketing Strategies
- Financial Analysis
- IT Support
- Technical Services
- Purchasing Services
- Project Management
- Furniture, Fixtures, and Equipment Purchasing and Installation
- Preventative Maintenance Programs
- Centralized Accounting
- Strong Financial Controls
- Payroll Administration
- Proprietary Labor Productivity Program
- Sarbanes Oxley Compliance
- Internal Audit
- Corporate and Field Sales Support
- Proprietary Sales Training Programs
- E-Commerce Initiatives
- Revenue/Yield Management
- High Quality Food & Beverage Operations
- National Account Purchasing Program
- Human Resources Department
- Competitive Insurance and Benefit Programs
- Benefits Administration
- Payroll Services
- Associate Training and Incentive Programs

# Key Professionals

Name	Title
William P. Butler	<i>Chairman</i>
Daniel T. Fay	<i>President</i>
Gordon L. Snyder	<i>Vice President</i>
Paul Stanton	<i>Vice President/Controller</i>
Brian Fry	<i>Vice President Business Development</i>
Patrick Boylson	<i>Area Director of Operations</i>
Dennis Parker	<i>Area Director of Operations</i>
Monica Pitt	<i>Area Director of Operations</i>
Jennifer Schneider	<i>Field Director of Sales &amp; Marketing</i>
Donna Lominac	<i>Field Director of Sales &amp; Marketing</i>
Lisa Litke	<i>Director of Purchasing</i>
Kim Jennings	<i>Field Director of Human Resources</i>
Mark Stuerenberg	<i>Field Director of Engineering</i>
Kelsey Yerger	<i>Culinary</i>

Great Results Start Here.



COMMONWEALTH HOTELS, LLC

[www.commonwealthhotels.com](http://www.commonwealthhotels.com) 100 E. RiverCenter Boulevard, Suite 1050, Covington, KY 41011 859-392-2240

Feasibility Study

TAB 6b



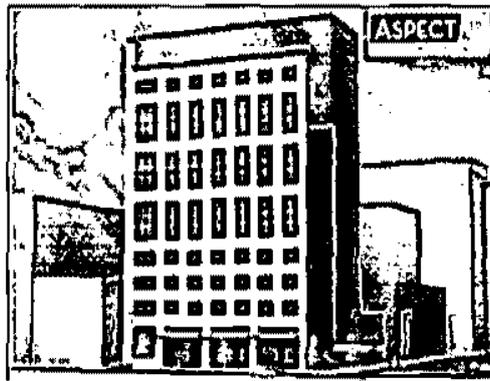
HOTEL & LEISURE ADVISORS

---

**MARKET FEASIBILITY & FINANCIAL ANALYSIS STUDY  
FOR THE**

**PROPOSED**   


(b)(4)



Date of Report:

February 7, 2014

FOR

Mr. Keith Weinstein  
President  
Greystone Realty Group, Inc.  
119 Southwest Adams Street  
Peoria, IL 61602

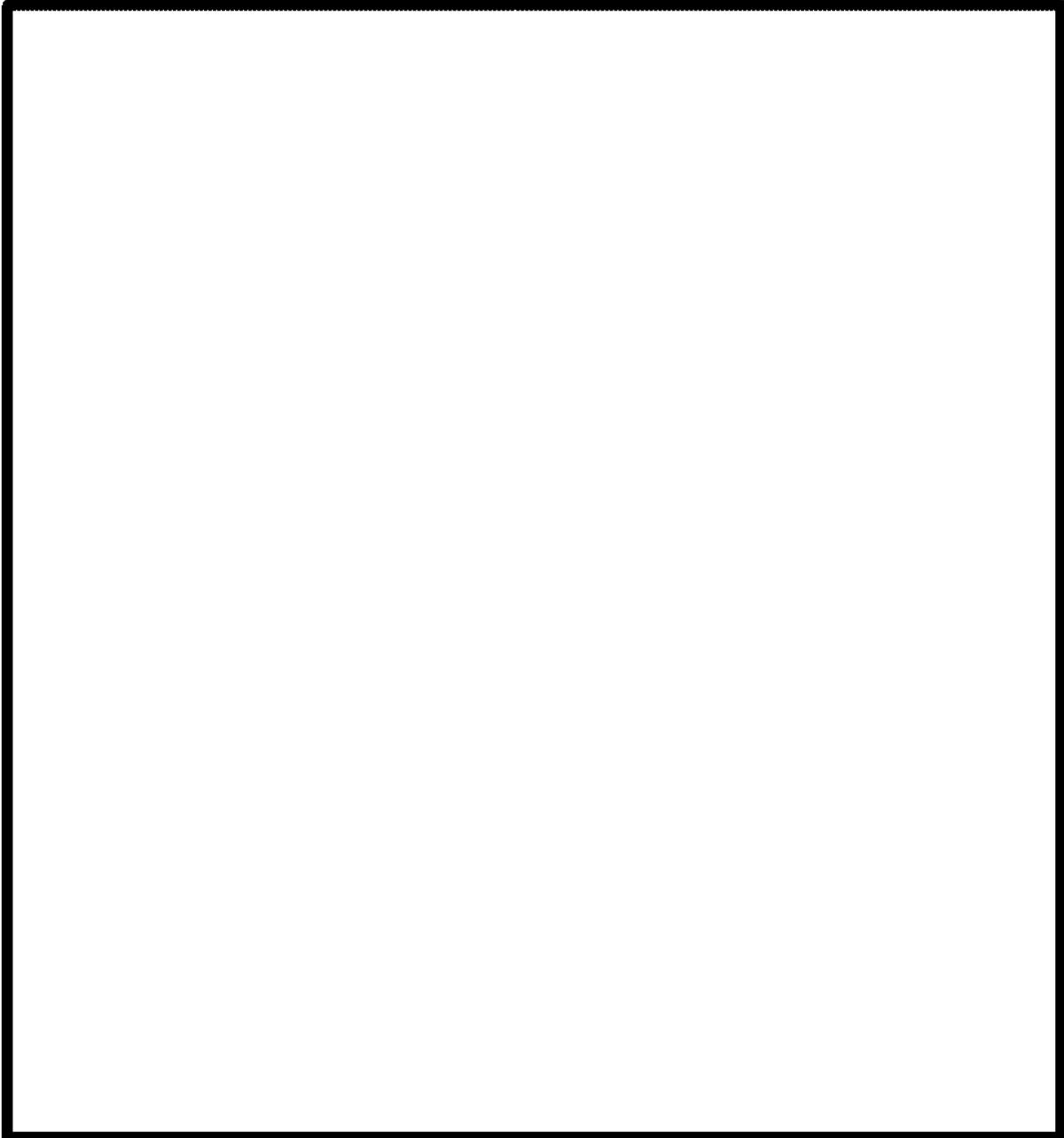


HOTEL & LEISURE ADVISORS

February 7, 2014

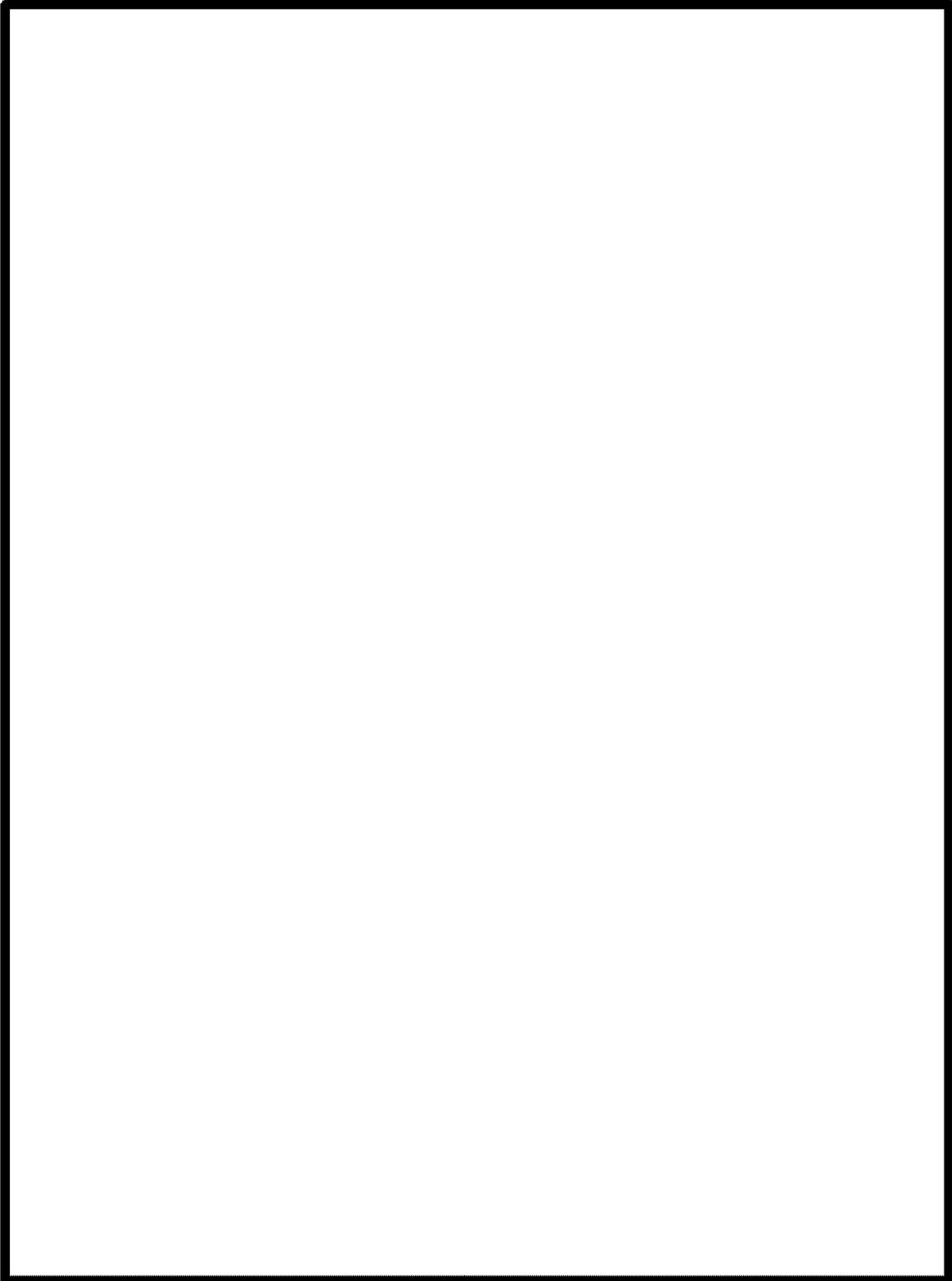
Mr. Keith Weinstein  
President  
Greystone Realty Group, Inc.  
119 Southwest Adams Street  
Peoria, IL 61602

(b)(4)



(b)(4)

Mr. Keith Weinstein  
February 7, 2014  
Page 2



Mr. Keith Weinstein  
February 7, 2014  
Page 3

Respectfully submitted,

**Hotel & Leisure Advisors, LLC**

David J. Sangree, MAI, ISHC  
President

Laurel A. Keller  
Director of Appraisal & Consulting Services

**MARKET FEASIBILITY & FINANCIAL ANALYSIS STUDY  
FOR THE**



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..... Addendum III

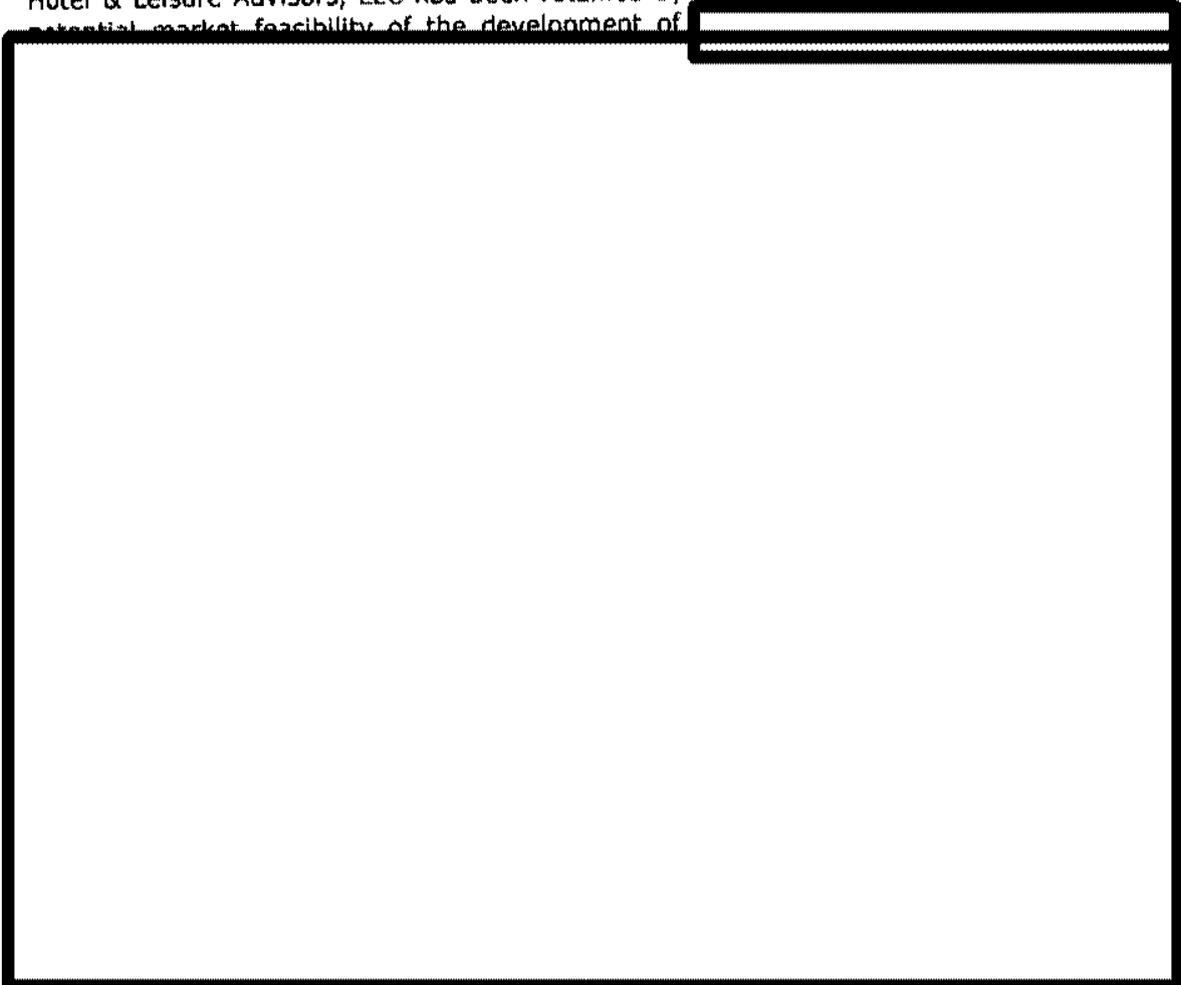
(b)(4)

Proposed [redacted]  
Introduction

A-1

**SCOPE OF THE ASSIGNMENT**

Hotel & Leisure Advisors, LLC has been retained by Mr. Keith Weinstein to estimate the potential market feasibility of the development of [redacted]



**EXECUTIVE SUMMARY**



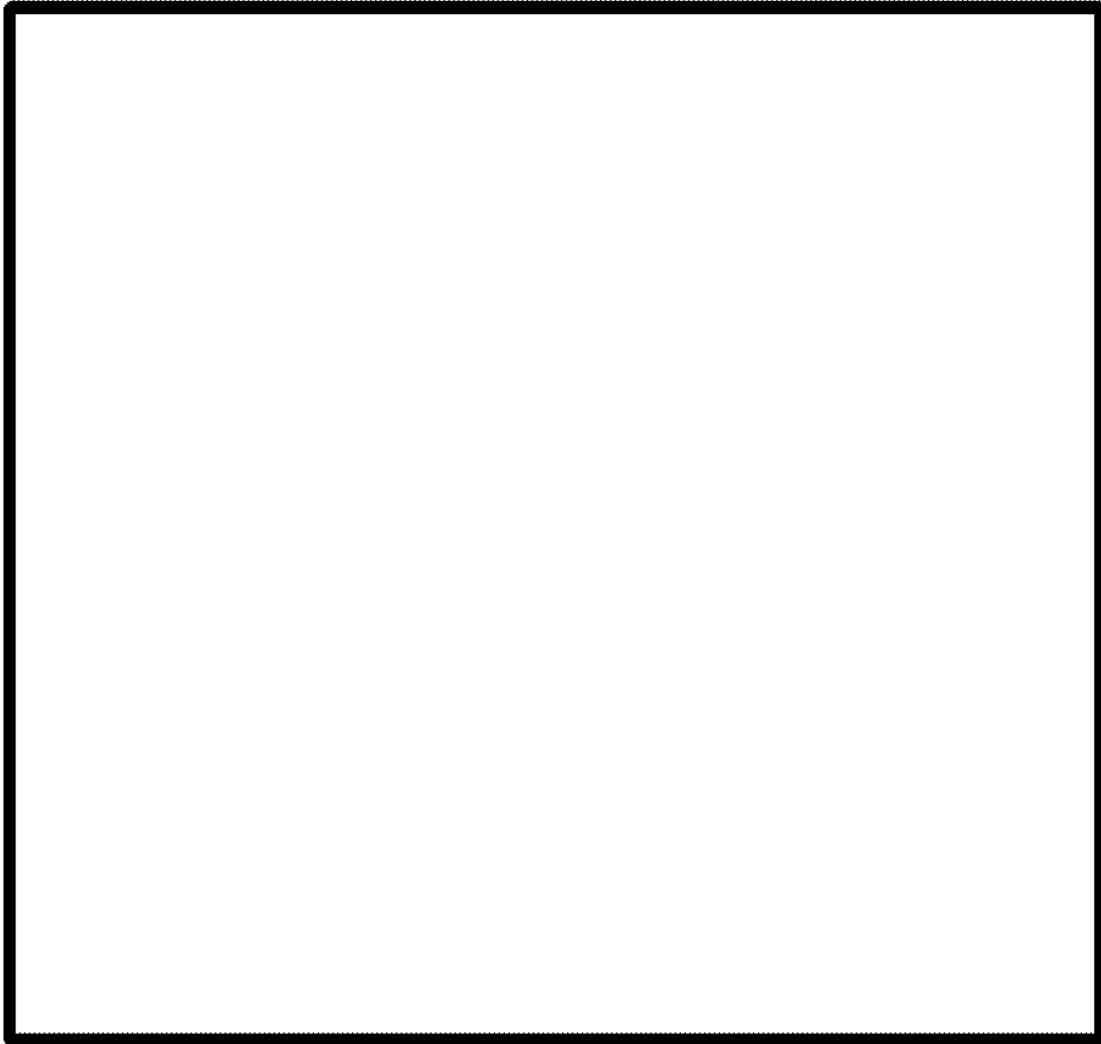
(b)(4)

(b)(4)

Proposed  
Introduction



A-2



**Subject Hotel Projections**

The following table indicates our projections of financial performance for the proposed hotel for the first four years of the analysis.

(b)(4)

Proposed [redacted]  
Introduction

A-3

PROJECTED FINANCIAL PERFORMANCE

PROPOSED [redacted]

Base Year  
2016

Base + 1  
2017

Base + 2  
2018

Base + 3  
2019

[Redacted Table Content]

0

0

(b)(4)

**Proposed** [redacted]  
**Introduction**



The subject developers estimate development costs of approximately [redacted] per guest room for the proposed subject property, or [redacted] as shown in the following table.

Proposed [redacted] Development Budget		
Description	Costs	\$/Room
[redacted]		

**Area Review**



**Competitive Hotel Market**



Proposed [Redacted]  
Introduction

A-5

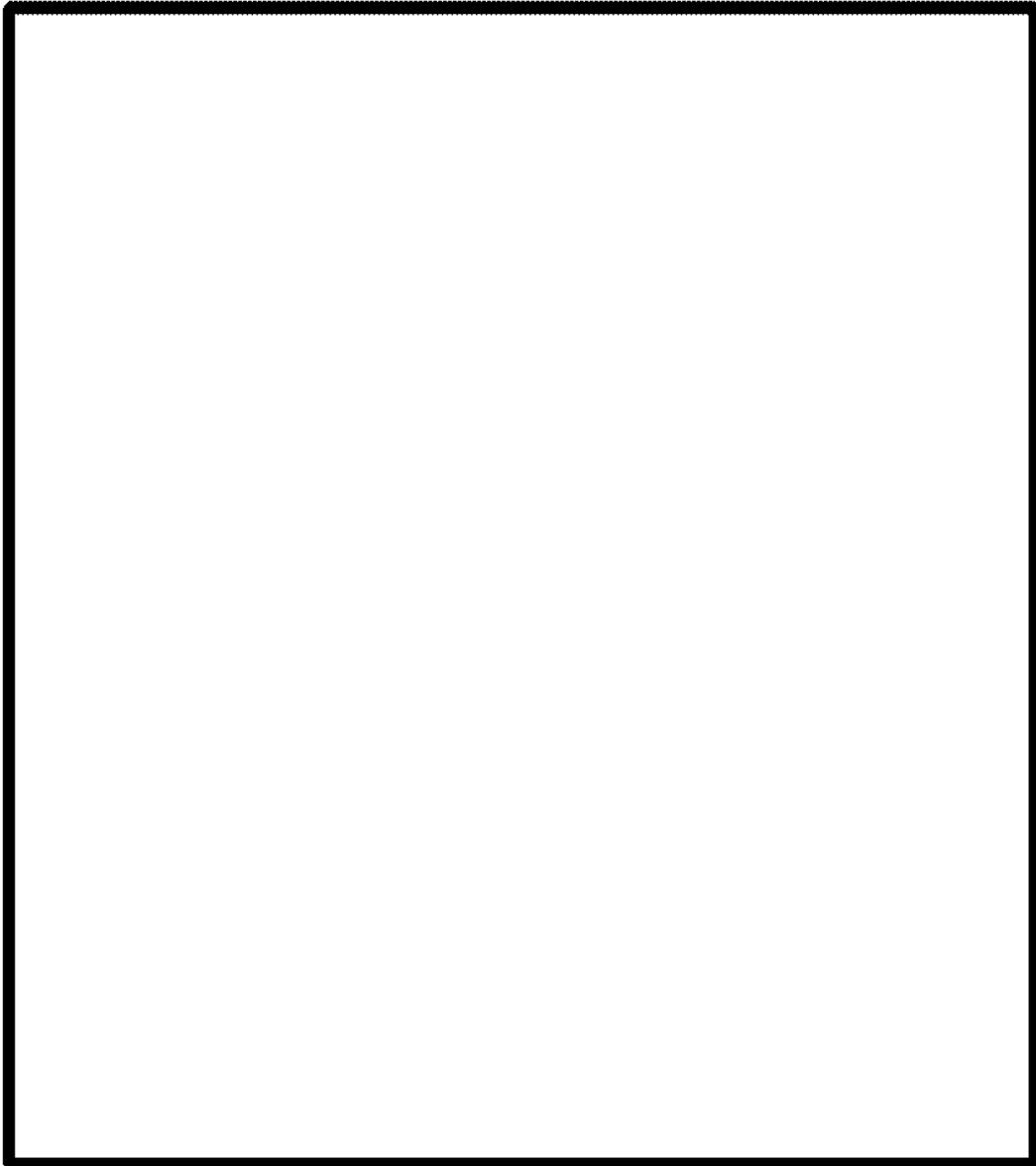
Competitors Operating Performance										
Proposed [Redacted]										
Year	Annual Supply	% Chg.	Demand	% Chg.	OCC	% Chg.	ADR	% Chg.	RevPAR	% Chg.

**Subject Development Outlook**

--

Proposed  
Introduction

A-6



**STANDARD CONDITIONS**

The following Standard Conditions apply to real estate consulting engagements and appraisals by Hotel & Leisure Advisors, LLC (H&LA). Extraordinary Assumptions are added as required.

1.



2.

17.

18.

19.



**EXTRAORDINARY ASSUMPTIONS AND HYPOTHETICAL CONDITIONS**





**Households:** Household consumption plays a critical role in the economic outlook of a region. A household is broadly defined as one or more person(s) living in a housing unit. Households consist of married couples, and male and female householders. The following table presents household growth trends for Peoria, Peoria County, the Peoria MSA, and Illinois.

**Household Growth Trends  
Peoria, Illinois**

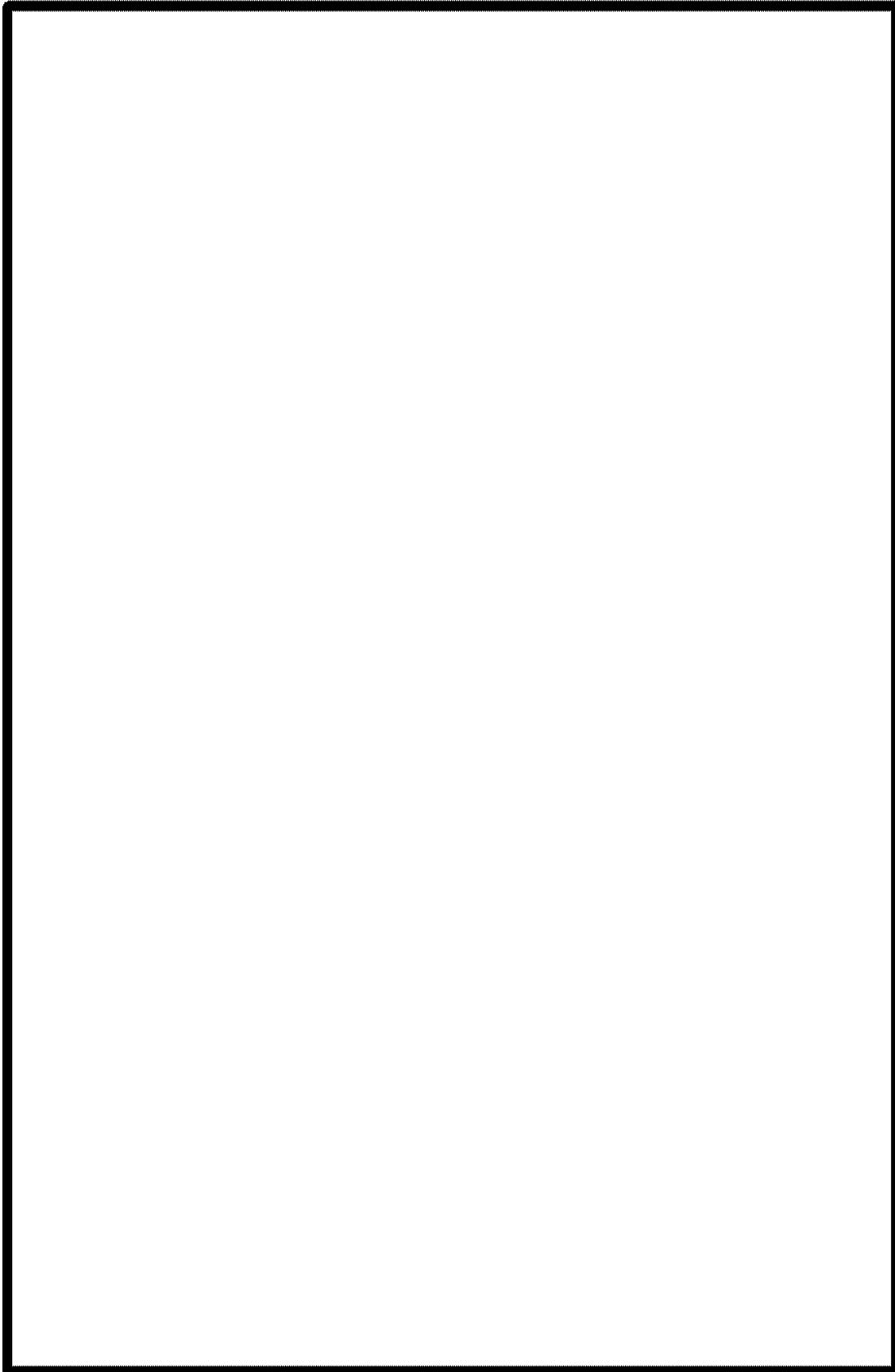
Sources: U.S. Census Bureau, ESRI



(b)(4)

Proposed   
*Area Analysis and Descriptive Data*

B-3



Proposed   
**Area Analysis and Descriptive Data**

**B-4**



The following table shows the driving distance from the subject site to prominent attractions in Peoria and the surrounding area.

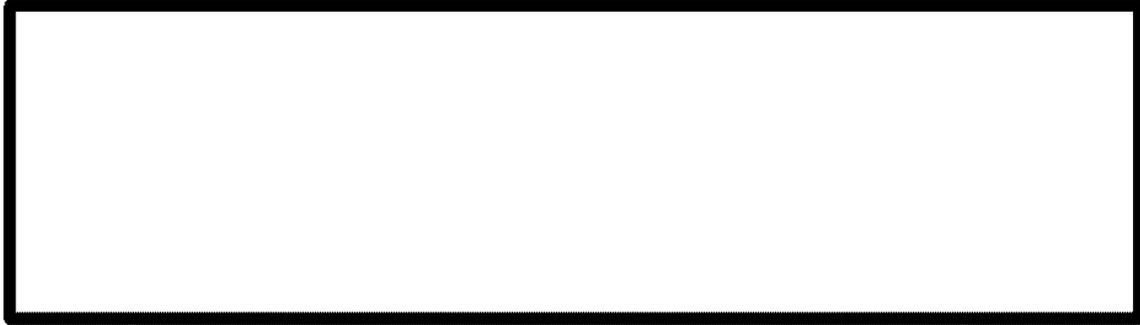
Driving Distance from Subject Site to Selected Destinations



(b)(4)

(b)(4)

**Economic Forces**



**Median Household Income Estimates  
Peoria, Illinois**

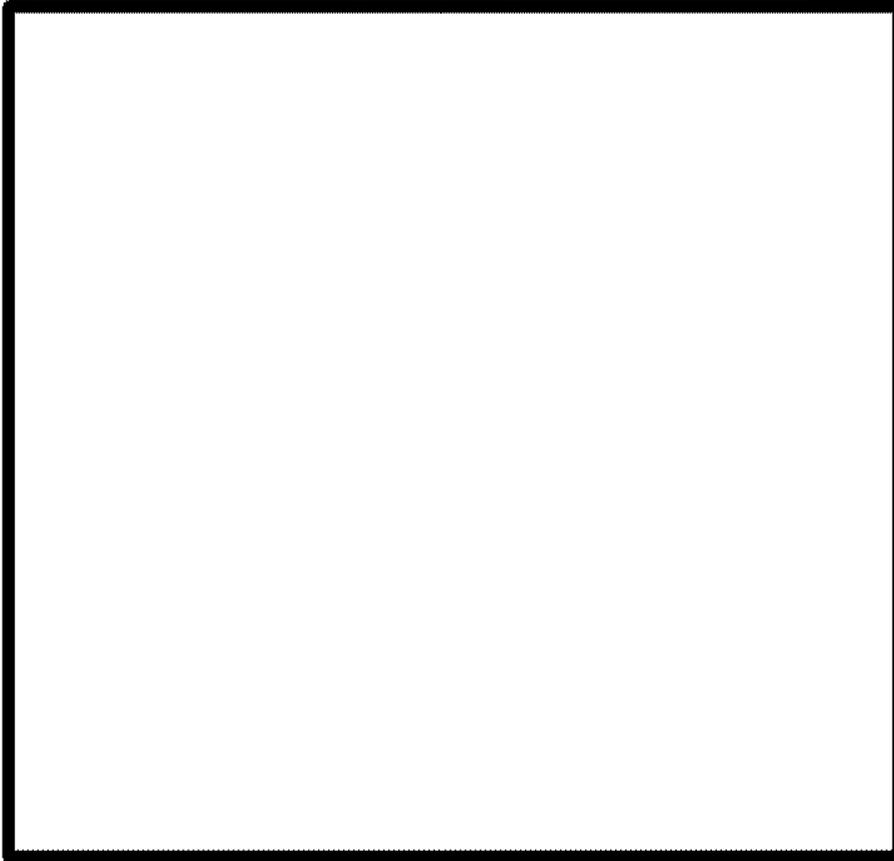


Sources: U.S. Census Bureau, ESRI



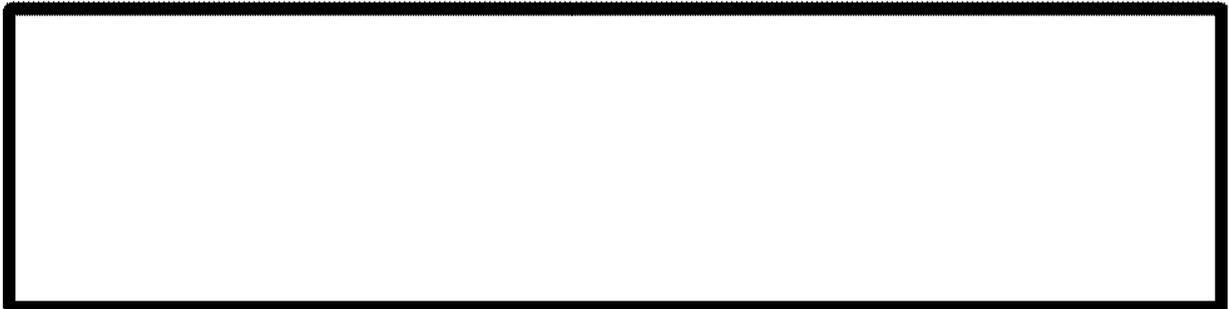
(b)(4)

**Cost of Living Comparison**



Source: *Kiplinger's Personal Finance*, "Best Cities for Every Age, 2012"

**Industries and Employment**



(b)(4)

Proposed [redacted]  
Area Analysis and Descriptive Data

B-7

**Historical Unemployment Rates**

[redacted]
------------

Source: U.S. Department of Labor, Bureau of Labor Statistics

[redacted]
------------

**Employment by Industry:** The distribution of employment helps determine the economic character of an area. The table below shows the three largest industrial sectors in terms of the estimated number of people employed in 2013 for Peoria, Peoria County, the Peoria MSA, and the state of Illinois.

**Largest Industrial Sectors, 2013**  
**Peoria, Illinois**

[redacted]
------------

Source: ESRI

[redacted]
------------

The next table shows the total annual nonfarm employment in the Peoria MSA and the state of Illinois for the years 2008 through 2012, plus the latest monthly numbers for 2013 as compared to the same period in 2012. These figures are based on the employment status of residents.

Total Nonfarm Employment, 2008-2012	

Source: U.S. Department of Labor, Bureau of Labor Statistics

--

(b)(4)

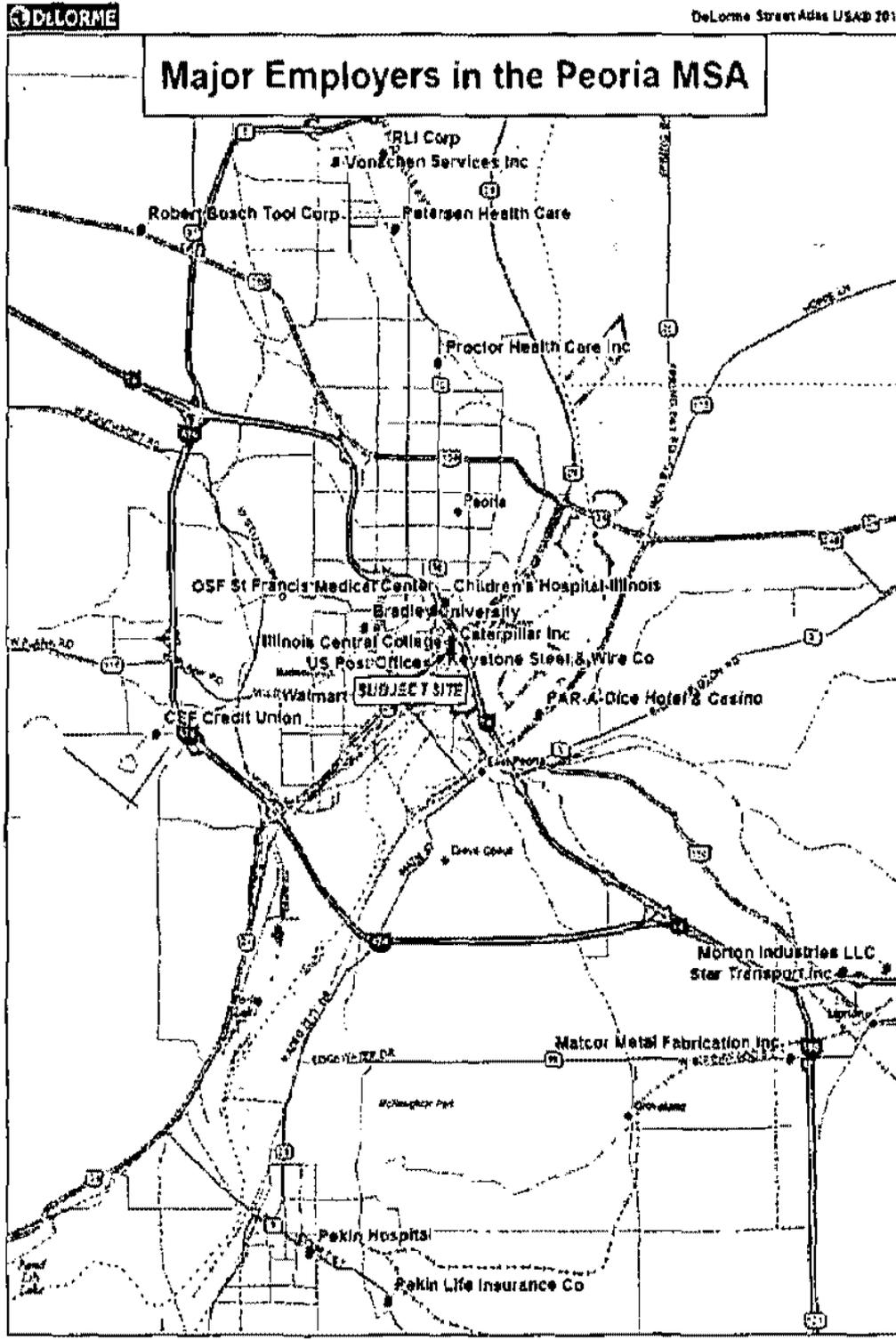
(b)(4)

**Major Employers:** The demand for hotels is closely tied to the types of businesses in an area, their economic strengths and their growth potential. The largest employers in the Peoria MSA are listed in the following table.

<b>Major Employers in the Peoria MSA</b>	

Source: Economic Development Council for Central Illinois

The next map illustrates the location of the subject site in relation to major employers in the surrounding area.



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 www.delorme.com

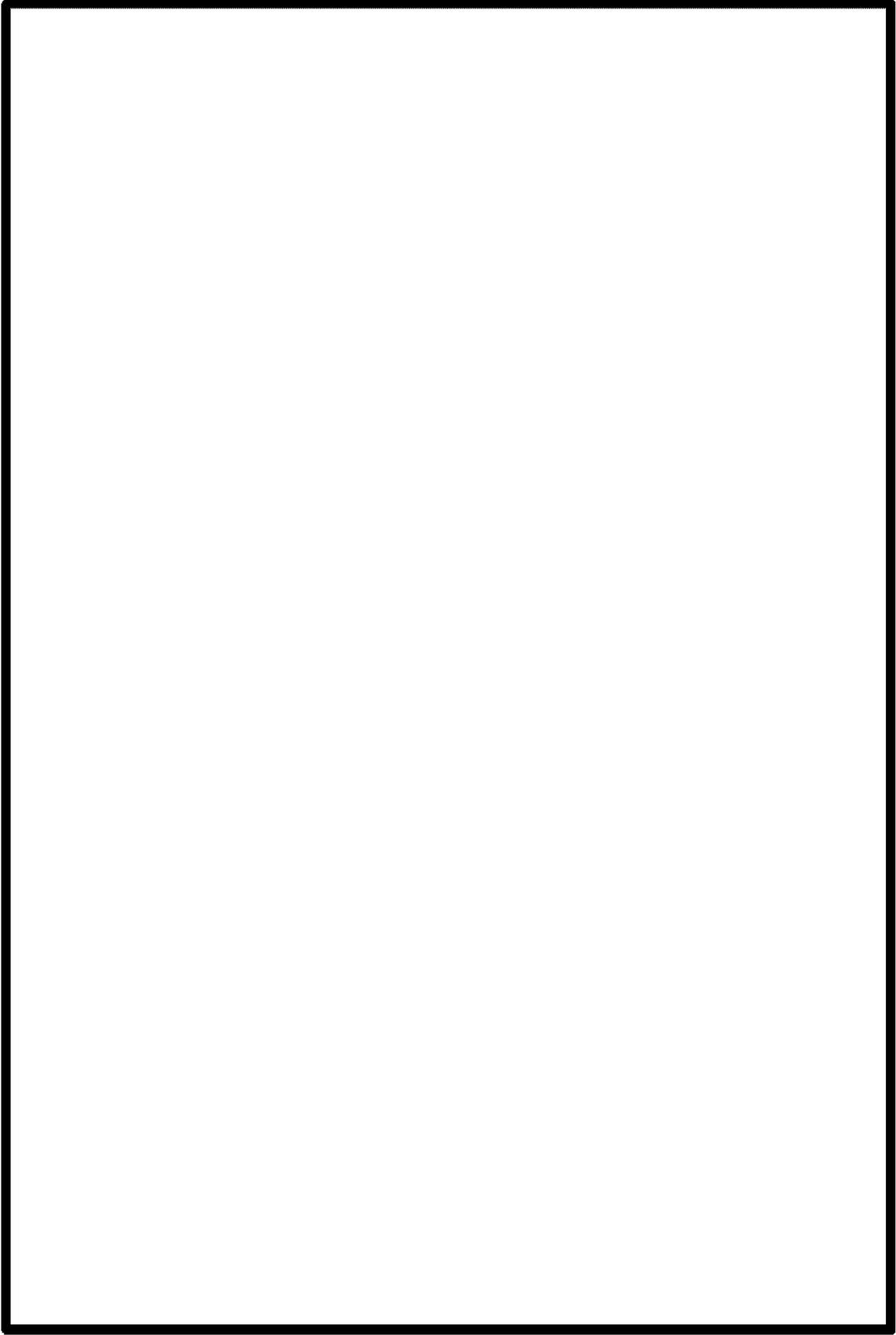
▲  
 NAD 83 (2011)

0 1 2 3 mi  
 Data Zoom 10-5

(b)(4)

Proposed   
*Area Analysis and Descriptive Data*

**B-11**



**Governmental Forces**

Governmental considerations relate to the laws, regulations, and property taxes that affect properties in the market area and the administration and enforcement of these constraints such as zoning laws, building codes, and housing and sanitary codes. The property tax burden associated with the benefits provided and the taxes charged for similar benefits in other areas are considered. The enforcement of applicable codes, regulations, and restrictions should be equitable and effective. Governmental characteristics that should be considered in the analysis of a market area include property tax burden relative to services provided, special assessments, zoning and building codes, quality of public services, and environmental regulations. Some of these factors are discussed in the zoning and real estate tax sections later in this report.

**Environmental Forces**

Environmental influences consist of any natural or man-made features that are contained in or affect the market area and its location. These include a building's type and size, topographical features such as terrain and vegetation, changes in property use and land use patterns, and the adequacy of public utilities.

**Highway Transportation:** Highway accessibility is a primary consideration in planning an area's future growth and development. The greater Peoria area is served by Interstates 74, 155, and 474. Interstate 74 is the primary highway feeding into downtown Peoria, and it connects the area to Bloomington/Normal to the east and Davenport/Moline to the northwest. East of downtown, Interstate 155 runs north/south between Interstate 74 and Interstate 55, connecting the area to Springfield and St. Louis. Interstate 474 serves as a partial outer belt connector, and both Interstate 74 and 474 span the Illinois River. The area is also served by US Route 24, US Route 150, and an extensive system of state and local roads.



Annual Average Daily Traffic Volume  
Peoria, Illinois

(b)(4)



Source: Illinois Department of Transportation

**Public Transportation:** The Greater Peoria Mass Transit District operates 21 CityLink bus routes throughout Peoria and the surrounding communities of East Peoria, Peoria Heights, West Peoria, and Pekin.

**Proposed [REDACTED]**  
**Area Analysis and Descriptive Data**

B-13

**Air Transportation:** The closest airport offering scheduled commercial passenger service is the General Wayne A. Downing Peoria International Airport, located west of downtown Peoria. This airport is served by four airlines - Allegiant, American Eagle, Delta, and United - with service to 10 destination cities.

The following table presents historical passenger activity at General Wayne A. Downing Peoria International Airport.

Airport Activities		
General Wayne A. Downing Peoria International Airport		
Year	Passenger Enplanements	% Change
2012	286,507	14.6%
2011	249,898	0.1%
2010	249,595	3.1%
2009	242,142	-13.0%
2008	278,426	-

Source: Federal Aviation Administration

**Climate:** The climate of the Peoria area is generally warm in the summer and cold in the winter. The average daily temperature in January is 24.9 degrees Fahrenheit and the average daily temperature in July is 75.5 degrees Fahrenheit. The following table depicts typical weather conditions for the Peoria area based on data collected over a 30-year period.

Average Weather Conditions for Peoria, Illinois (1981-2010)					
Month	Maximum Temperature (°F)	Mean Temperature (°F)	Minimum Temperature (°F)	Precipitation (inches)	Snowfall (inches)
Jan	32.8	24.9	17.0	1.8	6.9
Feb	37.7	29.5	21.2	1.8	6.2
Mar	50.3	40.6	31.0	2.8	2.7
Apr	63.0	52.3	41.7	3.6	0.6
May	73.2	62.4	51.6	4.3	0.0
Jun	82.2	71.8	61.4	3.5	0.0
Jul	85.6	75.5	65.5	3.9	0.0
Aug	83.8	73.8	63.7	3.2	0.0
Sept	77.0	66.1	55.2	3.2	0.0
Oct	64.5	54.0	43.5	2.8	0.0
Nov	50.3	41.6	32.9	3.1	1.1
Dec	36.1	28.6	21.0	2.4	7.1
ANNUAL	61.5	51.9	42.2	36.5	24.6

Source: The National Oceanic and Atmospheric Administration's National Climatic Data Center

**NEIGHBORHOOD ANALYSIS**



**Aerial Photographs:** The following image is an aerial photograph of the subject site.

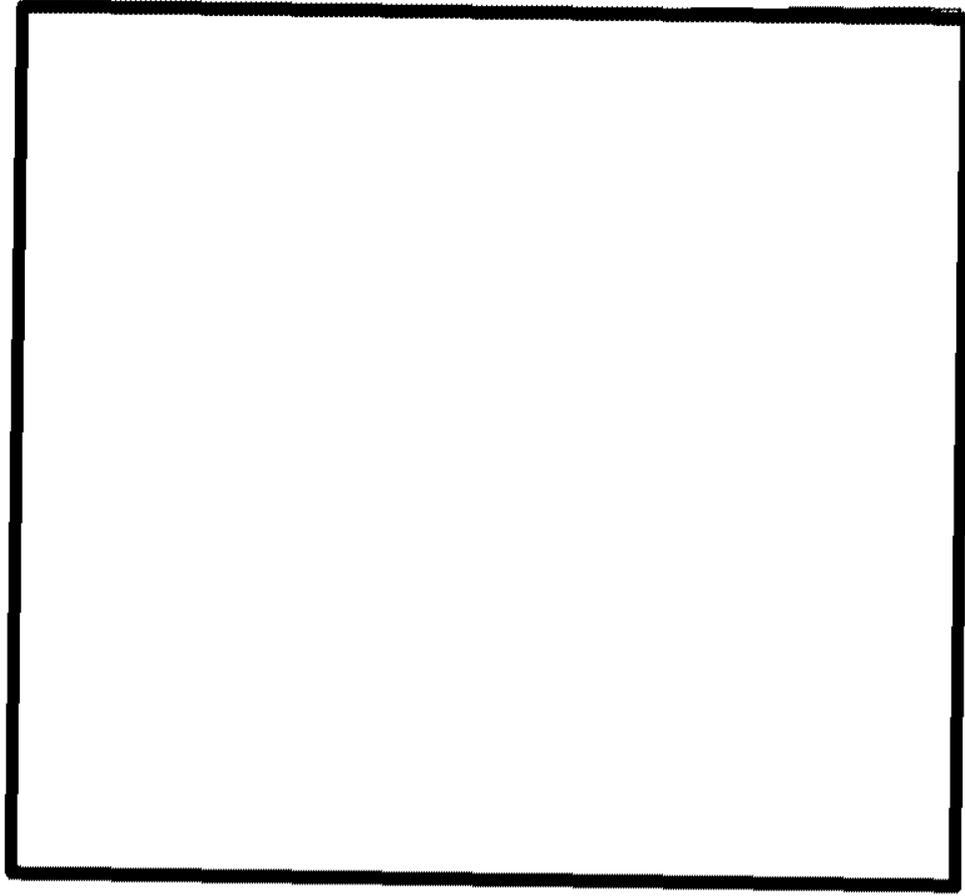


The next image presents a bird's-eye view of the subject site.

(b)(4)

Proposed   
*Area Analysis and Descriptive Data*

B-15



The next map, generated by Google Earth, illustrates the location of the subject in relation to major roads and highways in the surrounding area.



**Flood Zone Determinations:** According to FEMA definitions, the term 100-year floodplain indicates an area in which there is a 1% or greater annual probability of a flood occurring; the term 500-year floodplain indicates an area with a 0.2% or greater annual probability of flooding.

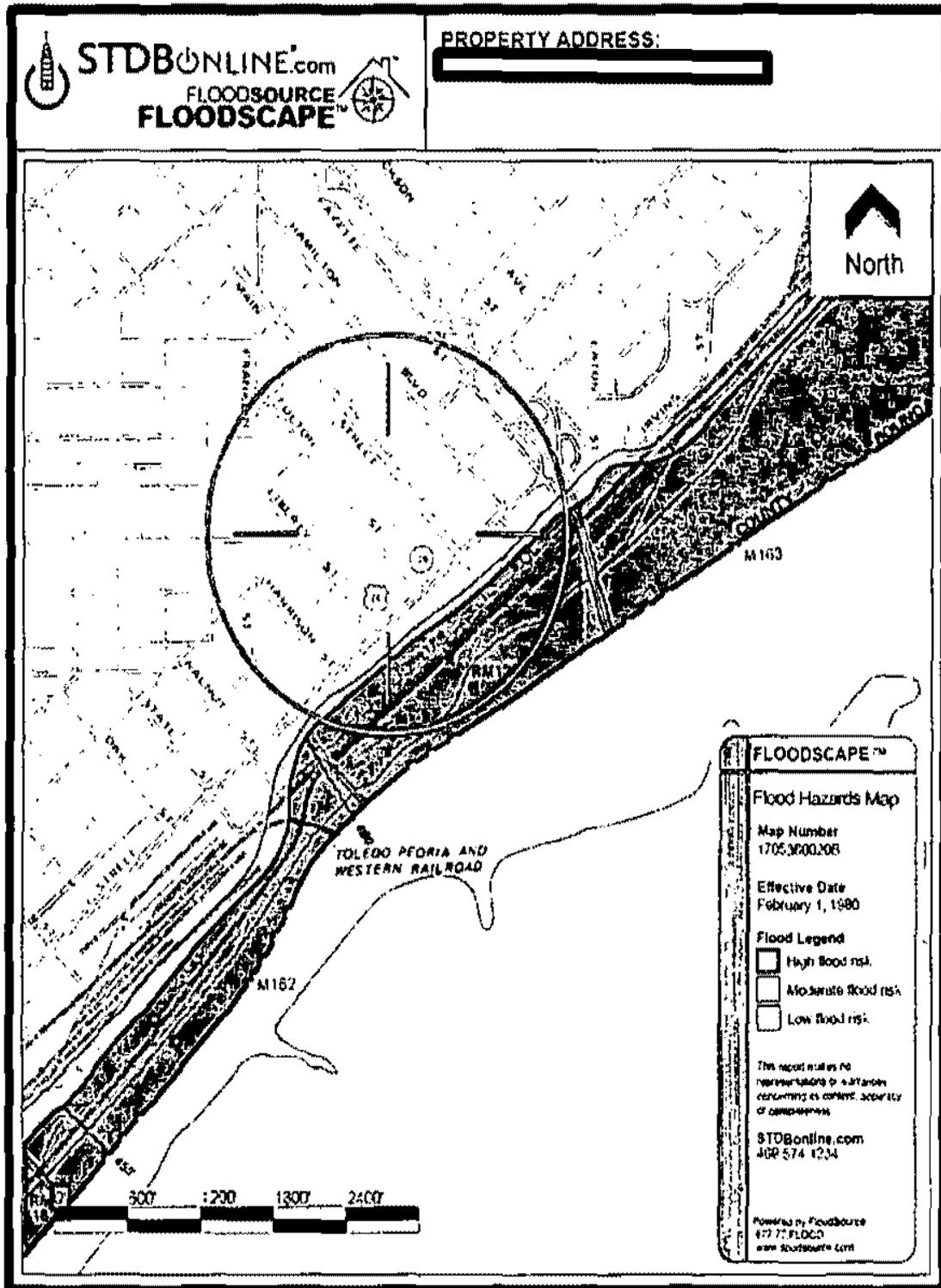
The most common flood zone definitions are as follows:

- ZONE A** An area inundated by 100-year flooding
- ZONE B** An area inundated by 500-year flooding; an area inundated by 100-year flooding with average depths of less than one foot or with drainage areas less than one square mile; or an area protected by levees from 100-year flooding
- ZONE C** An area that is determined to be outside the 100- and 500-year floodplains
- ZONE D** An area of undetermined but possible flood hazards
- ZONE X** An area within a 500-year floodplain; an area within the 100-year floodplain with average depths of less than one foot or width drainage areas less than one square mile and areas protected by levees from 100-year flood

The map on the following page presents the FEMA flood zone determinations for the subject site as of February 1, 1980. The map (Map Number 1705360020B) indicates that the subject site is in a Zone C area.

Proposed [redacted]  
Area Analysis and Descriptive Data

B-18



Caption [redacted]	Community: PEORIA, CTY/PEORIA
	Name: CO
	Community: 0536
	#:
	County: Peoria
	FloodZone: C

**Surroundings of Subject Site**

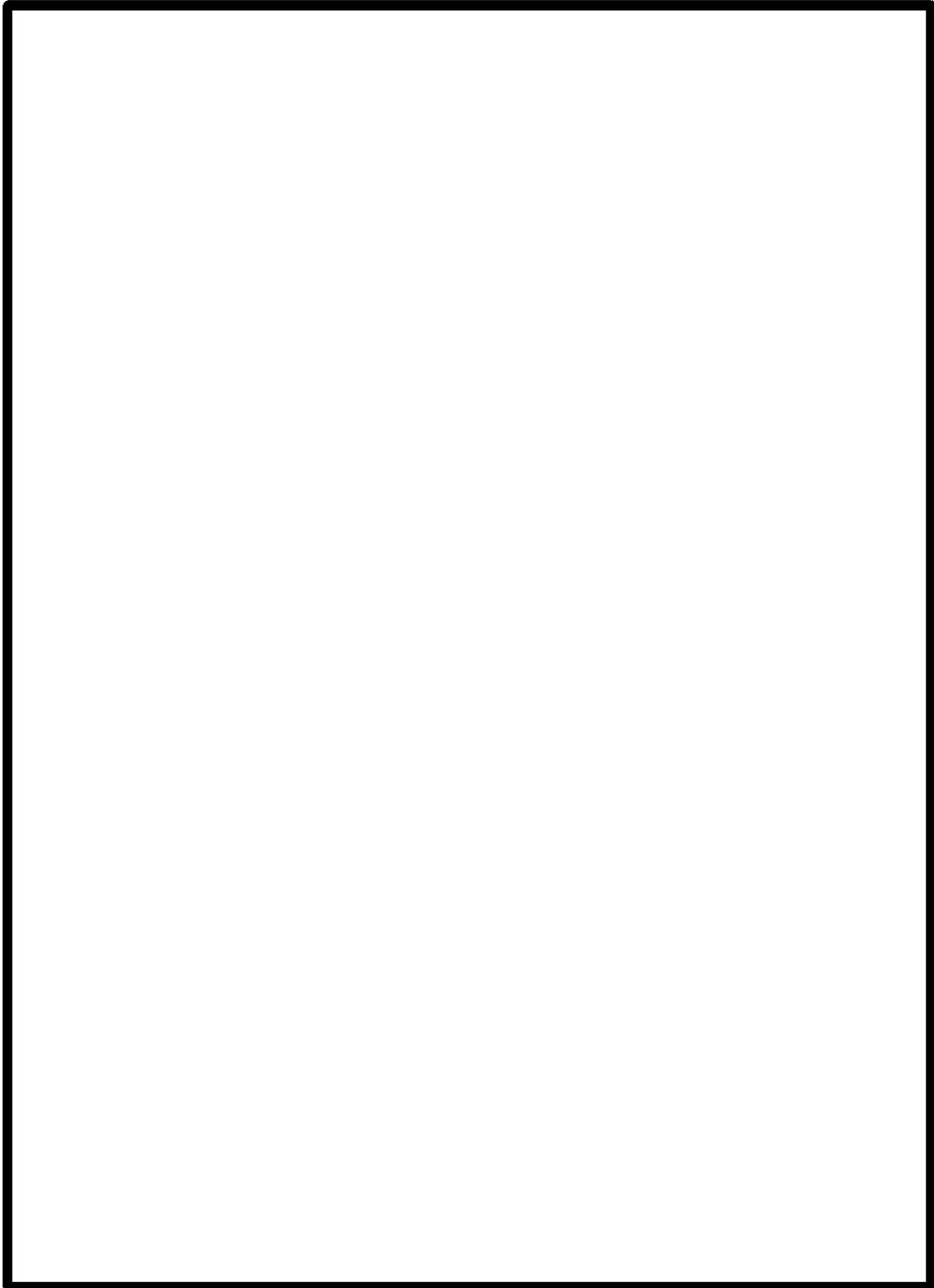
**Outlook**

**SITE ANALYSIS**

(b)(4)

Proposed   
*Area Analysis and Descriptive Data*

**B-20**



(b)(4)

Proposed [redacted]  
Area Analysis and Descriptive Data

B-28

[redacted]

Proposed [redacted] Development Budget		
Description	Costs	\$/Room
[redacted]		

Source: Subject Developer

**MUNICIPAL INCENTIVES**

[redacted]

(b)(4)

Proposed   
Market Analysis

**NATIONAL LODGING MARKET OVERVIEW**



**Occupancy, ADR and RevPAR Performance by Region**



U.S. Hotel Performance by Regions												
	Occupancy				ADR				RevPAR			
	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013



Source: Smith Travel Research



**Occupancy, ADR and RevPAR Performance by Segment**



(b)(4)

**2012 U.S. Upper-Tier Hotel Performance by Segment**

	Transient	Group	Contract	Total
--	-----------	-------	----------	-------

--	--	--	--	--

--	--	--	--	--

**Operating Performance Forecasts**

--	--	--	--	--

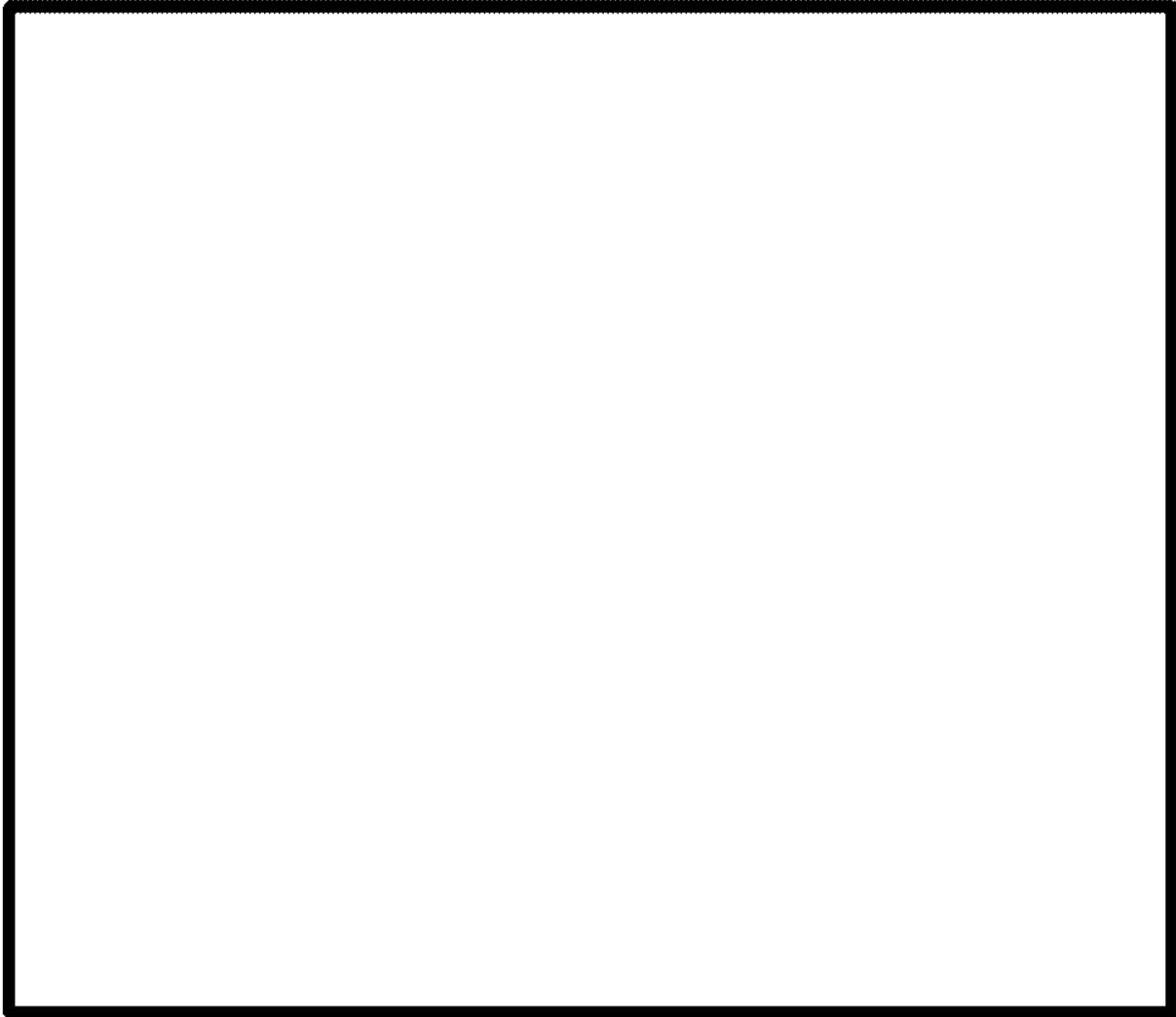
**Overall U.S. Lodging Forecast**

	Occupancy	% Change Occ.	ADR	% Change ADR	RevPAR	% Change RevPAR
<b>2009</b>						
<b>2010</b>						
<b>2011</b>						
<b>2012</b>						
<b>2013</b>						
<b>2014</b>						

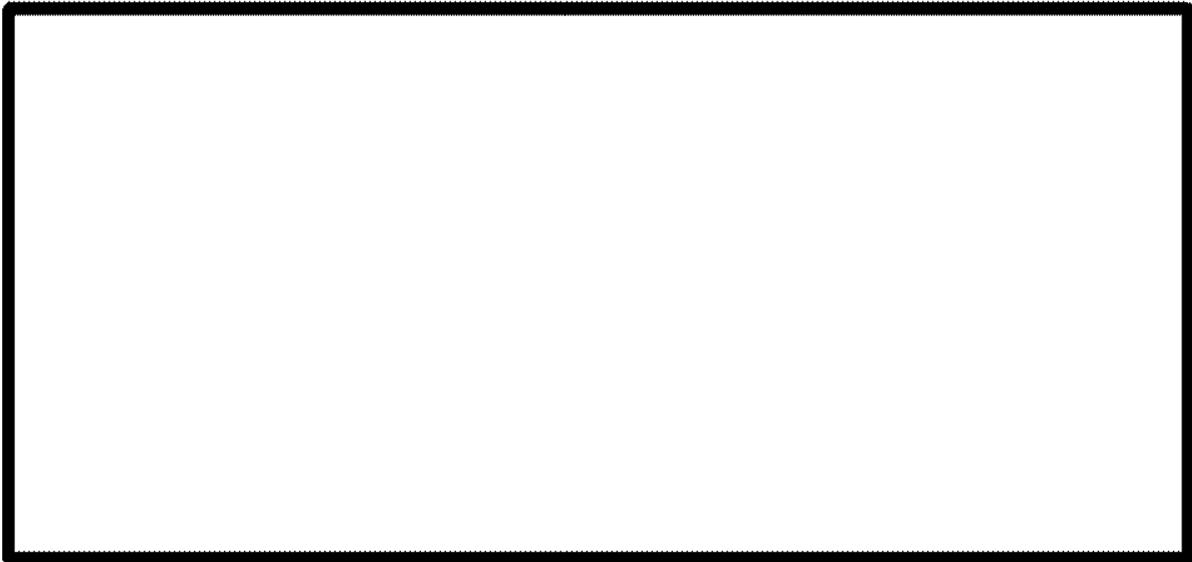
Source: Smith Travel Research (1/14)

Proposed   
Market Analysis

C-3



**New Supply of Lodging Rooms**



Propose   
Market Analysis

C-4



have been increasing steadily.

Hotels	LE's Forecast for New Hotel Openings	Rooms

Source: Lodging Econometrics



(b)(4)

**U.S. Hotel Rooms Construction Pipeline by Region**



**Travel Forecasts**



Proposed   
Market Analysis

C-6



Hotel Chain Scales



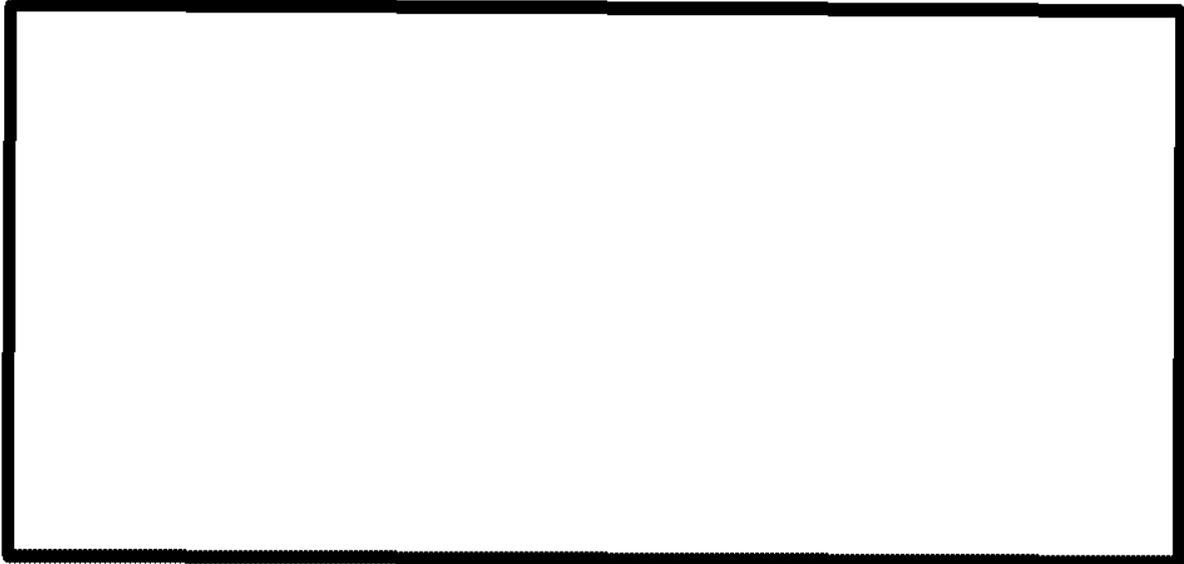
Smith Travel Research  
2013 Chain Scales



Source: Smith Travel Research

(b)(4)

(b)(4)



**Hotel Sales Overview**

We have reviewed statistics concerning the sales of hotels and projections for future sales trends profiling information from the Pennsylvania State University Index of Hotel Values.

Proposed   
Market Analysis

C-8

Penn State Index of Hotel Values		
Overall	Value Per Room	Annual % of Change

Source: The Pennsylvania State University (01/14)

Proposed   
Market Analysis



**Financial Statistics Concerning Hotels**



**Selected Financial Ratios to Sales**

[Redacted Table Content]
--------------------------

[Redacted Table Content]
--------------------------

**Limited Service and Full Service Profitability 2000-2012**

[Redacted Table Content]
--------------------------

Proposed   
Market Analysis

C-11



**PEORIA LODGING OVERVIEW**



**Peoria Regional Market Operating Performance**



Source: Smith Travel Research



(b)(4)

Proposed   
Market Analysis

C-12

**Recent and Under Construction Supply Additions  
Peoria MSA**



Source: Smith Travel Research



**COMPETITIVE LODGING MARKET OVERVIEW**



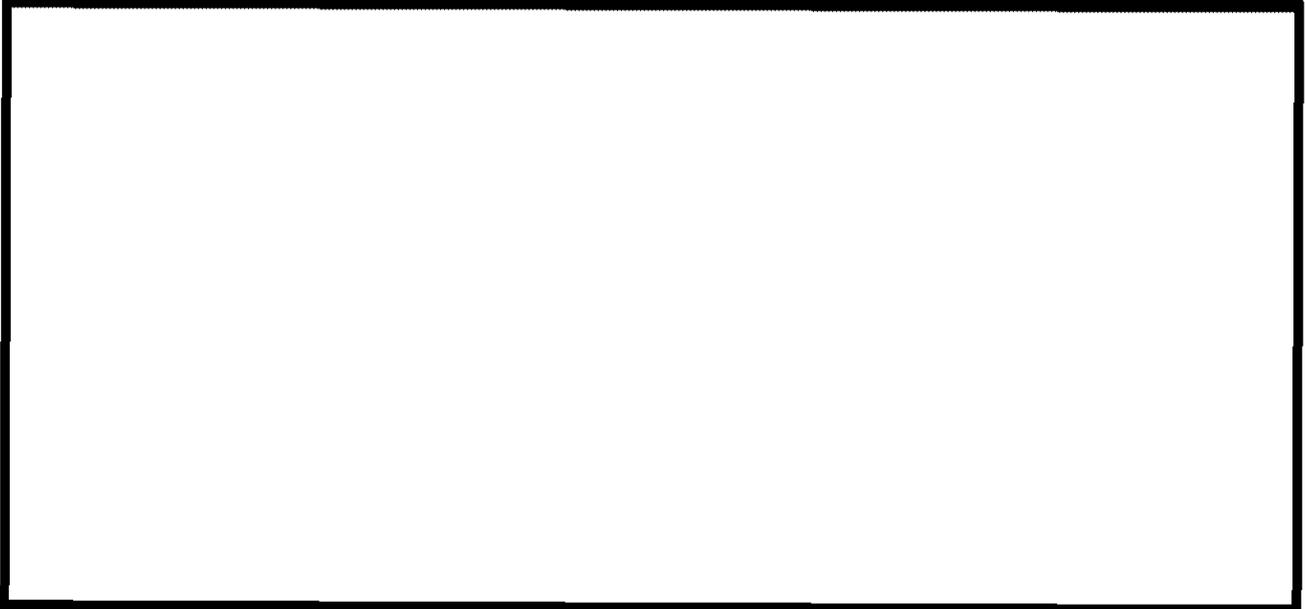
(b)(4)

(b)(4)

Proposed   
Market Analysis

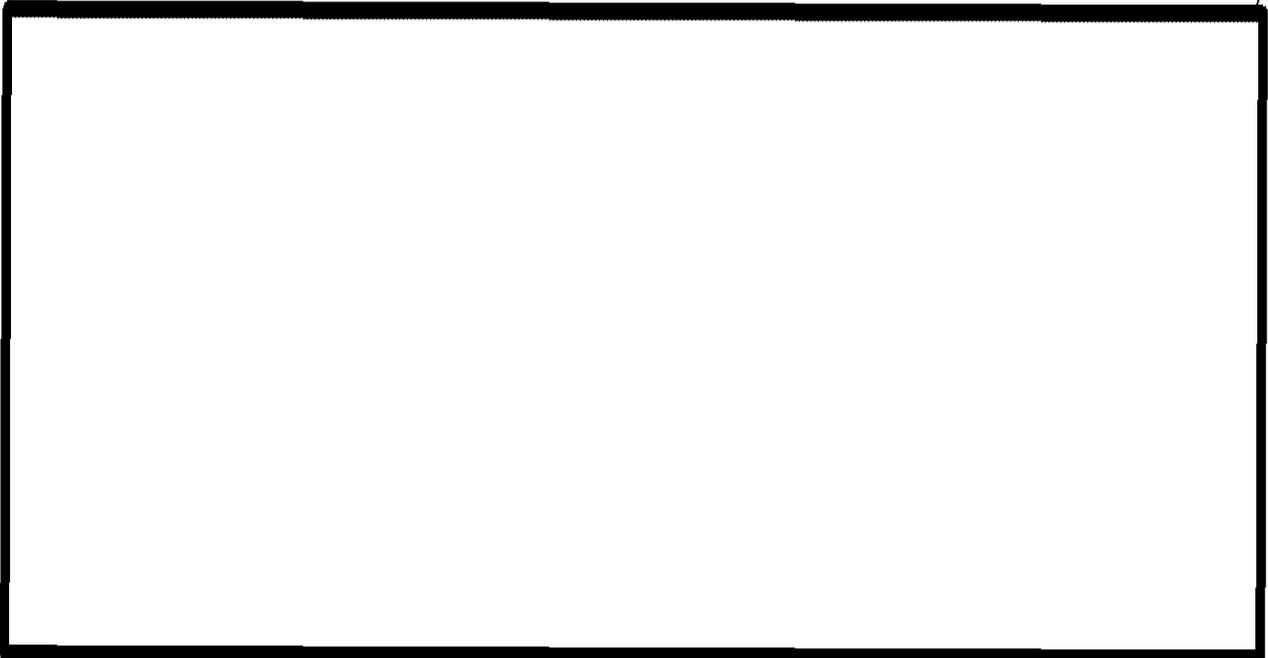
C-13

Survey of Competitors



Source: Hotel & Leisure Advisors

Competitive Supply Performance Indicators



Source: Hotel & Leisure Advisors

(b)(4)

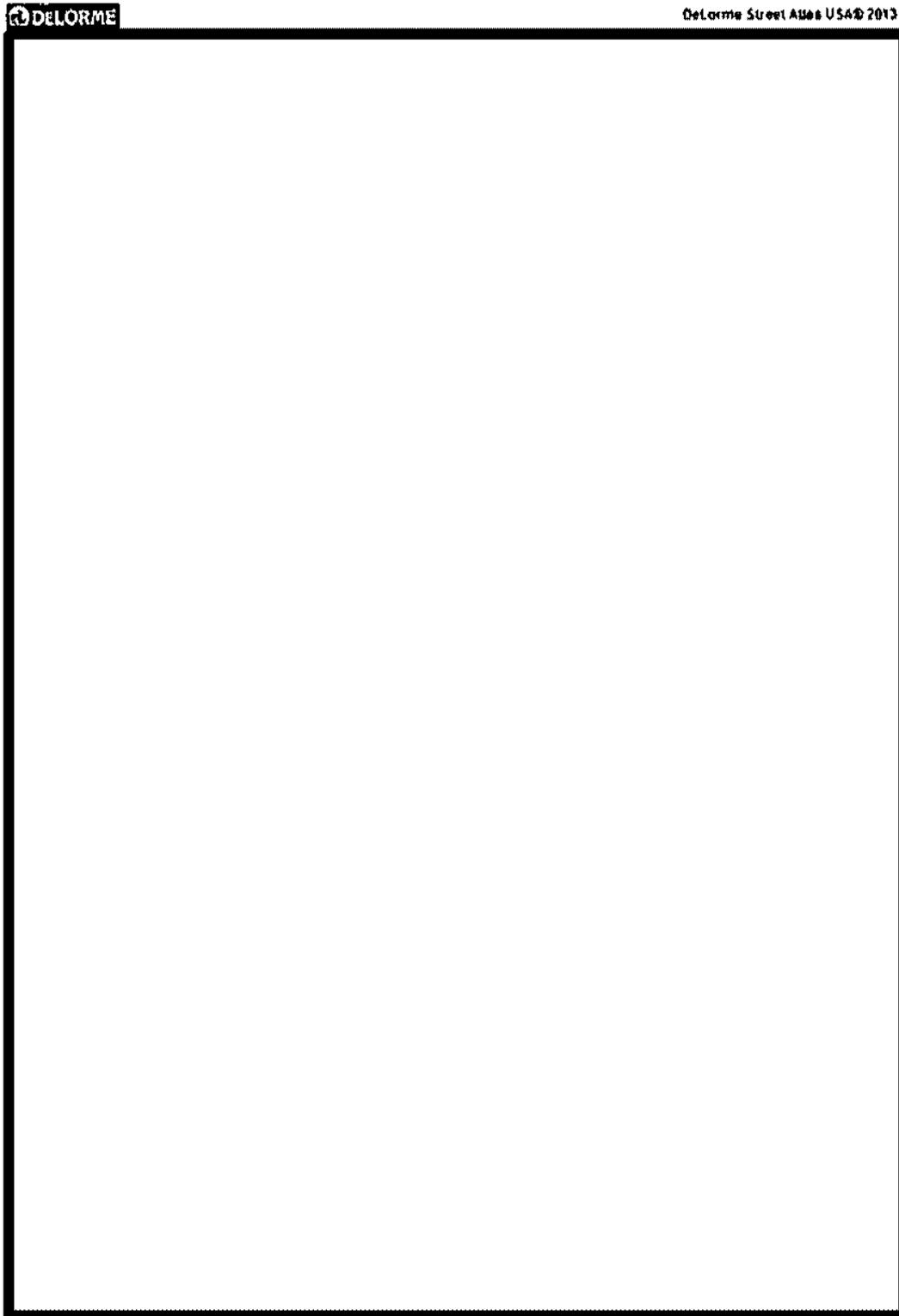
HOTEL & LEISURE ADVISORS



(b)(4)

Proposed   
Market Analysis

C-14



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Data Zoom 12-0

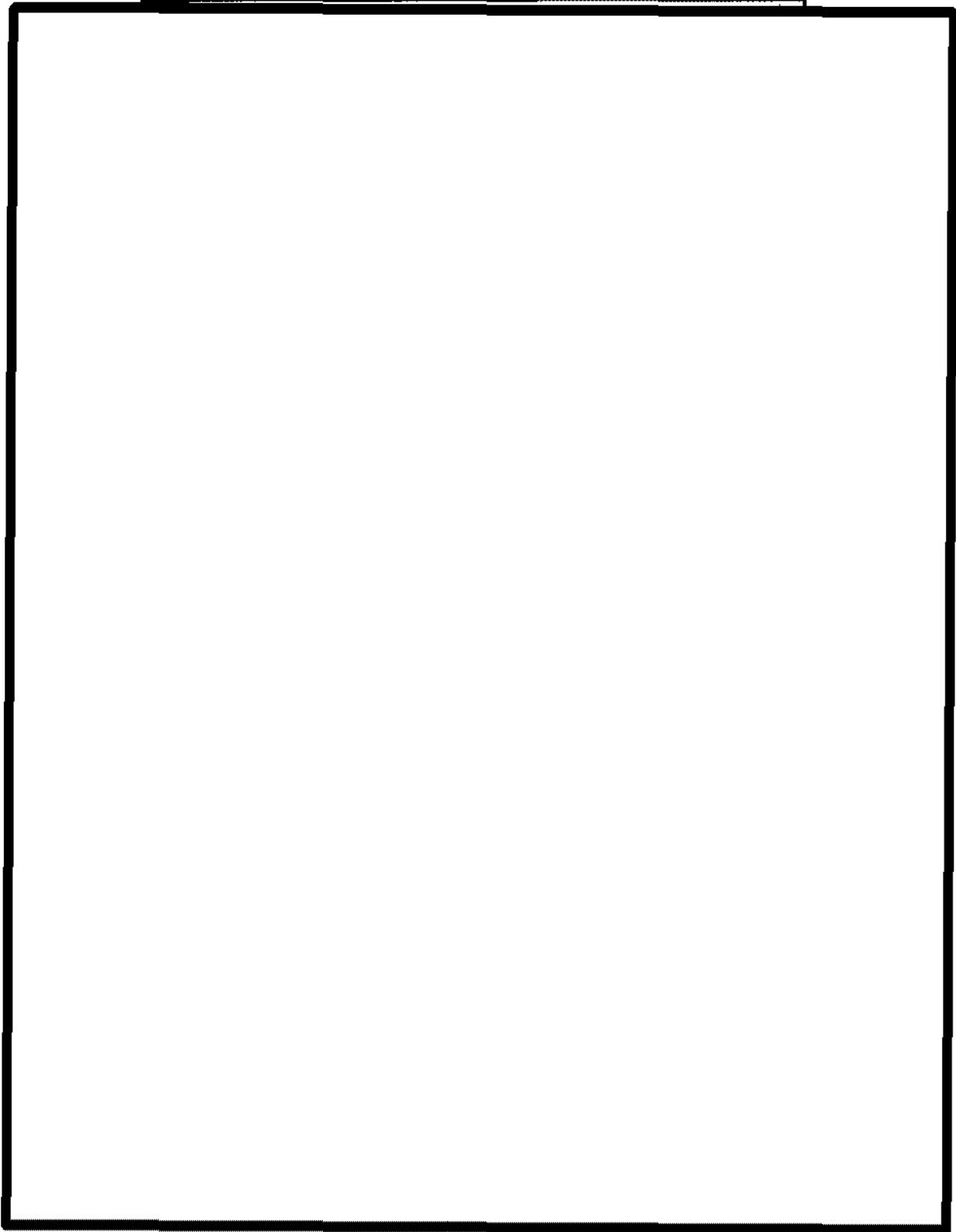
**Map of the Subject's Competitors**

HOTEL & LEISURE ADVISORS



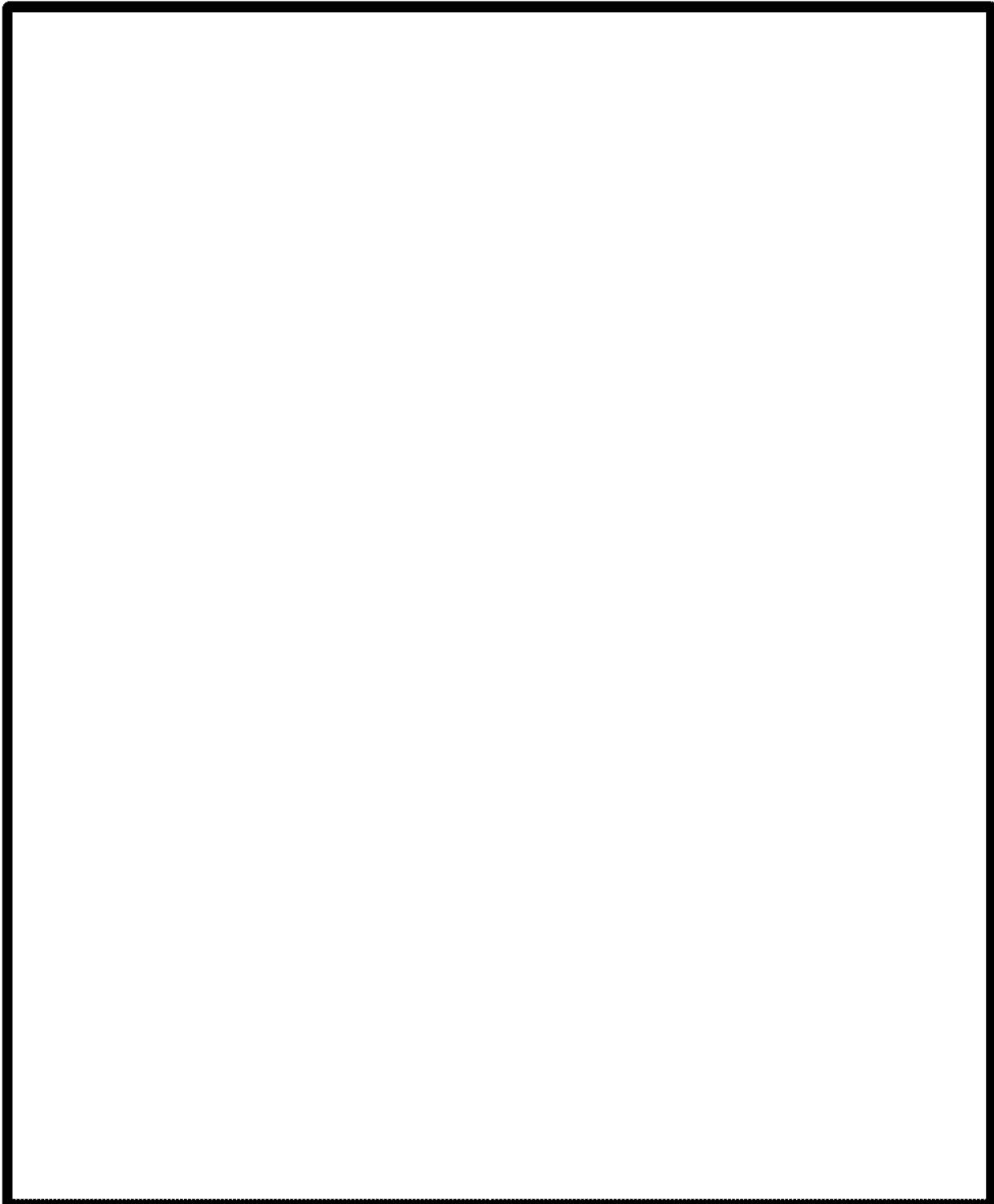
Competitive Property #1

(b)(4)

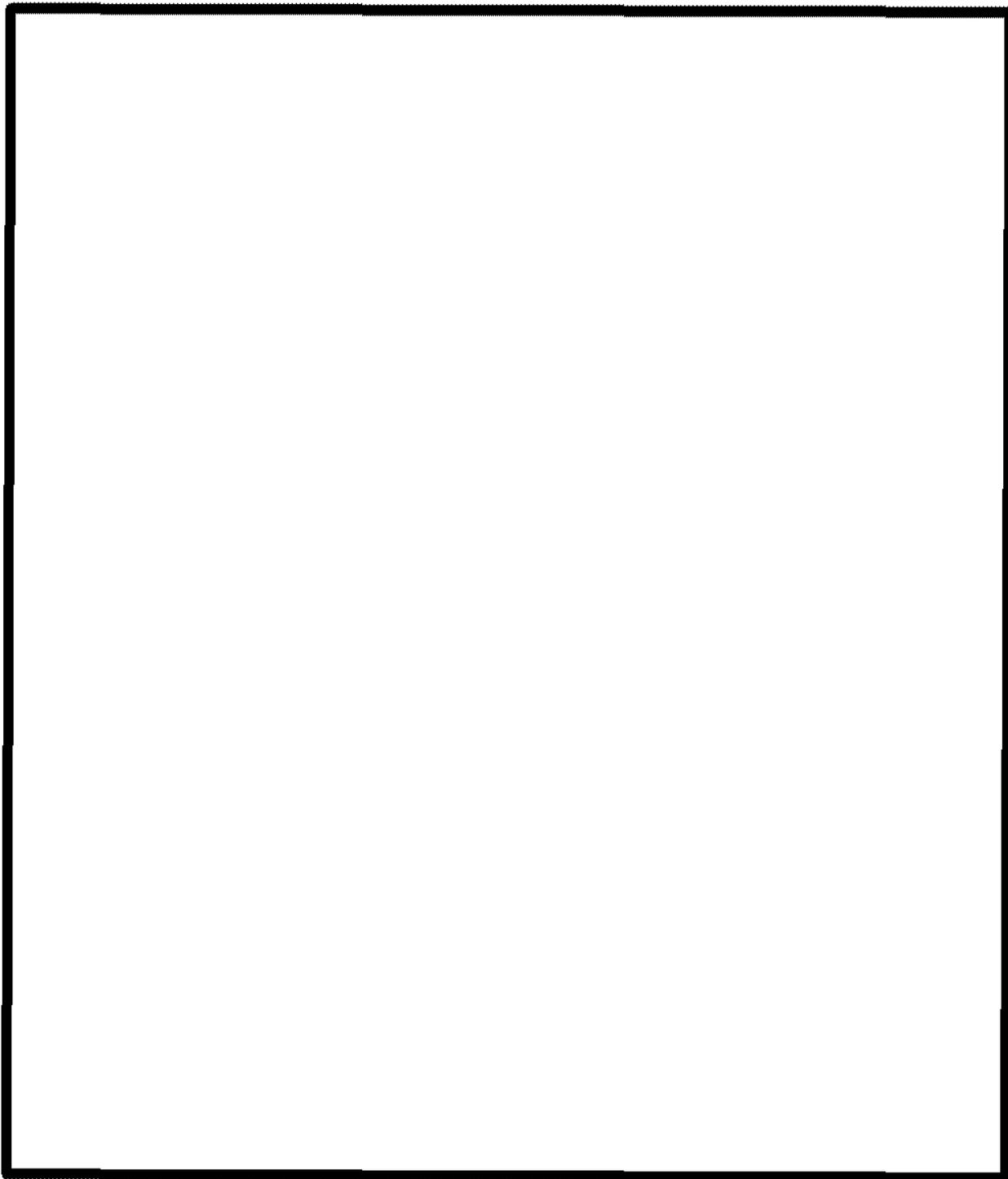


Competitive Property #2

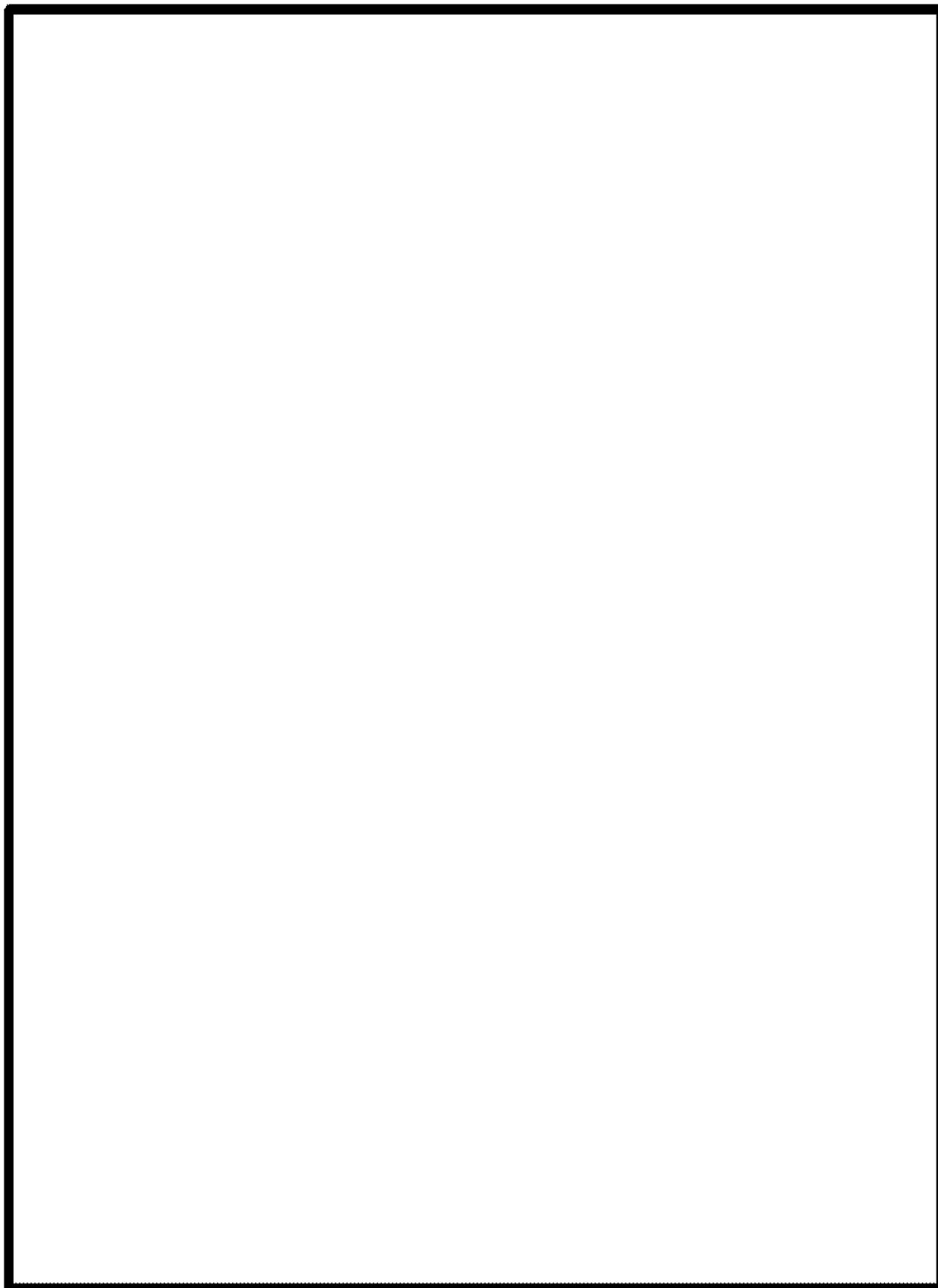
(b)(4)



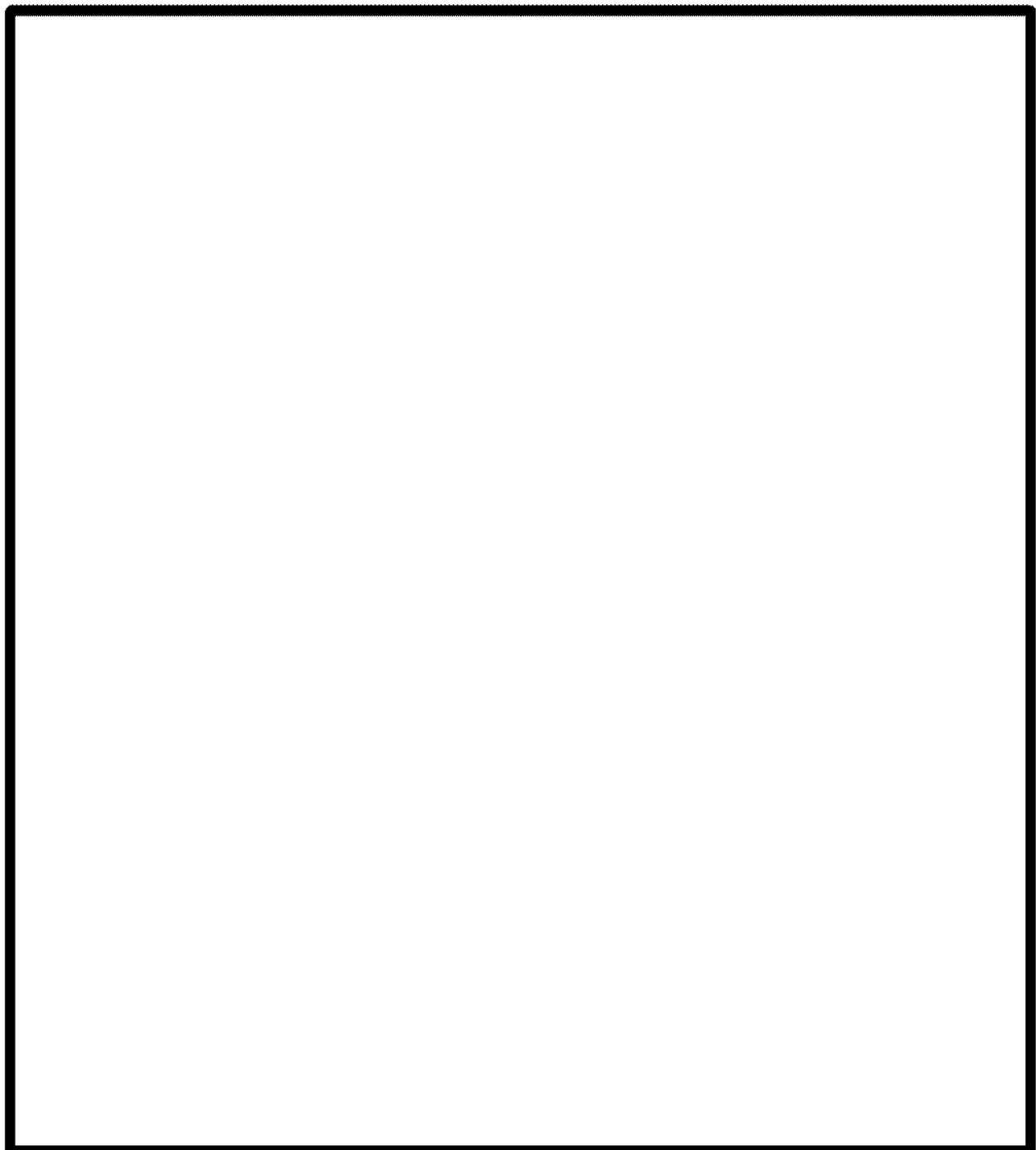
Competitive Property #3 (b)(4)



Competitive Property #4 (b)(4)

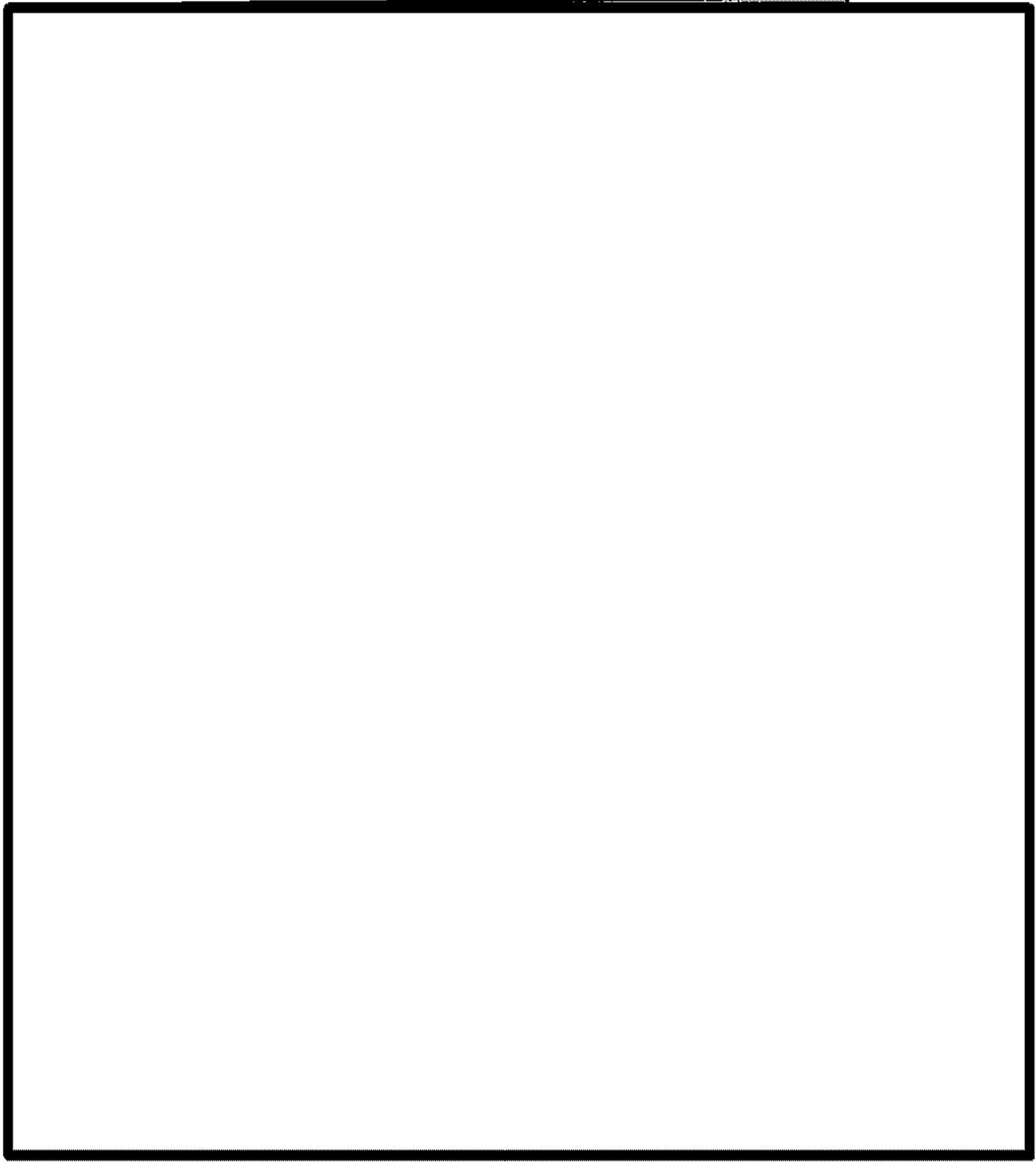


Competitive Property #5 (b)(4)



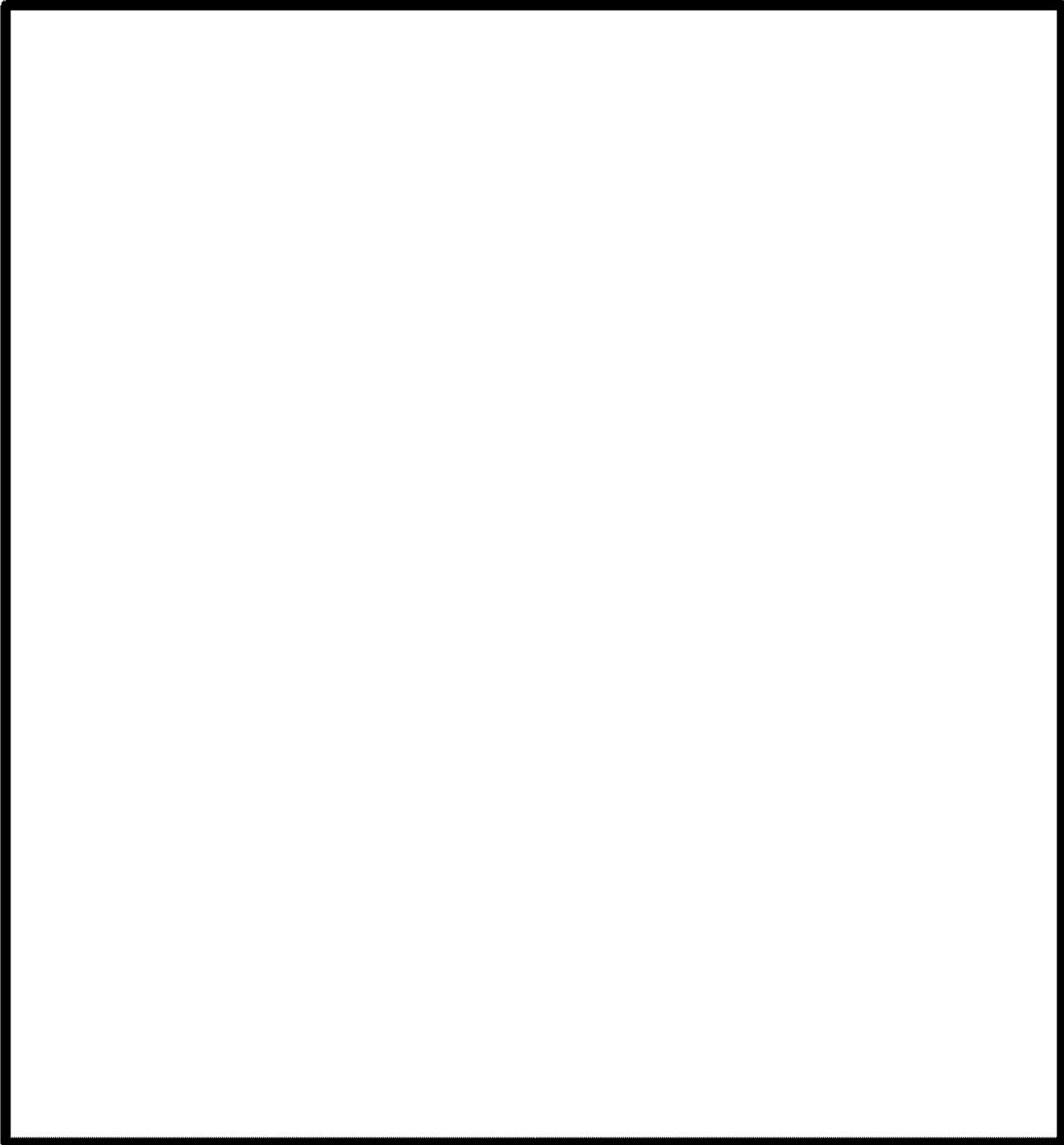
Competitive Property #6

(b)(4)



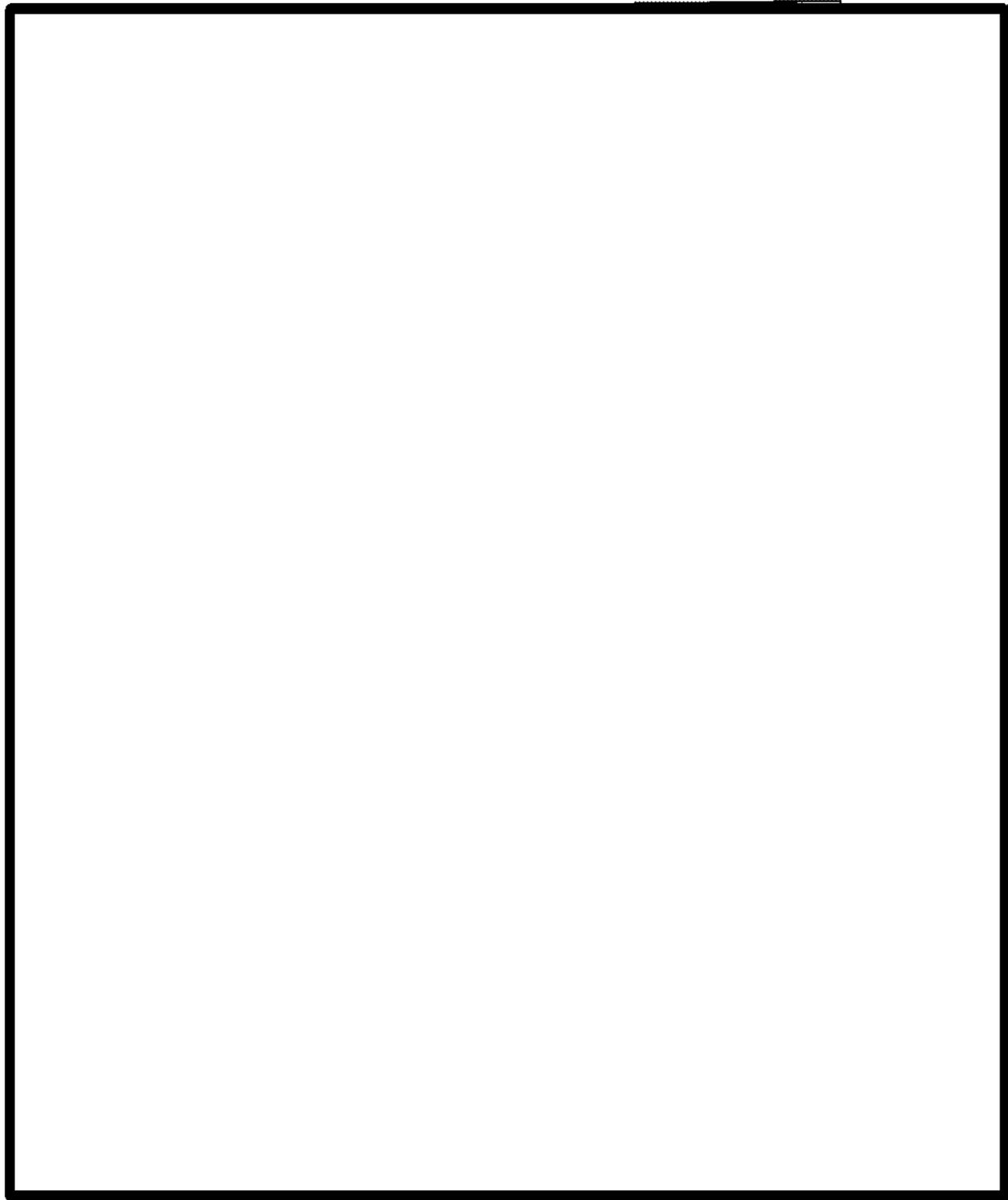
Competitive Property #7

(b)(4)



Competitive Property #8

(b)(4)



Propose [Redacted]  
Market Analysis

**Historical Lodging Demand:** The following table provides occupancy, ADR, and revenue per available room (RevPAR) for the defined competitive set for the past six years based upon information obtained from Smith Travel Research.

Competitors Operating Performance										
Propose [Redacted]										
Year	Annual Supply	% Chg.	Demand	% Chg.	OCC	% Chg.	ADR	% Chg.	RevPAR	% Chg.
[Redacted]										

Source: Smith Travel Research



We have analyzed the seasonality of the competitive set including the performance by day. The following graphs indicate the performance as shown in the Smith Travel Research report for calendar year 2013.

**Occupancy by Month**



Source: Smith Travel Research

**Occupancy by Day**

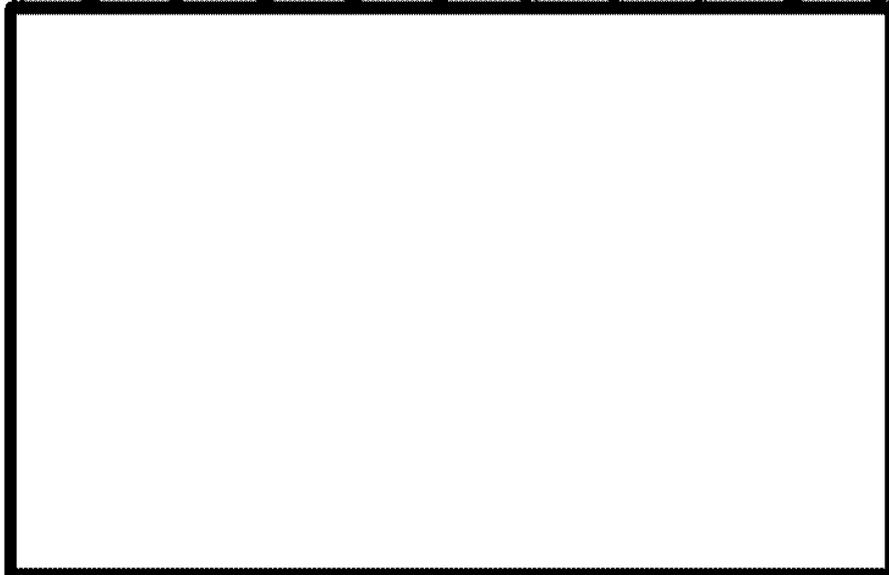


Source: Smith Travel Research

Proposed   
Market Analysis

C-25

**ADR By Month**



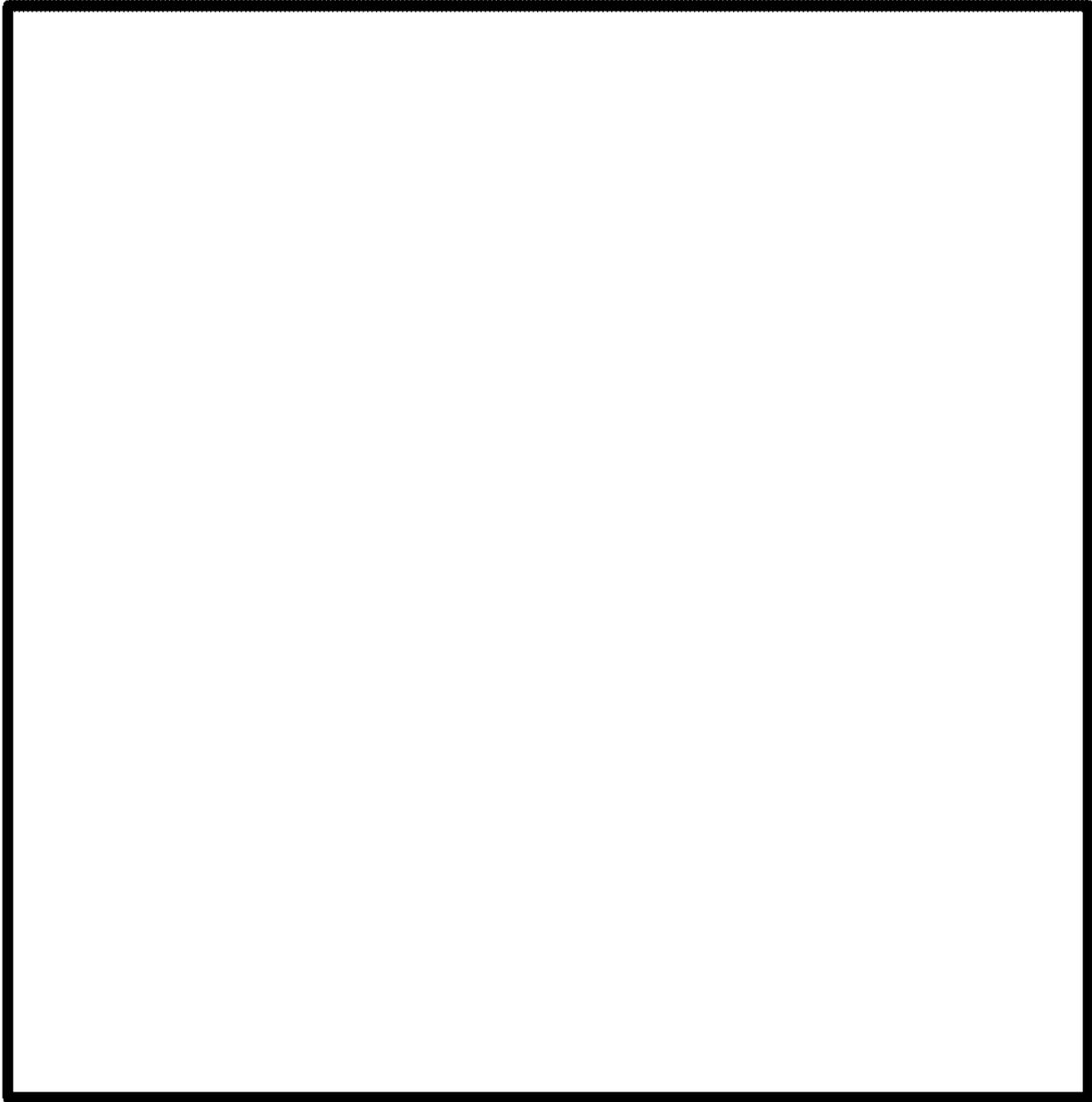
Source: Smith Travel Research

**ADR By Weekday**



Source: Smith Travel Research





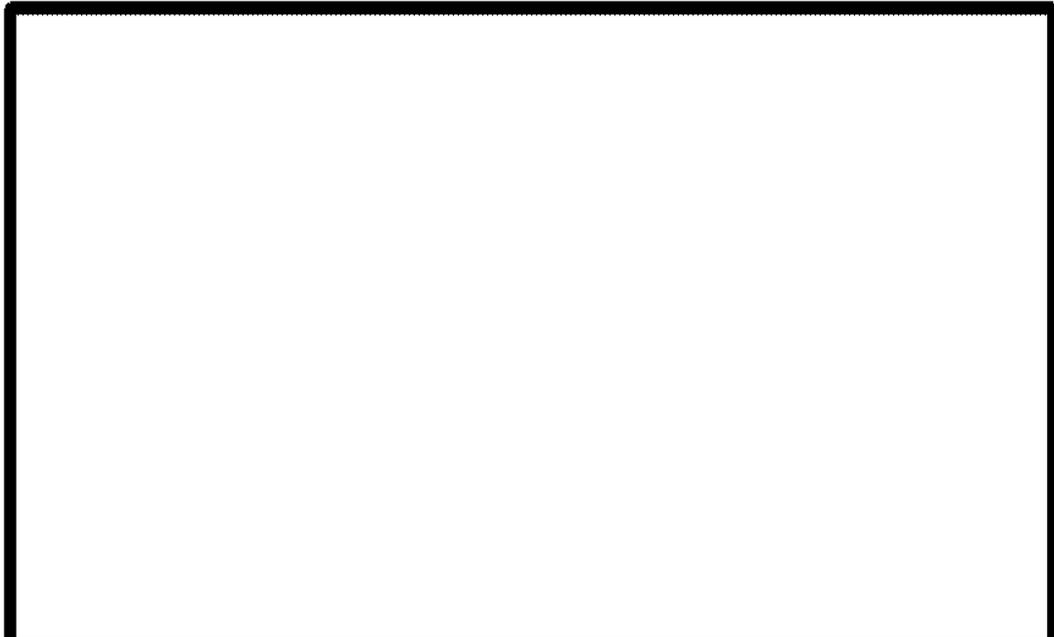
Additions to Supply						
Hotel	Projected (Calendar Year)					
	2014	2015	2016	2017	2018	2019
[Redacted Content]						

Source: Hotel & Leisure Advisors

**Area Demand Analysis**

Estimates of demand for lodging facilities within the market area included analysis of the following factors.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.



**Total Accommodated Demand Output**



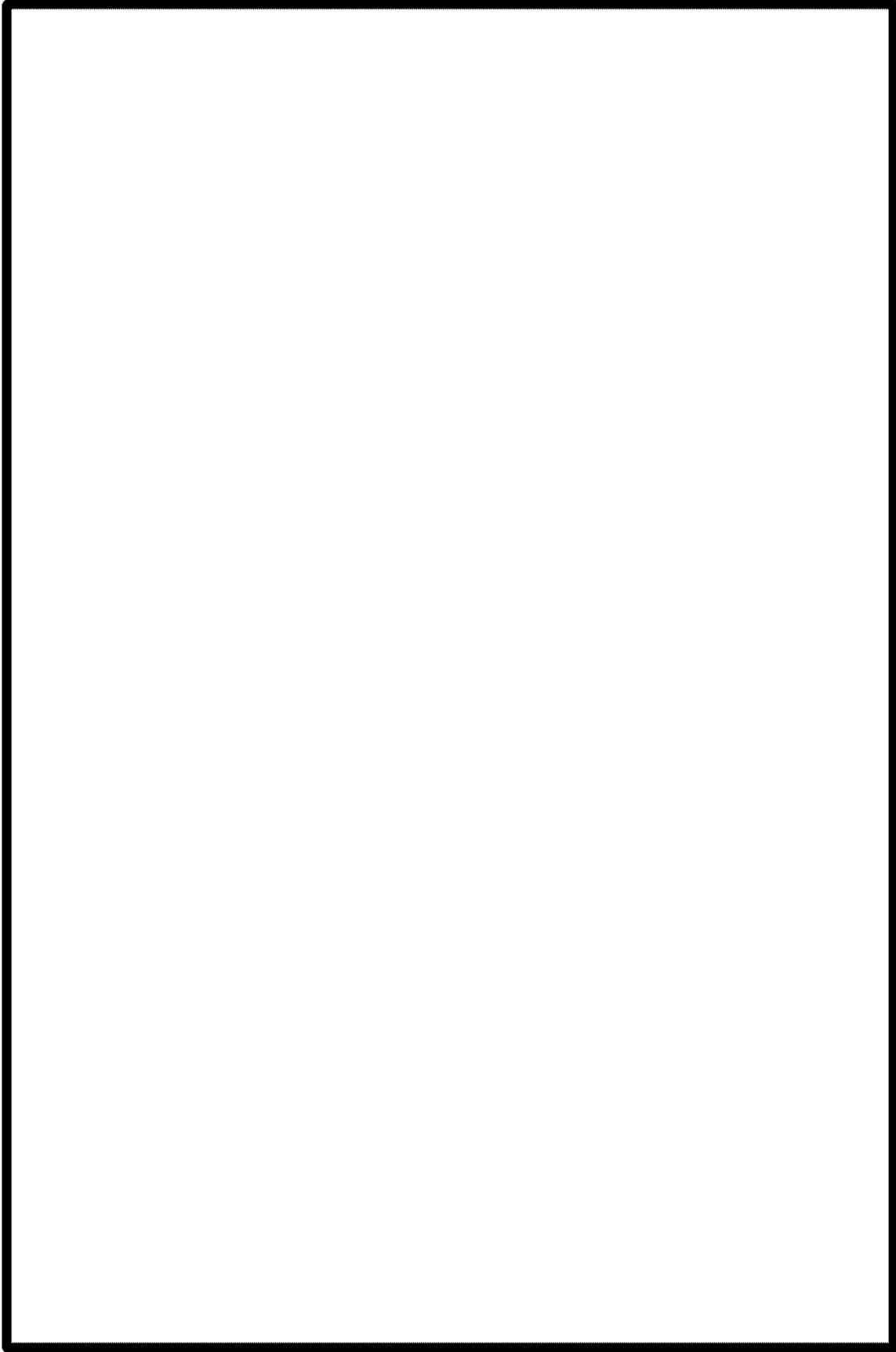
Source: Hotel & Leisure Advisors



(b)(4)

Proposed   
*Market Analysis*

C-2B



Proposed  
Market Analysis



C-29



Meeting Space to Rooms Ratio			
Hotel	Meeting Space SF	# Rooms	Meeting Space Per Available Room

Source: Hotel & Leisure Advisors



(b)(4)

**Major Tourist Attractions in the  
Peoria Area**

Source: Hotel & Leisure Advisors

Accommodated Demand Growth Rates								
Segment	Historical (Calendar Year)				Projected (Calendar Year)			
	2012	2013	2014	2015	2016	2017	2018	2019

Source: Hotel & Leisure Advisors

Proposed [Redacted]  
Market Analysis

C-31



Induced Demand Inputs



Source: Hotel & Leisure Advisors



**PROJECTED MARKET OCCUPANCY**



(b)(4)

Proposed  
Market Analysis

C-32

Proposed



(b)(4)

**COMPETITIVE ADVANTAGES AND DISADVANTAGES OF SUBJECT PROPERTY**

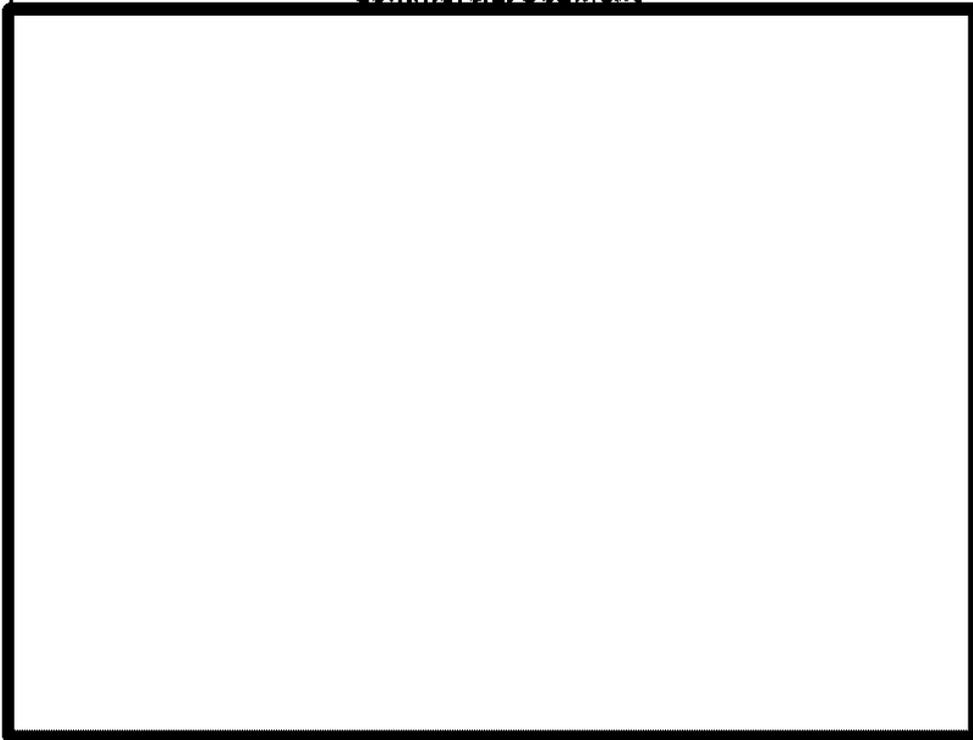
**PROJECTED SUBJECT OCCUPANCY**

Proposed   
*Subject Occupancy and Average Daily Rate Analysis*

D-2



**Projected Penetration Rates  
Commercial Segment**



Source: Hotel & Leisure Advisors



Proposed   
***Subject Occupancy and Average Daily Rate Analysis***

**D-3**

**Group Demand Penetration:** The following table presents the historical and projected penetration rates for the competitive supply, followed by the subject penetration rates.

<b>Projected Penetration Rates</b>	
<b>Group Segment</b>	

Source: Hotel & Leisure Advisors

--



Proposed [Redacted]  
Subject Occupancy and Average Daily Rate Analysis

D-5

Subject Property Name:	Proposed [Redacted]							
Room Nights by Segment	2016	2017	2018	2019	2020	2021	2022	2023
[Redacted]								

Source: Hotel & Leisure Advisors

Projected Market vs. Subject Occupancy



Proposed   
**Subject Occupancy and Average Daily Rate Analysis**

D-6



**Monthly Analysis**

The following table indicates our projections of occupancy by month in a stabilized year of operation.

<b>Stabilized Year Occupancy</b>	
[Empty table content]	

Source: Hotel & Leisure Advisors



**ESTIMATED AVERAGE DAILY RATE**

The estimates of future ADR for the subject hotel are based on the following factors:

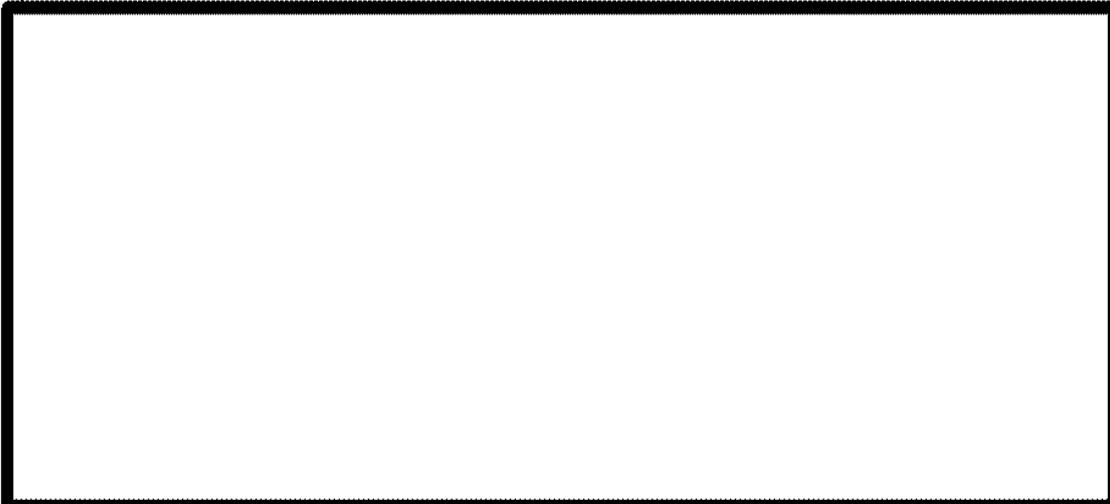


Proposed   
Subject Occupancy and Average Daily Rate Analysis

D-7



**Market Historical ADR**



Year

Source: Hotel & Leisure Advisors

The competitive supply has a wide range in ADRs as shown in the following table.

(b)(4)

(b)(4)

Proposed   
*Subject Occupancy and Average Daily Rate Analysis*

D-8

**Competitive Hotels Average Daily Rate Analysis**



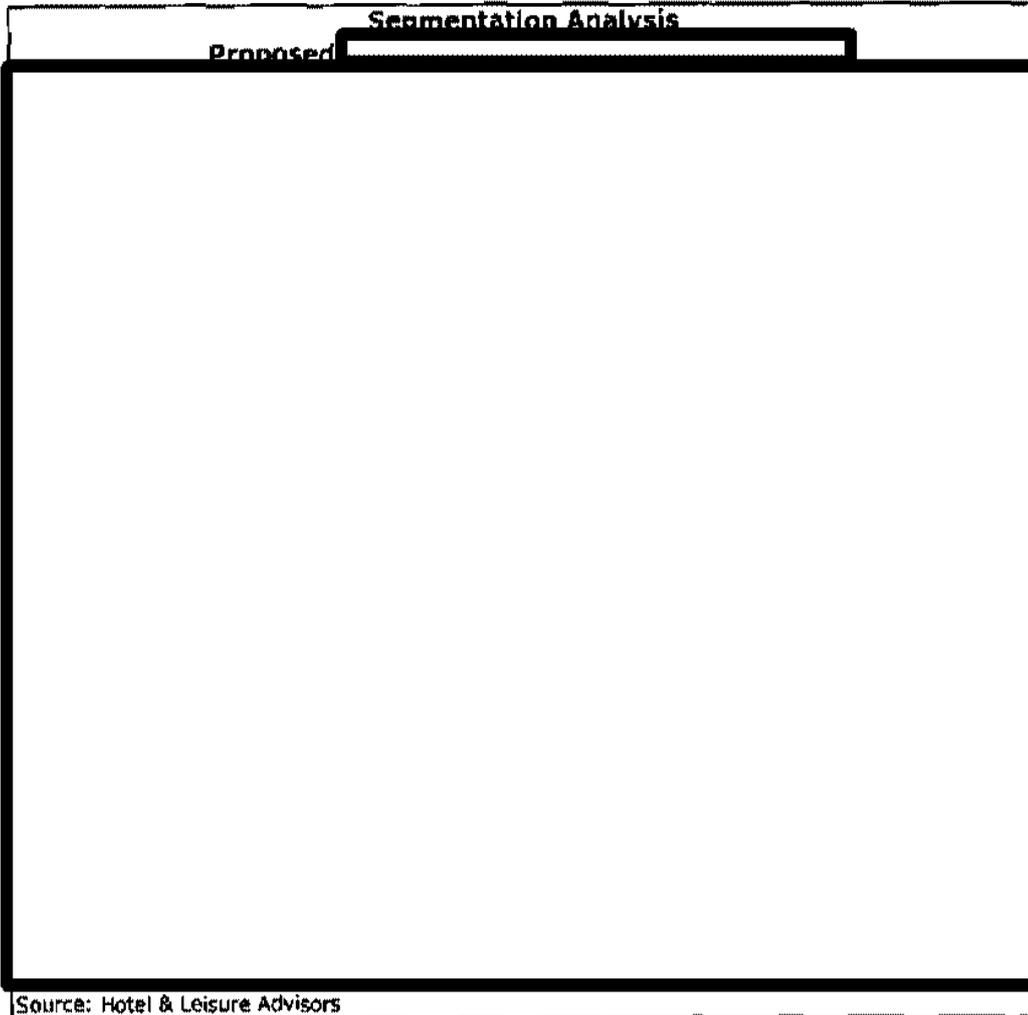
Source: Hotel & Leisure Advisors



(b)(4)

Proposed [redacted]  
**Subject Occupancy and Average Daily Rate Analysis**

D-9



Source: Hotel & Leisure Advisors



The following table demonstrates the projected occupancy and ADR for the market and the subject for calendar year projections beginning in January of each year.

(b)(4)

Proposed   
***Subject Occupancy and Average Daily Rate Analysis***

**D-10**

**Estimated Average Daily Rate, Occupancy, and RevPAR  
Market and Subject**

--

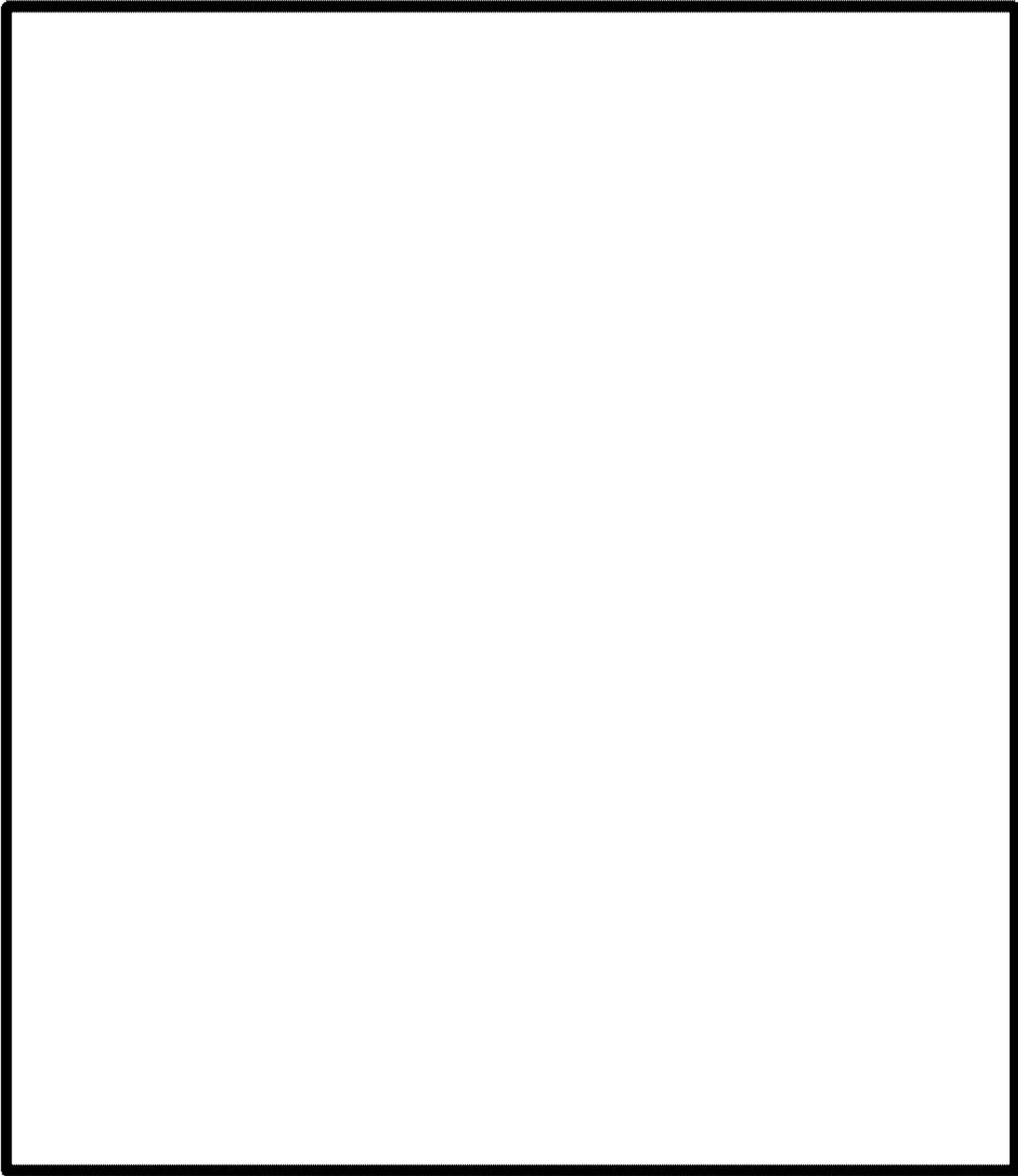
Source: Hotel & Leisure Advisors

Our estimates of revenues, as outlined in this section of the report, are predicated on the following assumptions:

- 
- 
- 
- 

(b)(4)

**INTRODUCTION**

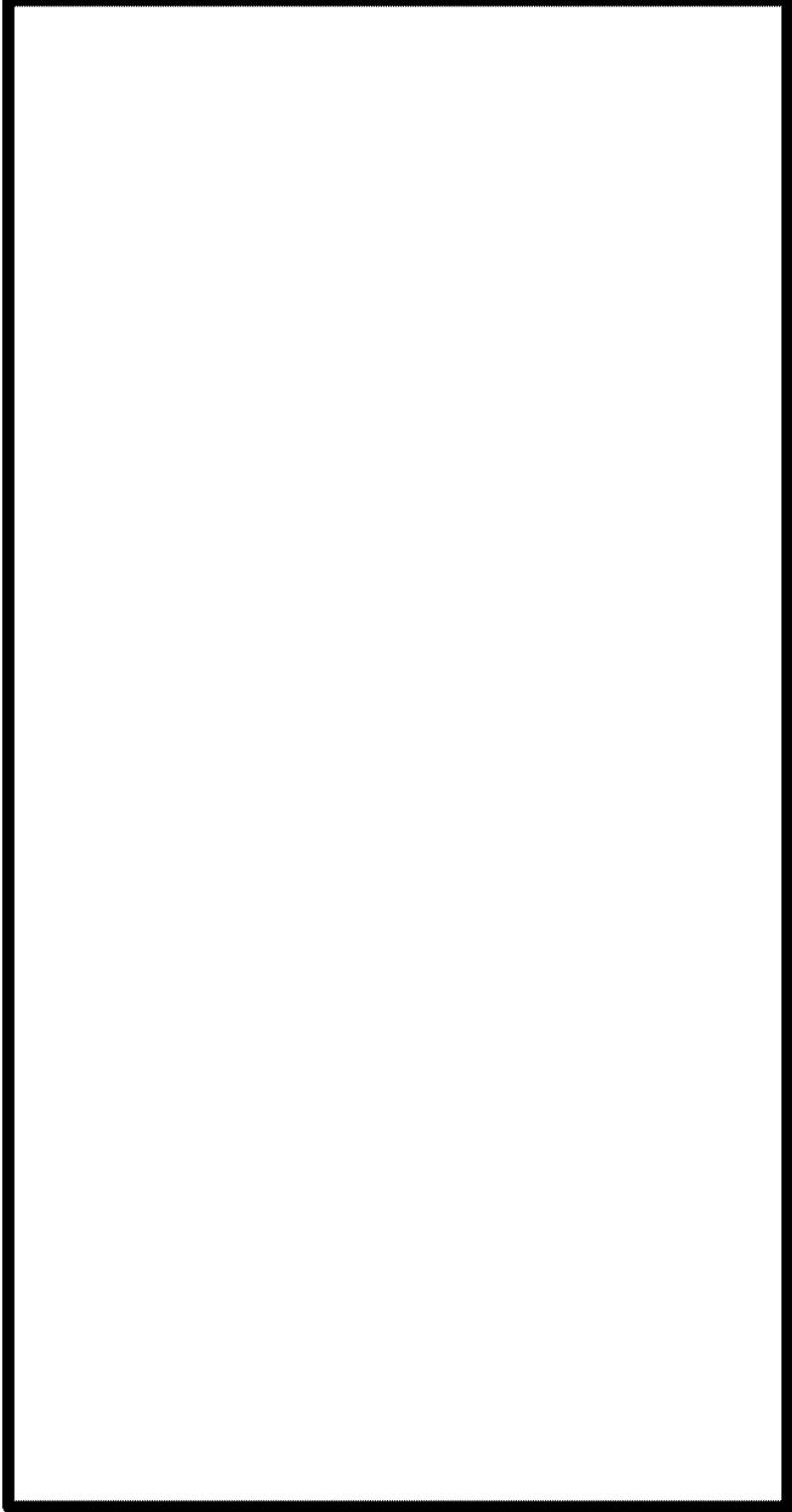


(b)(4)

Proposed [redacted]  
Financial Analysis

E-2

Proposed [redacted]  
Budgeted Financial Statements of Subject



(b)(4)

Proposed   
Financial Analysis

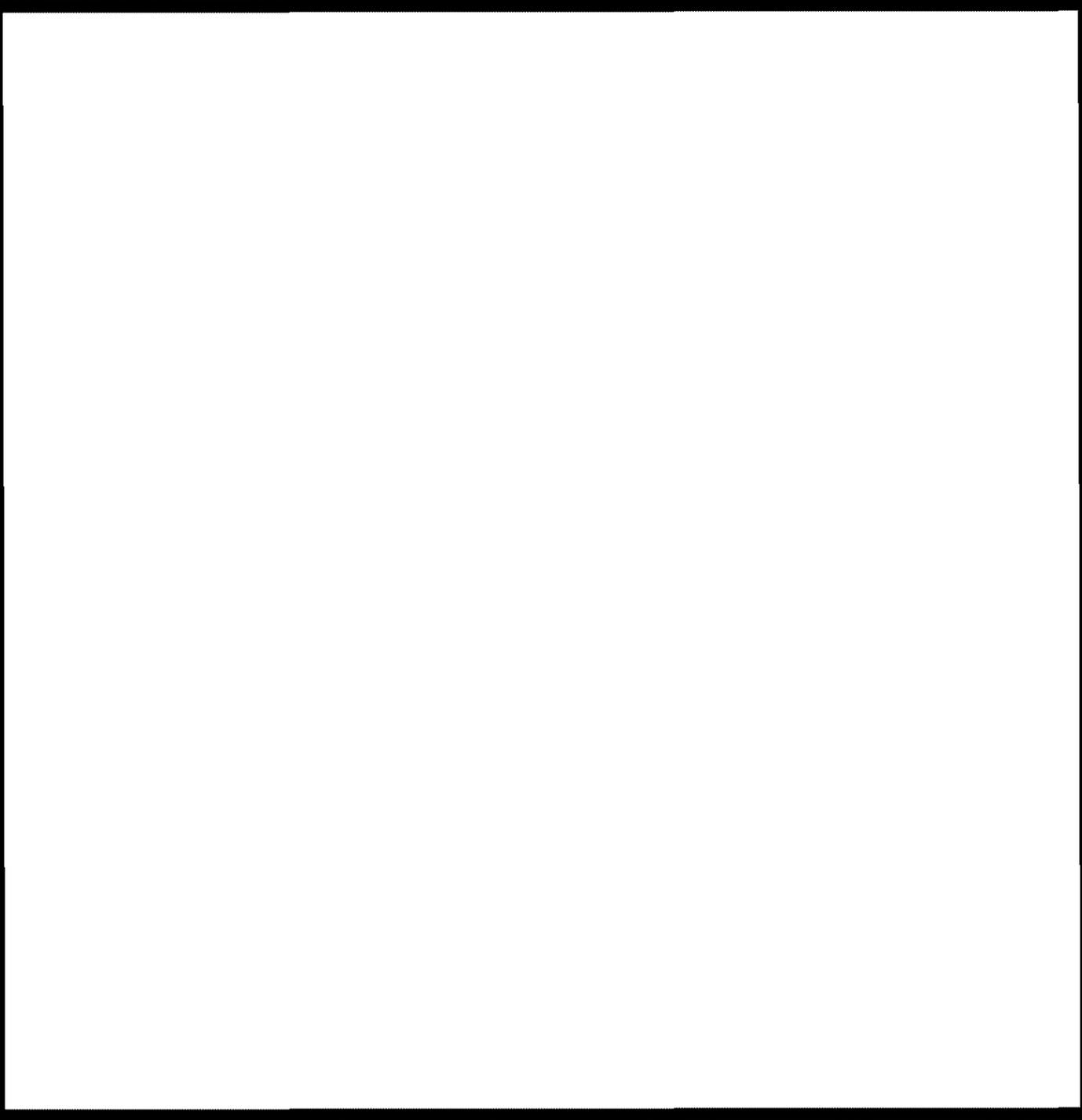
E-3

Proposed

Comparable Financial Statements and Industry Statistics

0

0



Source: Hotel & Leisure Advisors

**Fixed and Variable Component Analysis**

--

**Range of Fixed and Variable Ratios**

--

Source: Hotel & Leisure Advisors

**INCOME AND EXPENSE ANALYSIS**

The following items outline the revenues and expenses calculations.

--

Proposed [Redacted]  
Financial Analysis

E-5

Proposed [Redacted]  
Projected Rooms Revenue

[Redacted]
------------

Source: Hotel & Leisure Advisors

[Redacted]
------------

**FOOD AND BEVERAGE REVENUE**

[Redacted]
------------

Source: Hotel & Leisure Advisors

[Redacted]
------------

Proposed   
*Financial Analysis*

E-6

OTHER OPERATED DEPARTMENTS REVENUE

Source: Hotel & Leisure Advisors

--

RENTALS AND OTHER INCOME

Source: Hotel & Leisure Advisors

--

**Departmental Expenses**

--

**ROOMS EXPENSE**

--

Source: Hotel & Leisure Advisors

--

Proposed   
Financial Analysis

E-8

FOOD & BEVERAGE EXPENSE

Source: Hotel & Leisure Advisors

--

OTHER OPERATED DEPARTMENTS EXPENSE

Source: Hotel & Leisure Advisors

--

**Undistributed Operating Expenses**

--

**ADMINISTRATIVE & GENERAL**

--

Source: Hotel & Leisure Advisors

--

Proposed   
Financial Analysis

E-10

**MANAGEMENT FEE**

Source: Hotel & Leisure Advisors

**MARKETING**

Source: Hotel & Leisure Advisors

Proposed   
*Financial Analysis*

E-11



FRANCHISE FEE



Source: Hotel & Leisure Advisors



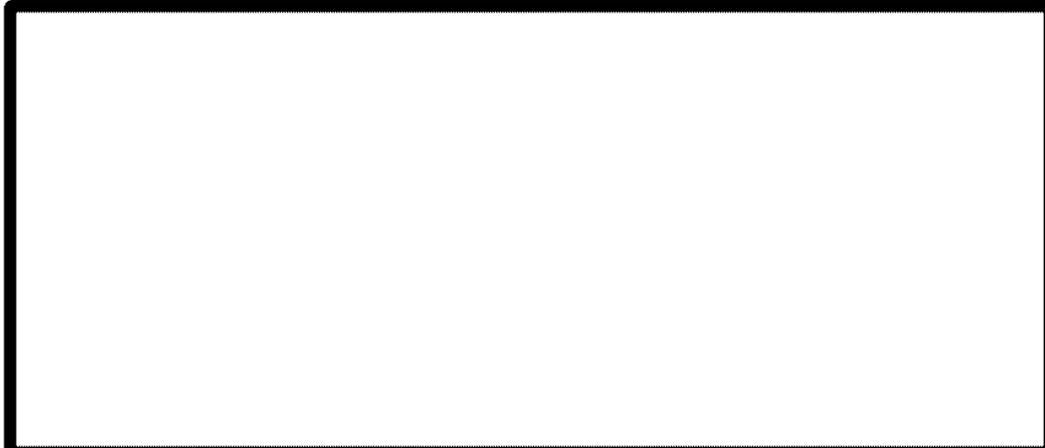
**PROPERTY OPERATIONS AND MAINTENANCE**



Source: Hotel & Leisure Advisors



**ENERGY**



Source: Hotel & Leisure Advisors



Proposed   
Financial Analysis

**INCOME BEFORE FIXED CHARGES**

--

Source: Hotel & Leisure Advisors

--

**Fixed Charges**

--

(b)(4)

Proposed [redacted]  
Financial Analysis

E-14

Proposed [redacted]  
Tax Analysis - First Year  
[redacted]  
Source: Hotel & Leisure Advisors

We project real estate taxes of [redacted] in the first year of the analysis.

[redacted]

INSURANCE  
[redacted]  
Source: Hotel & Leisure Advisors

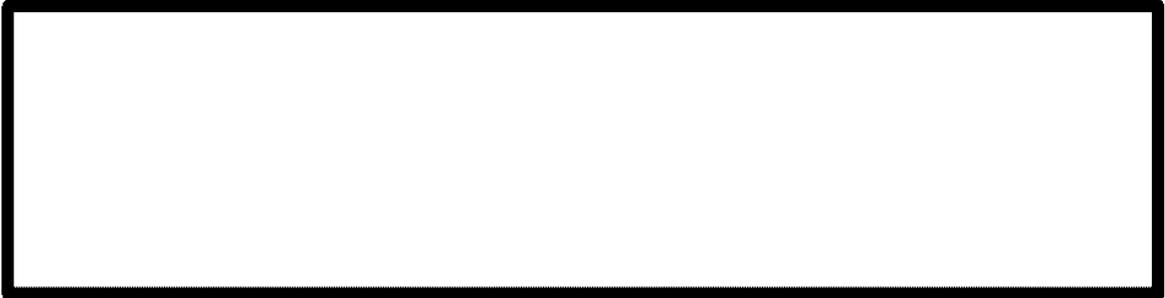
We have projected an expense of [redacted] or [redacted] per room in the first year of the projection.

[redacted]

Proposed   
Financial Analysis



**PROSPECTIVE FINANCIAL ANALYSIS IN INFLATED DOLLARS**



(b)(4)

PROJECTED FINANCIAL PERFORMANCE

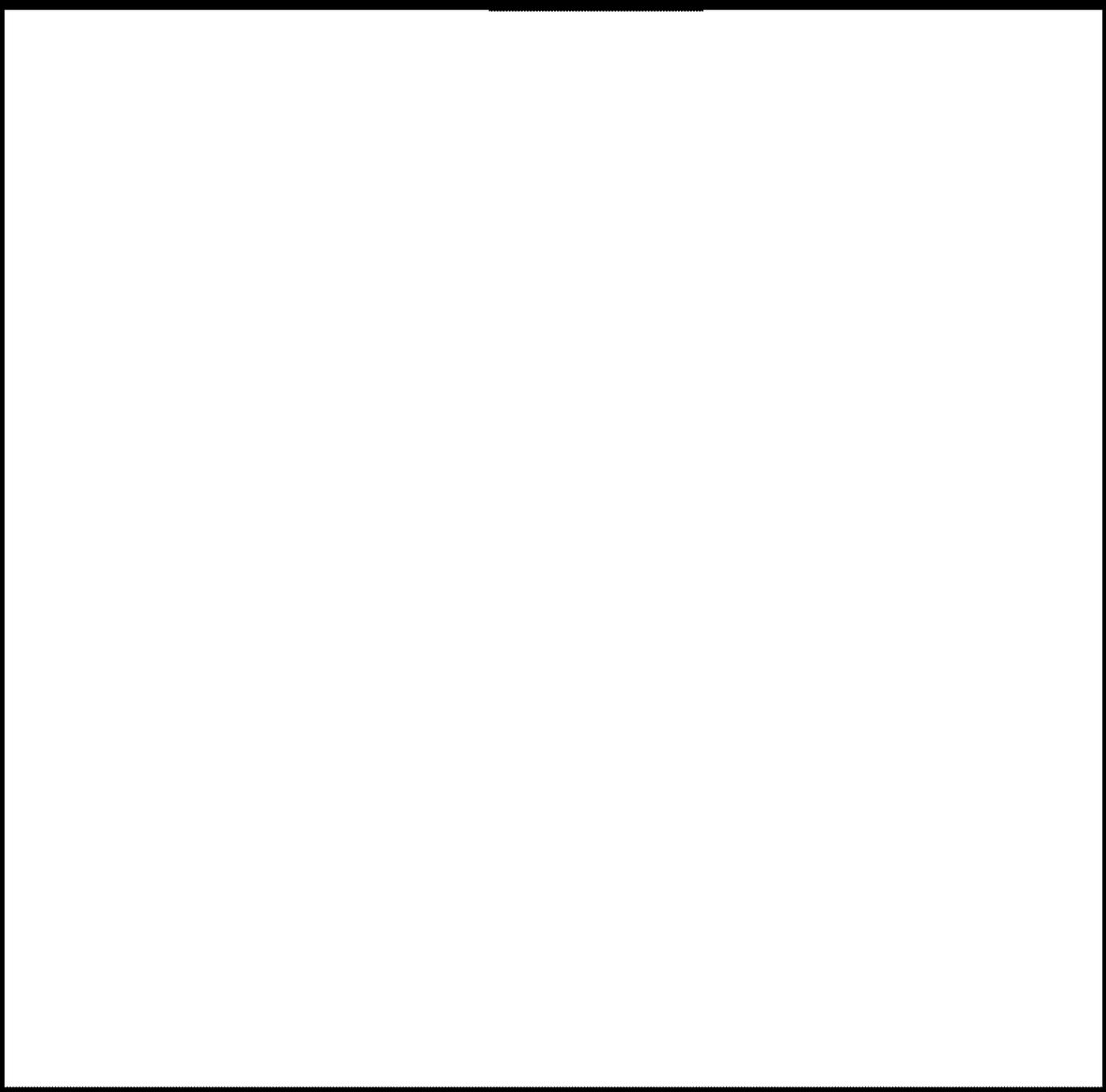
PROPOSED [REDACTED]

[REDACTED]

(b)(4)

PROJECTED FINANCIAL PERFORMANCE

PROPOSED



Source: Hotel & Leisure Advisors

[Redacted]

(b)(4)

PROJECTED FINANCIAL PERFORMANCE

Proposed [Redacted]

[Empty table area]

0

0

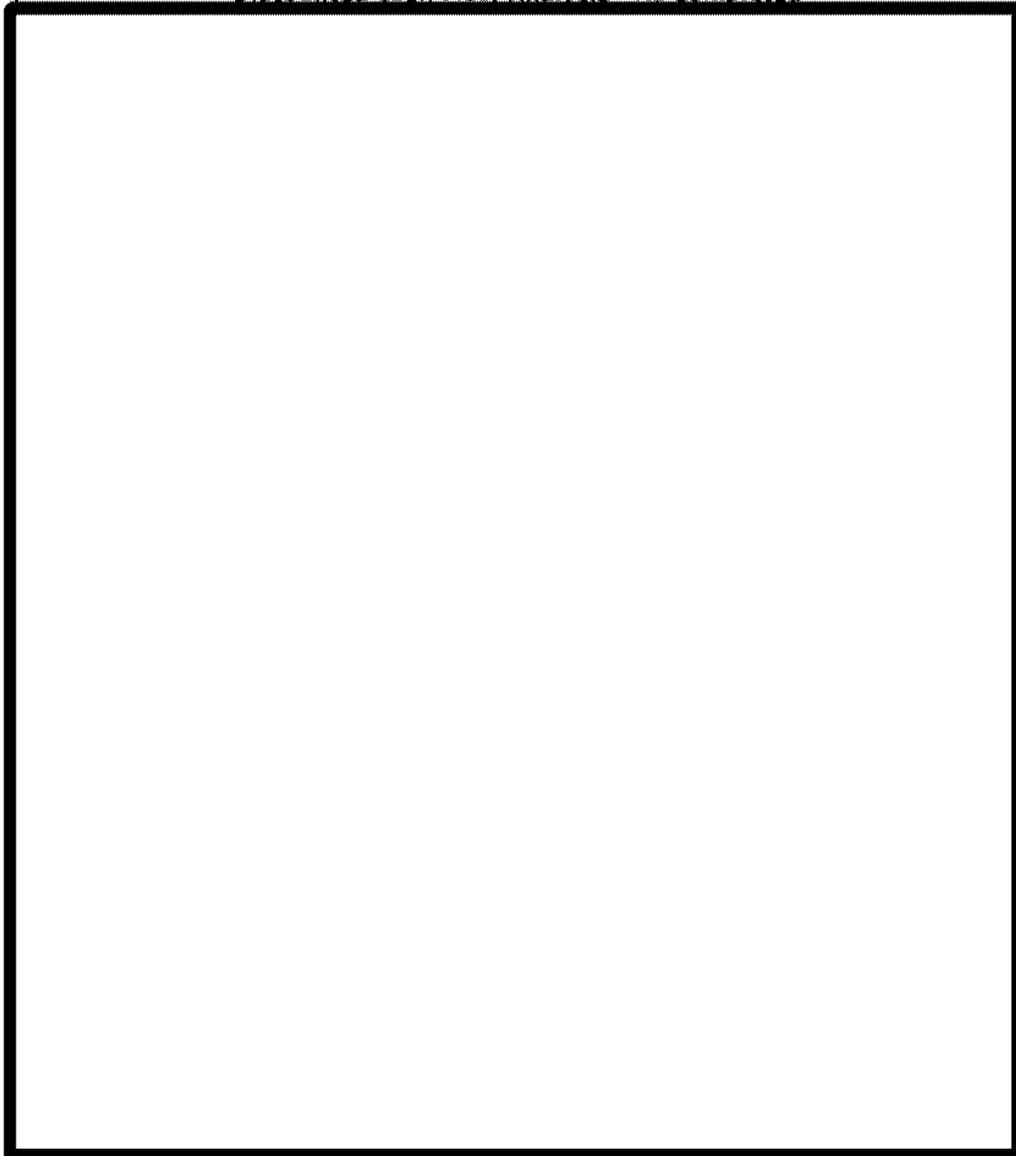
Proposed [redacted]  
Financial Analysis

E-19

**FEASIBILITY ANALYSIS**



Proposed [redacted]  
Discounted Cash Flow Analysis - As Completed



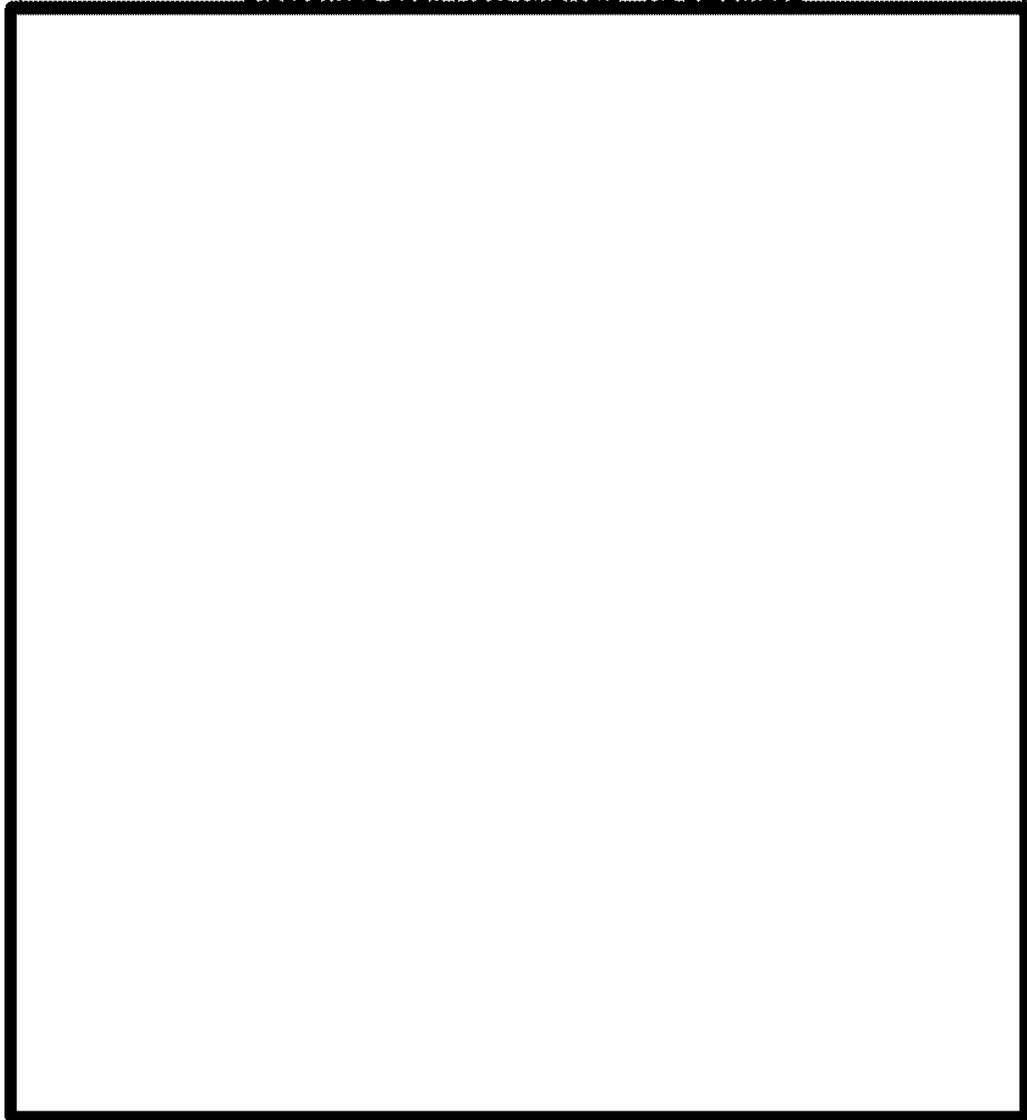
SOURCE: HOTEL & LEISURE ADVISORS

Proposed [Redacted]  
*Financial Analysis*

*E-20*



Proposed [Redacted]  
*Discounted Cash Flow Analysis - As Stabilized*



Source: Hotel & Leisure Advisors



(b)(4)

**Comparison of Value Created to Projected Costs**



(b)(4)

Proposed   
Certification

F-1

I certify that, to the best of my knowledge and belief:

- The statements of fact contained in this report are true and correct.
- The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and are my personal, impartial, and unbiased professional analyses, opinions, conclusions, and recommendations.
- I have no present or prospective interest in the property that is the subject of this report, and I have no personal interest with respect to the parties involved.
- I have performed no services, as an appraiser or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
- I have no bias with respect to any property that is the subject of this report or to the parties involved with this assignment.
- My engagement in this assignment was not contingent upon developing or reporting predetermined results.
- My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.
- The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the requirements of the Code of Professional Ethics & Standards of Professional Appraisal Practice of the Appraisal Institute.
- The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice.
- The use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representatives.
- Laurel A. Keller made a personal inspection of the property that is the subject of this report. David J. Sangree, MAI, ISHC has previously studied the subject area.
- Kyle Mossman provided significant real property appraisal or appraisal consulting assistance to the person signing this certification.
- As of the date of this report, David J. Sangree, MAI, ISHC has completed the continuing education program of the Appraisal Institute.
- As of the date of this report, Joseph Pierce has completed the Standards and Ethics Education Requirement of the Appraisal Institute for Associate Members.

\_\_\_\_\_  
David J. Sangree, MAI, ISHC  
President

\_\_\_\_\_  
Laurel A. Keller  
Director of Appraisal & Consulting Services

Economic Analysis

TAB 6C

**ECONOMIC IMPACT ANALYSIS**

of the



**(A Proposed EB-5 Project)**

(b)(4)

For the



By

**VanLandingham Consulting**

**Warriors Mark. PA 16877**

**February, 2014**

(b)(4)



## Introduction

### Project Description



### This Report



(b)(4)



### Data and Methodology

The data used for this analysis is derived from the US Input-Output Tables generated by the Bureau of Economic Analysis for 2002 as updated for 2010. These tables provide a snapshot of the US economy based on the sales from one industry to another and to final demand. These national data have then been regionalized by the Bureau of Economic Analysis for the Peoria MSA by applying the Location Quotient Technique, which compares the local economy to the national economy as a whole, for each industry according to information derived from *County Business Patterns (CBP)*. CBP is an annual series that provides sub-national economic data by industry. This series includes the number of establishments, employment, first quarter payroll, and annual payroll. This data is useful for studying the economic activity of small areas; analyzing economic changes over time; and as a benchmark for other statistical series, surveys, and databases between economic censuses.

Hence the RIMS II data provided by the Bureau is specific to the region under study and reflects the underlying structure of the regional economy. Excerpts used from the relevant tables are included.

Since business-to-business sales of products/services occur according to the production needs of each purchasing industry, the I-O Tables represent a "recipe" for the production of the products/services of the consuming industries. Through matrix manipulation of the original data, it is possible to create a general equilibrium model which shows the total change in the economy given a particular change in final demand for a specific product or service. In other words, if the demand for woods products increases by \$1 million, the model will show not just the changes produced in the woods products industries, but the total changes induced in all industries/sectors based on the increased needs of the affected industry. The total change in the overall economy will be a multiple of the \$1 million change in the demand for woods products. Using the I-O

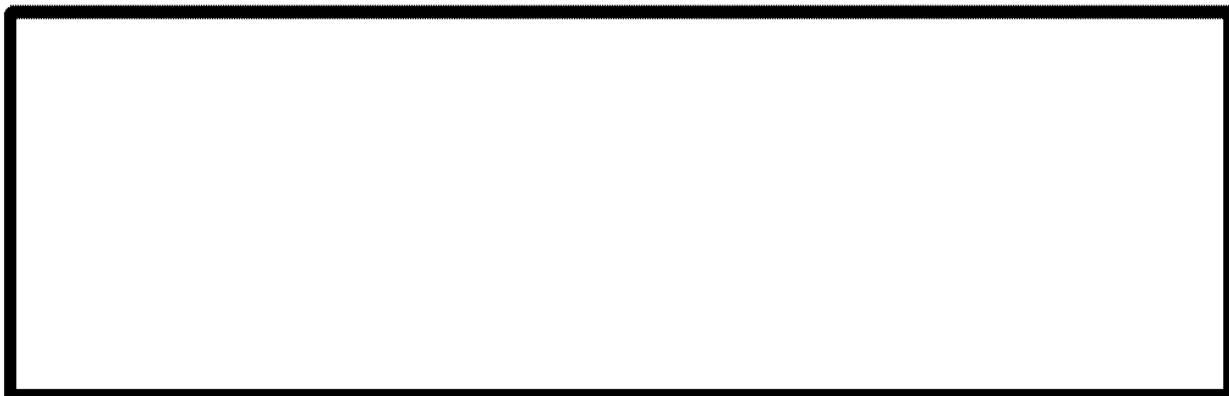
*methodology it is possible to derive multipliers for jobs and earnings as well as output. It is these multipliers that the RIMS II data tables present.*

*Also, all revenue streams and development stage expenditures are assumed to be in constant 2013 dollars, i.e. not adjusted for inflation.*

*Although the hotel will contain space for attached retail and restaurant operations these will be leased facilities and the income streams from these are not included in the revenue analysis. Hence the only NAICS code applicable for the operations portion of the analysis is 72251: Hotels. All EB-5 non-eligible costs, such as contingencies and fees, have been removed from the construction phase calculations.*

### **The Peoria Metropolitan Area**

The Peoria metro area is comprised of five Illinois Counties: Marshall, Peoria, Stark, Tazewell, and Woodford. The MSA had 379,186 residents according to the 2010 Census of Population and Housing. The county populations in that year were Marshall 12,640; Peoria 186,494; Stark 5,994; Tazewell 135,394; and, Woodford 38,664. The workforce had approximately 187,800 nonfarm workers in 2012.

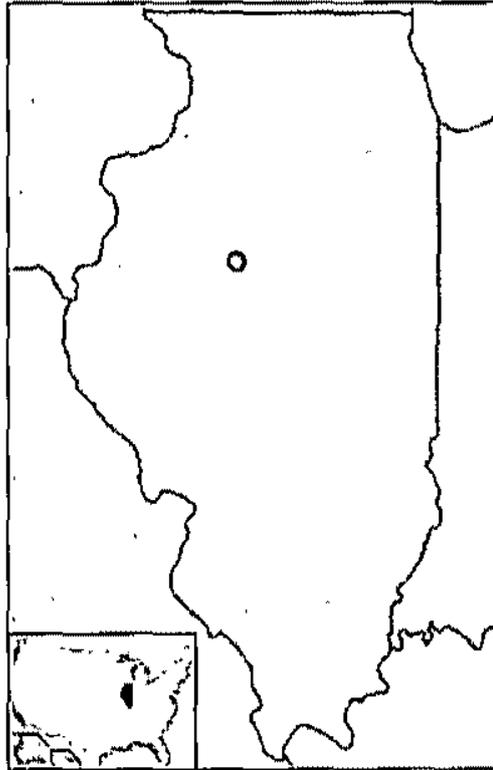


(b)(4)

Insert Table 1

## Maps of the Region and Proposed Location

### Location of the City of Peoria



Source: Copied from Wikipedia

### The Five Counties which Comprise the Peoria MSA



<u>County</u>	<u>Population 2010</u>
Marshall	12,640
Peoria	186,494
Stark	5,994
Tazewell	135,394
Woodford	38,664

**Location of the Hotel in Downtown Peoria**

(b)(4)



Source: From the Developer's Presentation Package

(b)(4)

Table 1: Establishments, Employment, and Payroll 2010: Five Counties of Peoria MSA

County		Peoria	Peoria	Peoria	Marshall	Marshall	Marshall	Stark	Stark	Stark	Tazewell	Tazewell	Tazewell	Woodford	Woodford	Woodford
NMCS	TRs	Est	Emp	Pay/Yr	Est	Emp	Pay/Yr	Est	Emp	Pay/Yr	Est	Emp	Pay/Yr	Est	Emp	Pay/Yr

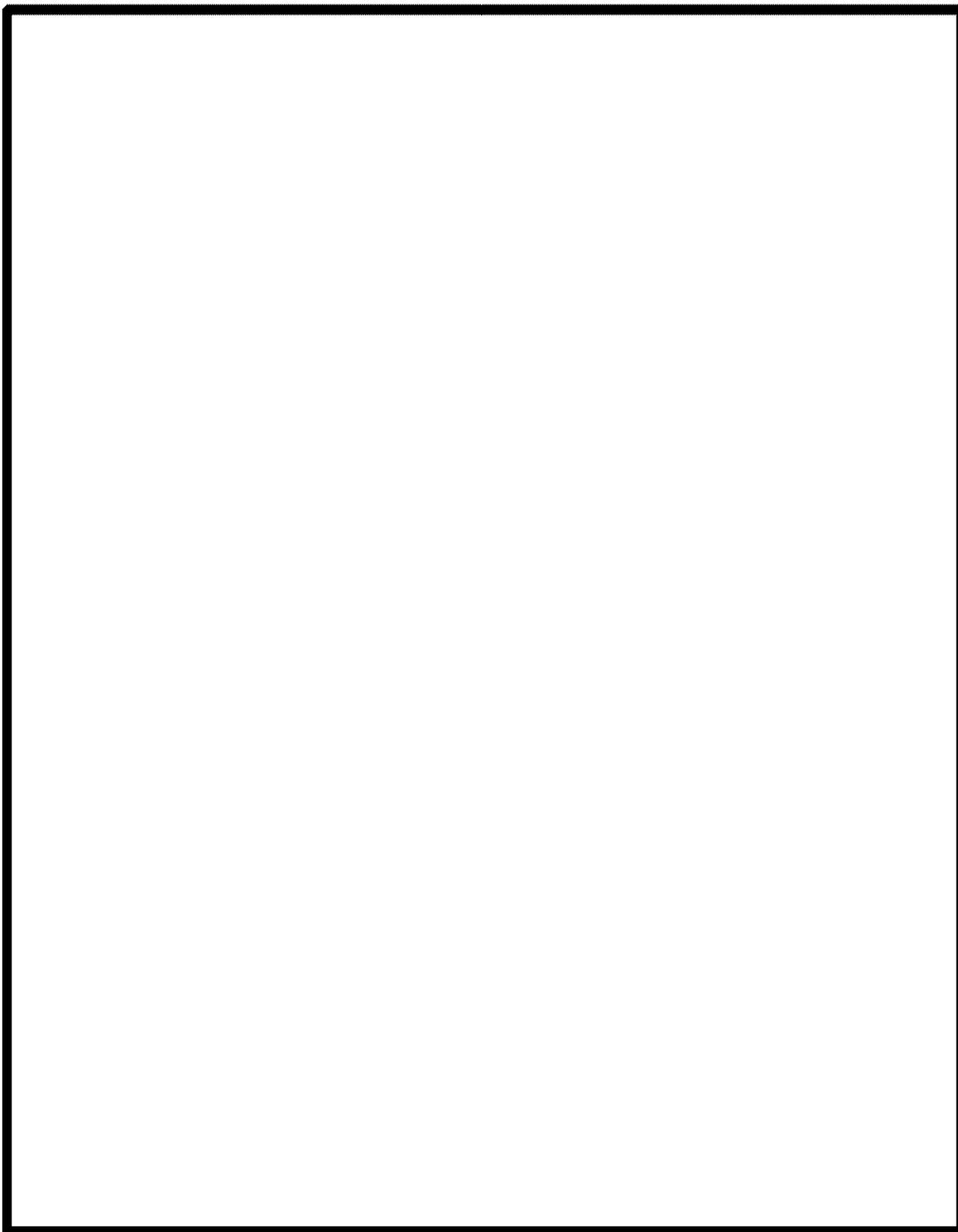
[Redacted Data]																
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Source: County Business Review, 2010.

(b)(4)



## Analysis and Findings



(b)(4)



Table 2: Economic Impacts of the Construction and Operations Phases of the Peoria Hotel

Construction Phase

ALL DEVELOPMENT COSTS	Total	Multipliers			Total Change			Total Jobs	Direct	Indirect
		Output	Earnings	Jobs	Direct	Output	Earnings			

[Redacted Table Content]										
--------------------------	--	--	--	--	--	--	--	--	--	--

Company: FREEDOM PROTERS REGIONAL CENTER  
 Address: 30 EAST ADAMS ST. SUITE 4140  
 City: CHICAGO State: IL ZIP: 60603

FedEx 2Day A.M.  
 FedEx Priority Overnight  
 FedEx Standard Overnight  
 FedEx 2Day by  
 FedEx Express Saver

2 Your Internal Billing Reference

3 To Recipient's Name: USCIS

Company: INTERNAL INVESTOR PROGRAM

Address: 20 MASSACHUSETTS AVE. N.W.

Address: MAILSTOP 2235

City: WASHINGTON State: DC ZIP: 20529

5 Packaging  
 FedEx Envelope  
 FedEx Pak  
 FedEx Box  
 FedEx Tube

6 Special Handling and Delivery Signature Options  
 SATURDAY Delivery  
 No Signature Required  
 Direct Signature  
 Indirect Sign

Does this shipment contain dangerous goods?  
 No  
 Yes  
 Yes (Special Handling required)  
 Yes (Special Handling required)  
 Yes (Special Handling required)

7 Payment \$ for:  
 Cash  
 Recipient  
 Third Party  
 Credit Card



8047 8943 3828



Security Tape

2 Your Billing Reference

3 To Recipient's Name USCIS

Company JMWGLVT INVISOR PROGRAM

Address 20 MASSACHUSETTS AVE N.W.

Address MAILSTOP 2235

City WASHINGTON State DC ZIP 20529



8047 8943 3828

6 Special Handling and Delivery Service

SATURDAY Delivery

No Signature Required

Direct

Does this shipment contain dangerous goods?

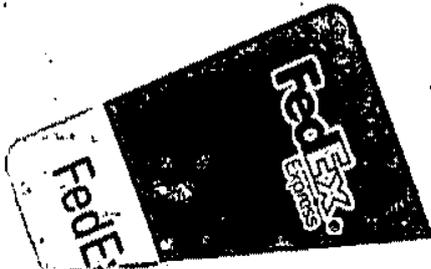
No  Yes  Yes

7 Payment \$28.00

Recipient

Total Packages: 1 Total Weight: 1.5

8047 8943 3828



M-2p

2235 Delivery Point

2235 uscis

Processed By: DSS-990M-025

2/12/2014 10:15:15 AM

804789433828

**SECURED**

**MEC**

**X0 RDVA**

TRACKING 8047 8943 3828

**PRIORITY OVERNIGHT**

**SATURDAY 12:00P**

DC-US IAD 20529

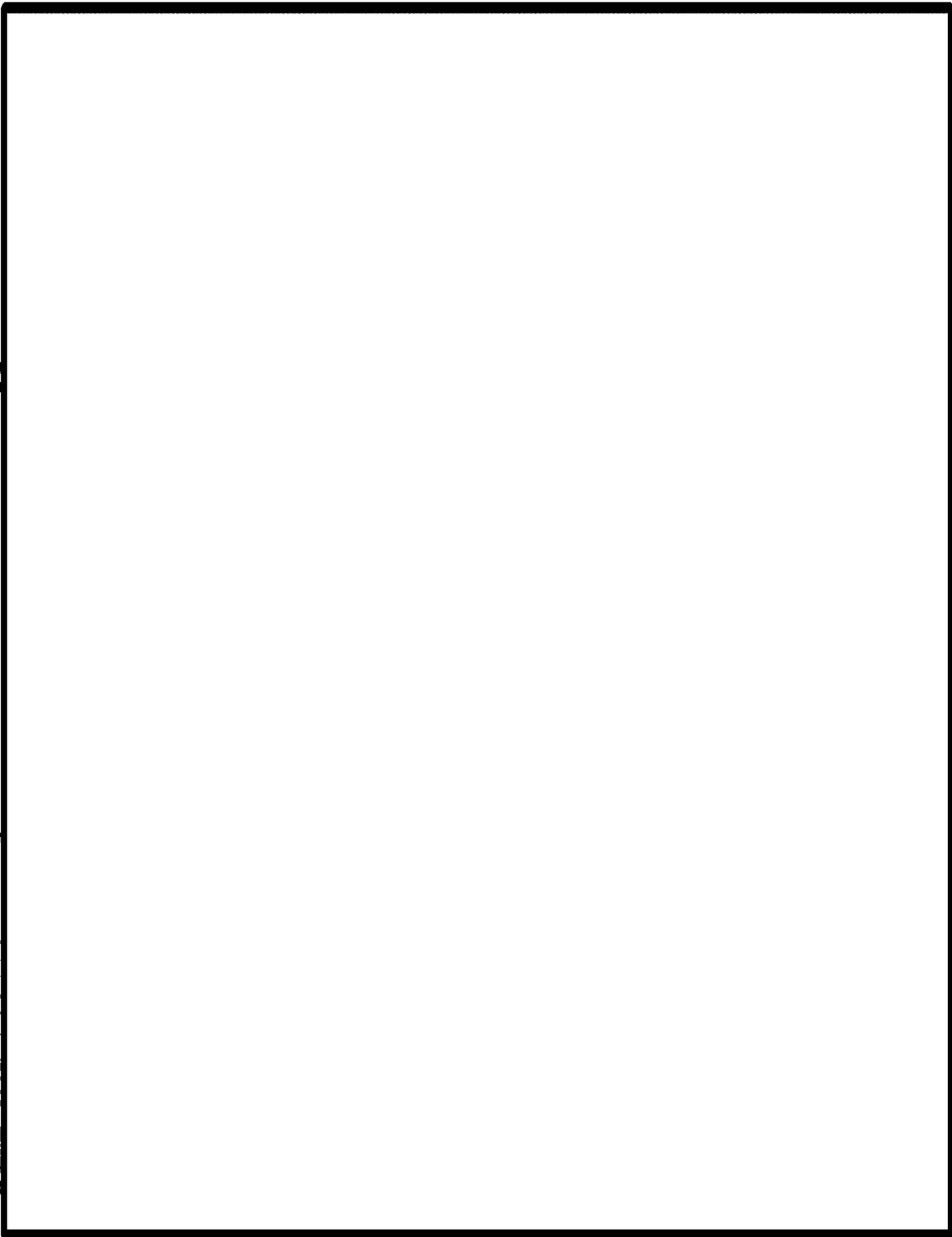
Security Tape

Priority Mail

Business Plan

TAB 6a

(b)(4)



**PROJECT OVERVIEW**

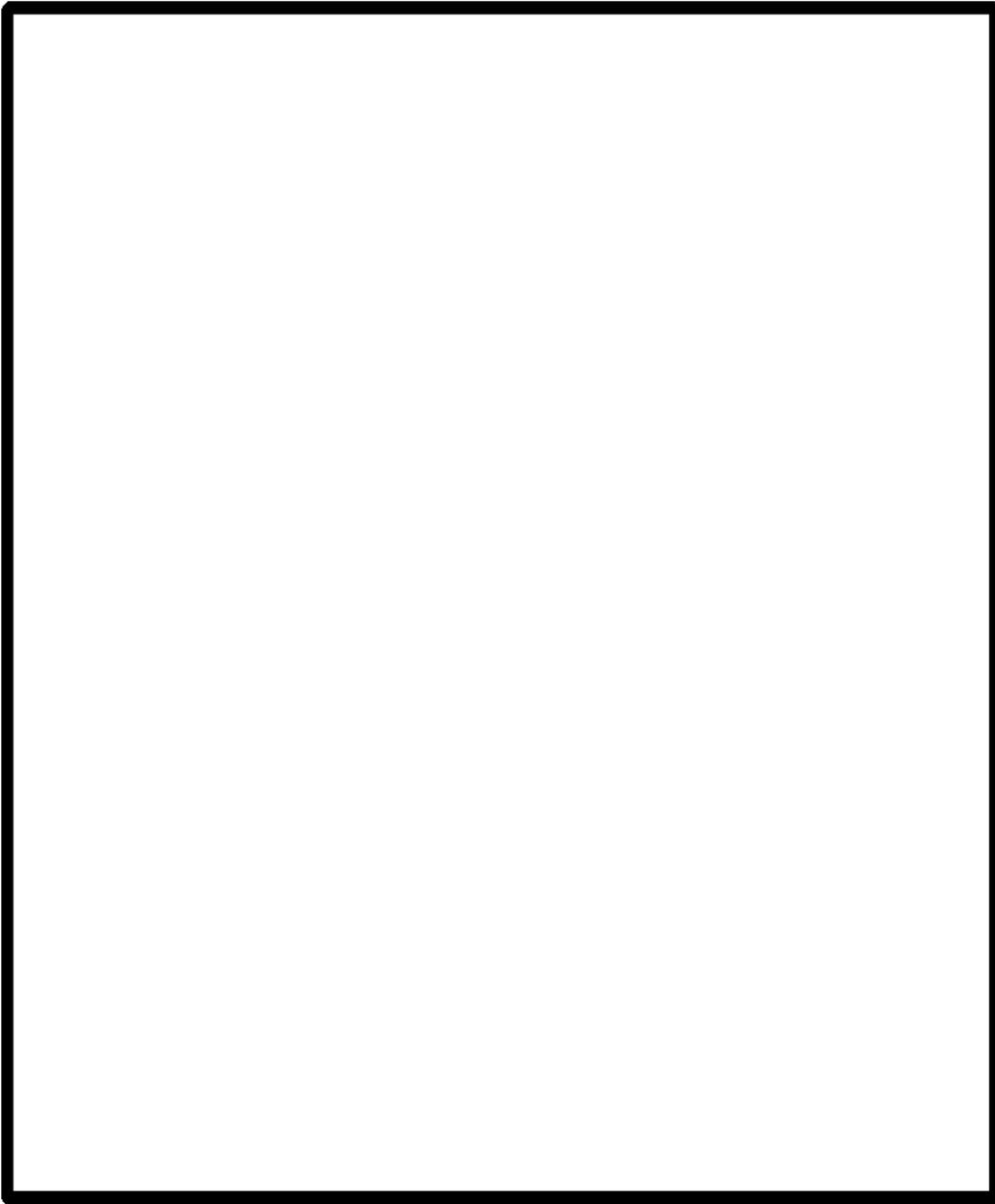
**SECTION 1**

[Redacted]

12-16-13

(b)(4)

Project Overview



(b)(4)

**Development Team Overview**

Greystone Realty Group in conjunction with Aspect Architects and Commonwealth Hotels will be the backbone of the Development Team. This group has been working together for the past few years. Please see the attached company information and resumes of the principals within each company. The team is currently working on projects in Chicago, Cedar Rapids, Des Moines, Lincoln and many others throughout the Midwest. Every principal has a minimum of 15 years of commercial development experience respectively.

**Division of Labor**

**Ownership Structure**

**Market Study**

(b)(4)

## TABLE OF CONTENTS

PROJECT OVERVIEW	SECTION 1
PROJECT RENDERINGS	SECTION 2
LOCATION INFORMATION	SECTION 3
SMITH TRAVEL REPORT	SECTION 4
CORPORATION DOCUMENTS	SECTION 5
DEVELOPMENT TEAM RESUMES	SECTION 6
EXAMPLES OF PREVIOUS PROJECTS	SECTION 7

## CONTACT INFORMATION

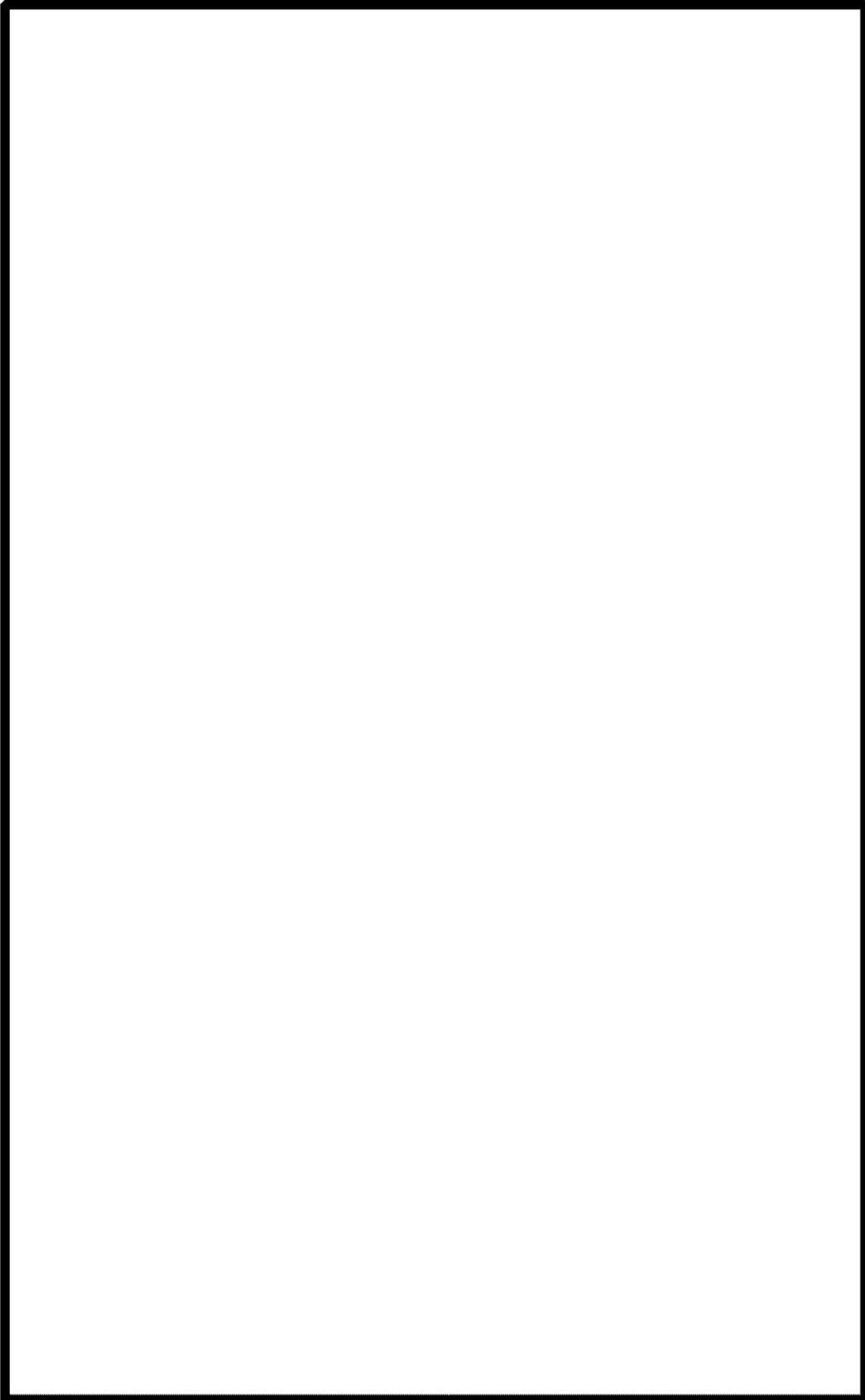
Please contact the following team member for further information:

Keith Weinstein  
Greystone Realty Group  
119 SW Adams Street  
Peoria, IL 61602  
309-696-1975  
309-999-1075 FAX  
[kweinstein@greyrealty.com](mailto:kweinstein@greyrealty.com)

**PROFORMA**

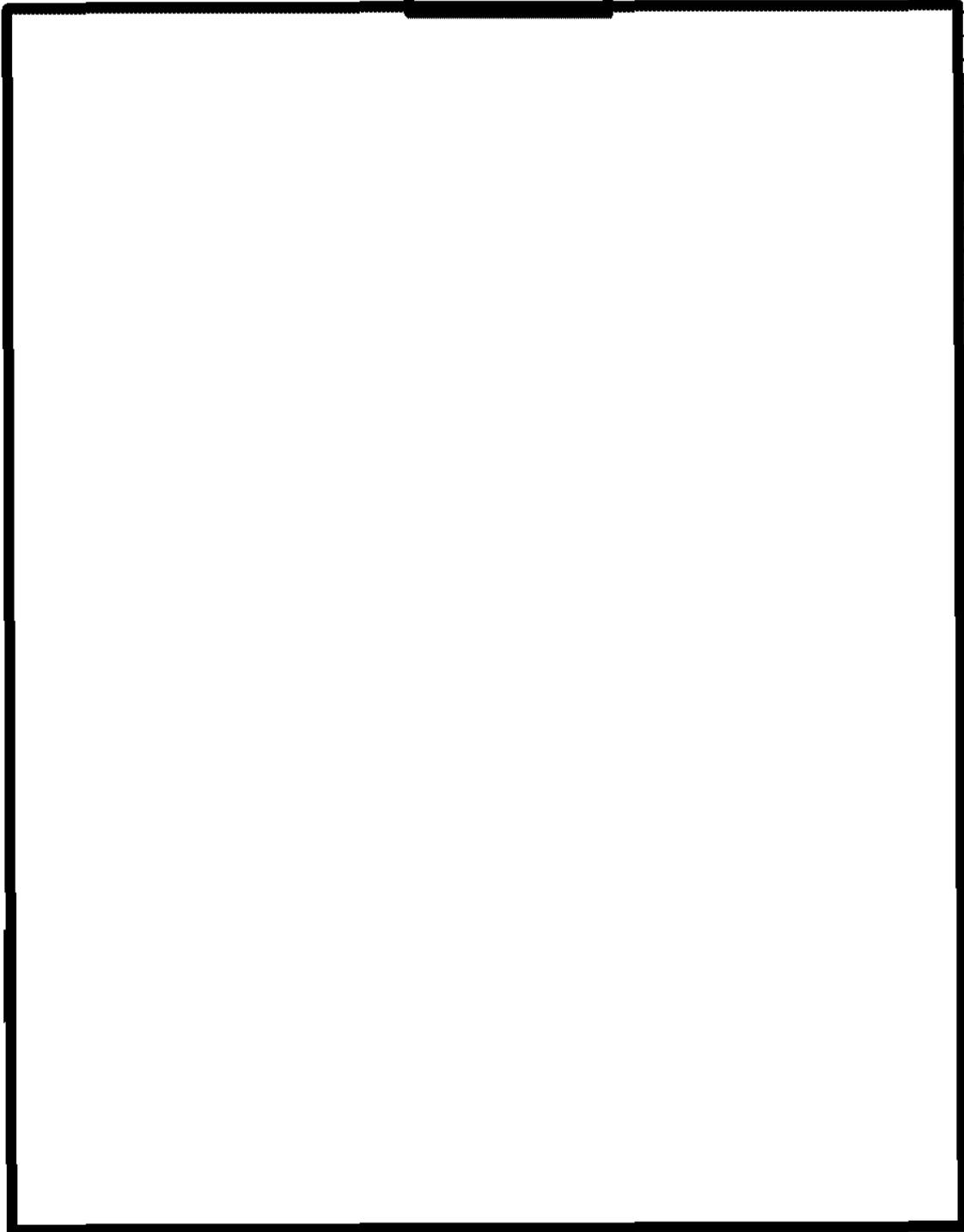
**SECTION 2**

PACKAGE  
PROJECT COST/CASH NEEDS (b)(4)



(b)(4)

PACKAGE  
PROJECT COST/CASH NEEDS



(b)(4)

(b)(4)

Peoria Hotel Project



(b)(4)

[Redacted]

(b)(4)

[Redacted]

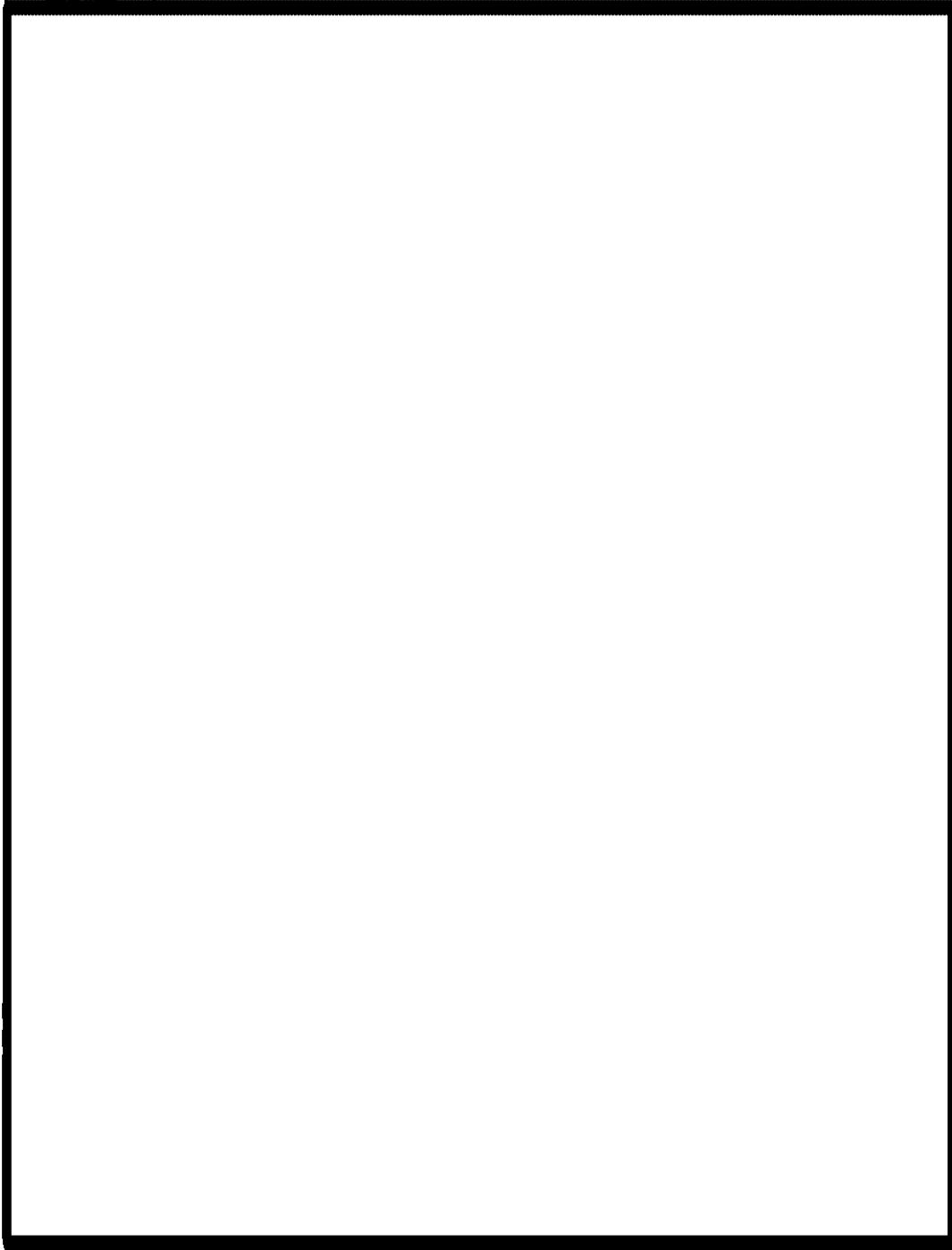
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M-10 [Redacted]

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Peoria Hotel Project

Rental Rates



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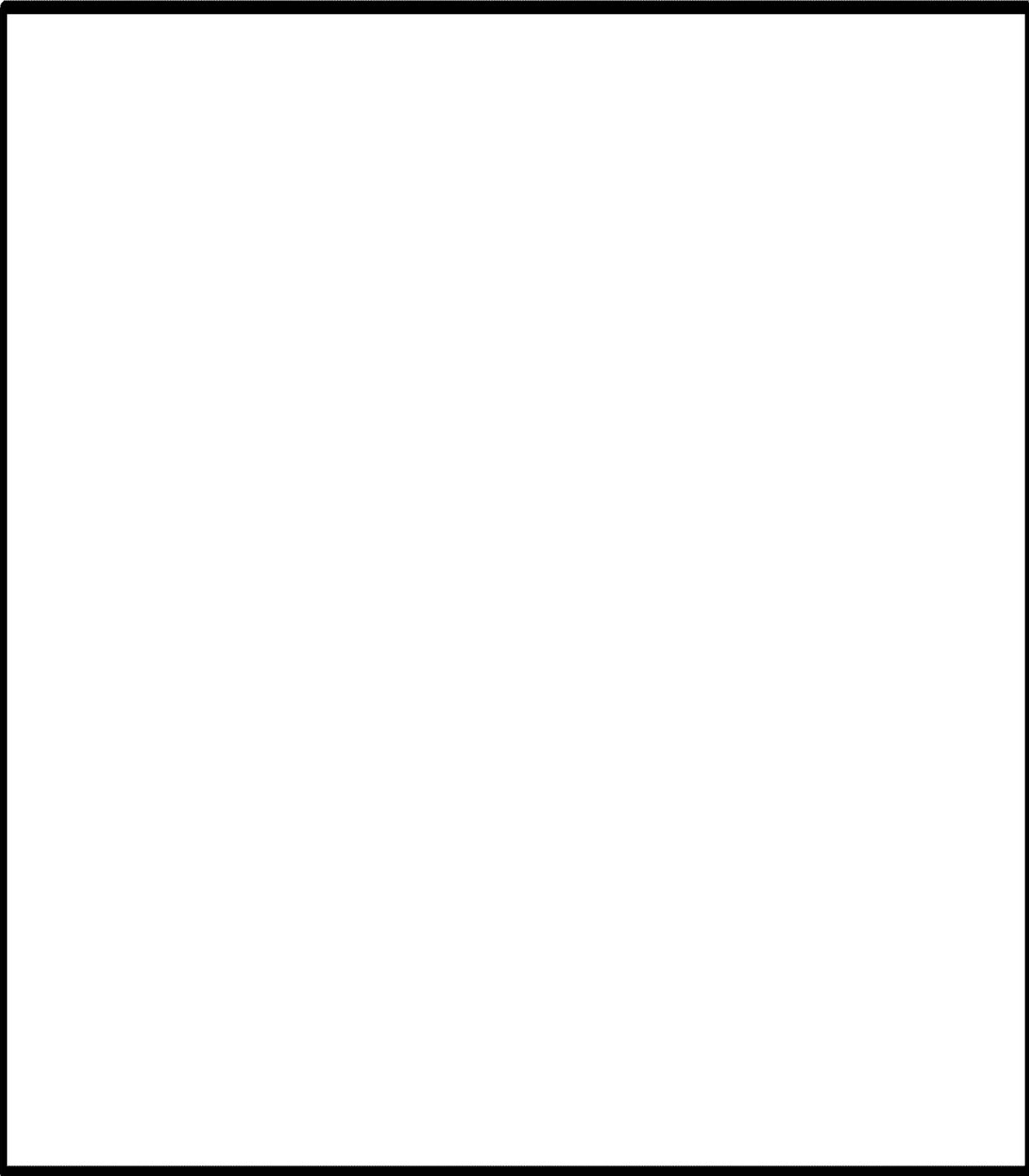
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2-1-14  
Page 1 of 1  
Rev. 2/1/2014

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(b)(4)

Peoria Hotel Project



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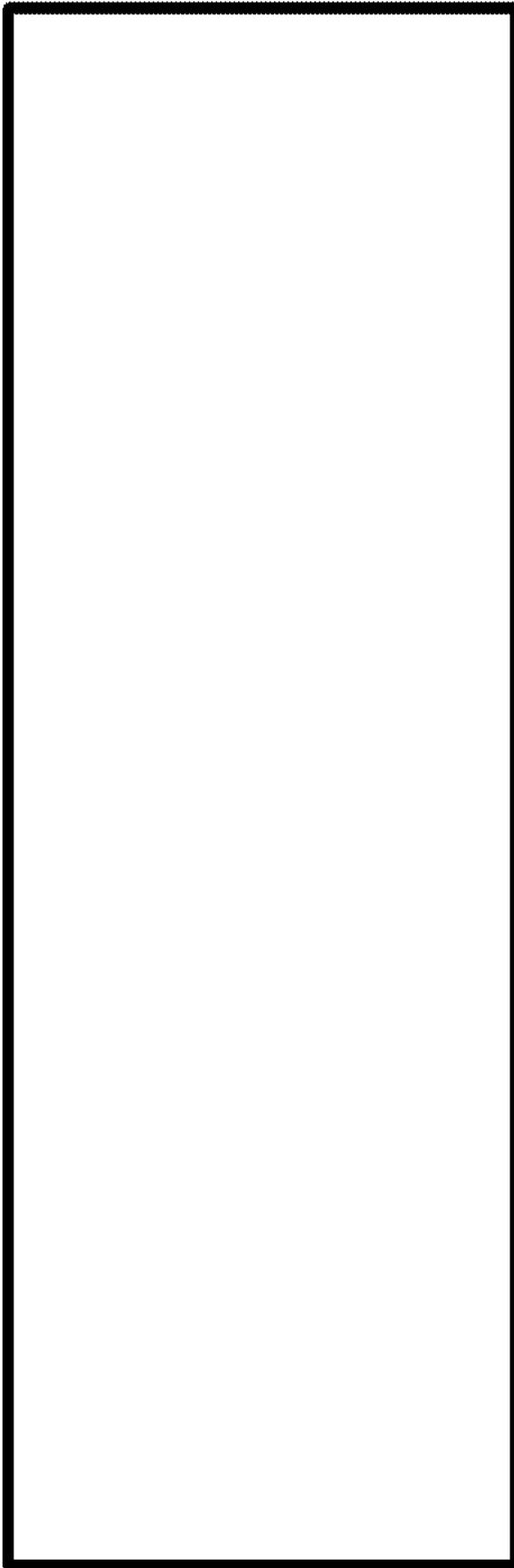
2-11



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(b)(4)

Page 1 of 1



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(b)(4)

Page 10 of Project

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(b)(4)



(b)(4)

Eligible Expenses (estimates)

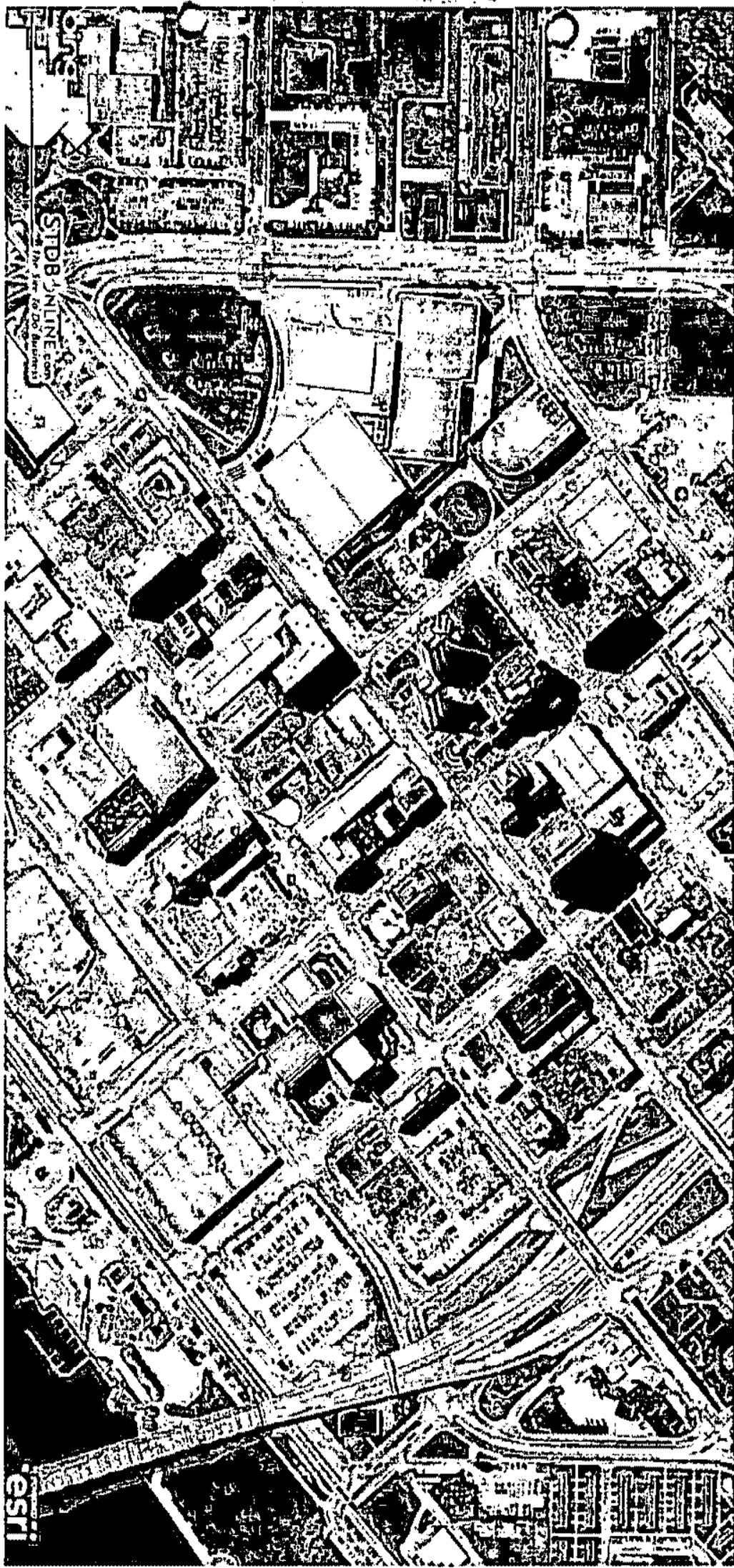


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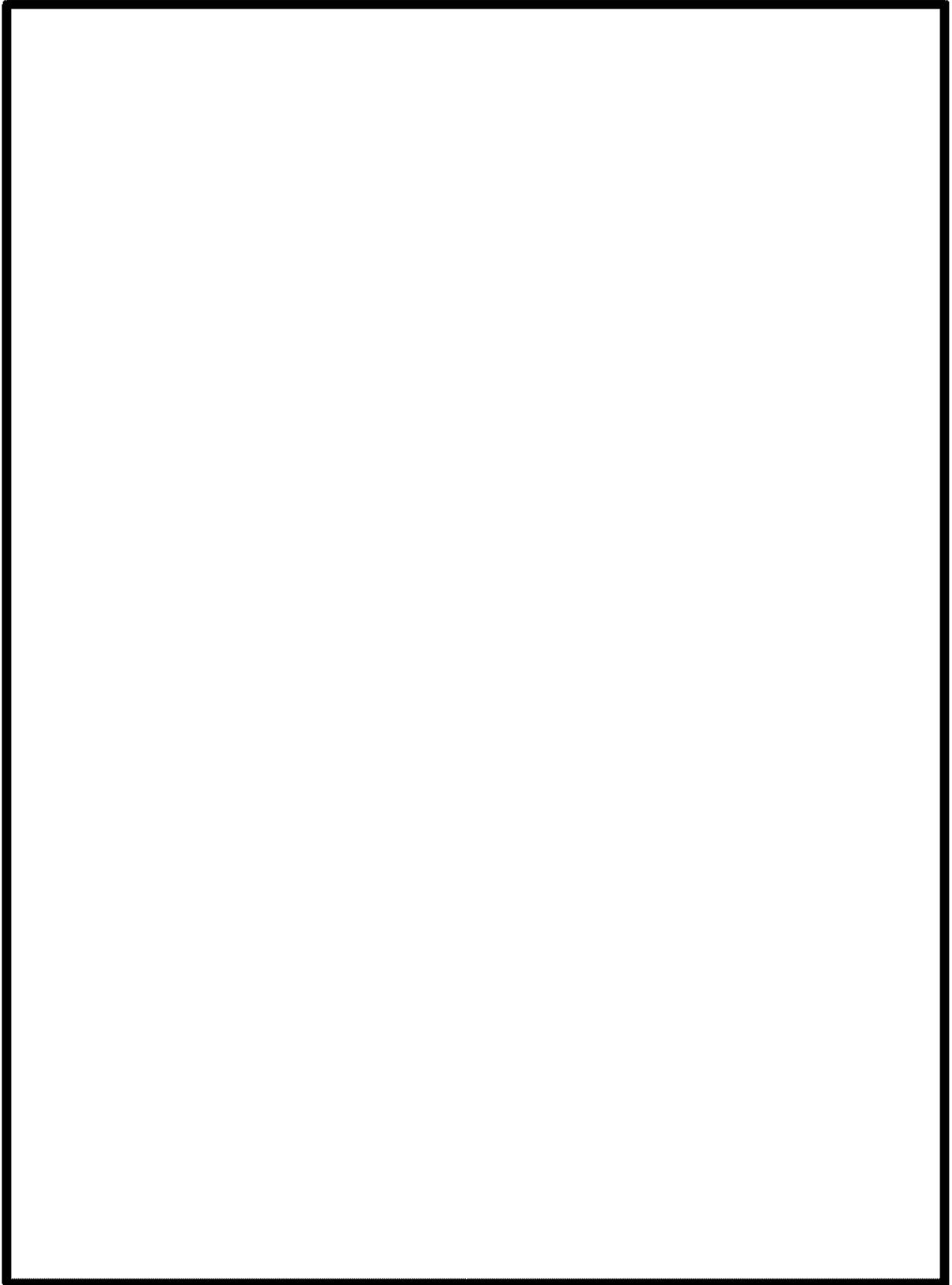
**LOCATION INFORMATION**

**SECTION 3**



(b)(4)

Peoria County, IL





ECONOMIC DEVELOPMENT COUNCIL  
FOR CENTRAL ILLINOIS  
[www.edc.centralillinois.org](http://www.edc.centralillinois.org)

## Distances

Distances			
Within 250 Miles		Over 250 Miles	
Springfield	72	Atlanta	685
Chicago	141	Dallas	806
St. Louis	158	New York	901
Indianapolis	201	Denver	914
Milwaukee	233	Los Angeles	1953

AN	Application/Petition I-924, Application For Regional Center Under the Immigrant Investor Pilot Program	
Receipt # RCW 13-042-51084	Applicant/Petitioner Zachary Charles Zises Freedom Partners Regional Center LLC	
Notice Date November 13, 2013	Page 1 of 11	Beneficiary

[Redacted]  
(b)(6)

Request for Evidence

IMPORTANT: WHEN YOU HAVE COMPLIED WITH THE INSTRUCTIONS ON THIS FORM, RESUBMIT THIS NOTICE ON TOP OF ALL REQUESTED DOCUMENTS AND /OR INFORMATION TO THE ADDRESS BELOW. THIS OFFICE HAS RETAINED YOUR PETITION/APPLICATION WITH SUPPORTING DOCUMENTS.

THE INFORMATION REQUESTED BELOW MUST BE RECEIVED BY THIS OFFICE NO LATER THAN EIGHTY-FOUR (84) DAYS FROM THE DATE OF THIS NOTICE. IF YOU DO NOT PROVIDE THE REQUESTED DOCUMENTATION WITHIN THE TIME ALLOTTED, YOUR APPLICATION WILL BE CONSIDERED ABANDONED PURSUANT TO 8 C.F.R. 103.2(b)(13) AND, AS SUCH, WILL BE DENIED.

CSC WS DIV I

**RETURN THIS NOTICE ON TOP OF THE REQUESTED INFORMATION LISTED ON THE ATTACHED SHEET.**

**Note:** You are given until February 8, 2014 in which to submit the information requested.

Pursuant to 8 C.F.R. 103.2(b)(11) failure to submit ALL evidence requested at one time may result in the denial of your petition.

For more information, visit our website at [www.uscis.gov](http://www.uscis.gov)

Or call us at 1-800-375-5283

Telephone service for the hearing impaired: 1-800-767-1833

You will be notified separately about any other applications or petitions you filed. Save a photocopy of this notice. Please enclose a copy of it if you write to us about this case, or if you file another application based on this decision. Our address is:

U.S. CITIZENSHIP AND IMMIGRATION SERVICES IMMIGRANT INVESTOR PROGRAM 20 MASSACHUSETTS AVE, N.W. MAILSTOP 2235 WASHINGTON, DC 20529	RCW1304251084 maginger 1924 02/11/2013
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**Form I-924, Application for Regional Center Under the Immigrant Investor Pilot Program;  
 Request for Evidence**

A request for initial designation as a Regional Center under the Immigrant Investor Program ("Investor Program") or an amendment to an existing Regional Center designation, may involve:

1. A request for review of an exemplar Form I-526, Immigrant Petition by Alien Entrepreneur, prior to the filing of Form I-526 Petitions by individual alien entrepreneurs with USCIS and/or;
2. In the case of a Regional Center amendment request, a review of a new specific capital investment project where the Regional Center designation involved a review of an exemplar capital investment project.

It appears that you are requesting initial designation as a Regional Center under the Investor Program to include a review of a specific investment project.

**I. Procedural History and Regional Center Background**

The proposed Regional Center entity, Freedom Partners Regional Center LLC ("Freedom Partners"), was established on January 5, 2013 in Illinois, and is structured as a Limited Liability Company. Freedom Partners is requesting jurisdiction over the following geographic area:

	Counties/Cities	Counties/Cities
<b><u>State of Illinois</u></b>	County of Cook	County of DeKalb
	County of DuPage	County of Grundy
	County of Kane	County of Kendall
	County of Lake	County of McHenry
	County of Will	
<b><u>State of Indiana</u></b>	Counties/Cities	Counties/Cities
	County of Jasper	County of Lake
	County of Newton	County of Porter
<b><u>State of Wisconsin</u></b>	Counties/Cities	Counties/Cities
	County of Kenosha	

Freedom Partners plans to offer EB-5 capital investment opportunities in affiliated new commercial enterprises focusing on projects in the following industry categories:

Industry Category	NAICS
Nonresidential Building Construction	236200
Travel or Accommodations	721100
Restaurants and Other Eating Places	722500
Drinking Places (Alcoholic Beverages)	722400
Child Day Care Services	624400

Continuing Care Retirement Communities and Assisted Living  
Facilities for the Elderly

623300

The capital investment projects will involve equity investments in job creating enterprises located within the proposed bounds of the Regional Center.

Based upon a review of the initial record of evidence, United States Citizenship and Immigration Services (USCIS) cannot conclude that the applicant has established eligibility for regional center designation. To assist the applicant in focusing on the deficiencies in the existing record, USCIS serves this Request for Evidence. The deficiencies of the current record are outlined below.

## II. Evidentiary Requirements for Regional Center Proposals

8 CFR 204.6 (m)(3) describes the evidence that must be submitted in support of a Regional Center proposal. After a review of your proposal, the following information, evidence and/or clarification are required. Note that in response to this notice, it is helpful to provide a cover letter that acts as an executive summary, followed by a table of contents with sections that are tabbed at the bottom of the page.

### 1. **Regional or National Impact of the Regional Center (8 CFR 204.6 (m) (3) (iv) and 8 CFR 204.6(m)(v)):**

In order to demonstrate the prospective regional or national impacts of the Regional Center, you have provided general predictions of the direct, indirect, and induced jobs.

Therefore, please provide a more detailed prediction and the underlying analysis that serves as the basis for the detailed prediction. The detailed prediction should realistically illustrate Freedom Partners' prospective impact regionally and/or nationally on household earnings, greater demand for business services, utilities, maintenance and repair, and construction both within and outside the Regional Center. Note that simply providing vague references to the Regional Center's impacts on the regional or national economy will not suffice.

### 2. **Regional Center's Operational Plan (8 CFR 204.6(m)(3) (iii) and 8 CFR 204.6(m)(6)):**

A Regional Center proposal should have at least two business plans. One for the Regional Center's Operational Plan and an actual or exemplar business plan for a project in each of the defined target industries in the proposal. You have provided a business plan for three hypothetical and/or actual projects; however no business plan was submitted for the Regional Center.

Please provide a Regional Center Operational Plan that shows how the Regional Center will identify, assess and evaluate proposed investor projects and activities, and enterprises. In addition, please include a narrative and documentary evidence within the Regional Center plan that addresses the following areas:

(b)(4)

- o
- o
- o
- o

A Regional Center must have sufficient capital to operate in the manner outlined in the proposal from sources apart from the immigrant investors' required capital investment.

**3. Administrative Oversight (8 CFR 204.6(m)(6)):**

On the I-924 application, you indicated that Freedom Partners intends to hire an external auditing firm which will be "tasked with ensuring investment dollars are allocated and employees are hired" according to the approved business plan. You also state that for larger projects, Freedom Partners will work with another firm to "provide administrative oversight, project tracking, job tracking, custom programming, IT systems and recordkeeping."

Please provide a statement that fully describes how the Regional Center will oversee the EB-5 capital investment activities in a manner that would allow the Regional Center to be fully responsive to the yearly information collection requirements of the Form I-924A Supplement<sup>1</sup>.

As provided in 8 CFR 204.6(m)(6), to ensure that the regional center continues to meet the requirements of section 610(a) of the Appropriations Act, a regional center must provide USCIS with updated information to demonstrate the regional center is continuing to promote economic growth, improved regional productivity, job creation, and increased domestic capital investment in the approved geographic area. Such information must be submitted to USCIS on an annual basis, on a cumulative basis, and/or as otherwise requested by USCIS. Freedom Partners must monitor all investment activities under the sponsorship of the Regional Center and to maintain records in order to provide the information required on the Form I-924A Supplement to Form I-924 (Form I-924A Supplement).

Effective November 23, 2010, the failure to timely file a Form I-924A Supplement for each fiscal year in which the regional center has been designated for participation in the Immigrant Investor Program will result in the issuance of an intent to terminate the participation of the regional center in the Pilot Program, which may ultimately result in the termination of the designation of the regional center.

Note: Regional centers that remain designated for participation in the pilot program as of September 30<sup>th</sup> of a calendar year are required to file Form I-924A Supplement in that year. The I-924A Supplement with the required supporting documentation must be filed on or before December 29<sup>th</sup> of the same calendar year.

**4. Review of Commercial Enterprise's Organizational Documents**

A Regional Center may provide documentation for USCIS to review for EB-5 compliance within a Regional Center proposal, to include:

- Operating Agreements
- Partnership Agreements
- Subscription Agreements
- Escrow Agreements and Instructions (one for capital and one for any service fees)
- An Offering Memorandum, Private Placement Memorandum, or similar investment offering

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<sup>1</sup> The Form I-924A Supplement and instructions may be accessed at [www.uscis.gov](http://www.uscis.gov), Home > Forms.

- Memorandum of Understanding, Interagency Agreement, Contract, Letter of Intent, Advisory Agreement, or similar agreement to be entered into with any other party, agency or organization to engage in activities on behalf of or in the name of the Regional Center
- Organizational Documents, such as Articles of Incorporation, state registration documents, etc.

If a Form I-526 Exemplar is submitted with the Form I-924 application, USCIS will review the commercial enterprise's organizational documents for program compliance and will give deference in subsequent adjudications to those organizational documents reviewed and approved as compliant with the program's requirements.



Organization Documents	Date of Document
Escrow Agreement	undated
Job Allocation Agreement	undated
Private Placement Memorandum	undated
Subscription Agreement	undated
Operating Agreement	undated

(b)(4)



**5. Regional Center Request for Approval of an Actual Project Supported by an Exemplar I-526 Petition Project – 8 CFR 204.6(j) and Matter of Ho**

To qualify as a regional center, the regional center must provide in verifiable detail how jobs will be created. 8 CFR 204.6(m)(ii). In addition, a request for regional center designation or amendment to the designation may include a review of a new specific capital investment project and/or a request for review of an exemplar Form I-526 Petition.

- **Hypothetical Project – 8 CFR 204.6(m)(ii):** A hypothetical project is a project used to demonstrate how an actual investment project will be capitalized and operated in a manner that will create at least 10 direct or indirect jobs per alien investor for a particular industry segment. Although only proposals, hypothetical projects must still show, in verifiable detail, how jobs will

be created and how the Regional Center through this project will positively impact the region utilizing reasonable economic methodologies.

- **Actual Project – 8 CFR 204.6(j)(4):** An actual project is a project that the applicant feels certain will meet established EB-5 eligibility requirements outlined in 8 CFR 204.6(j) and Matter of Ho, 22 I. & N. Dec. 206, (Assoc. Comm'r 1998). Generally, this would be a project that has advanced to the stage where work may begin immediately upon approval of the project. If the applicant wishes to have an **exemplar Form I-526 Petition** reviewed, then the application must be supported by the filing of an **exemplar Form I-526 Petition**, with all supporting documentation to determine if it is in compliance with established EB-5 eligibility requirements. If approved, an actual project, and, if applicable, an **exemplar Form I-526 Petition**, will be included in the Form I-924 Application approval notice by name.

If the business plan and economic methodology (IMPLAN, RIMS II, etc.) used in the analysis submitted with any subsequently filed individual immigrant investors' Form I-526 Petitions are the same as what was submitted for the actual project in this Form I-924 Application, USCIS will give deference to both of these documents which derived the job creation estimates.

NOTE: In addition to the deference given to the business plan and economic analysis, USCIS will also give deference to any organizational documents submitted with individual investors' Form I-526 Petitions if a Form I-526 exemplar is included in the Form I-924 application and USCIS concludes that the organizational documents comply with program requirements. However, it should be noted that if the business plan, the economic analysis, and/or the organizational documents are materially changed at the time of filing the Form I-526 Petition, USCIS will review the new business plan, economic analysis, and/or organizational documents to determine whether the petitioner has complied with the requirements of the EB-5 program including the job creation requirements.

(b)(4)



Please clarify at this time if the applicant wishes the project(s) to be considered:

1. A hypothetical project;
2. An actual project; or
3. An actual project with Form I-526 Exemplar.

If the applicant wishes to have the projects considered as a hypothetical, individual Form I-526 Petitions may be filed at a later date with more details required at that time concerning the project if the Form I-924 Application is approved. The applicant also has the option of filing a Form I-924 Amendment after receiving Regional Center designation, requesting USCIS review and approval of a project that complies with 8 CFR 204.6(j) and Matter of Ho.

If, however, the applicant is seeking USCIS's review and approval of the projects as an actual project to be named in the approval notice, then the applicant must provide a comprehensive business plan. If USCIS determines that the actual project does not comply with 8 CFR 204.6(j) and Matter of Ho, but complies with the lesser standard for a hypothetical project, the Form I-924 Application may be approved without specifically identifying the project in the Form I-924 approval letter.

Please include one of the following options for each of the three projects included in the application in the response to this request for evidence in order to clarify the request:

- Please review the project as a "hypothetical" project as it does not yet comply with 8 CFR 204.6(j) and Matter of Ho at this time. It is understood that USCIS will evaluate the I-924 Application request according to 8 CFR 204.6(m) and the project will not be specifically named in the I-924 Application approval notice. Freedom Partners understands that either individual I-526 Petitions or an I-924 Amendment will be filed at a later date with more details to comply with the eligibility requirements outlined in 8 CFR 204.6(j) and Matter of Ho.
- Please review the project as an actual project. If approved, it is understood that the project will be mentioned by name in the I-924 approval notice. If USCIS determines that the proposed investment does not meet the eligibility standards outlined in 8 CFR 204.6(j) and Matter of Ho, but complies with the regional center standards in 8 CFR 204.6(m), Freedom Partners understands that the I-924 Application may be approved without mentioning the project by name in the I-924 Application approval letter.
- Please review the project as an actual project with Form I-526 exemplar. If approved, it is understood that the project will be mentioned by name in the I-924 approval notice. If USCIS determines that the proposed investment does not meet the eligibility standards outlined in 8 CFR 204.6(j) and Matter of Ho, but complies with the regional center standards in 8 CFR 204.6(m), CCFI understands that the I-924 Application may be approved without mentioning the project by name in the I-924 Application approval letter.

8 CFR 204.6(j)(4) requires evidence that the new commercial enterprise (NCE) will create at least 10 full-time positions per EB-5 investor. Pursuant to 8 C.F.R. § 204.6(j)(4)(i)(B), if the employment-creation requirement has not been satisfied prior to filing the I-526 petition, the petitioner must submit a "comprehensive business plan." To be considered "comprehensive," a business plan must be sufficiently detailed to permit the USCIS to reasonably conclude that the NCE has the potential to meet the job-creation requirements. In Matter of Ho, 22 I. & N. Dec. 206 (Assoc. Comm'r, 1998), the Administrative Appeals

Office held that a "comprehensive business plan as contemplated by the regulations should contain, at a minimum, a description of the business, its products and/or services, and its objectives." Elaborating on the contents of an acceptable business plan, the decision states the following:

The plan should contain a market analysis, including the names of competing businesses and their relative strengths and weaknesses, a comparison of the competition's products and pricing structures, and a description of the target market/prospective customers of the new commercial enterprise. The plan should list the required permits and licenses obtained. If applicable, it should describe the manufacturing or production process, the materials required, and the supply sources. The plan should detail any contracts executed for the supply of materials and/or the distribution of products. It should discuss the marketing strategy of the business, including pricing, advertising, and servicing. The plan should set forth the business's organizational structure and its personnel's experience. It should explain the business's staffing requirements and contain a timetable for hiring, as well as job descriptions for all positions. It should contain sales, cost, and income projections and detail the bases therefor. Most importantly, the business plan must be credible. Matter of Ho, 22 I. & N. Dec. 206 at 213 (Assoc. Comm'r, 1998)

If Freedom Partners would like the projects named in the approval letter, provide evidence to establish eligibility, such as:

#### Market Analysis

- Competing Businesses: Provide the names of competing businesses and their relative strengths and weaknesses.
- Products and Pricing Structure: Provide a comparison of the competition's products and pricing structures.
- Target: Provide a description of the target market/prospective customers of the new commercial enterprise.

#### Permits and Licenses

- Provide evidence that the appropriate permits and licenses have been obtained in order to begin work on the project.
  - Building projects – provide evidence that all necessary building permits have been obtained including any Environmental Protection Agency permits necessary to immediately begin construction.
- Provide evidence of agreements entered into with other companies to provide marketing, goods, or services for the job creating entity.

NOTE: If providing the permits would require the submission of scores, hundreds, or thousands of pages of documents, then just provide a letter from the appropriate city, county, state, or federal agency that confirms the permits have been issued.

#### Contracts

- Supply: Provide evidence of any contracts executed for the supply of materials or services.
- Distribution: Provide evidence of any contracts for the distribution of products or services.

#### Marketing and Strategy of the Business

- Pricing: Provide additional discussion of the pricing strategy for the products to be sold by the proposed project.
- Advertising: Provide an explanation of the new commercial enterprise's advertising strategy.
- Servicing: Explain the new commercial enterprise's servicing strategy.

#### Business Organization

- Location: Indicate the exact location of the job creating entity. Evidence to establish the location of the job creating enterprise may include but is not limited to: corporate documents, leases, power and water bills, etc.
- Structure: Describe the new commercial enterprise's business organizational structure
- Personnel's Experience: Describe the new commercial enterprise's personnel's experience

#### Staffing

- Requirements: Explain the job creating business's staffing requirements.
- Timetable: Provide a timetable for the hiring of the job creating entity's staff.
- Descriptions: Provide job descriptions for all positions with the job creating entity. Be sure to indicate the management structure of the job creating enterprise.

#### Projections

- Total Project Cost: List the total costs for the project. Indicate the following:
  - Projected EB-5 Funds
  - Projected Non-EB-5 funds and their source if applicable (e.g., developers, municipal bonds, loans, etc.)
  - Secure commitment from Non-EB-5 investors if applicable (contracts, bonds, loans, letter of confirmation from the lender, other sources, etc.)

- Expenditures: Provide clear and verifiable projections for expenditures to be applied to the new job creating entity.
- Infusion of EB-5 Capital: Indicate the following:
  - Provide actual dates or a detailed explanation of the infusion of EBS capital into the job creating enterprise in relation to expected job creation within 2 years of the start of the project.
    - Indicate if there are EBS groups assigned to phases of the project.
    - Indicate if any of these funds are used as a bridge loan.
      - If yes, indicate the total number of employees prior to the infusion of the EB-5 funds.
- Goals: Provide a timetable of actual dates or projected milestones and the ultimate completion of the project for implementation of project goals, (e.g., acquisition of permits, buildings, etc.)
- Sales: Provide sales projections for the new job creating enterprise.
  - Submit details regarding the sources and /or derivation of the input data being used and the methodological steps taken so that USCIS can be confident that they are derived from reliable sources using reasonable assumptions.
- Costs: Provide cost projections for the new job creating enterprise:
  - Include costs of permits, reports and design fees, developer fees, finance fees, construction loan interest fees, and any other costs or fees for each project;
  - Indicate where the money for these fees would come from
- Income: Provide income projections for the new job creating enterprise.

### III. Conclusion

USCIS has determined that the record submitted does not establish eligibility for the benefit sought. Accordingly, USCIS has requested evidence which addresses the issues outlined above. As required by regulation, the applicant must prove, by a preponderance of the evidence (that it is more likely than not), that the applicant is fully qualified for the benefit sought. Please note that USCIS will make a final decision based on the initial evidence submitted upon filing and after consideration of all additional evidence submitted in response to this request.

#### NOTES:

Any document submitted to the USCIS containing a foreign language, must be accompanied by a full English language translation that has been certified by the translator as complete and accurate, and that the translator is competent to translate from the foreign language into English. Submit clear and legible copies of all requested evidence. If clear and legible copies are not possible, submit the original

Freedom Partners Regional Center LLC  
RCW 13-042-51084/ID1304251084  
Page 11

documents. These originals will be returned, if requested.

Please provide an index of any submitted evidence and include corresponding tabs for each section of evidence.

Department of Homeland Security  
U.S. Citizenship and Immigration Services

**Form I-924, Application for Regional Center  
Under the Immigrant Investor Pilot Program**

**Do Not Write in This Block - for USCIS Use Only (except G-28 block below)**

Action Block



Receipt Number

RCW1304251084

maginger 1924 02/11/2013

G-28 attached

Attorney's State License No.

C30060 RECD CSC 13FEB11 15

**Part 1. Information About Principal of the Regional Center**

Name: Last (b)(6) First Zachary Middle Charles

C/O:  
Street Address/P.O. Box:  
City: State: Zip Code:  
Date of Birth (mm/dd/yyyy): Fax Number (include area code): Telephone Number (include area code):  
Web site address: N/A

**Part 2. Application Type (Check one)**

- a. Initial Application for Designation as a Regional Center
- b. Amendment to an approved Regional Center application. Note the previous application receipt number, if any (also attach the Regional Center's previous approval notice):

**Part 3. Information About the Regional Center**

(Use a continuation sheet, if needed, to provide information for additional management companies/agencies, Regional Center principals, agents, individuals or entities who are or will be involved in the management, oversight, and administration of the regional center.)

A. Name of Regional Center: Freedom Partners Regional Center LLC  
Street Address/P.O. Box: 30 East Adams Suite #440  
City: Chicago State: IL Zip Code: 60603  
Web site address: N/A Fax Number (include area code): (270) 897-2283 Telephone Number (include area code): (773) 273-8671

**Part 3. Information About the Regional Center (Continued)**

**B. Name of Managing Company/Agency:** Zachary Zises

Street Address/P.O. Box: [REDACTED]		
City: [REDACTED]	State: [REDACTED]	Zip Code: [REDACTED]
Web site address:	Fax Number (include area code): [REDACTED]	Telephone Number (include area code): [REDACTED]

**C. Name of Other Agent:** Nicholas Brunick

Street Address/P.O. Box: 626 West Jackson Blvd, Suite 400		
City: Chicago	State: IL	Zip Code: 60661
Web site address: <a href="http://www.att-law.com">http://www.att-law.com</a>	Fax Number (include area code): (312) 491-4411	Telephone Number (include area code): (312) 491-4400

**D. Continuation, if needed, to provide information for additional management companies/agencies, regional center principals, agents, individuals or entities who are or will be involved in the management, oversight, and administration of the regional center.)**

See attached

**Part 3. Information About the Regional Center (Continued)**

Note: If extra space is needed to complete any item, attach a continuation sheet, indicate the item number, and provide the response.

1a. Describe the structure, ownership and control of the regional center entity.

(b)(4)

(b)(6)

[Redacted area]

b. Date the Regional Center was established(mm/dd/yyyy): 01/05/2013

c. Organization Structure for the Regional Center:

1. Agency of a U.S. State or Territory (identify) \_\_\_\_\_

2. Corporation

3. Partnership (including Limited Partnership)

4. Limited Liability Company (LLC)

5. Other (Explain) \_\_\_\_\_

2. Has this regional center's designation ever been formally terminated by USCIS, or has the regional center ever filed a Form I-924 or regional center proposal or amendment that was denied?

No  Yes - Attach a copy of the adverse decision, with an explanation, the date of decision, and case number, if any.

3. Describe the geographic area of the regional center. Note: This area must be contiguous. Provide a map of the geographic area.

The geographic area of the regional center will be the 13 counties of the Chicago Consolidated Statistical Area. Please see the attached map and for further detail.

4. Describe the regional center's administration, oversight, and management functions that are or will be in place to monitor all EB-5 capital investment activities and the allocation of the resulting jobs created or maintained under the sponsorship of the regional center.

See attached

**Part 3. Information About the Regional Center (Continued)**

5. Describe the past, current, and future promotional activities for the regional center. Include a description of the budget for this activity, along with evidence of the funds committed to the regional center for promotional activities. Submit a plan of operation for the regional center that addresses how EB-5 investors will be recruited, the method(s) by which the capital investment opportunities will be offered to the investors, and how they will subscribe or commit to the investment interest.

See attached

6. Describe whether and how the regional center is engaged in supporting a due diligence screening of its alien investor's lawful source of capital and the alien investor's ability to fully invest the requisite amount of capital. Also, describe the regional center's prospective plans in this regard if they differ from past practice.

See attached

7. Identify each industry that has or will be the focus of EB-5 capital investments sponsored through the regional center.

<p>Industry Category Title:  <input type="text" value="Nonresidential Building Construction"/></p> <p>NAICS Code for the Industry Category:                  2 3 6 2 0 0                  _ _ _ _ _</p>	<p>Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?</p> <p><input type="checkbox"/> No - Attach an explanation  <input checked="" type="checkbox"/> Yes</p>
<p>Industry Category Title:  <input type="text" value="Traveler Accommodation"/></p> <p>NAICS Code for the Industry Category:                  7 2 1 1 0 0                  _ _ _ _ _</p>	<p>Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?</p> <p><input type="checkbox"/> No - Attach an explanation  <input checked="" type="checkbox"/> Yes</p>
<p>Industry Category Title:  <input type="text" value="Restaurants and Other Eating Places"/></p> <p>NAICS Code for the Industry Category:                  7 2 2 5 0 0                  _ _ _ _ _</p> <p>* Please see attached for further NAICS codes requests</p>	<p>Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?</p> <p><input type="checkbox"/> No - Attach an explanation  <input checked="" type="checkbox"/> Yes</p> <p>Also, please note that all NAICS codes are 4-digits, with the 2 0's added as per the Instructions for Form I-924</p>

Part 3, Section 7

Identify each industry that has or will be the focus of EB-5 capital investments sponsored through the regional center

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Please note that in every case, the requested NAICS code is 4 digits in length – the zeros have been added as per the published Instructions for Form I-924.

1.

Industry Category Title:

**Traveler Accommodation**

NACIS Code for the Industry Category

**721100**

Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?

**Yes**

2.

Industry Category Title:

**Restaurants and Other Eating Places**

NACIS Code for the Industry Category

**722500**

Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?

**Yes**

3.

Industry Category Title:

**Drinking Places (Alcoholic Beverages)**

NACIS Code for the Industry Category

**722400**

Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?

**Yes**

4.

Industry Category Title:

**Nonresidential Building Construction**

NACIS Code for the Industry Category

+ **236200**

Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?

**Yes**

5.

Industry Category Title:

**Child Day Care Services**

NACIS Code for the Industry Category

**624400**

Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?

**Yes**

6.

Industry Category Title:

**Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly**

NACIS Code for the Industry Category

**623300**

Is the Form I-924 application supported by an economic analysis and underlying business plan for the determination of prospective EB-5 job creation through EB-5 investments in this industry category?

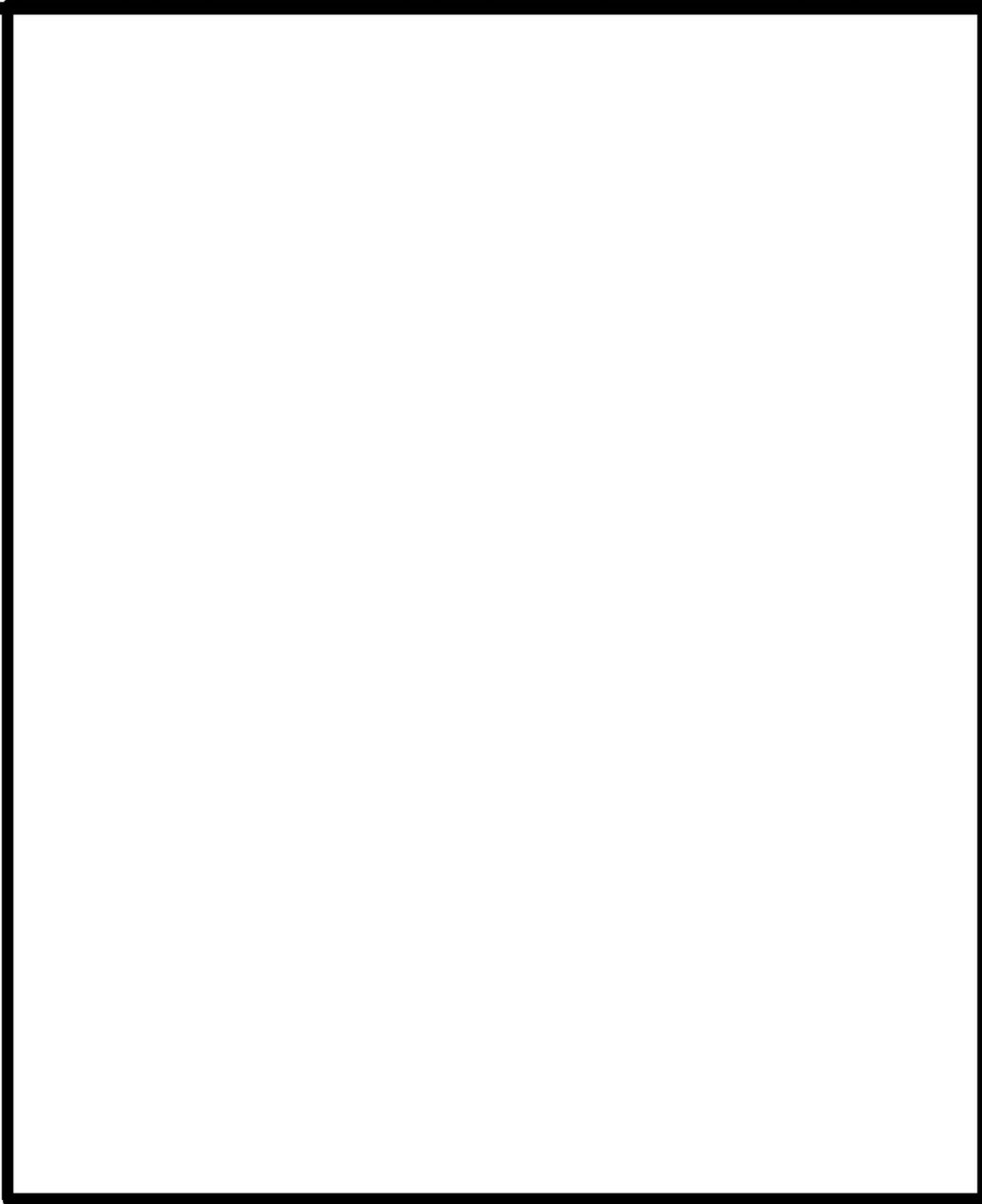
**Yes**

(b)(4)

Part 3, Section 8

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**Deal Structure**



Part 3, Section 8a

Describe and document the current and/or prospective structure of ownership and control of the commercial entity(s) in which the EB-5 alien investors have or will make their capital investments.

(b)(4)



(b)(4)

Part 3, Section 8b

*Date commercial enterprise established, if any*

Part 3, Section 8c

*Organization Structure for commercial enterprise*

Part 3, Section 8d

*Has or will the Regional Center or any of its principals or agents have an equity stake in the commercial enterprise?*

(b)(4)

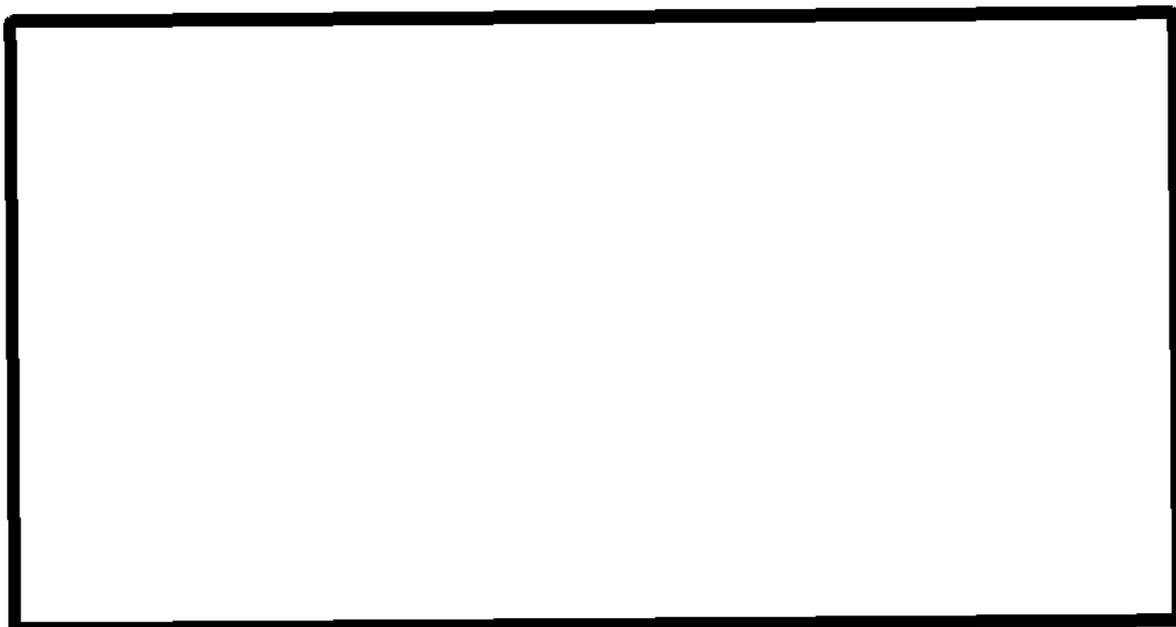
Part 3, Section 8e

Has or will the Regional Center or any of its principals or agents receive fees, profits, surcharges, or other like remittances through EB-5 capital investment activities from this commercial enterprise, beyond the minimum capital investment threshold required of the EB-5 alien entrepreneurs?

The regional center will receive compensation in the following 3 ways:

- 1.
- 2.
- 3.

(b)(4)



**Part 3. Information About the Regional Center (Continued)**

8a. Describe and document the current and/or prospective structure of ownership and control of the commercial entity(s) in which the EB-5 alien investors have or will make their capital investments.

See attached

b. Date commercial enterprise established, if any (mm/dd/yyyy): See attached

c. Organization Structure for commercial enterprise:

- 1. Corporation
- 2. Partnership (including Limited Partnership)
- 3. Limited Liability Company (LLC)
- 4. Other (Explain) \_\_\_\_\_

d. Has or will the Regional Center or any of its principals or agents have an equity stake in the commercial enterprise?

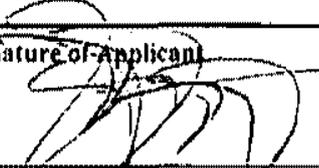
- No
- Yes - Attach an explanation and documentation that outlines when and under what circumstances these remittances will be paid.

e. Has or will the Regional Center or any of its principals or agents receive fees, profits, surcharges, or other like remittances through EB-5 capital investment activities from this commercial enterprise, beyond the minimum capital investment threshold required of the EB-5 alien entrepreneurs?

- No
- Yes - Attach an explanation and documentation that outlines when and under what circumstances these remittances will be paid.

**Part 4. Applicant Signature** *Read the information on penalties in the instructions before completing this section. If someone helped you prepare this petition, he or she must compete Part 5.*

I certify, under penalty of perjury under the laws of the United States of America, that this form and the evidence submitted with it are all true and correct. I authorize the release of any information from my records that U.S. Citizenship and Immigration Services needs to determine eligibility for the benefit being sought. I also certify that I have authority to act on behalf of the Regional Center.

Signature of Applicant 	Daytime Phone Number (Area/Country Codes) <input type="text"/>	Date (mm/dd/yyyy) 01/28/2013
Printed Name of Applicant Zachary Zises	E-Mail Address <input type="text"/>	(b)(6)
Relationship to the Regional Center Entity (Managing Member, President, CEO, etc.) Managing Member		

**Part 5. Signature of Person Preparing This Form, If Other Than Above (Sign Below)**

I declare that I prepared this application using information provided by someone with authority to act on behalf of the Regional Center, and the answers and information provided by the Regional Center.

Attorney or Representative: In the event of a Request for Evidence (RFE), may the USCIS contact you by Fax or E-mail?

No  Yes

Signature of Preparer		Printed Name of Preparer	Date (mm/dd/yyyy)
Firm Name and Address			
Daytime Phone Number (Area/Country Codes)	Fax Number (Area/ Country Codes)	E-Mail Address	

Part 3, Sections B - D

*Name of Managing Agency. Continuation, if needed, to provide information for additional management companies/agencies, regional center principals, agents, individuals or entities who are or will be involved in the management, oversight, and administration of the regional center.*

---

**Zachary Zises, Principal**

Zachary is the principal of Freedom Partners and is its chief operation officer, in charge of all day-to-day operations of the regional center. As such, he is responsible for all elements and responsibilities of the entity, including marketing, recruitment, reporting, due diligence and administrative duties.

Zachary currently serves as head of strategy and development of the Local Government Regional Center of Illinois since its founding in 2011 assisting its principal, Bryan Zises, in all matters of running the regional center including EB-5 program compliance, investment development and recruiter outreach.

Zachary has been a successful commodities trader, investor and businessman for over 15 years. From 1996 to 2010, Zachary worked as an options trader at the Chicago Board of Trade, founding and managing his own trading firm, Icarus Trading, in 2004. Since 2010, Zachary has devoted himself to his work at LGRCI as well as to being a professional investor with a focus on local residential real estate and agricultural land in Michigan.

Zachary holds a bachelor's degree in Rhetoric from the University of California at Berkeley.

**Nicholas Brunick, Esq., Business and Real Estate Law**

Mr. Brunick serves as the contracts attorney for Freedom Partners, ensuring that all deals channeled through the regional center work in the best interests of the EB-5 investors and that these deals are structured to provide Freedom Partners immediate legal recourse to protect its investors' best interests in the unlikely event of developer malfeasance.

Mr. Brunick is a partner at Chicago's premier law firm for public finance and real estate development, Applegate & Thorne-Thomsen. His work focuses on the full-range of public-sector and private financing used in multi-layered finance

approaches, including Low-Income Housing Tax Credits, State Tax Credits, state and federal New Market Tax Credits, HUD, USDA, US Treasury and numerous city, state, and federal loan and grant programs. Mr. Brunick also provides consulting services to municipalities, states, and not-for-profit community organizations on a range of public policy issues.

Mr. Brunick received a joint J.D. and Masters of Public Affairs, with Honors, from the University of Texas in 2000. He is a member of the Illinois Bar Association.

**Paul Davis, Esq., SEC Compliance**

Mr. Davis consults with Freedom Partners on all matters of SEC compliance, with a particular focus on Regulation D, Rule 506 and Regulation S, Rule 903(b), Category 3.

Mr. Davis is an attorney at Applegate & Thorne-Thomsen in Chicago, Illinois. Previously, he served as Associate General Counsel at Casden Properties LLC and, before that, as a corporate attorney at Sonnenschein Nath & Rosenthal LLP, where he focused on SEC law.

Mr. Davis received a J.D. from the University of Chicago Law School in 1998 and is a member of the bar associations of both the State of Illinois and the State of California.

**Walter J. Newton & Co., Investment Auditors**

Walter J. Newton & Co., a Chicago-based accounting firm, will be in charge of investment and payroll auditing.

Walter J. Newton & Co. is one of Chicago's premier boutique accounting firms handling accounting, tax and audit concerns for individuals and small- to mid-sized companies since 1973.

**Arthur Turner, Government Affairs**

---

Mr. Turner served as the Deputy Majority Leader in the Illinois General Assembly for 18 years and represented the 9th Legislative District for nearly three decades as a senior statesman. The veteran legislator is known for the creation of many significant state finance programs, including the Illinois Affordable Housing Trust Fund, the Illinois Affordable Housing Tax Credit and the expansion of the State New Markets Tax Credit. Mr. Turner provides Freedom Partners with exceptional expertise on State finance programs, legislative issues and allows us unprecedented access to all levels of state and local government decision-makers.

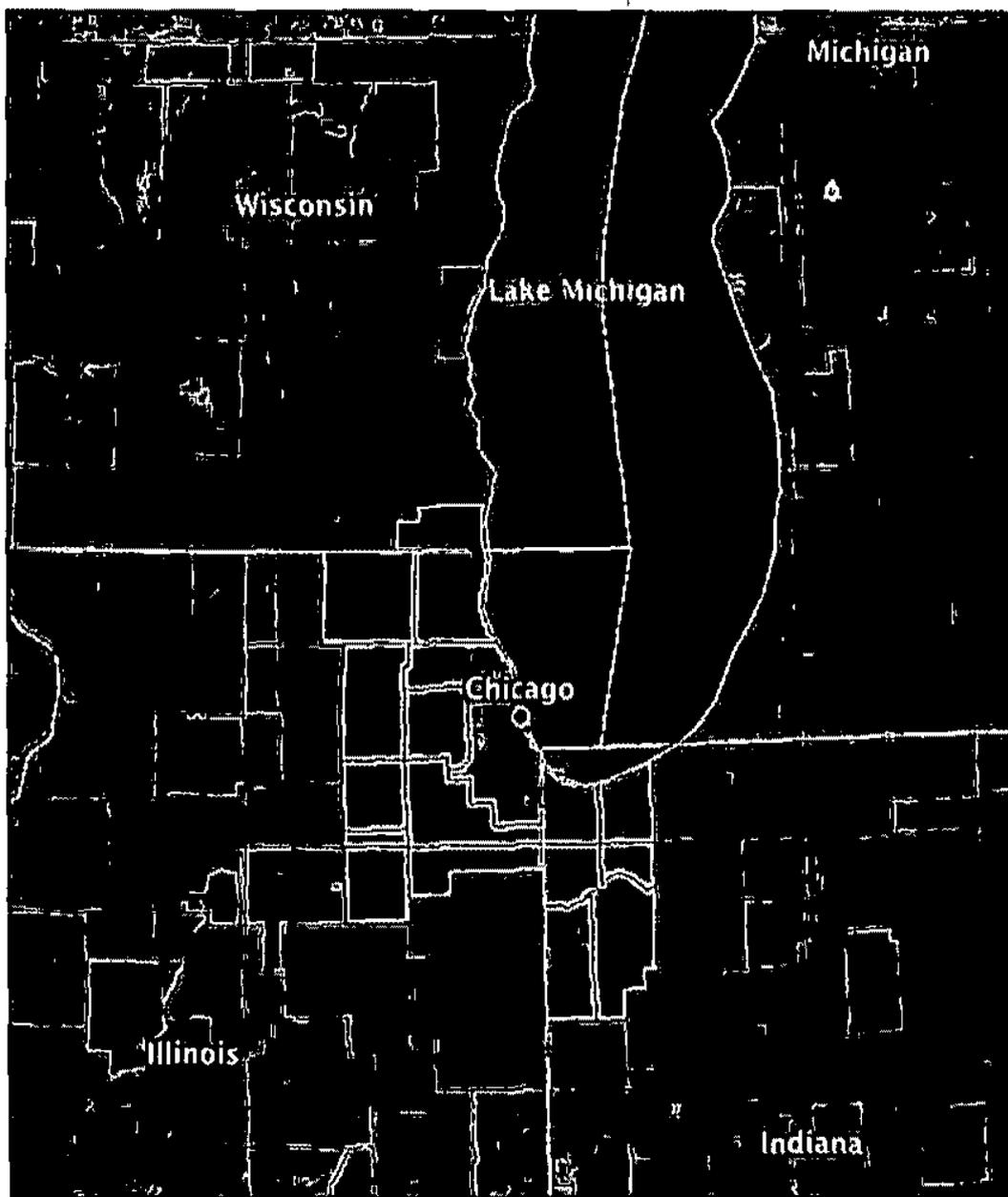
Mr. Turner has a B.A. from Illinois State University in Bloomington-Normal and a Master's degree from Lewis University.

Part 3, Section 3

Describe the geographic area of the regional center. *Note: This area must be contiguous. Provide a map of the geographic area.*

---

Freedom Partners will be based in Chicago and have as its geographic scope the Metropolitan Statistical Area of the city. The Chicago MSA is comprised of Chicago's county, Cook, as well as what is locally referred to as the city's 'collar counties'. A regional map of these counties is below; all counties within Freedom Partner's geographic scope in grey.



The below MSA map details the names of each county. They are:

In Illinois: Cook, DeKalb, DuPage, Grundy, Kane, Kendall, Lake, McHenry and Will

In Indiana: Jasper, Lake, Newton and Porter

In Wisconsin: Kenosha



(b)(4)

Freedom Partners Regional Center

Part 3, Section 4

*Describe the regional center's administration, oversight and management functions that are or will be in place to monitor all EB-5 capital investment activities and the allocation of the resulting jobs created or maintained under the sponsorship of the regional center.*

---

**Escrow Services**



**Investment and Job-Creation Oversight**



(b)(4)

Freedom Partners Regional Center



**Job Creation Allocation**



(b)(4)

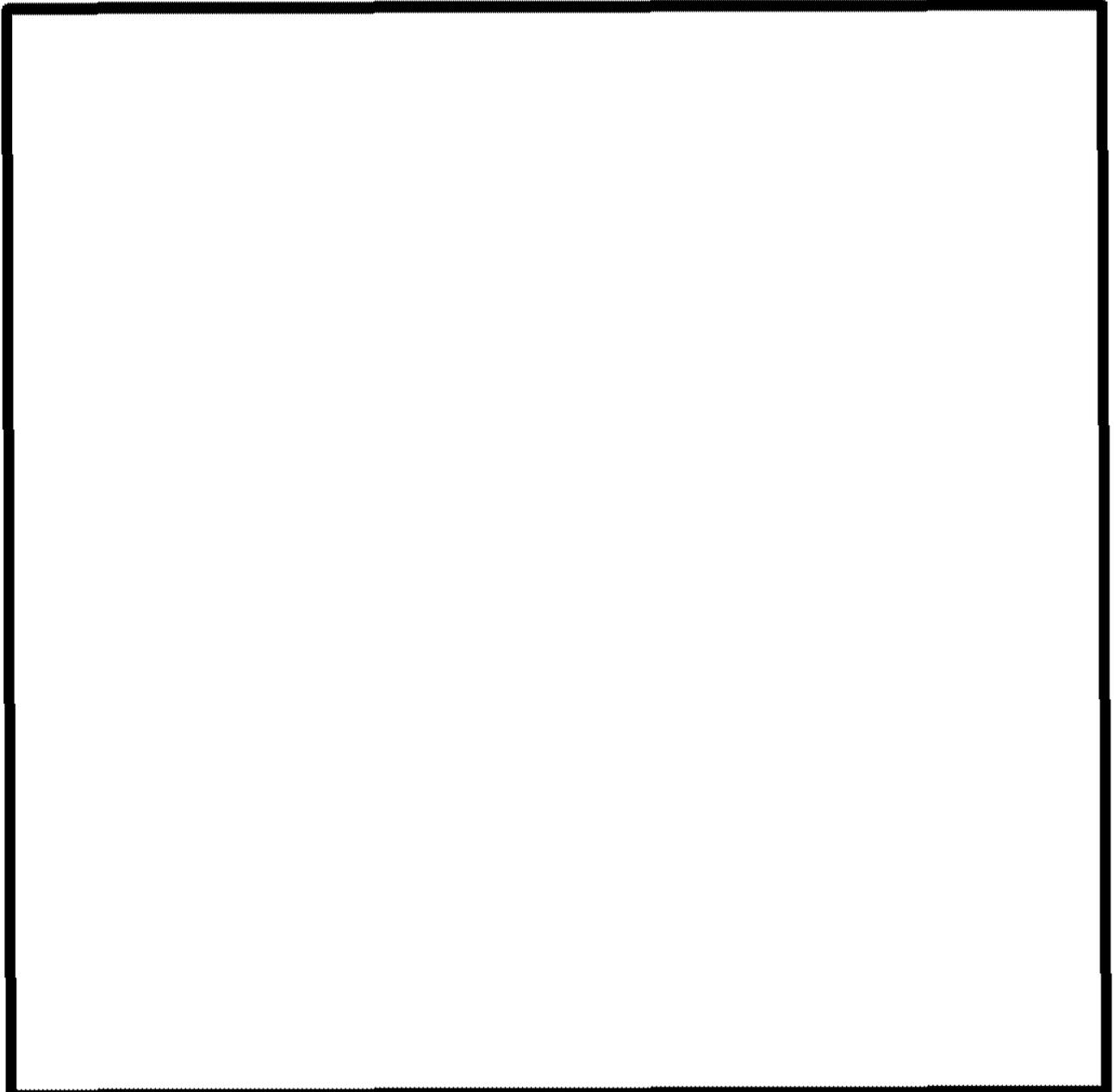
Part 3, Section 5

Describe the past, current, and future promotional activities for the regional center. Include a description of the budget for this activity, along with evidence of the funds committed to the regional center for promotional activities. Submit a plan of operation for the regional center that addresses how EB-5 investors will be recruited, the method(s) by which the capital investment opportunities will be offered to the investors, and how they will subscribe or commit to the investment interest.

---

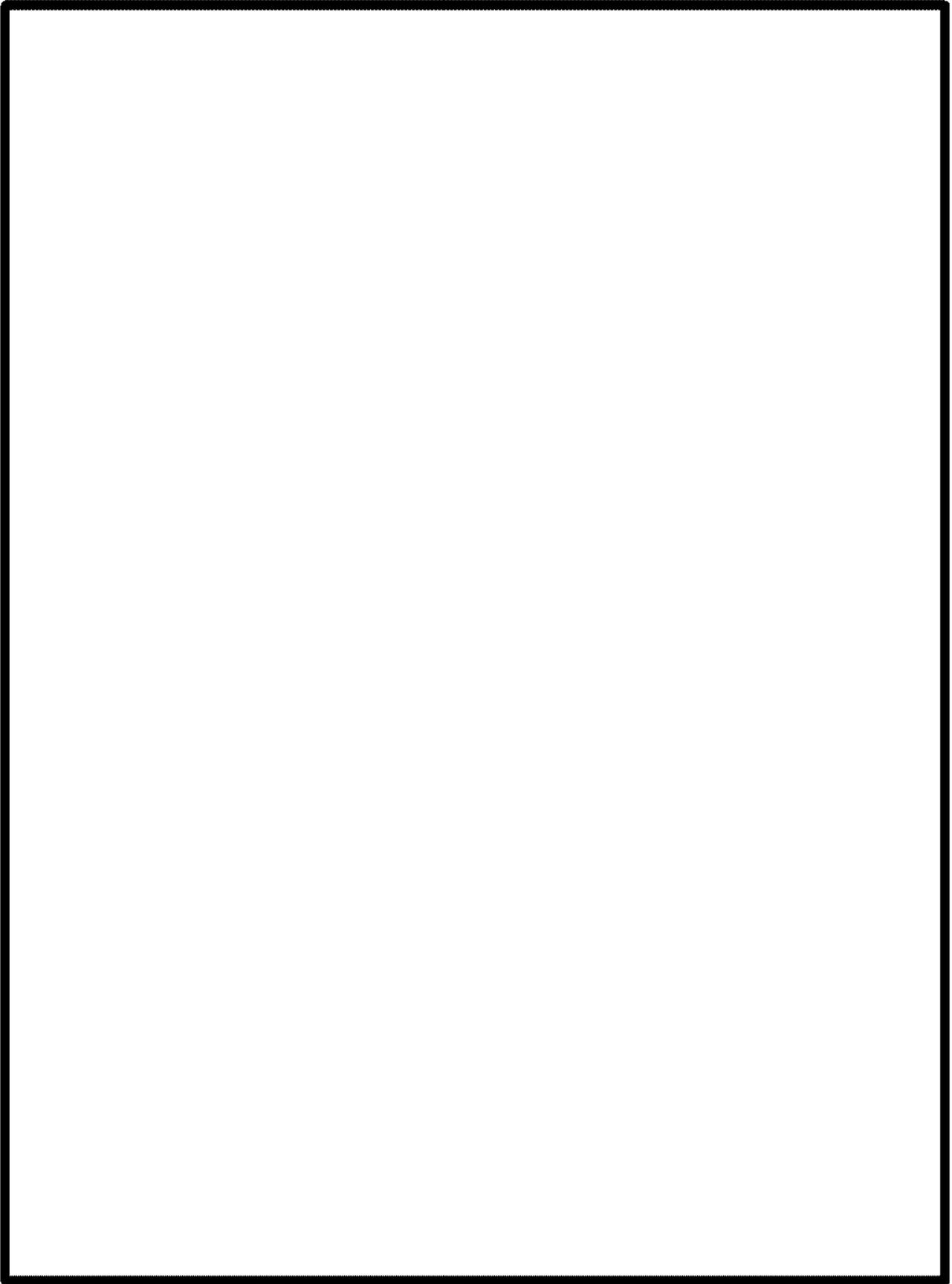
(b)(4)

**Marketing and Recruitment Plan**



(b)(4)

Freedom Partners Regional Center

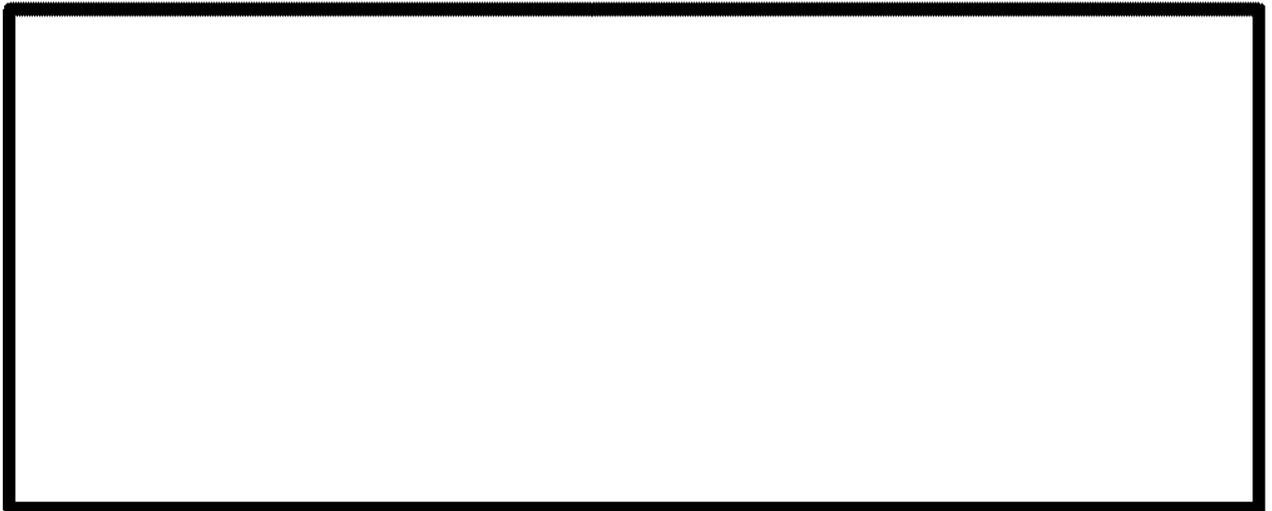


(b)(4)

Freedom Partners Regional Center



**Budget**



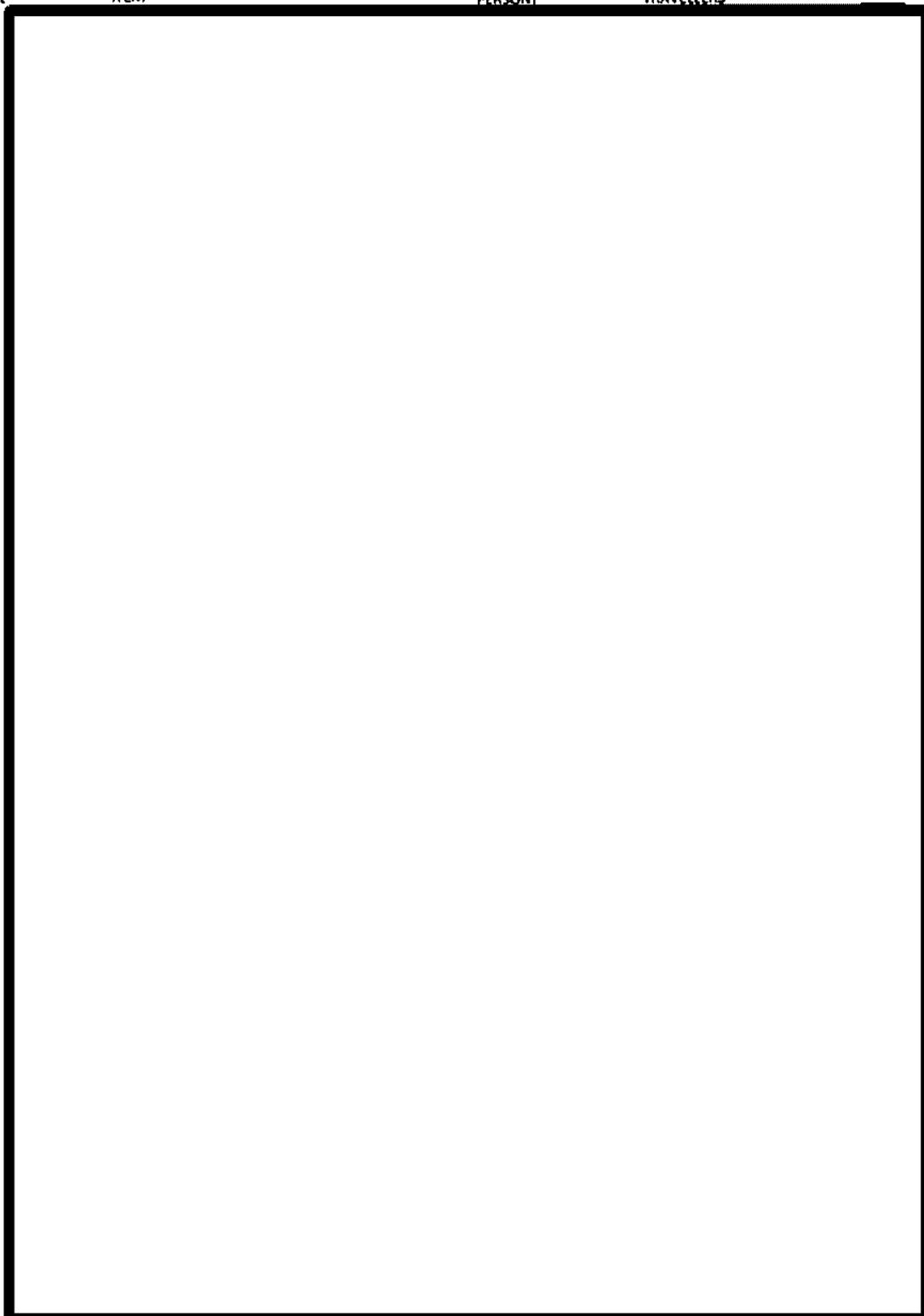
(b)(4)

(b)(4)

Marketing and Investor Recruitment

*Budget*

ITEM	COST (PER PERSON)	# OF DAYS	# OF TRAVELLERS	# OF TRIPS	TOTAL
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(b)(4)

**Proof of Funds**

**North Community Bank**  
Member FDIC • First Commercial Bank  
200 N. Broadway, Memphis, TN 38102

(b)(6)

FREEDOM PARTNERS REGIONAL CENTER LLC  
C/O ZACHARY ZISES



(b)(4)

**IMPORTANT MESSAGE**  
about your Federal Benefit Checks!



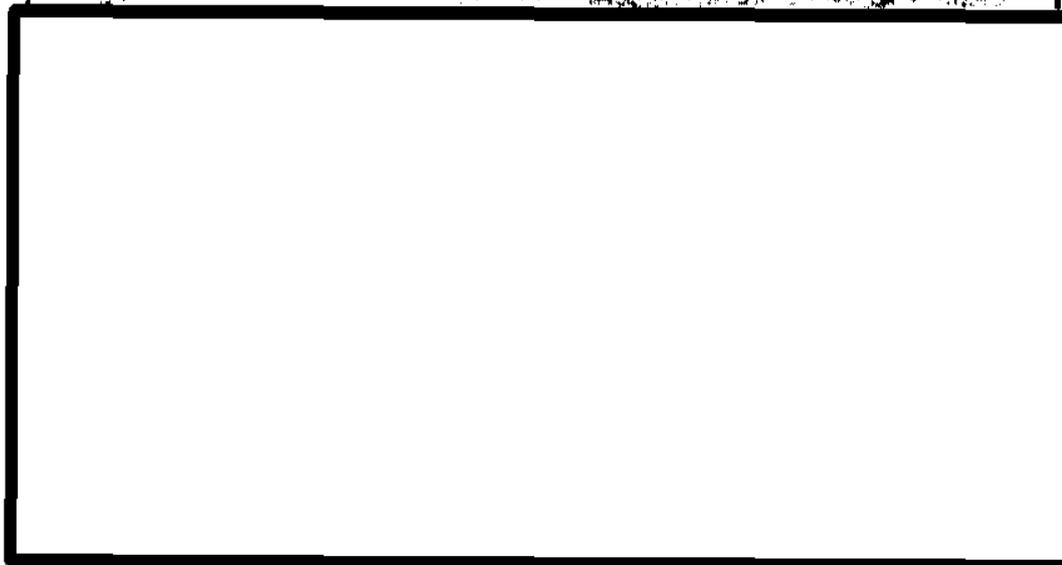
You are required by the U.S. Treasury to switch from paper checks to electronic payments by **MARCH 1, 2013.**

Switch to Direct Deposit Today!

- Ask a personal banker
- By phone (800) 333-1785
- Online at [www.GoDirect.org](http://www.GoDirect.org)

Last Statement Date	Current Statement Date	Pages
January 07, 2013	January 31, 2013	1 of 2

**Statement Summary**



Should you have any questions regarding your account, please call (773) 244-7000.

\* Always refer to transaction date indicates the date shown is the effective date and not the transaction date.

(b)(4)

FREEDOM PARTNERS REGIONAL CENTER LLC



Images may not be immediately available for every item presented against your account.



(b)(4)

Page 1

Page 1



(b)(4)

**Investor Subscription Protocol**



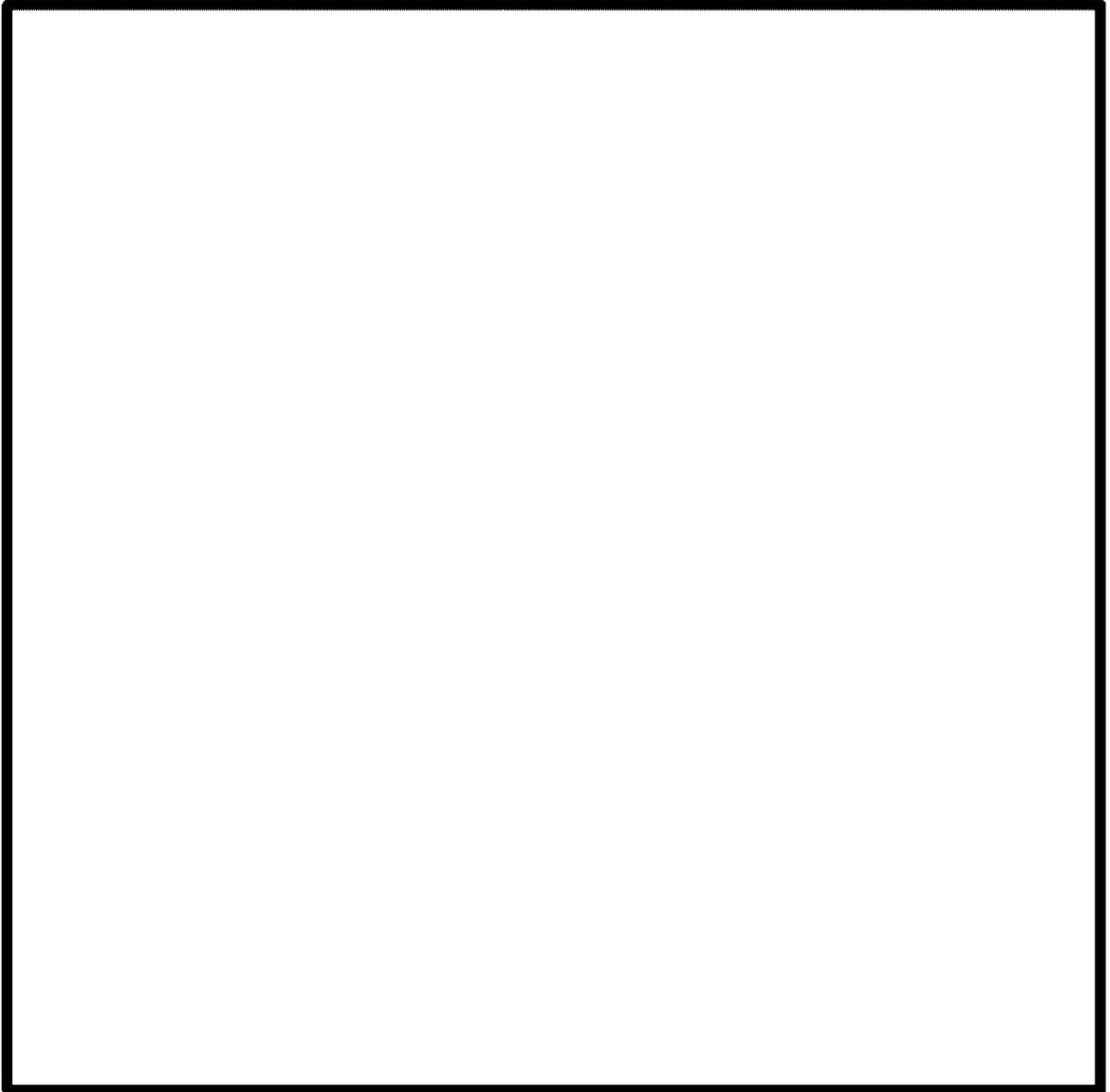
**Project Development & 2-Year Pipeline**



(b)(4)

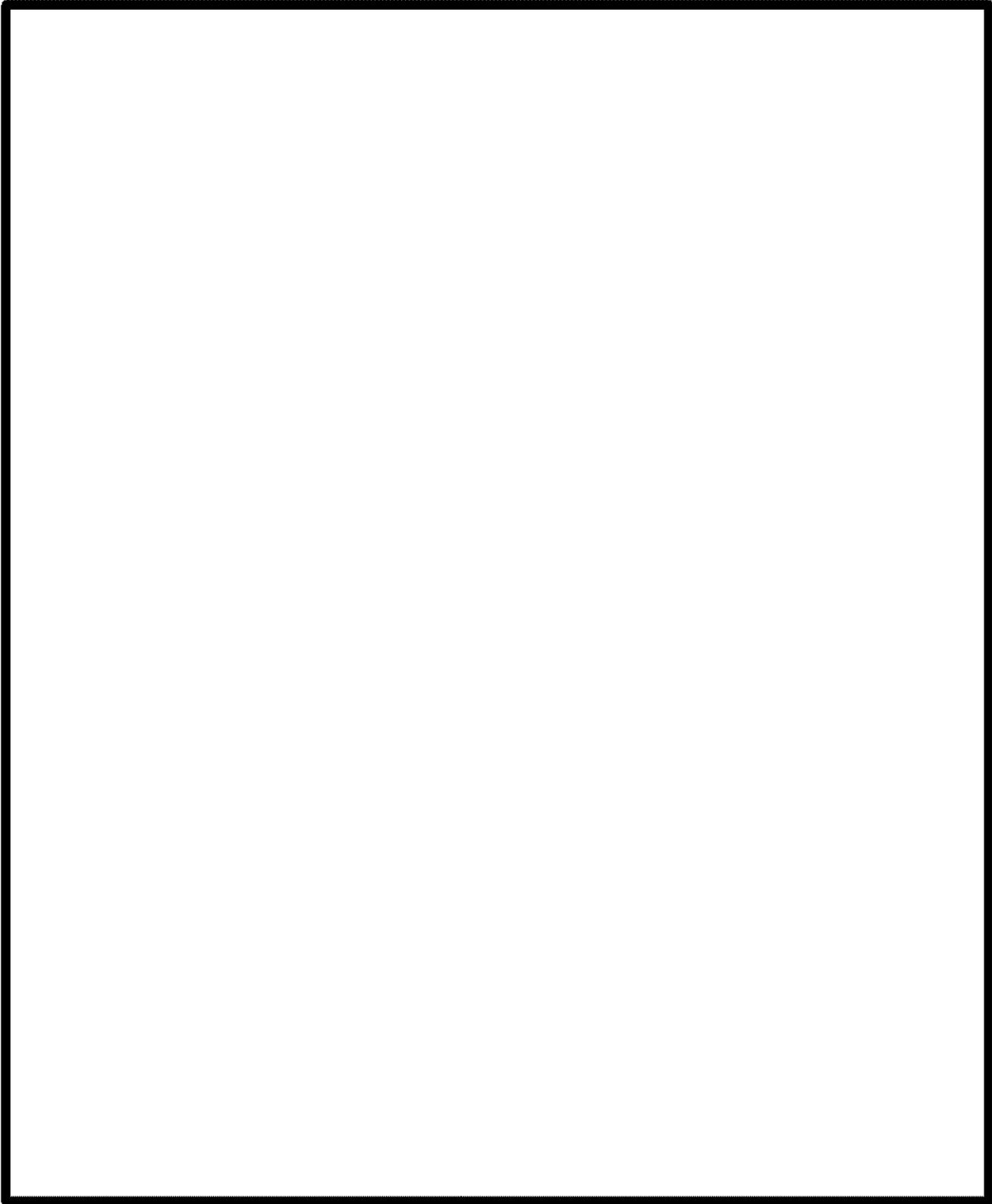
YEAR 1

(b)(4)



YEAR 2

(b)(4)



Freedom Partners  
Regional Center

I-924 Regional Center  
Application

January 10, 2013

Table of Contents

Tab

Preliminary Requirements ..... 1

- I-924 Signed by Zachary Zises, Managing Member
- Attachments to I-924 Part 3
- Regional Center LLC Formation Receipt
- Regional Center Articles of Organization
- Regional Center EIN Letter

Business Plans and Economic Analyses ..... 2

- 2.1 The [REDACTED] Business Plan
- TEA Certification
- NMTC Qualification Chart
- TIF District Suitability
- [REDACTED] (b)(4)
- Economic Analysis
- 2.2 [REDACTED] Business Plan
- Economic Analysis
- 2.3 [REDACTED] Business Plan
- Economic Analysis

Appendix of Exemplar Documents ..... 3

- 3.1 Escrow Agreement
- 3.2 Job Allocation Agreement
- 3.3 Agents Guidelines Agreement
- 3.4 Brokers Agreement
- 3.5 PPM and Subscription Agreement
- 3.6 Investor Letter of Intention
- 3.7 Investor Questionnaire
- 3.8 Operating Agreement

Premlinary  
Requirement

Tab 1



Pat Quinn  
Governor

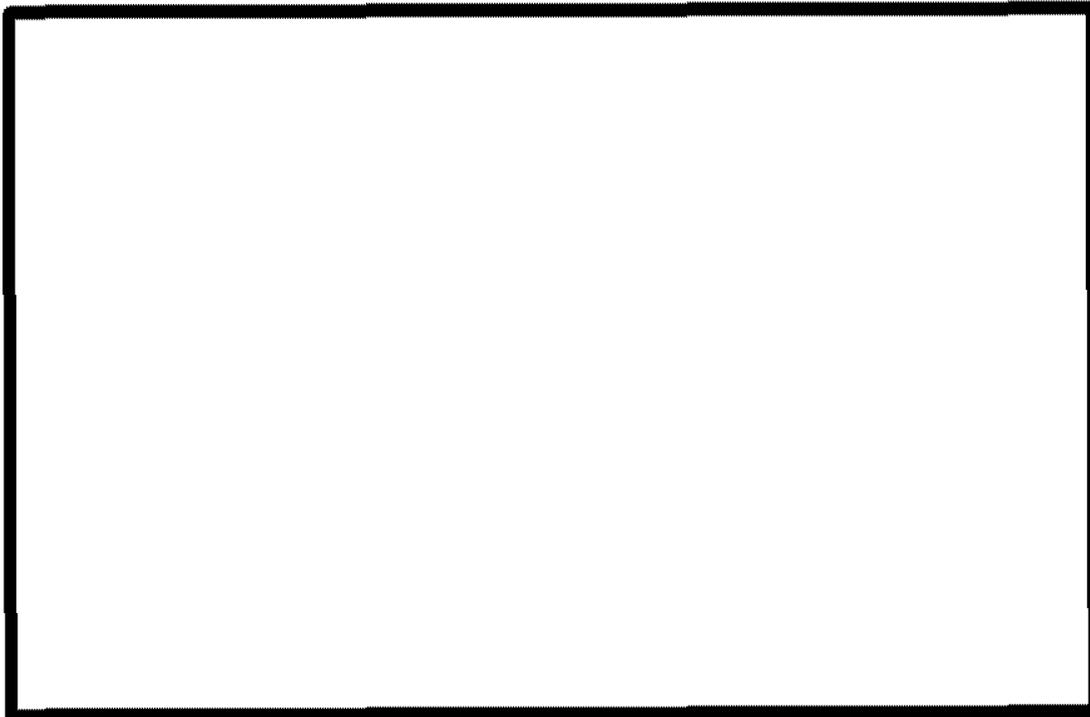
Jay Rowell  
Director

January 24, 2013

American InvSCO  
c/o Tom Brown  
182 W. Lake Street  
Suite 200  
Chicago, IL 60601

Dear Mr. Brown:

Please be advised that the Illinois Department of Employment Security (IDES) is the designated state agency with the authority to certify that geographic areas within the State of Illinois qualify as areas of high unemployment under the Alien Entrepreneur Visa Program.



(b)(4)

Sincerely,

A handwritten signature in black ink, appearing to read "Richard Reinhold", is written over the typed name.

Richard Reinhold  
Manager, Local Area Unemployment Statistics  
Economic Information and Analysis Division

(b)(4)

Freedom Partners Regional Center

**Impact Prediction**



Project	Freedom Partners	Cadillac Hotel	Safari Daycare	Wheaton SLF	Conservatory Tower	Total

(b)(4)

Part 3, Section 6

*Describe whether and how the regional center is engaged in supporting a due diligence screening of its alien investor's lawful source of capital and the alien investor's ability to fully invest the requisite amount of capital. Also, describe the regional center's prospective plans in this regard if they differ from past practice.*

---

(b)(4)





**LLC Articles of Organization**

[Instructions](#)

**Receipt page**

Please print this receipt for your records.

Your application to file limited liability company Articles of Organization has been received and payment processed. Please allow 24 hours for the processing of your application.

You can check the status of your submission at <http://www.ilsos.gov/llcarticles/status.jsp> by using the Packet and Authorization Numbers provided below. If you experience any difficulty in obtaining the status of your application, please contact the Web Master at [webmaster@ilsos.net](mailto:webmaster@ilsos.net).

<b>Proposed Name:</b>	<b>FREEDOM PARTNERS REGIONAL CENTER, LLC</b>
<b>Packet Number:</b>	<b>1357398924829722</b>
<b>Authorization Number:</b>	<b>170311</b>
<b>Payment Date:</b>	<b>01-05-2013</b>
<b>Total Fee:</b>	<b>\$612.75</b>
<b>Payment Type:</b>	<b>CREDIT CARD</b>

[BACK TO CYBERDRIVEILLINOIS.COM HOME PAGE](#)

Form **LLC-5.5**

Illinois  
Limited Liability Company Act  
Articles of Organization

FILE # 04234324

Secretary of State Jesse White  
Department of Business Services  
Limited Liability Division  
www.cyberdriveillinois.com

Filing Fee: \$500  
Expedited Fee: \$100  
Approved By: REH

FILED  
JAN 05 2013  
Jesse White  
Secretary of State

1. Limited Liability Company Name: FREEDOM PARTNERS REGIONAL CENTER, LLC

2. Address of Principal Place of Business where records of the company will be kept:

30 E ADAMS SUITE 440

CHICAGO, IL 60603

3. Articles of Organization effective on the filing date.

4. Registered Agent's Name and Registered Office Address:

LEE SCHWARZBACH  
30 E ADAMS ST STE 440  
CHICAGO, IL 60603-5639

COOK

5. Purpose for which the Limited Liability Company is organized:

"The transaction of any or all lawful business for which Limited Liability Companies may be organized under this Act."

6. The LLC is to have perpetual existence.

7. The Limited Liability Company has management vested in the member(s).

ZISES, ZACHARY



(b)(6)

8. Name and Address of Organizer

I affirm, under penalties of perjury, having authority to sign hereto, that these Articles of Organization are to the best of my knowledge and belief, true, correct and complete.

Dated: JANUARY 05, 2013

ZACHARY ZISES



**IRS** DEPARTMENT OF THE TREASURY  
INTERNAL REVENUE SERVICE  
CINCINNATI OH 45999-0023

Date of this notice: 01-07-2013

(b)(3)

Employer Identification Number:

Form: SS-4

Number of this notice: CP 575 G

FREEDOM PARTNERS REGIONAL CENTER  
LLC  
ZACHARY ZISES SOLE MBR  
30 E ADAMS ST STE 440  
CHICAGO, IL 60603

For assistance you may call us at:  
1-800-829-4933

IF YOU WRITE, ATTACH THE  
STUB AT THE END OF THIS NOTICE.

(b)(3)

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN [REDACTED]. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear off stub and return it to us.

A limited liability company (LLC) may file Form 8832, Entity Classification Election, and elect to be classified as an association taxable as a corporation. If the LLC is eligible to be treated as a corporation that meets certain tests and it will be electing S corporation status, it must timely file Form 2553, Election by a Small Business Corporation. The LLC will be treated as a corporation as of the effective date of the S corporation election and does not need to file Form 8832.

To obtain tax forms and publications, including those referenced in this notice, visit our Web site at [www.irs.gov](http://www.irs.gov). If you do not have access to the Internet, call 1-800-829-3676 (TTY/TDD 1-800-829-4059) or visit your local IRS office.

IMPORTANT REMINDERS:

- \* Keep a copy of this notice in your permanent records. This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you. You may give a copy of this document to anyone asking for proof of your EIN.
- \* Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- \* Refer to this EIN on your tax-related correspondence and documents.

If you have questions about your EIN, you can call us at the phone number or write to us at the address shown at the top of this notice. If you write, please tear off the stub at the bottom of this notice and send it along with your letter. If you do not need to write us, do not complete and return the stub.

Your name control associated with this EIN is FREE. You will need to provide this information, along with your EIN, if you file your returns electronically.

Thank you for your cooperation.

(b)(4)

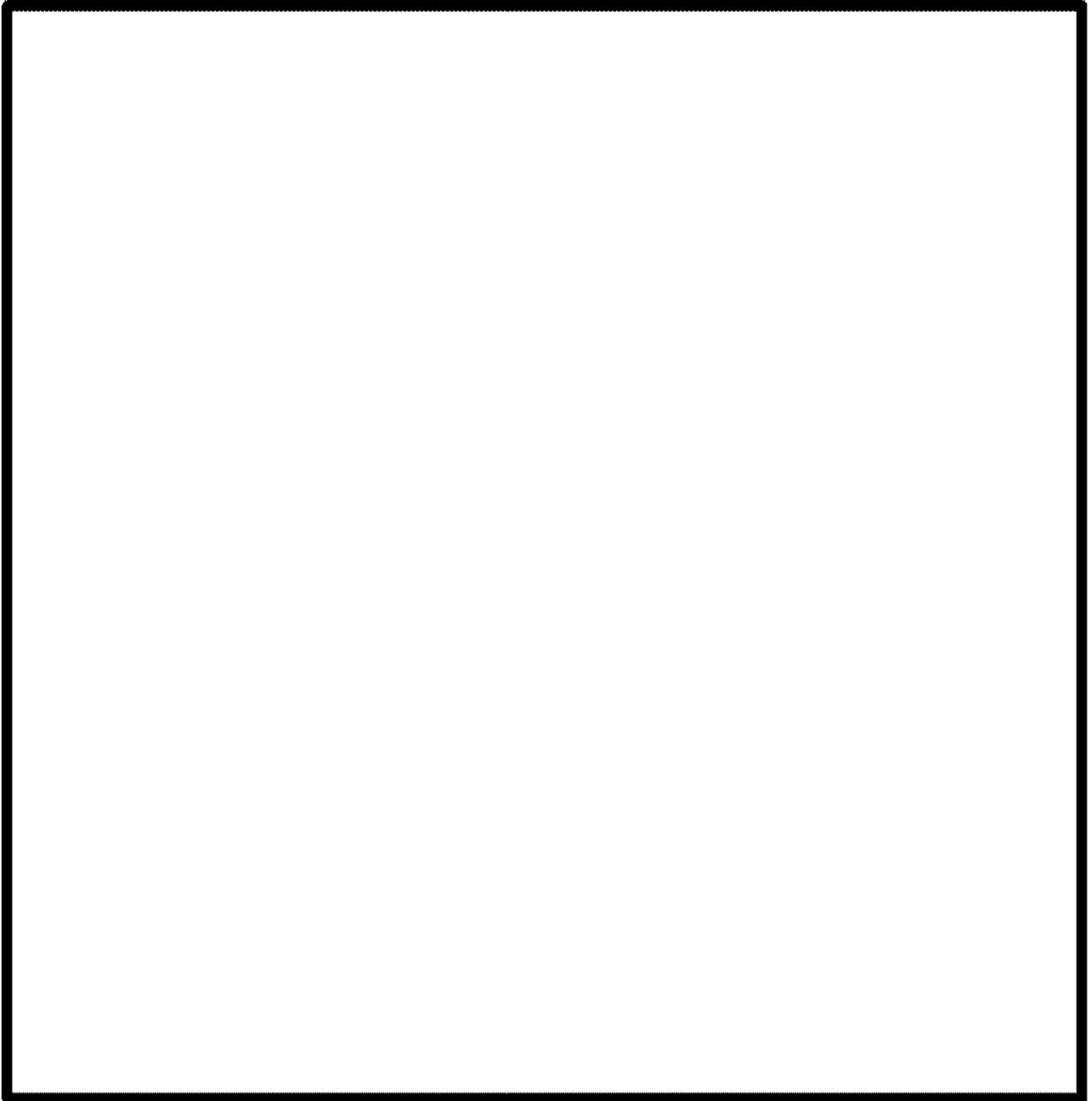


Business Plan

Tab 2.1

(b)(4)

**SUMMARY**



**Description**

**Management**

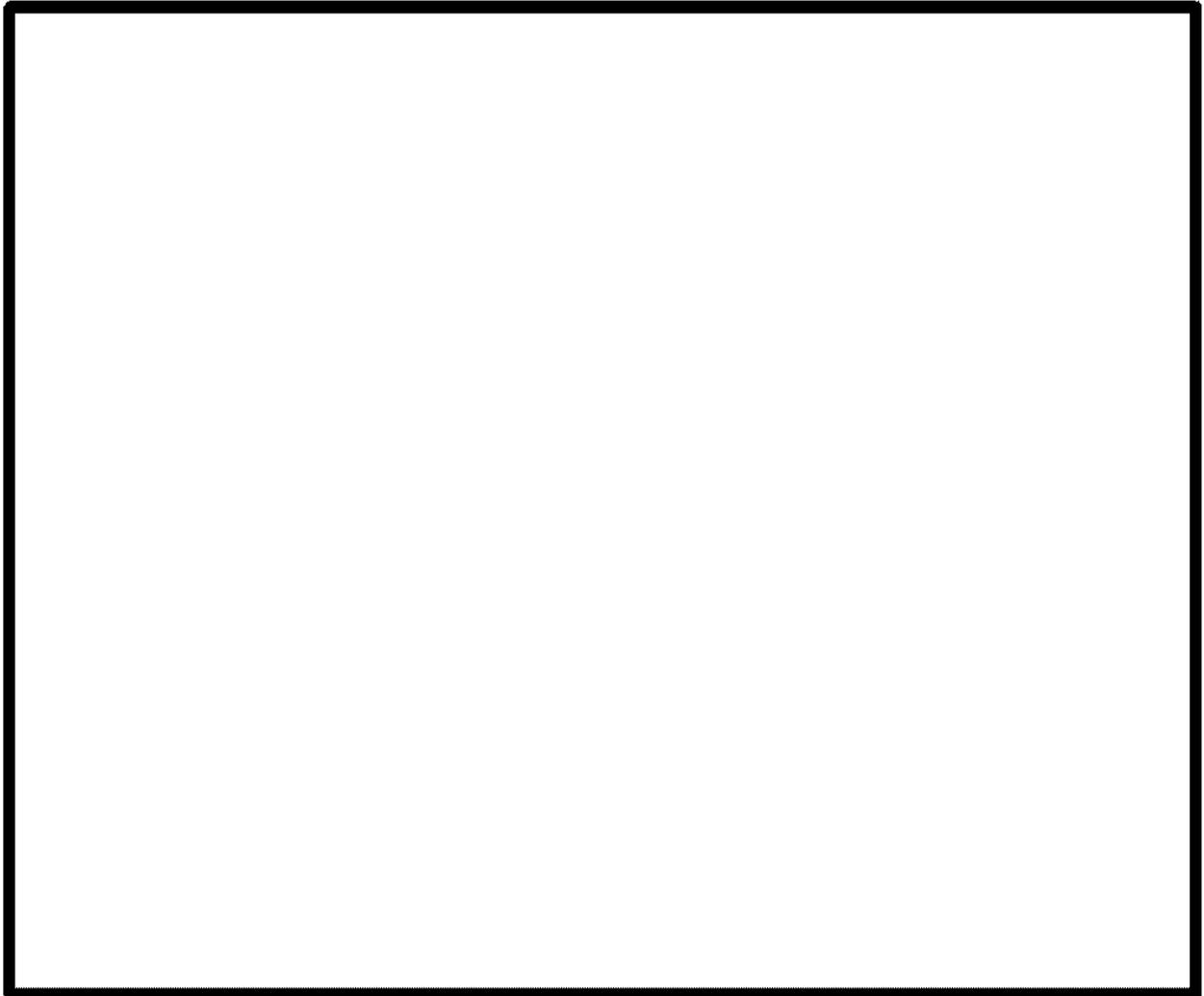
**Project Developer and Project Status**

(b)(4)

**Restaurant and Retail**



**Location Analysis**



(b)(4)

(b)(4)

Freedom Partners Regional Center



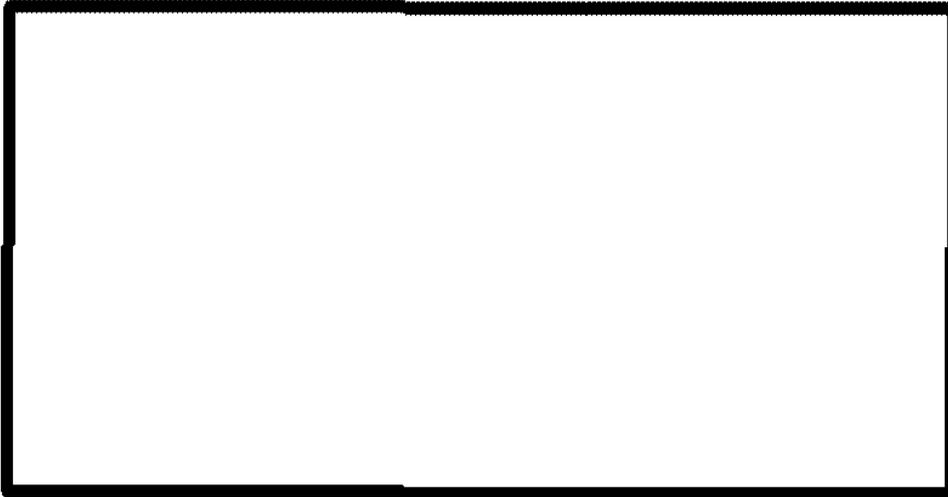
**Capitalization**



(b)(4)

(b)(4)

**Sources of Financing**

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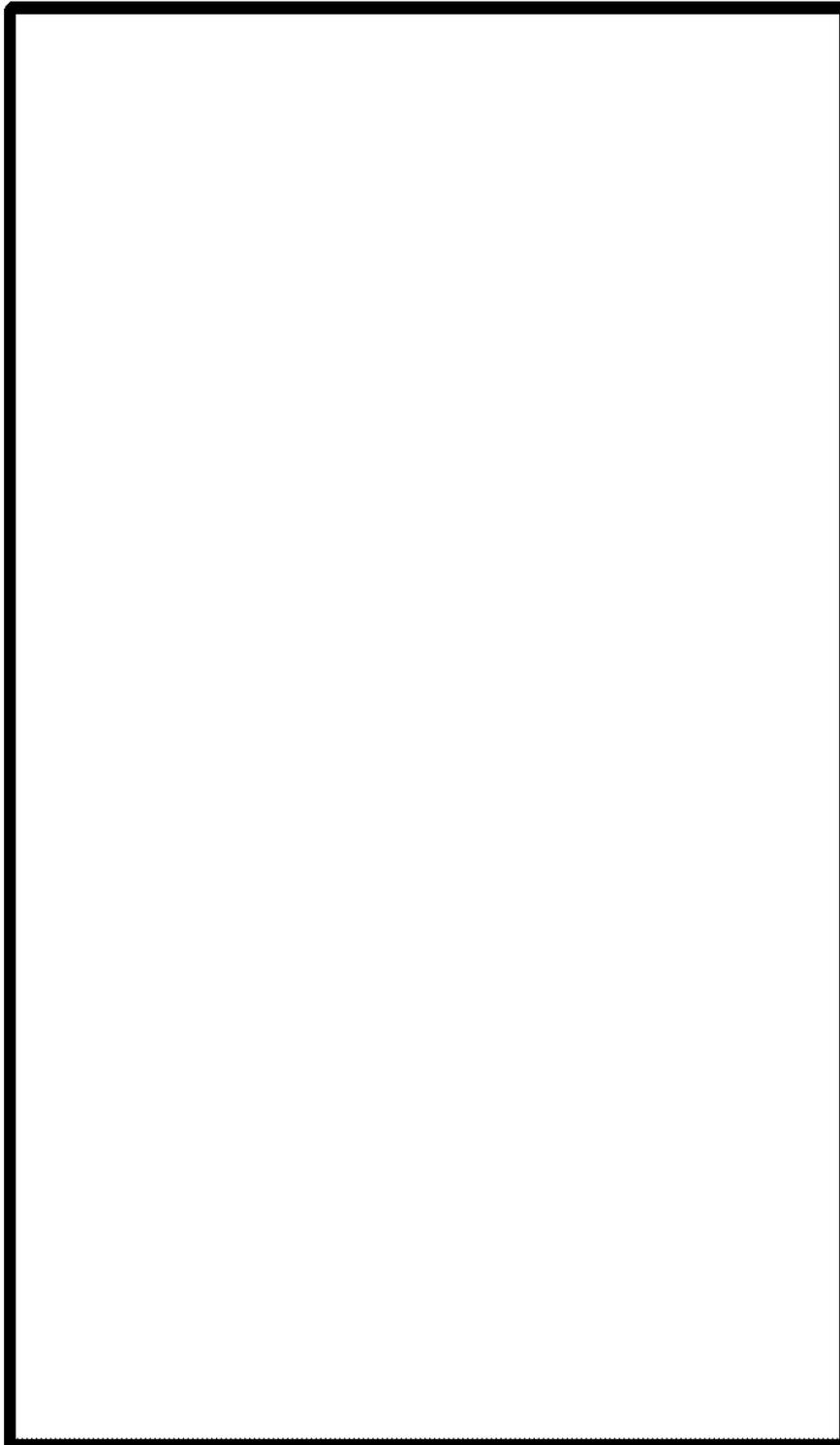
**Uses of Financing**

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**Development Costs**



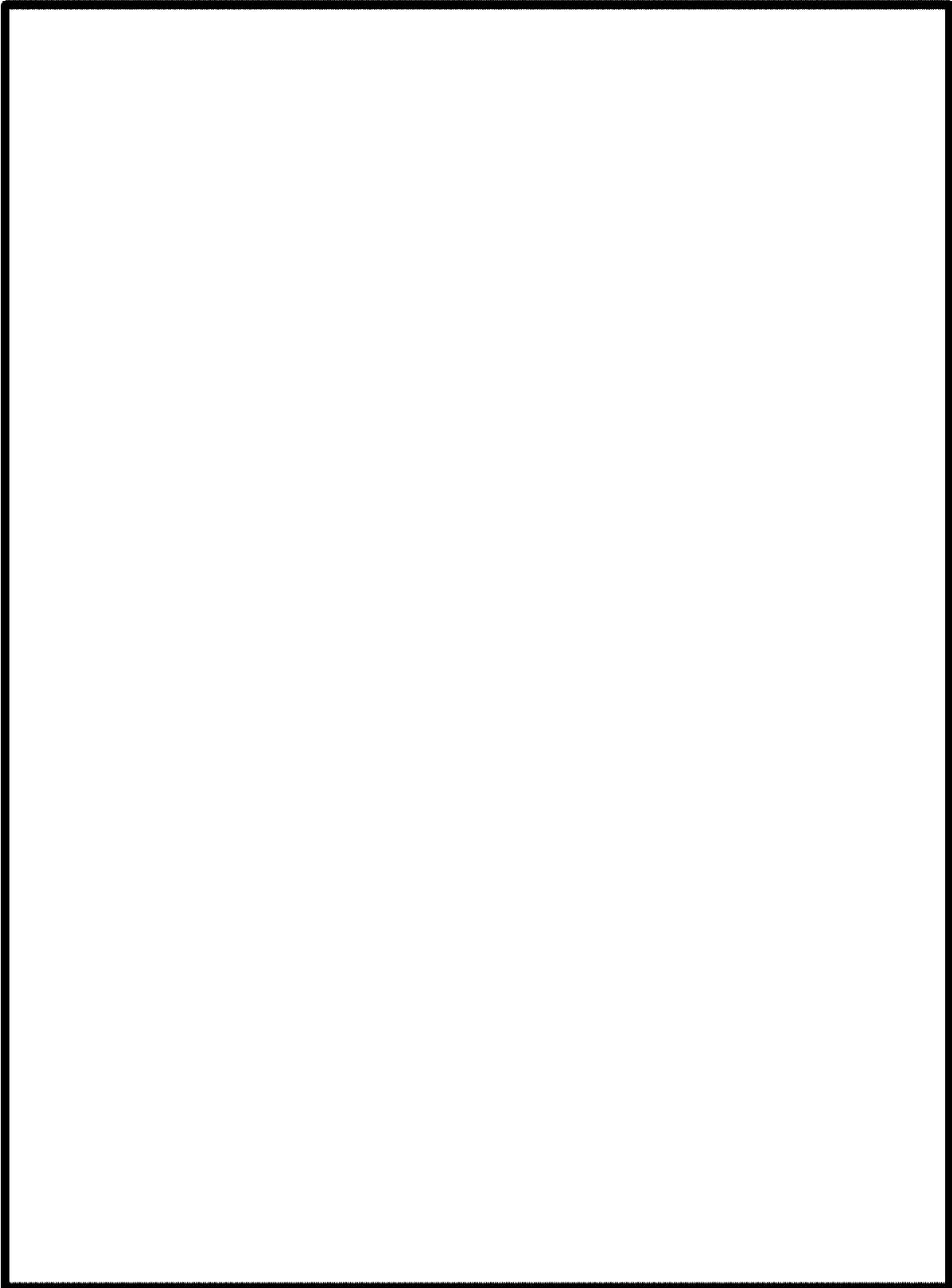
(b)(4)

**Finance Structure**



(b)(4)

Freedom Partners Regional Center



**Employment**

Upon full operation the employment of the hotel will have these jobs:

(b)(4)

Selected / Hourly	Department	Position	Full-Time Employee	Hours Worked	Salary Per Week	Total Labor Cost with Benefits
[Redacted Content]						



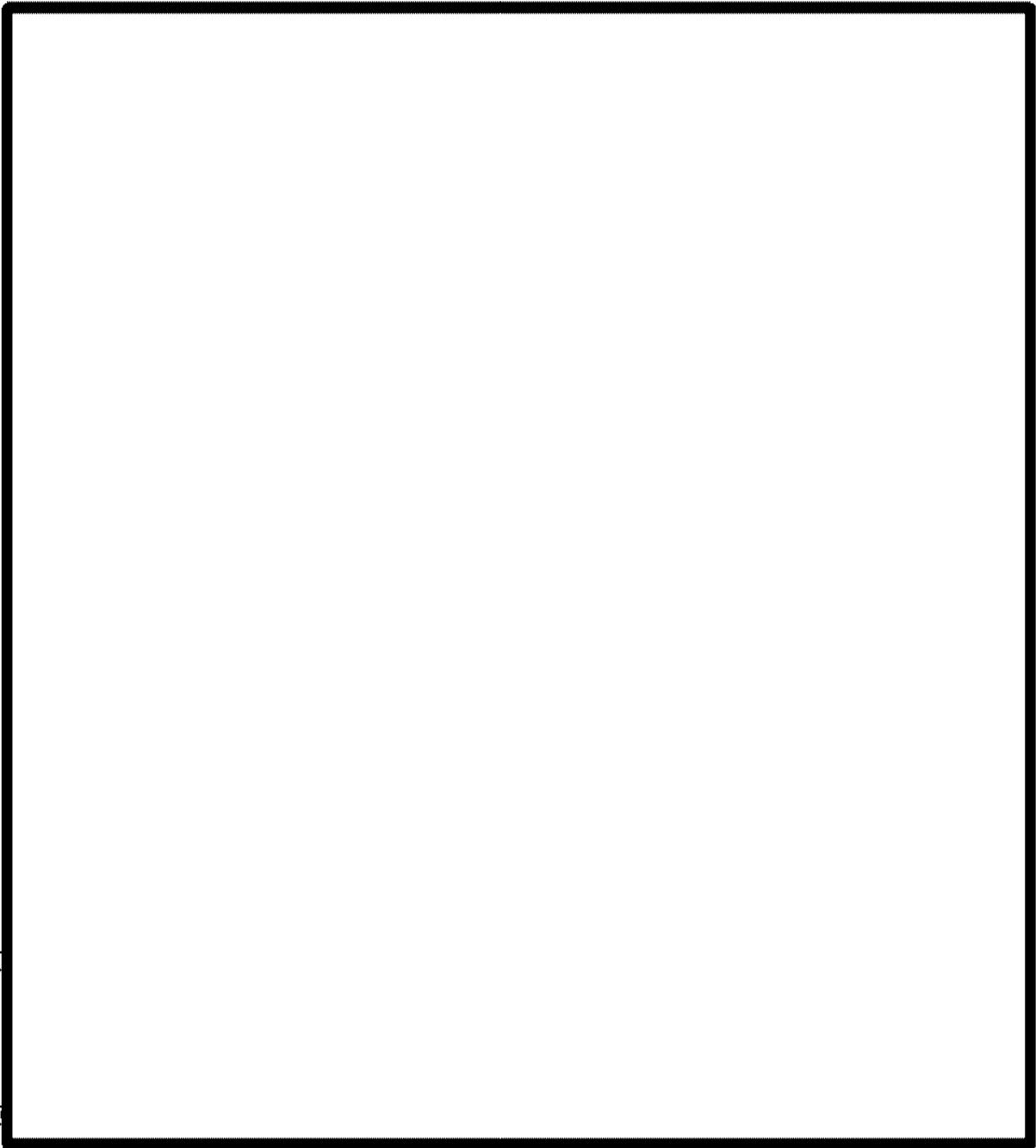
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**Financials**



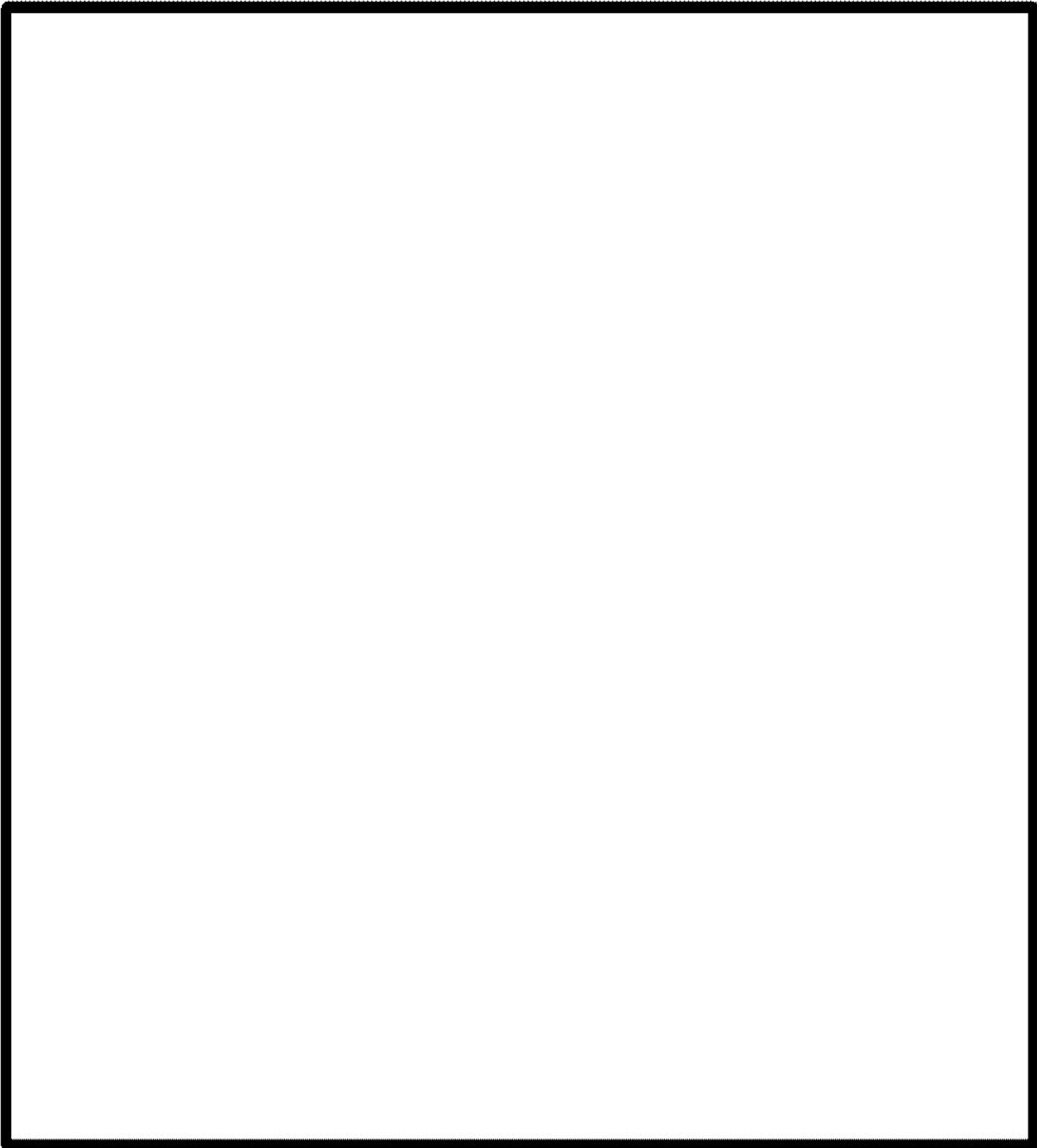


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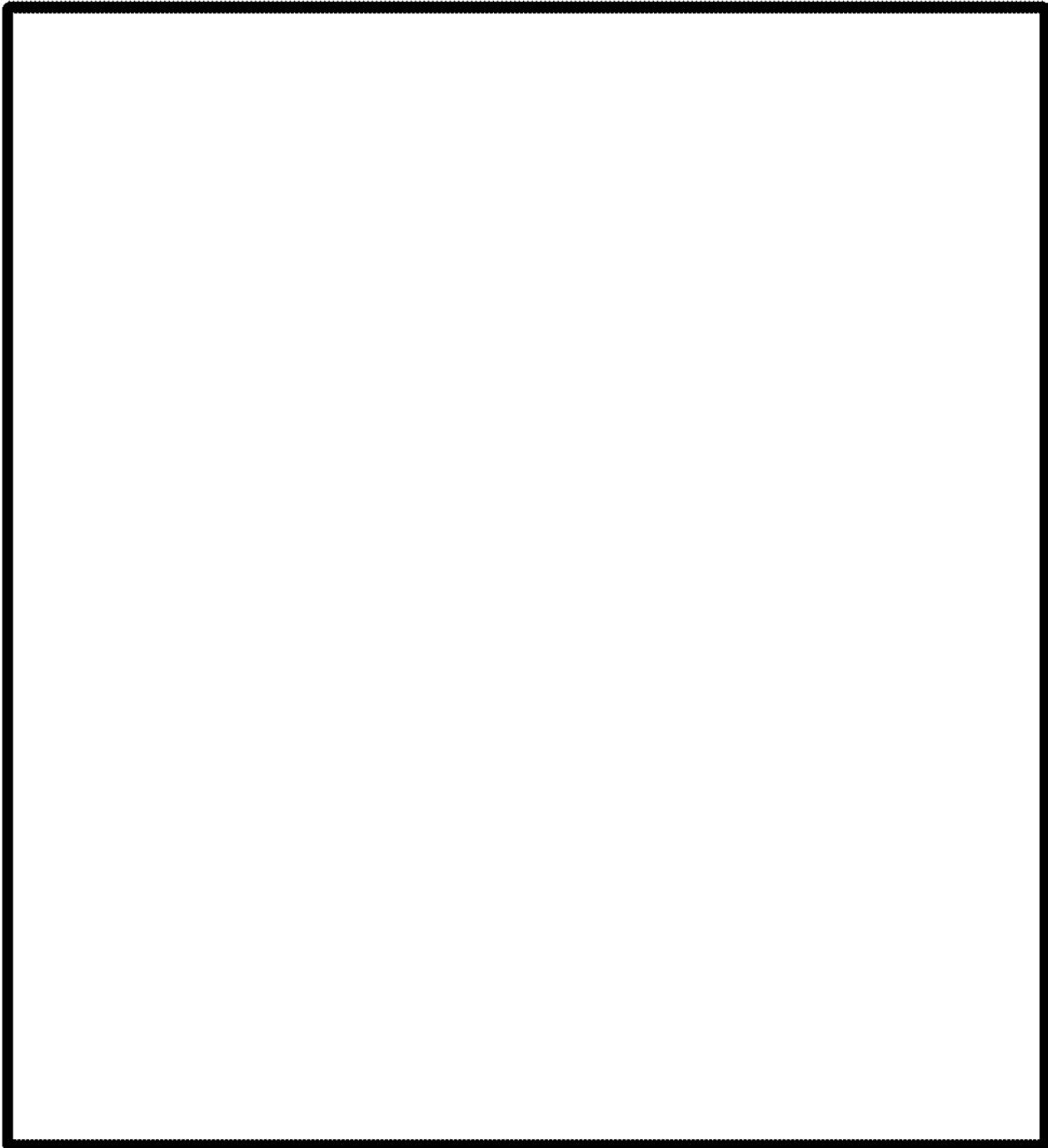
(b)(4)

Freedom Partners Regional Center



(b)(4)

Freedom Partners Regional Center



(b)(4)



# Attachments

(b)(4)

Targeted Employment Area Designation Letter  
New Markets Tax Credit Census Tract Suitability  
TIF Designation

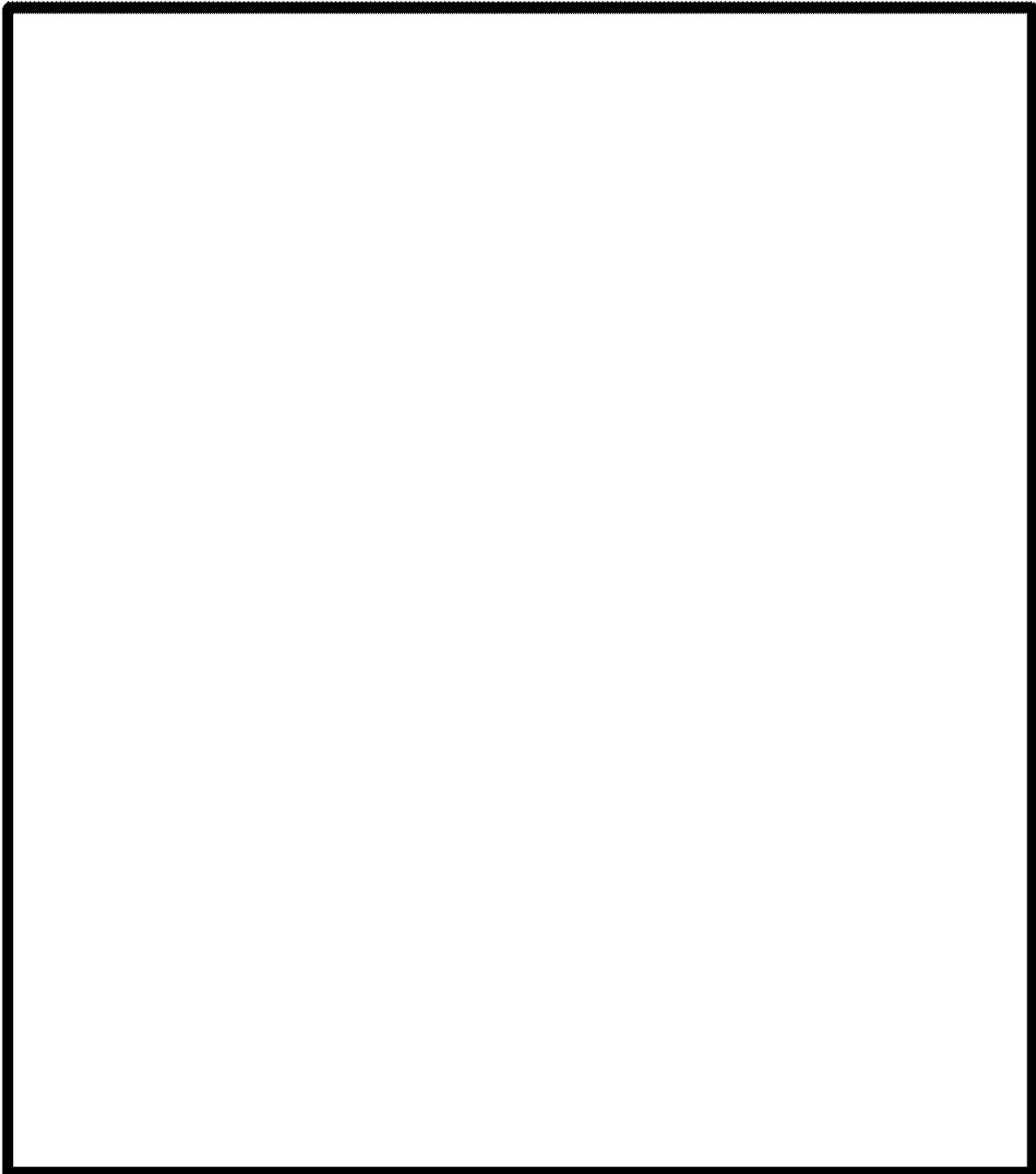


Source: Illinois Department of Employment Security, Economic Information and Analysis  
\* Latest 12 month period includes July 2010 through June 2011 - data are subject to change

County	Census Tract Number	Place Name	Labor Force	Employed	Unemployed	Unemployment Rate	150% of U.S. rate

(b)(4)

**New Markets Tax Credit Qualification**



The following is said ordinance as passed:

WHEREAS, It is desirable and in the best interest of the citizens of the City of Chicago, Illinois (the "City") for the City to implement tax increment allocation financing ("Tax Increment Allocation Financing") pursuant to the Illinois Tax Increment Allocation Redevelopment Act, 65 ILCS 5/11-74.4-1, et seq., as amended (the "Act"), for a proposed redevelopment project area to be known as the 24<sup>th</sup>/Michigan Redevelopment Project Area (the "Area") described in Section 2 of this ordinance, to be redeveloped pursuant to a proposed redevelopment plan and project (the "Plan"); and

WHEREAS, Pursuant to Sections 5/11-74.4-4 and 5/11-74.4-5 of the Act, the Community Development Commission (the "Commission") of the City, by authority of the Mayor and the City Council of the City (the "City Council", referred to herein collectively with the Mayor as the "Corporate Authorities") called a public hearing (the "Hearing") concerning approval of the Plan, designation of the Area as a redevelopment project area pursuant to the Act and adoption of Tax Increment Allocation Financing within the Area on June 8, 1999; and

WHEREAS, The Plan (including the related eligibility report attached thereto as an exhibit) was made available for public inspection and review pursuant to Section 5/11-74.4-5(a) of the Act; notice of the Hearing was given pursuant to Section 5/11-74.4-6 of the Act; and a meeting of the joint review board (the "Board") was convened pursuant to Section 5/11-74.4-5(b) of the Act; and

WHEREAS, The Commission has forwarded to the City Council a copy of its Resolution 99-CDC-101, recommending to the City Council the designation of the Area as a redevelopment project area pursuant to the Act, among other things; and

WHEREAS, The Corporate Authorities have reviewed the Plan (including the related eligibility report for the Area attached thereto as an exhibit), testimony from the Hearing, if any, the recommendation of the Board, if any, the recommendation of the Commission and such other matters or studies as the Corporate Authorities have deemed necessary or appropriate to make the findings set forth herein, and are generally informed of the conditions existing in the Area; and

WHEREAS, The City Council has heretofore approved the Plan, which was identified in An Ordinance Of The City Of Chicago, Illinois, Approving A Redevelopment Plan For The 24<sup>th</sup>/Michigan Redevelopment Project Area; now, therefore,

(b)(4)

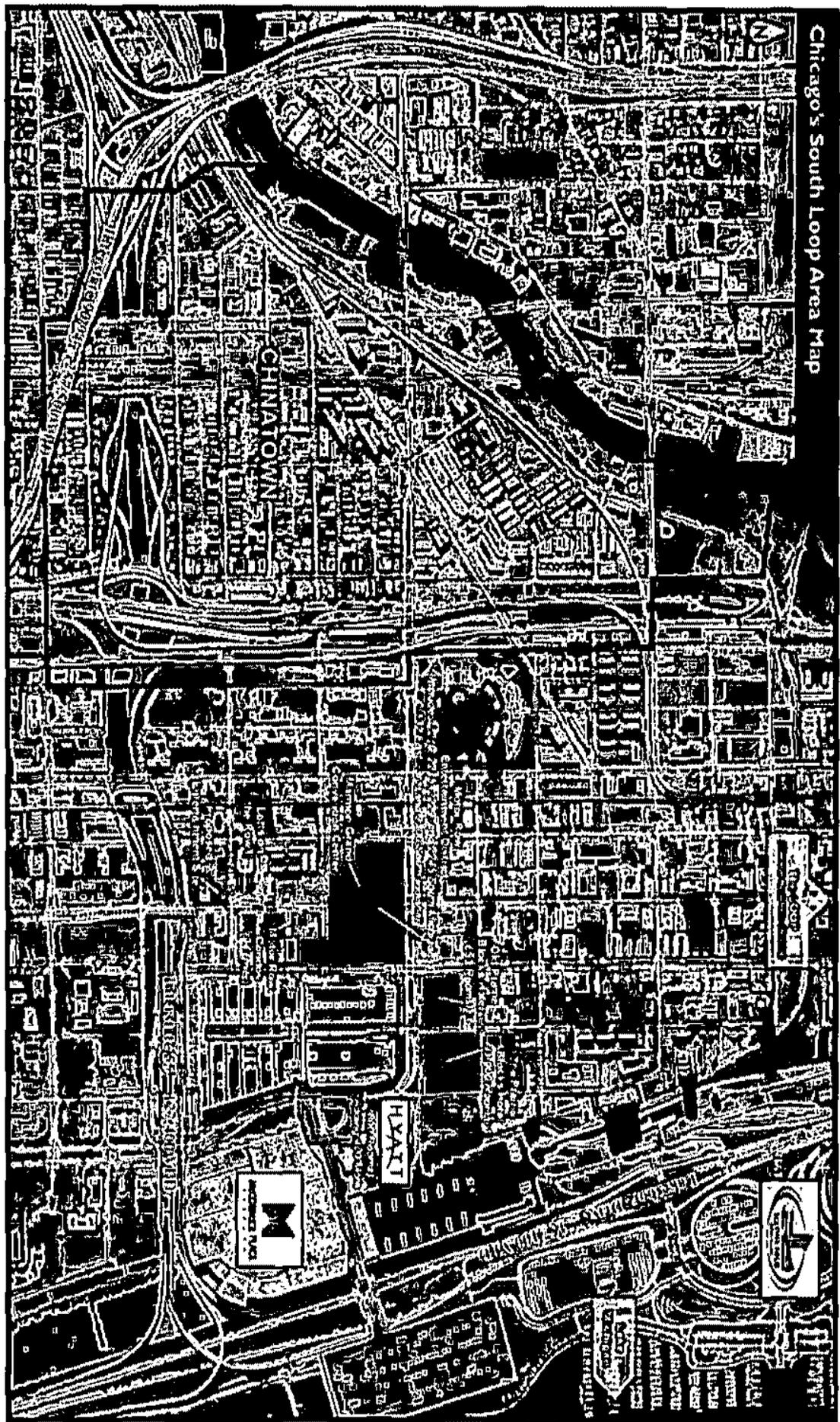


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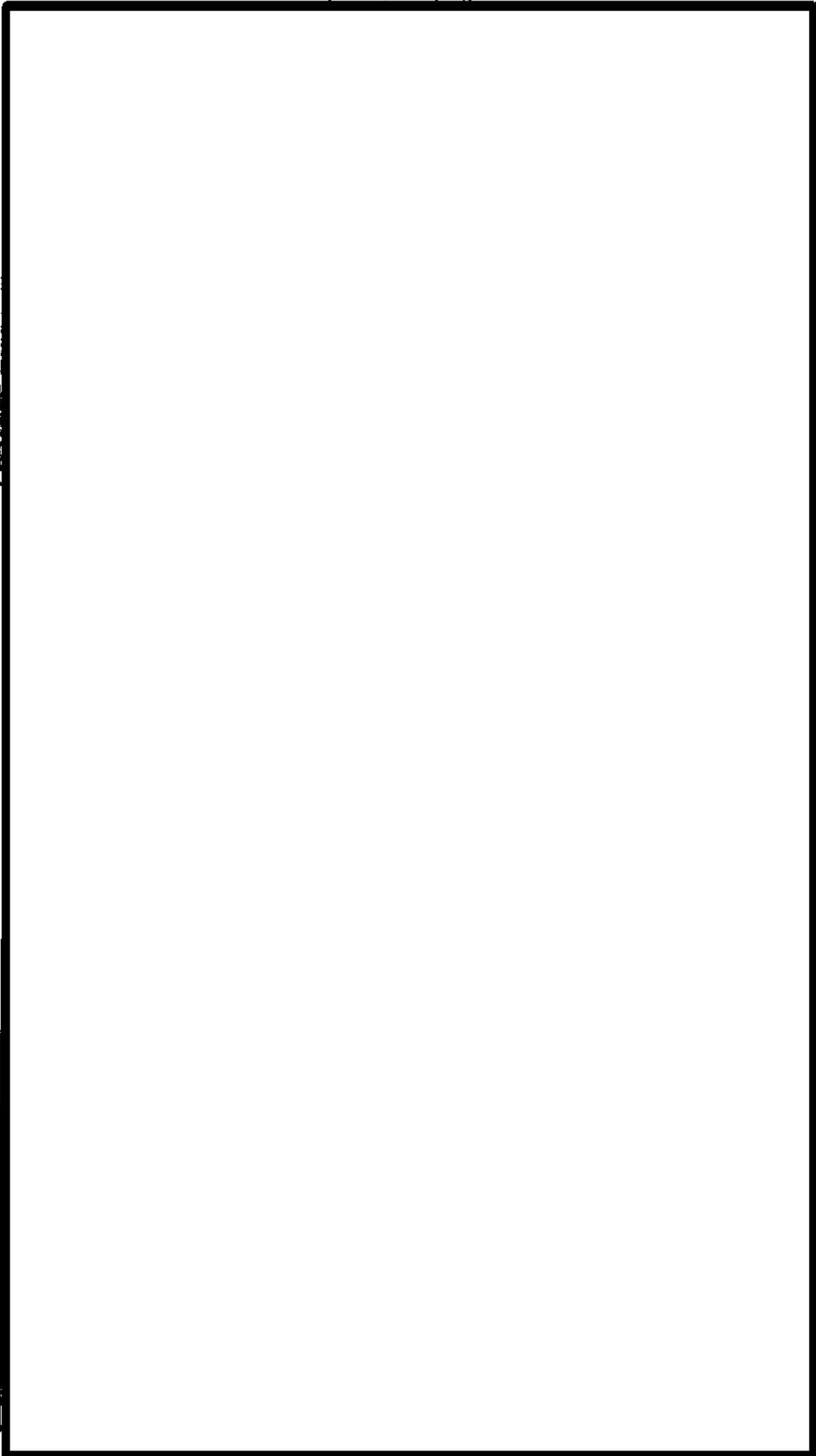
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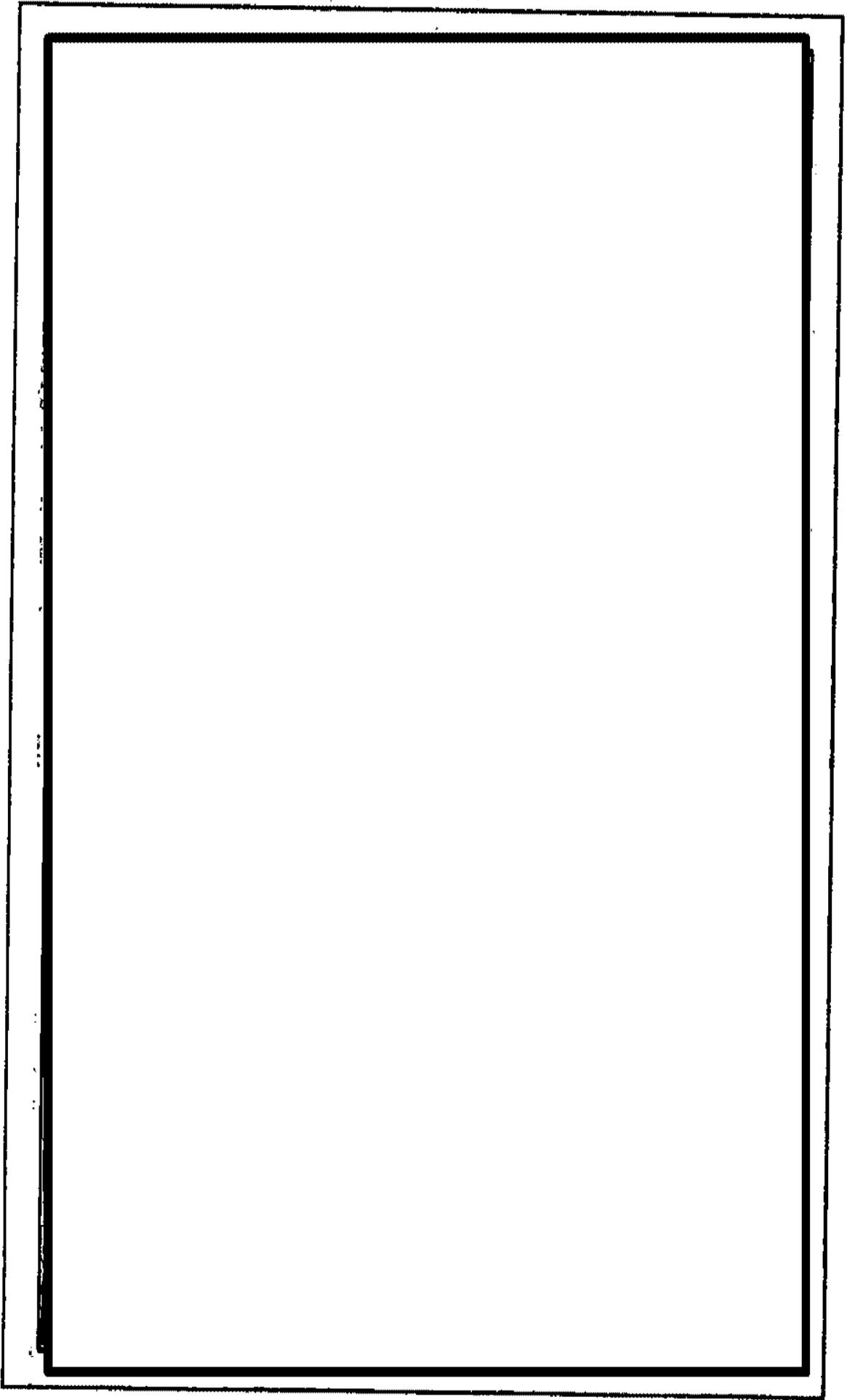




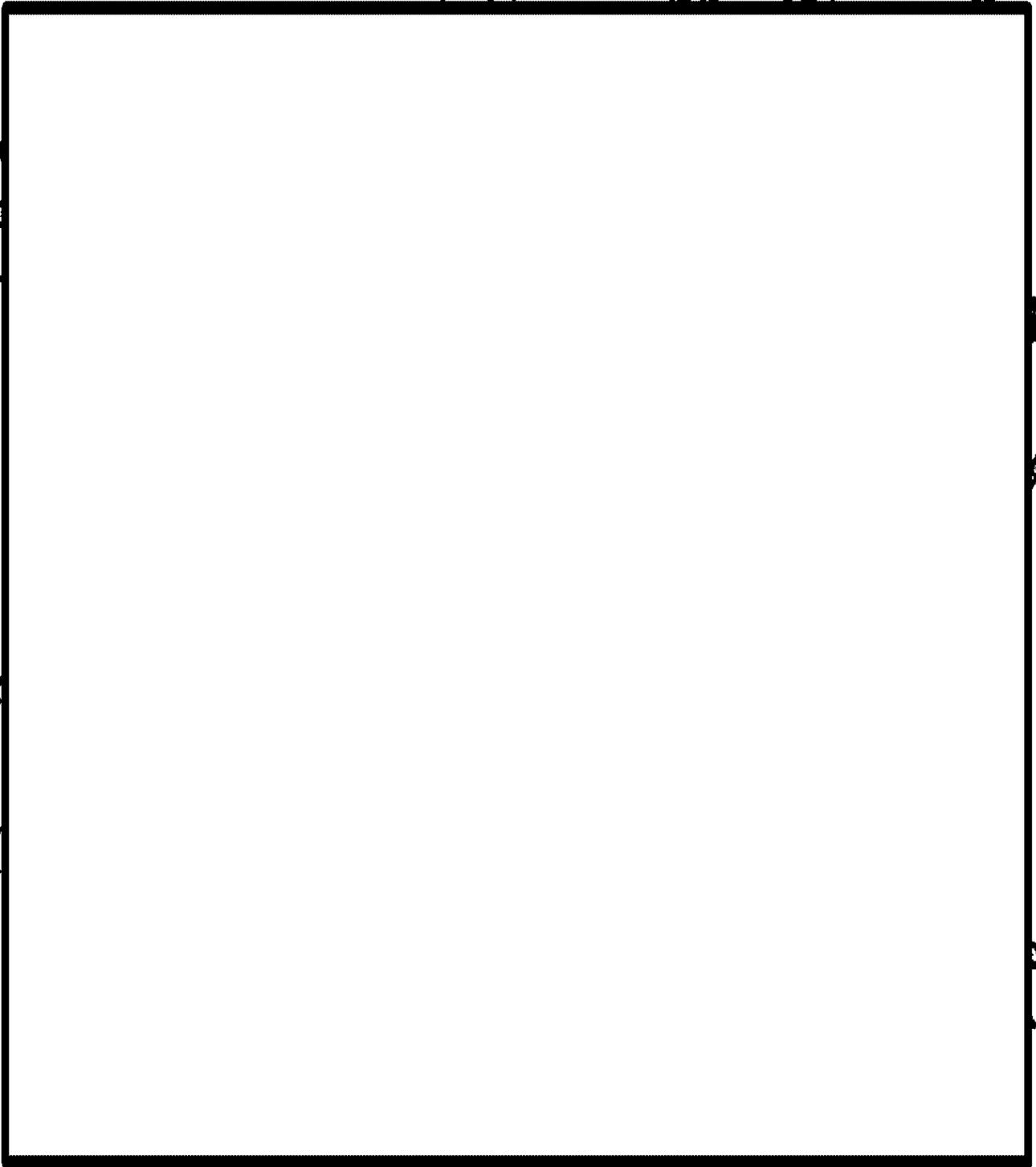
Chicago's South Loop Area Map



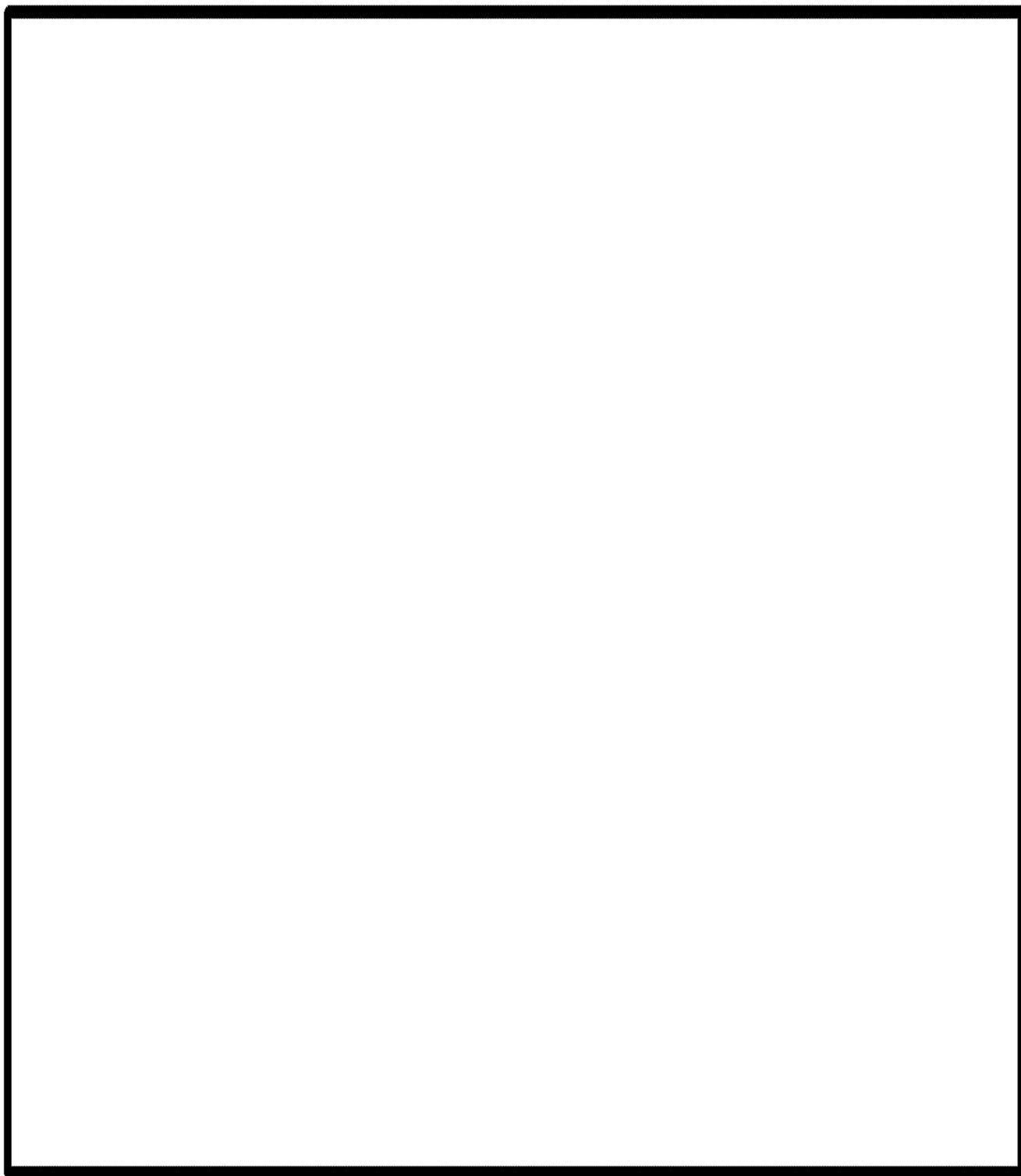
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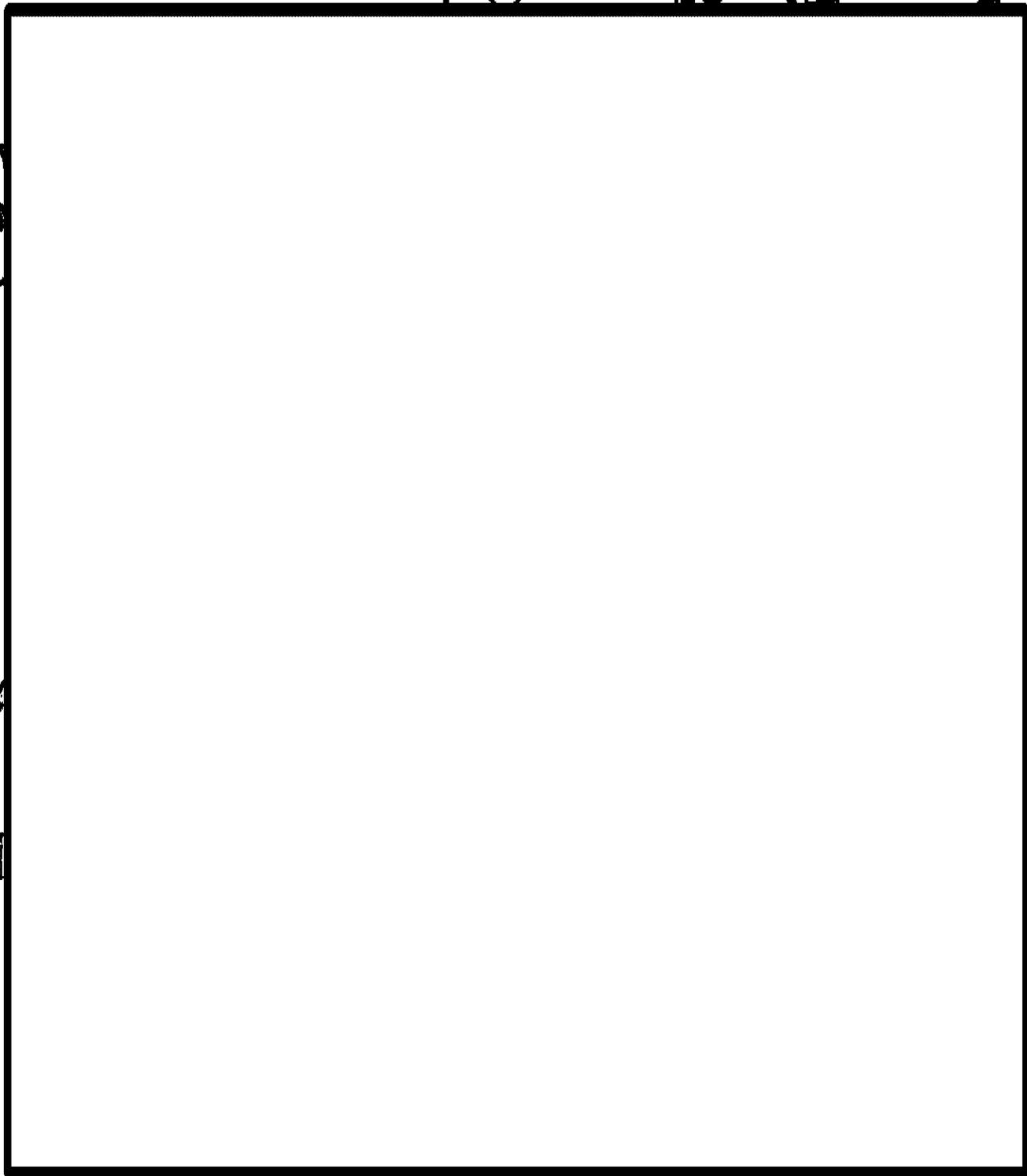
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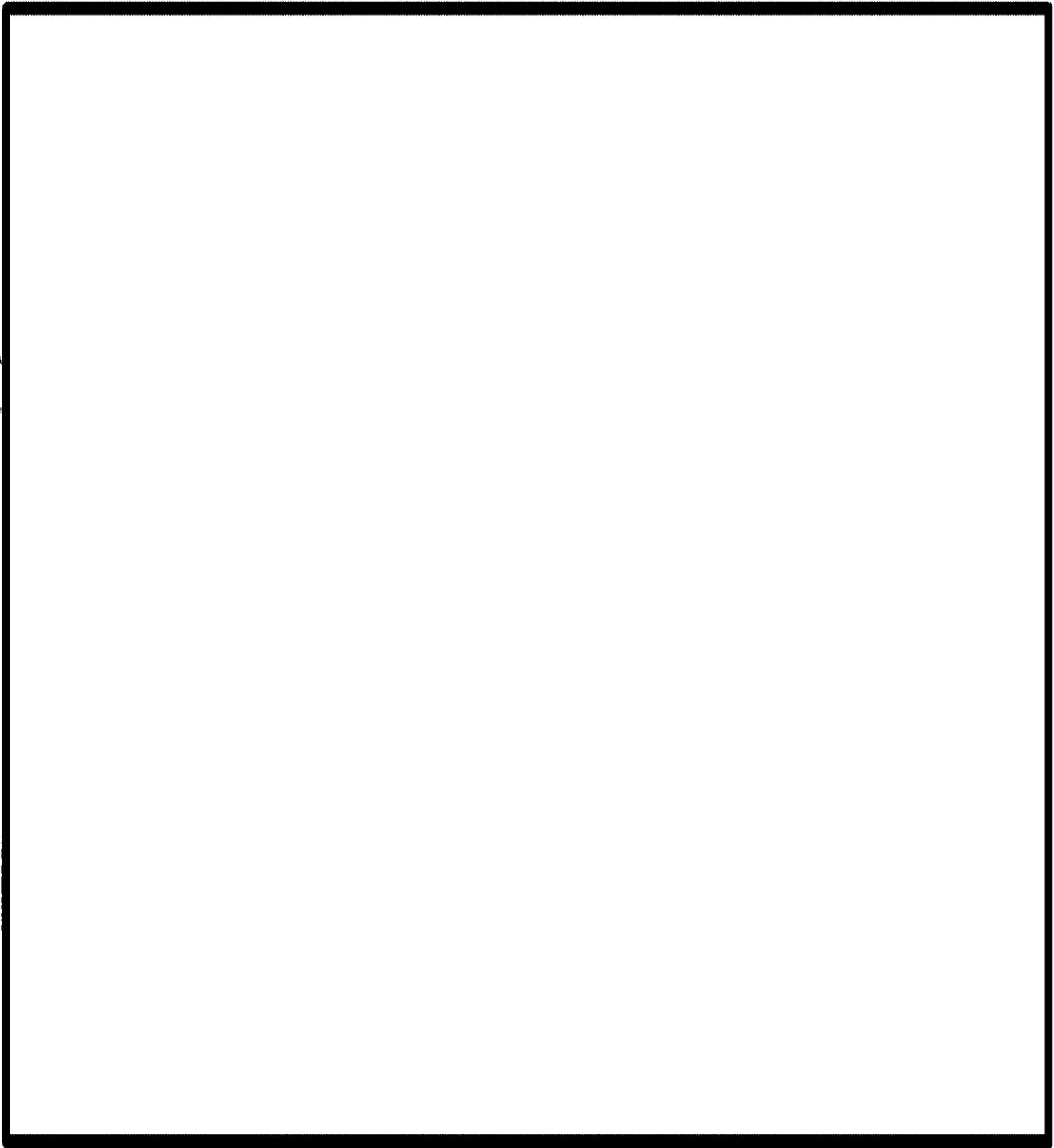
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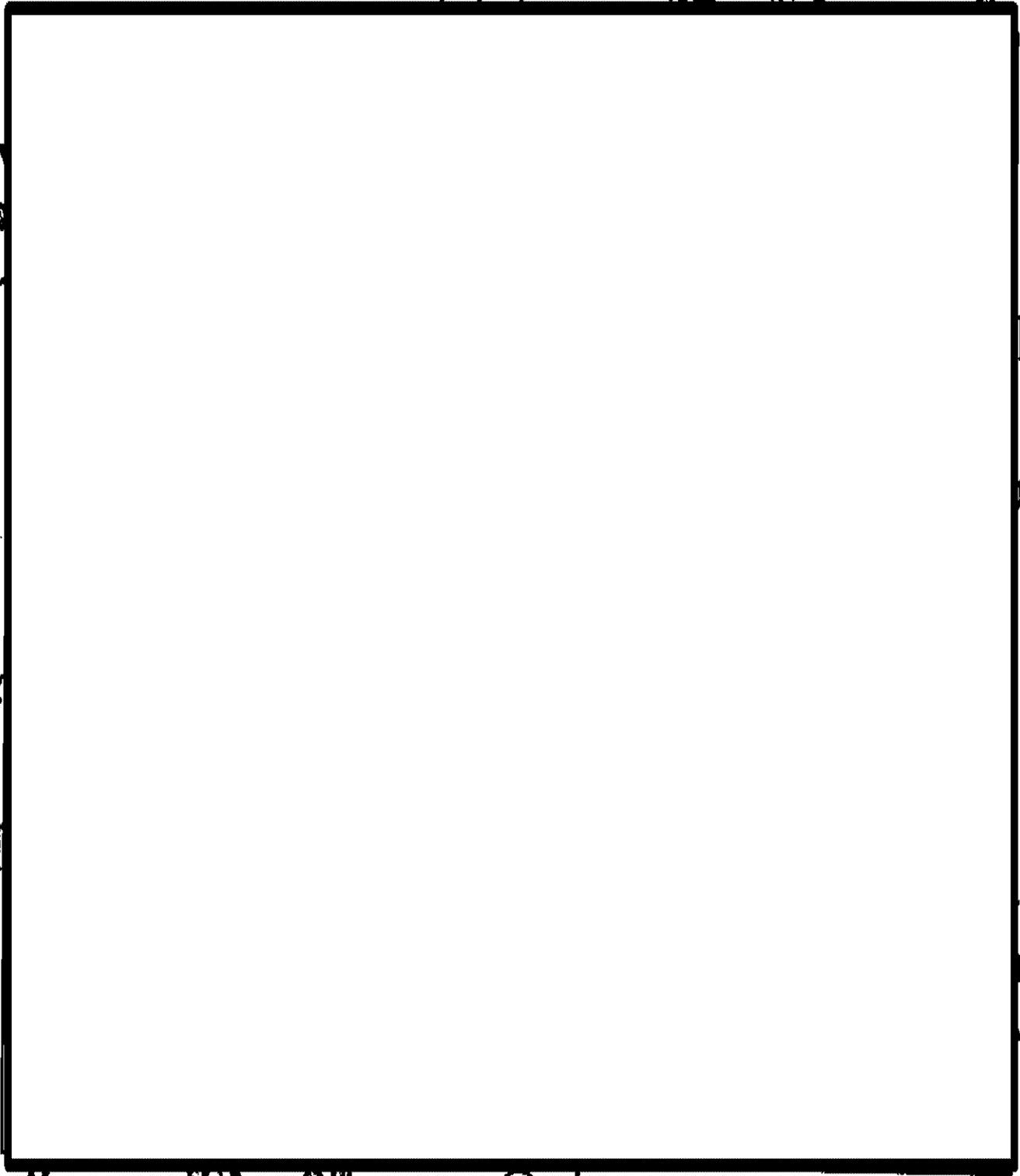
\*baker/nelson\*



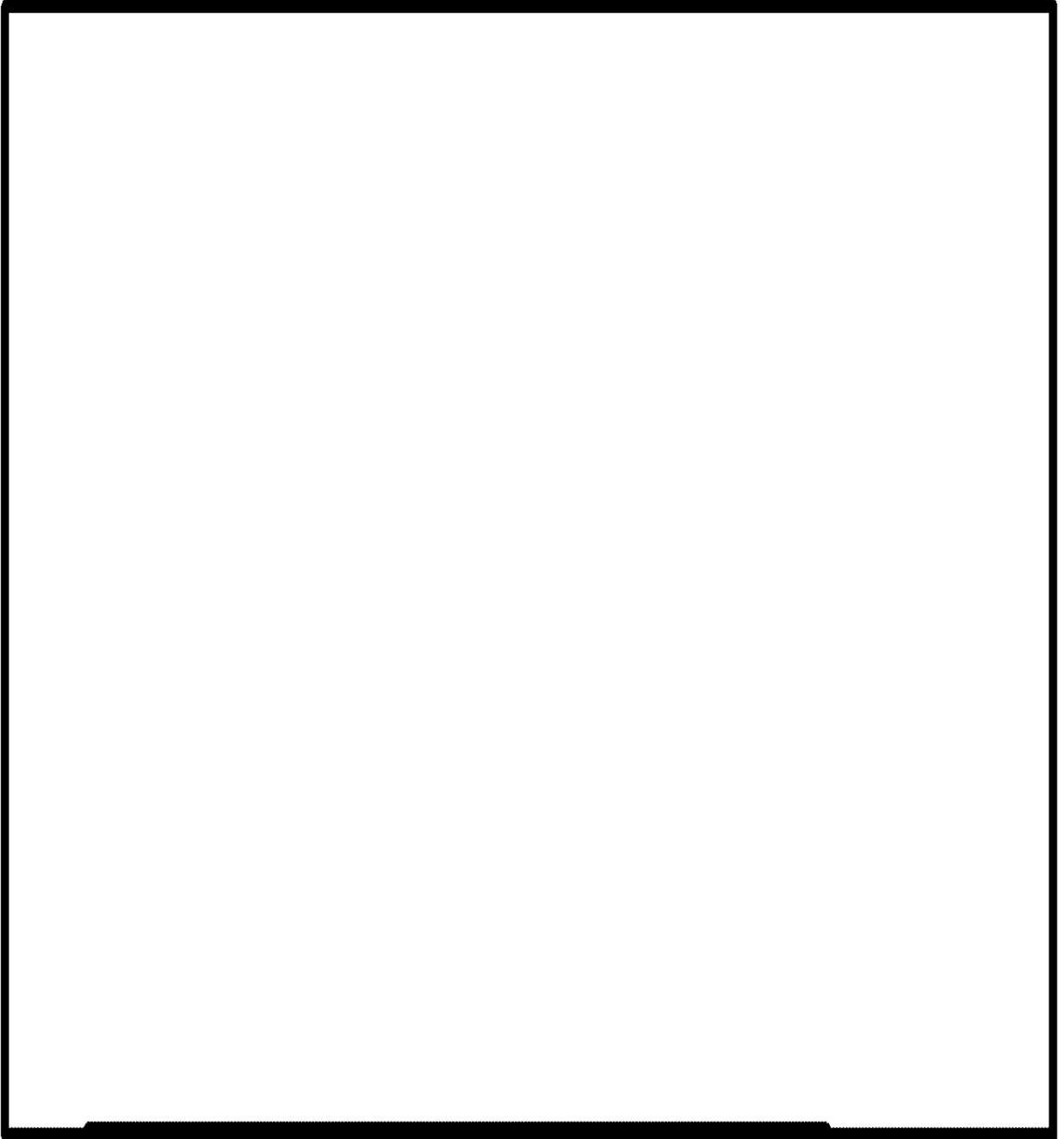
JUL 20 1987  
U.S. MAIL SERVICE



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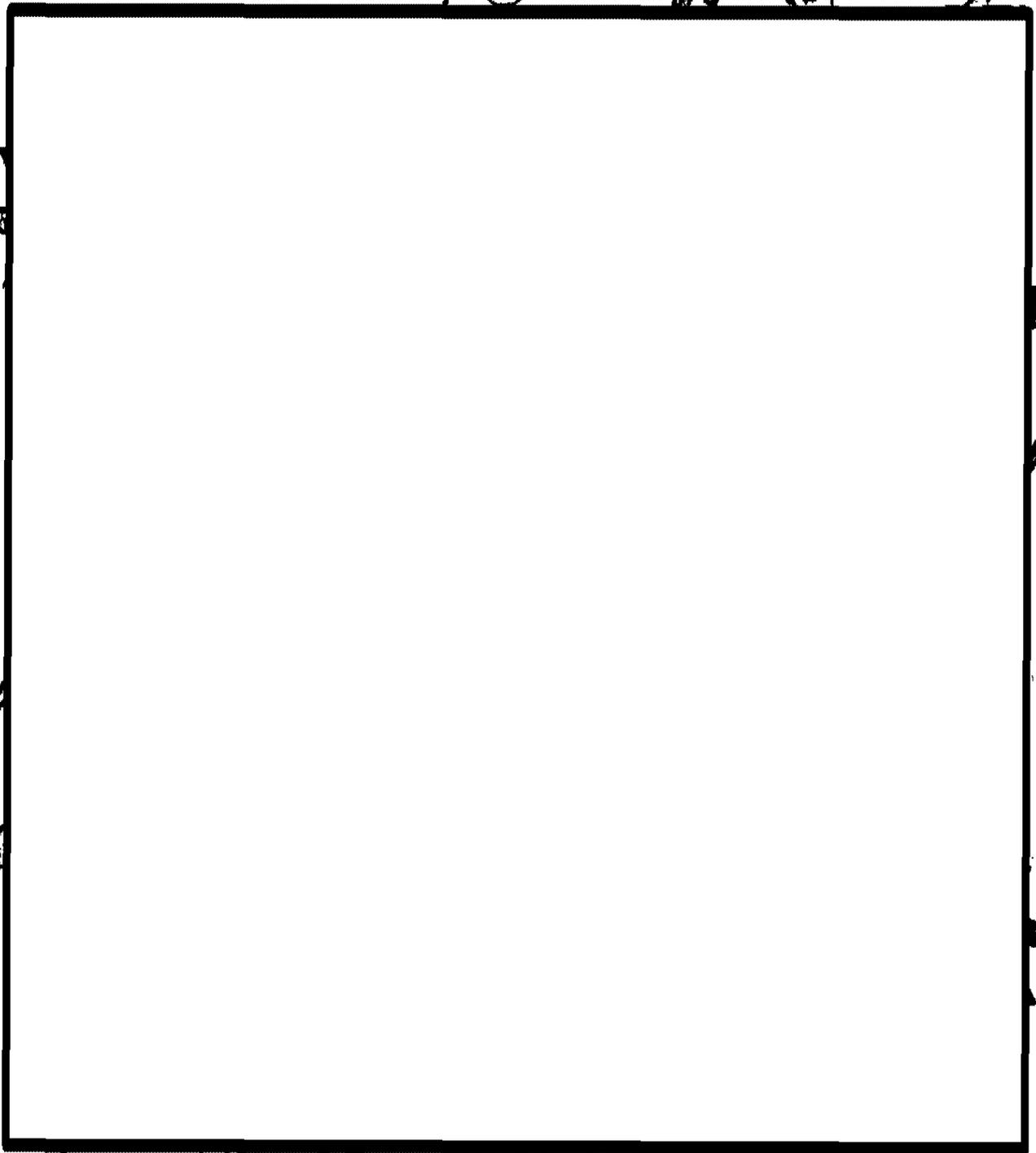


DEVELOPER / OWNER  
FEBRUARY 12, 2009

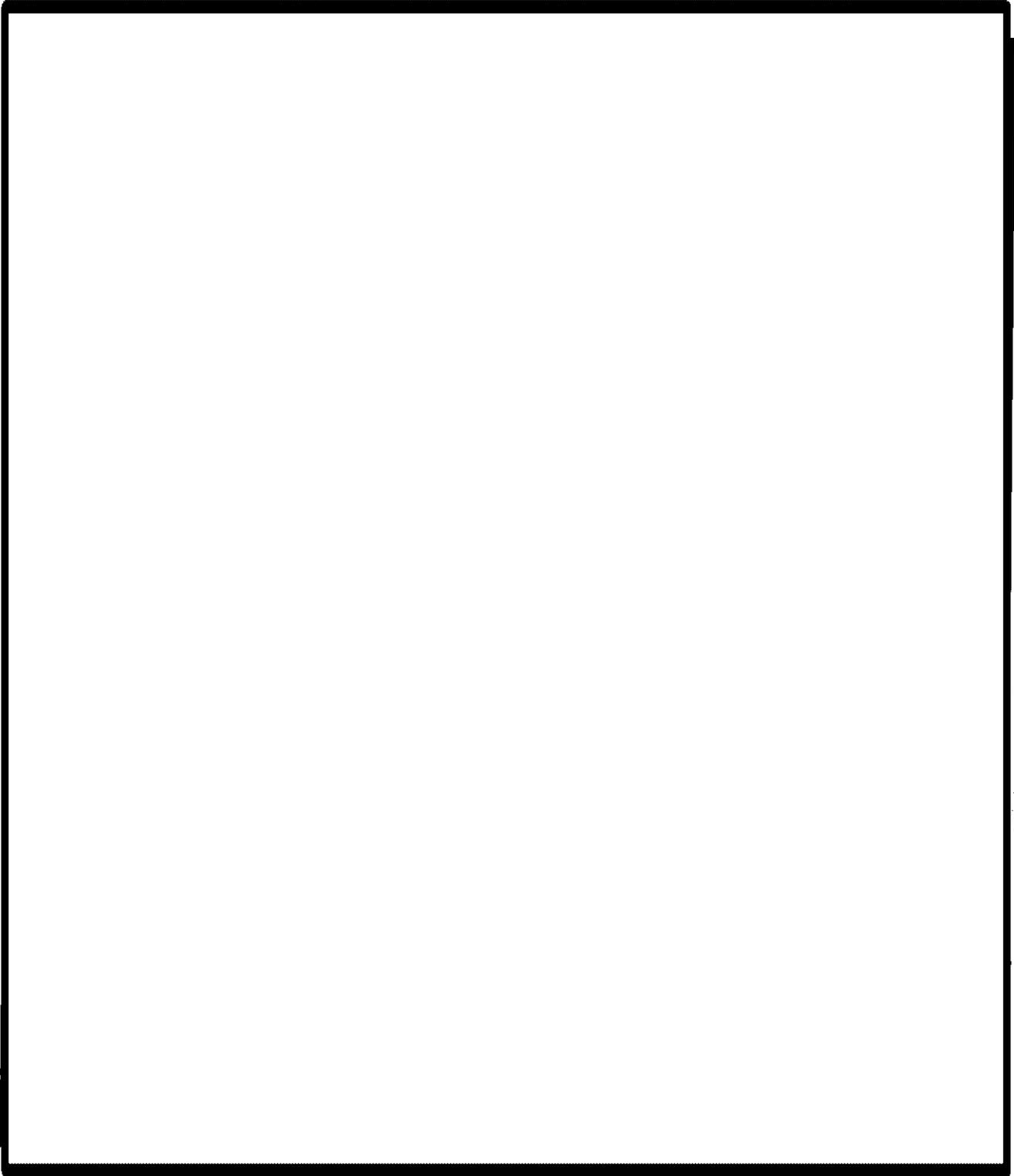


SULLIVAN  
SCUDLITZ  
A WILSON  
ARCHITECTS  
P.C.  
300 WEST 10TH STREET, SUITE 2000  
MINNEAPOLIS, MN 55401

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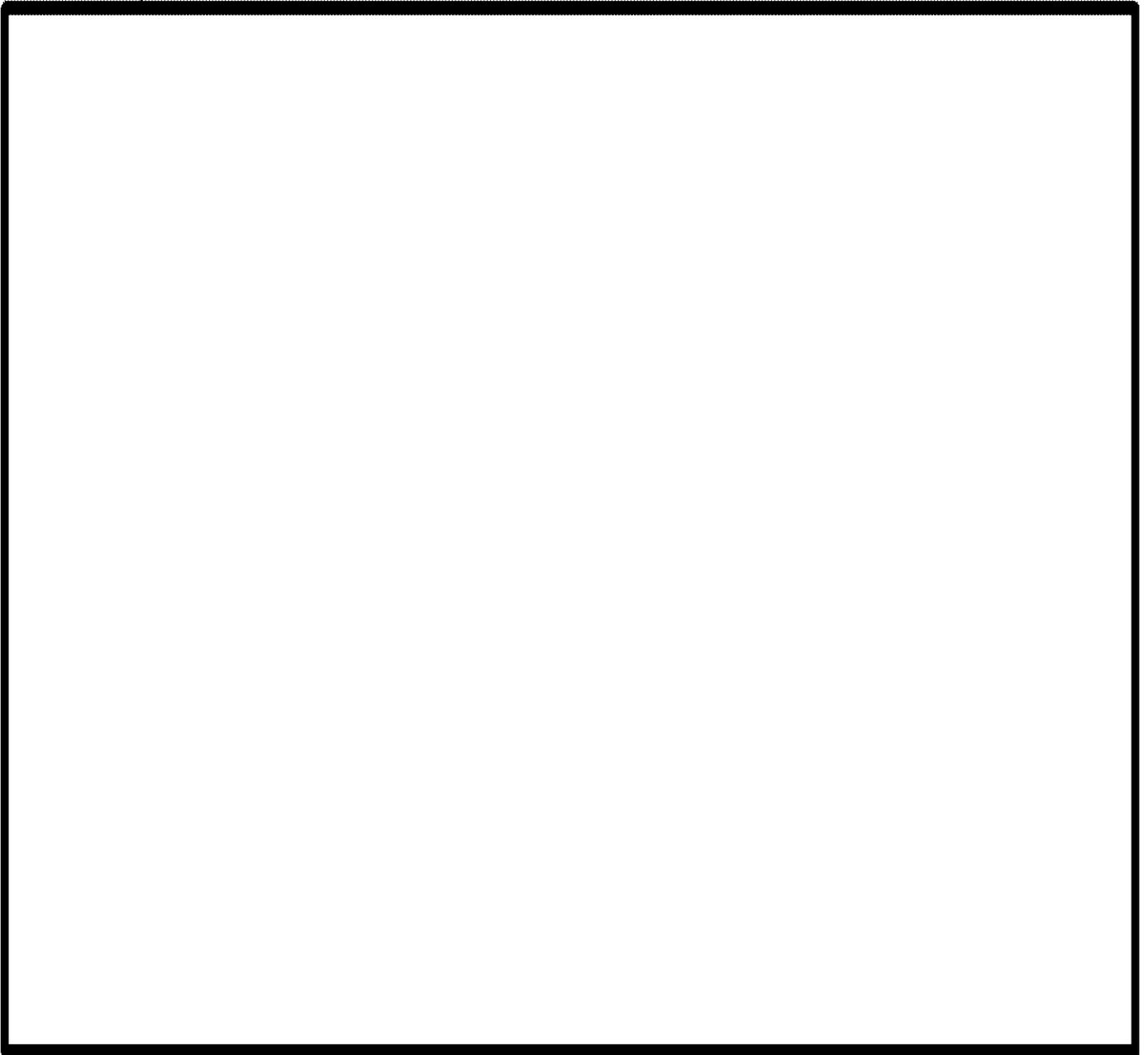
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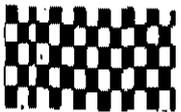
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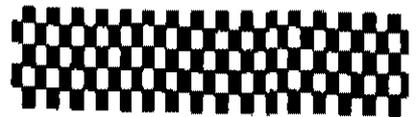
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PRELIMINARY MAIN FLOOR LAYOUT - OPTION 'C'

SCALE: 1/16" = 1'-0"

2020

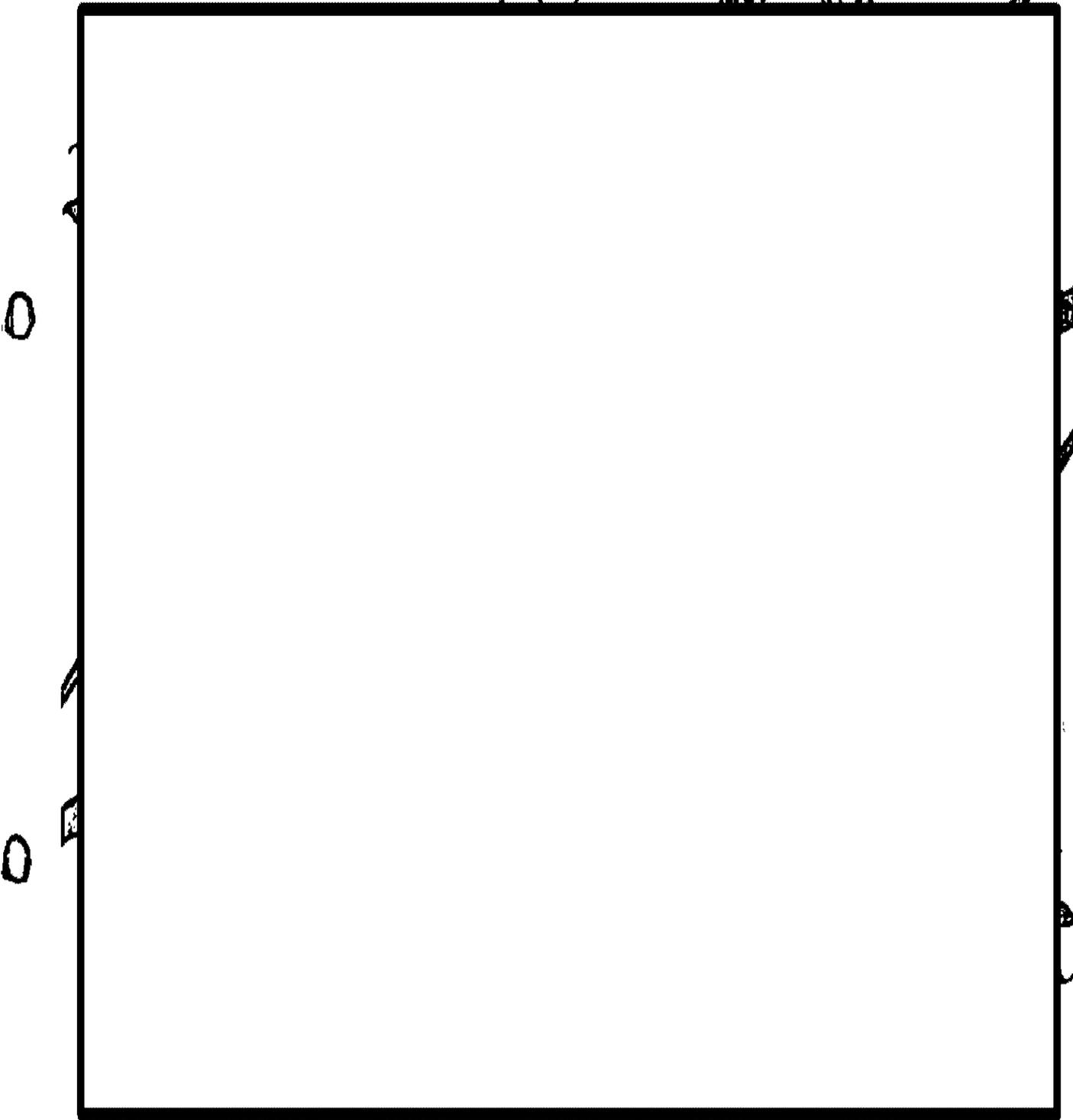


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BY: [signature]



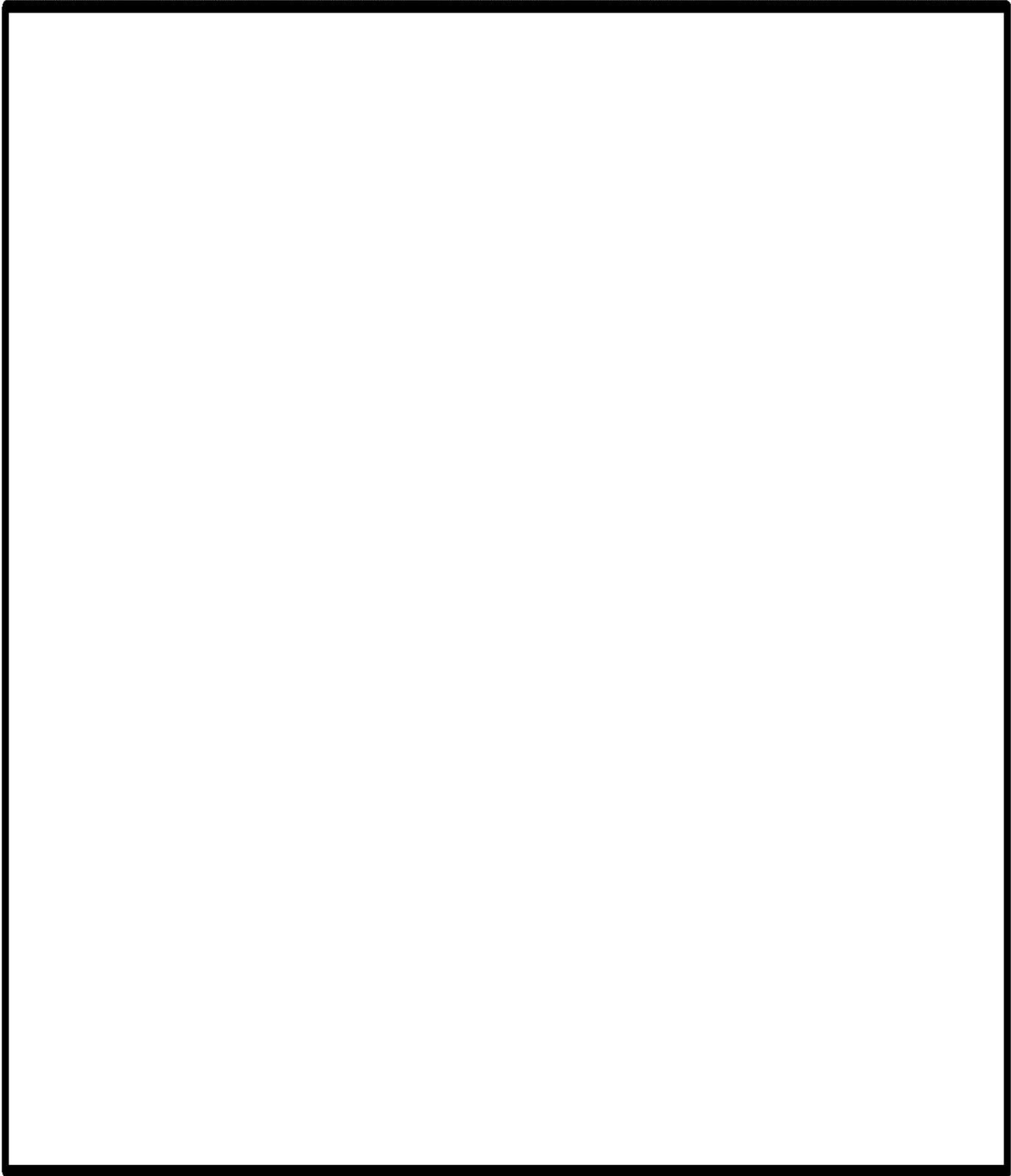
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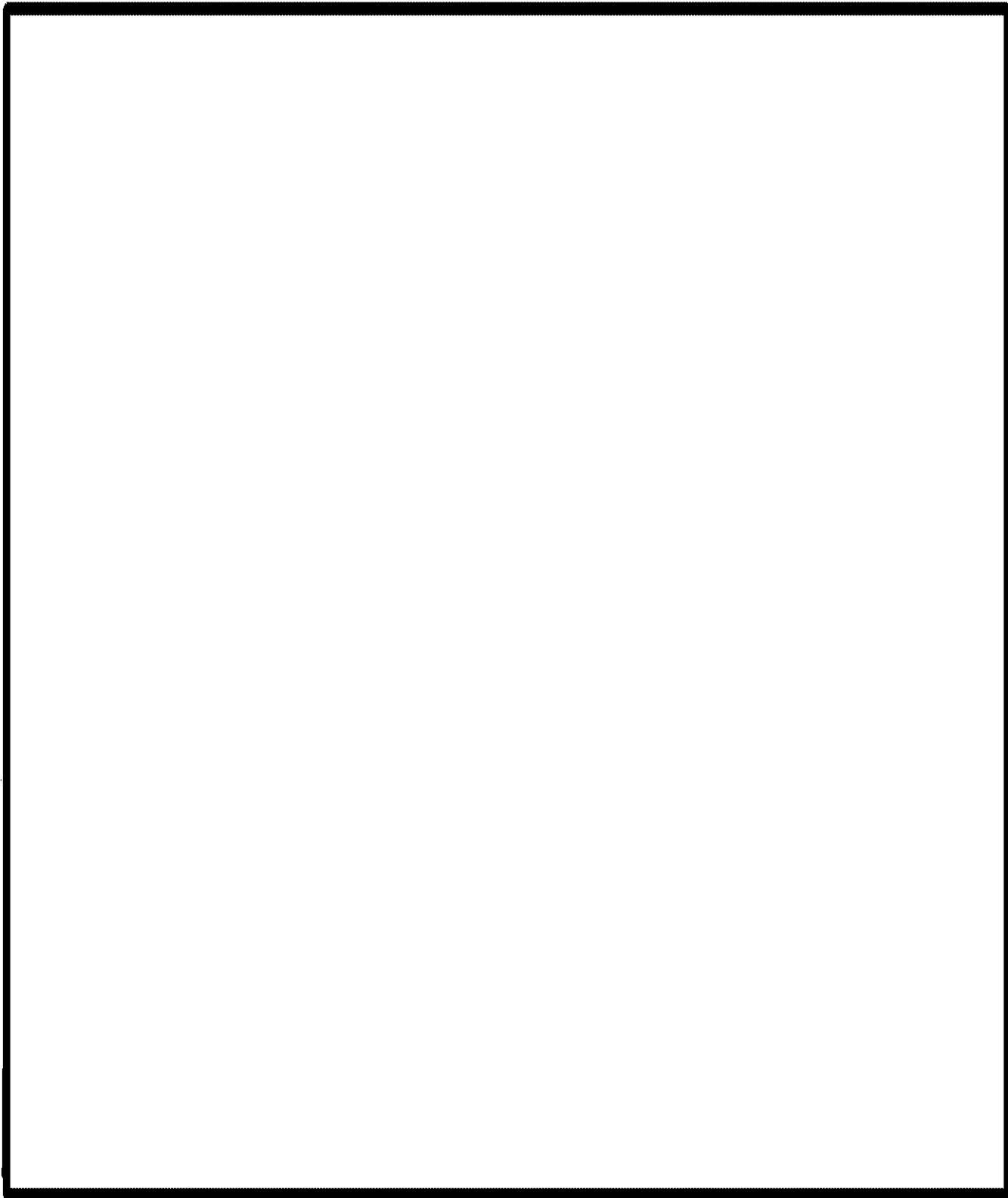
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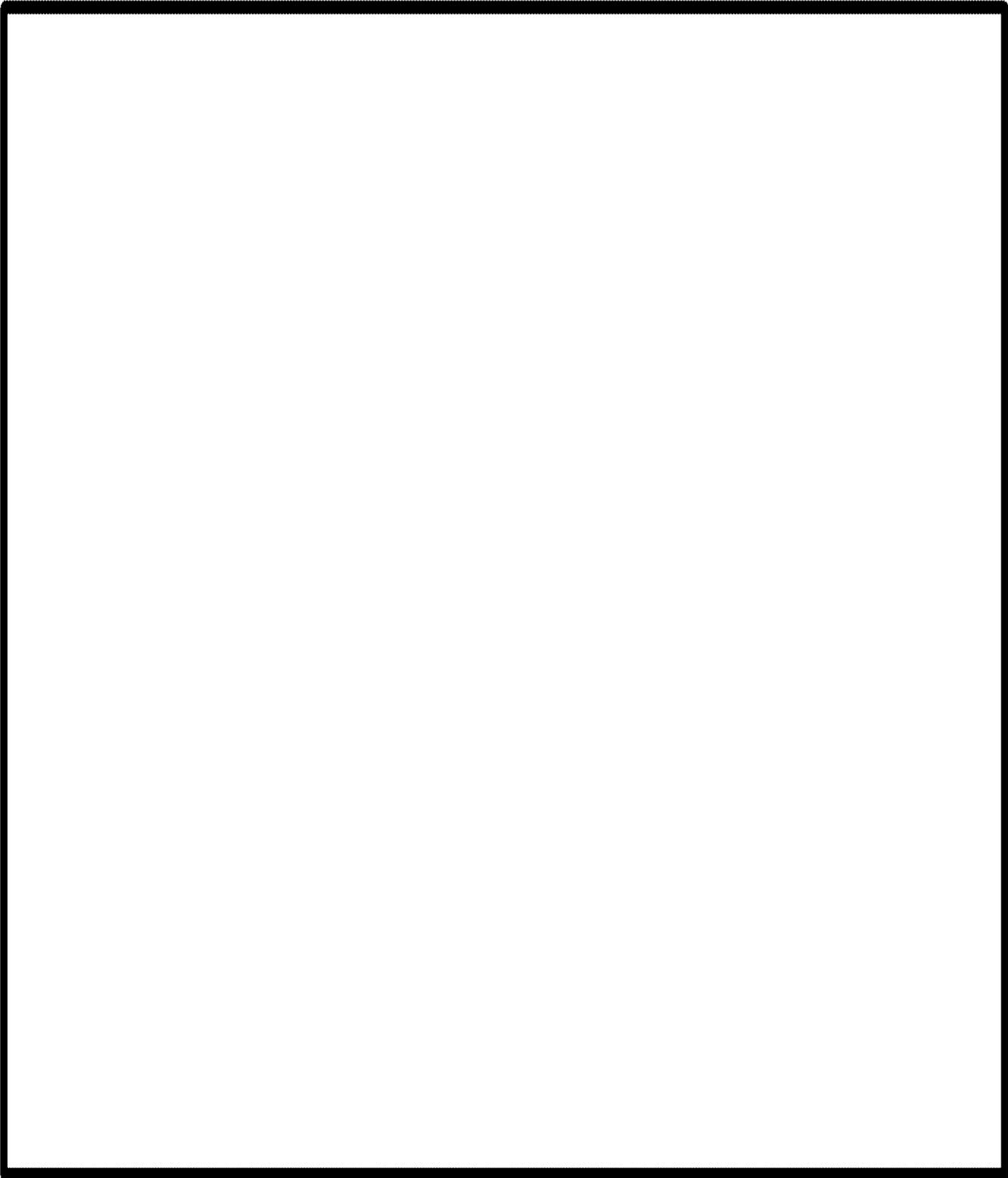
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## Project Description



## Data and Methodology

The data used for this analysis is derived from the US Input-Output Tables generated by the Bureau of Economic Analysis for 2002 as updated for 2010. These tables provide a snapshot of the US economy based on the sales from one industry to another and to final demand.

These national data have then been regionalized by the Bureau of Employment Analysis for the Chicago CSA by applying the Location Quotient Technique, which compares the local economy to the national economy as a whole, for each industry according to information derived from *County Business Patterns (CBP)*. CBP is an annual series that provides sub-national economic data by industry. This series includes the number of establishments, employment, first quarter payroll, and annual payroll. This data is useful for studying the economic activity of small areas; analyzing economic changes over time; and as a benchmark for other statistical series, surveys, and databases between economic censuses.

Hence the RIMS II data provided by the Bureau is specific to the region under study and reflects the underlying structure of the regional economy. Excerpts used from the relevant tables are included.



Since business-to-business sales of products/services occur according to the production needs of each purchasing industry, the I-O Tables represent a "recipe" for the production of the products/services of the consuming industries. Through matrix manipulation of the original data, it is possible to create a general equilibrium model which shows the total change in the economy given a particular change in final demand for a specific product or service. In other words, if the demand for woods products increases by \$1 million, the model will show not just the changes produced in the woods products industries, but the total changes induced in all industries/sectors based on the increased needs of the affected industry. The total change in the overall economy will be a multiple of the \$1 million dollar change in the demand for woods products. Using the I-O methodology it is possible to derive multipliers for jobs and earnings as well as output. It is these multipliers that the RIMS II data tables present.

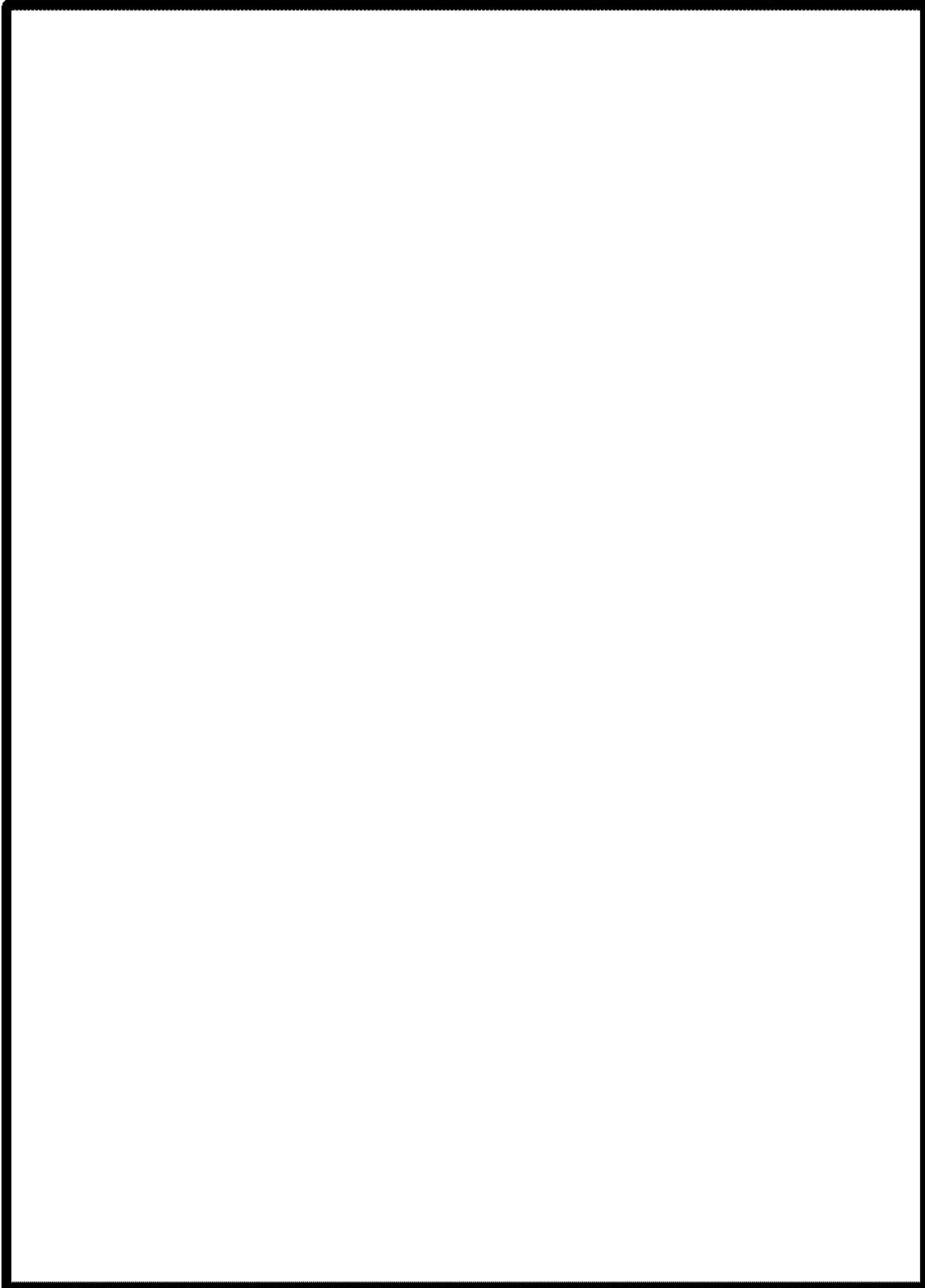
Since the intent of the analysis is to show the total number of jobs created in the local area, the RIMS data used in this analysis are the Type II multipliers, which include induced jobs as well as indirect and direct jobs. These induced jobs are those created by the spending of the increase in earnings initiated by the new investment in final demand.

Also, all revenue streams and development stage expenditures are assumed to be in constant 2012 dollars, i.e. not adjusted for inflation.

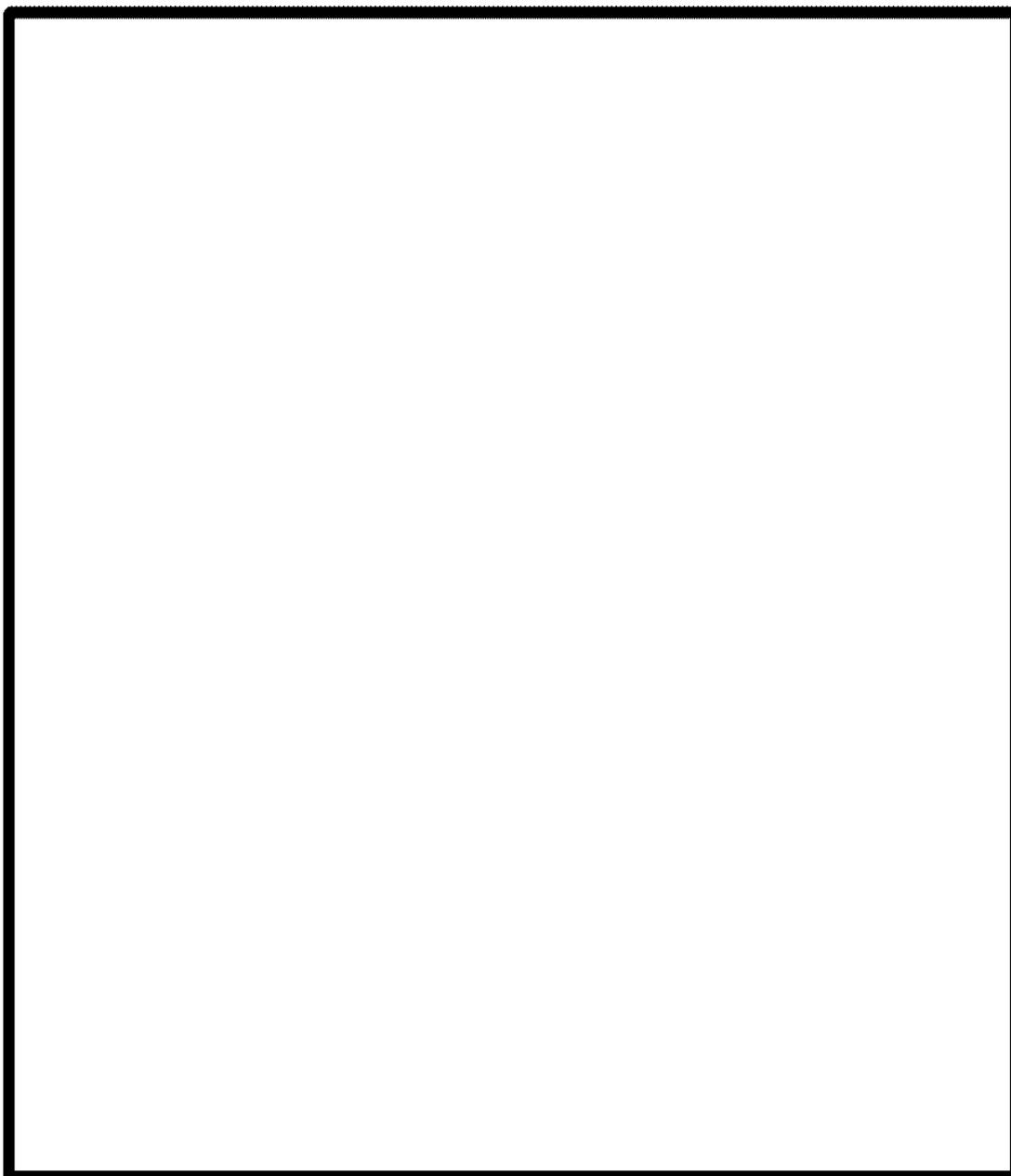
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## Chicago Demographic and Socioeconomic Profile



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**The Economy**



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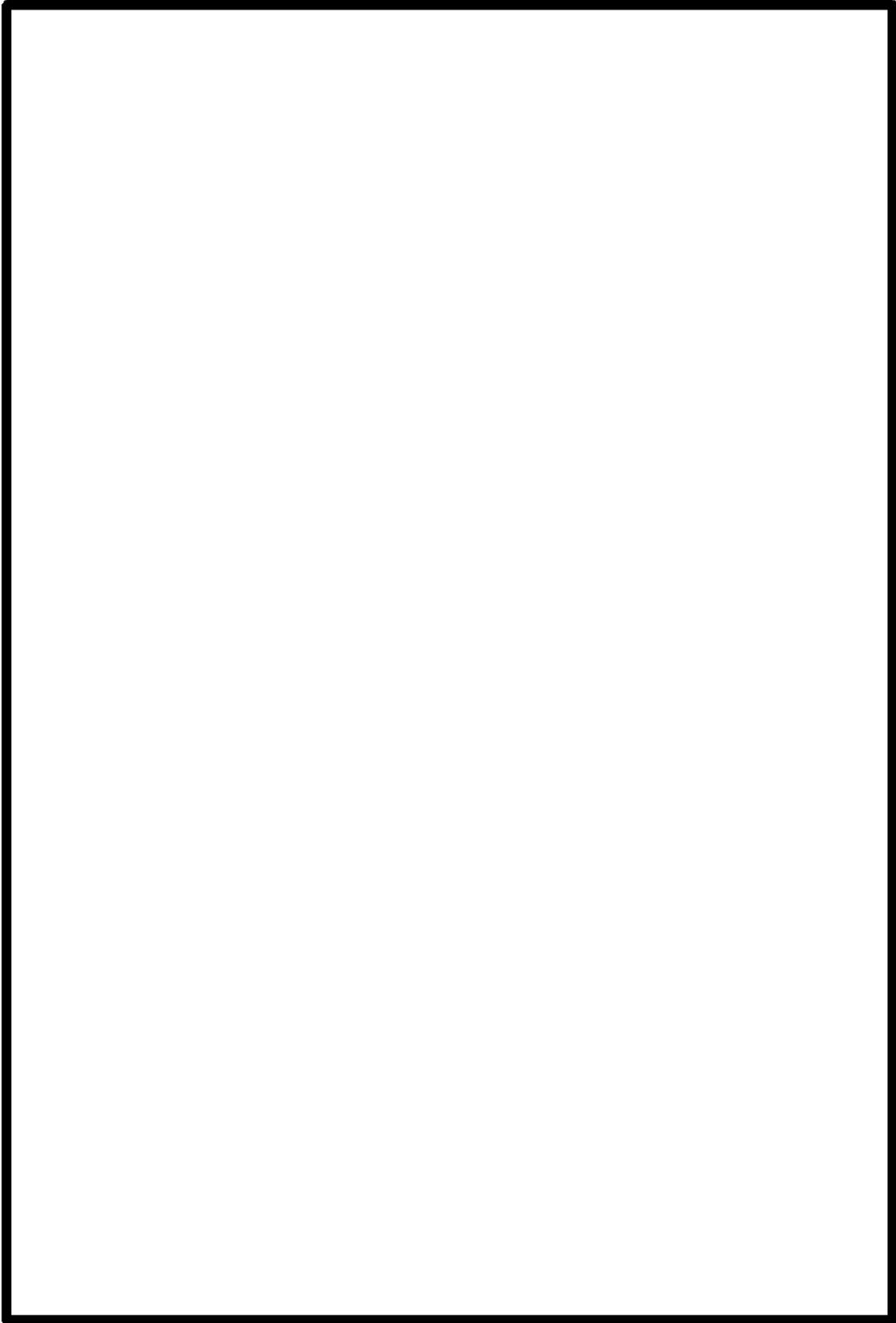
**Figure 1: Total Employment**



**Sectors of the Chicago CSA Economy**



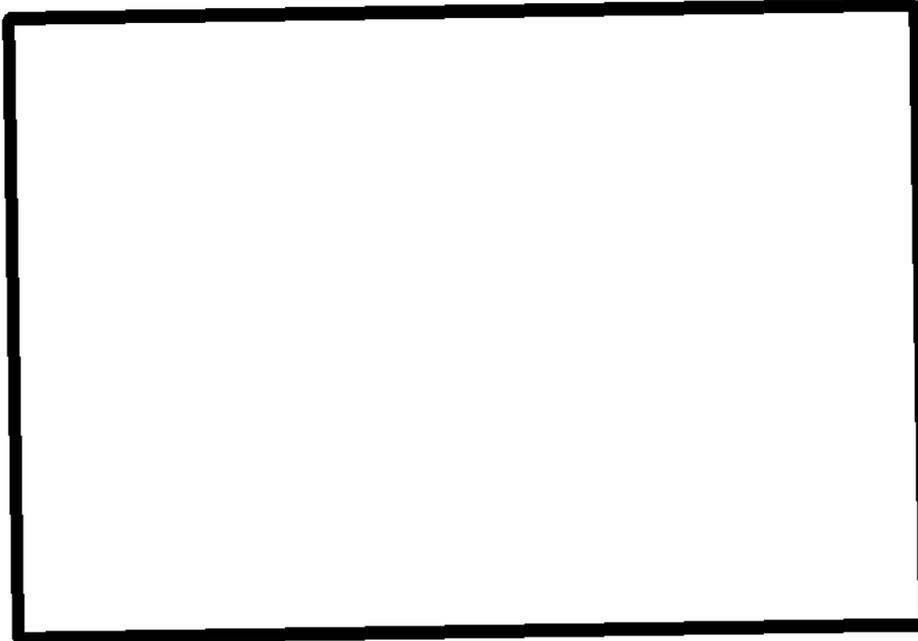
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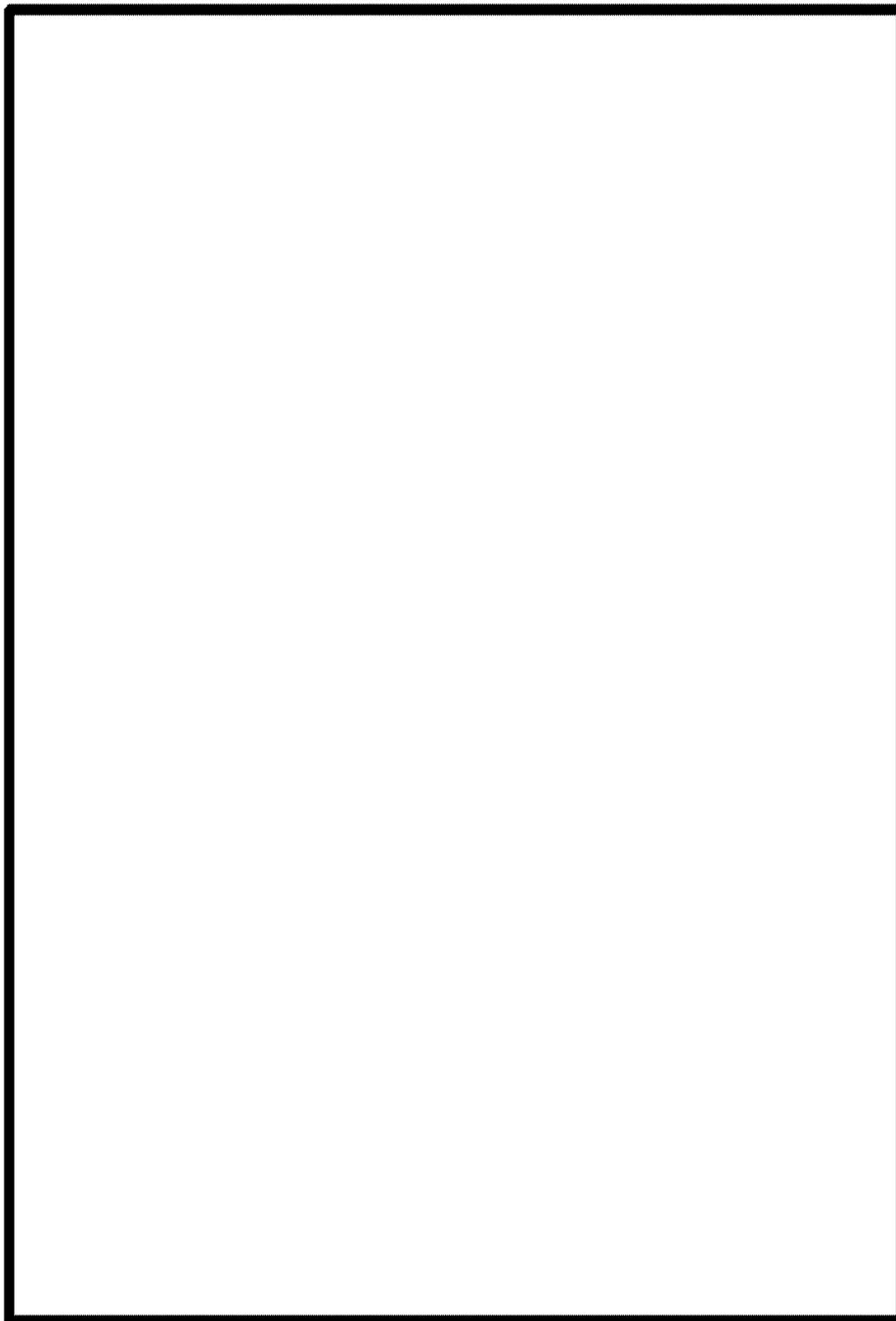
**Figure 2: Employment by Sector as a Percentage of Total, 2011**



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**The Economic Base of the Chicago Consolidated Statistical Area**





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**Table 1: The Economic Base of the Chicago CSA**

Industry Code	Industry Code Description	LQ Emp
[Redacted Table Content]		

Source: *County Business Patterns* 2010.

[Redacted Table Content]		
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### Job Creation Potential by Sector

The size and diversity of the Chicago CSA economy allows the creation of at least [redacted] full-time jobs for each [redacted] invested in several different sectors and industries.

Industry Jobs

Industry	Jobs
[redacted]	

Source: Bureau of Economic Analysis RIMS II Employment Multipliers (2010).

[redacted]
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### The Current Economic Situation: Unemployment

[redacted]
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**Proposed Projects**

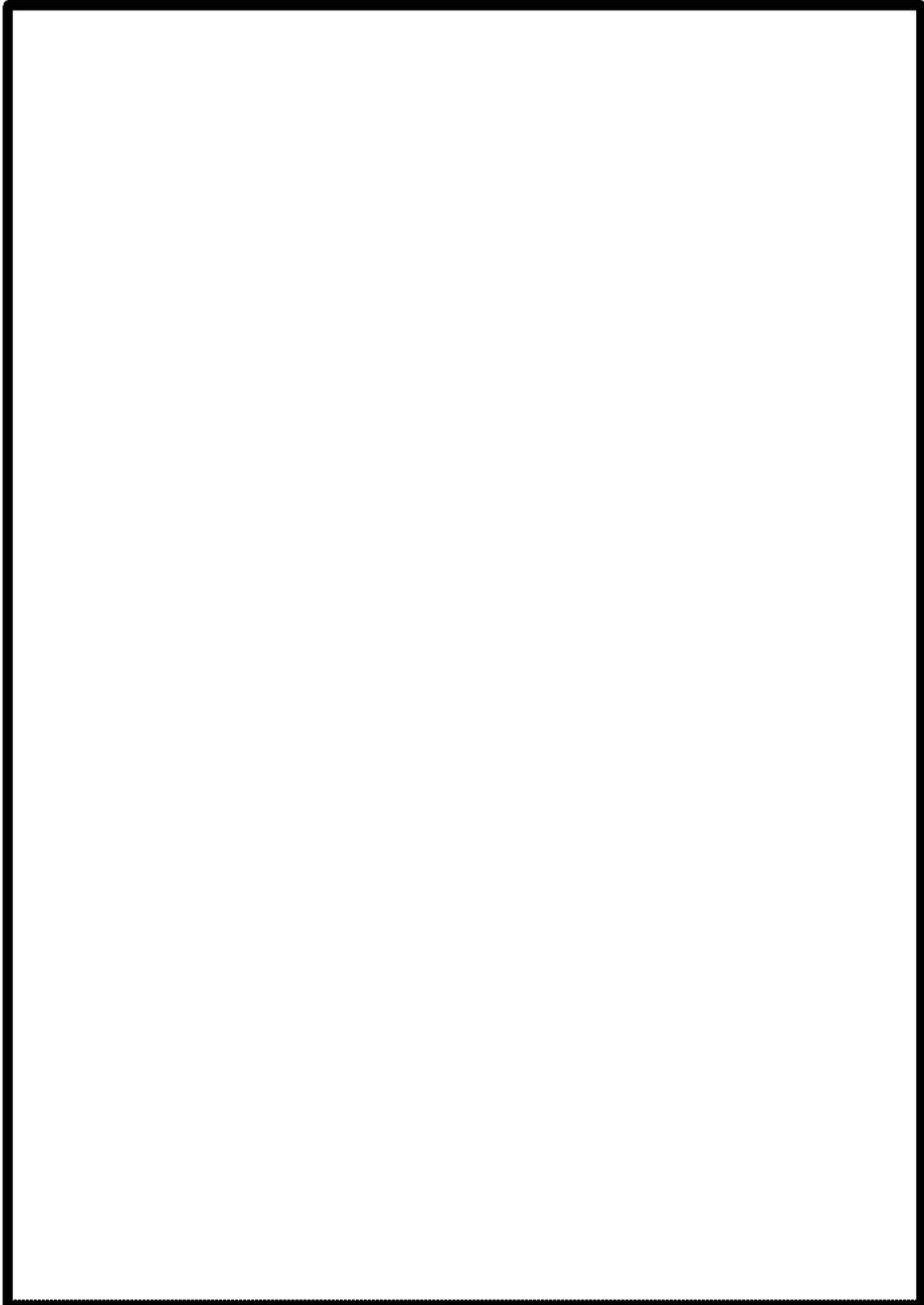


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Proposed Project 1:

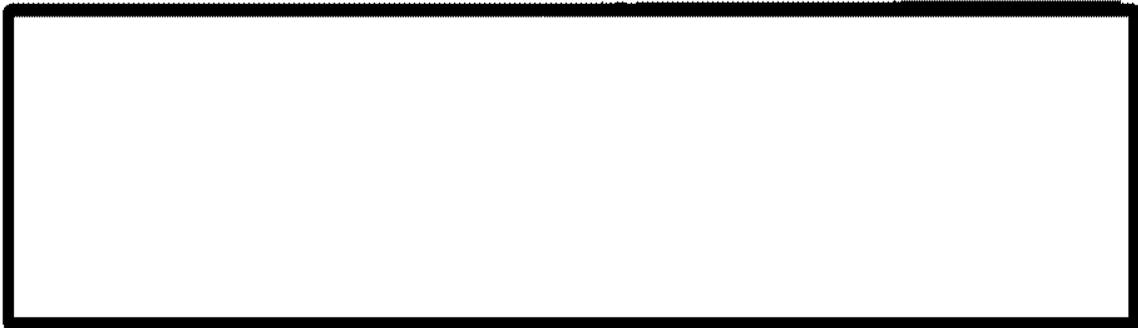


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*e*

**Hotel Operations**



**Impact of hotel operations in year three:**



(b)(4)

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**Jobs Created**



(b)(4)

**Appendix of Tables**

Table 2.1 Final Demand Output Multipliers - industry aggregations  
 Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)  
 Series: 2002 U.S. Benchmark I-O data and 2010 Regional Data  
 [Dollars] INDUSTRIES USED ONLY (b)(4)

	6	7	17	27	43	44	46
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48 50 55 56 59 60

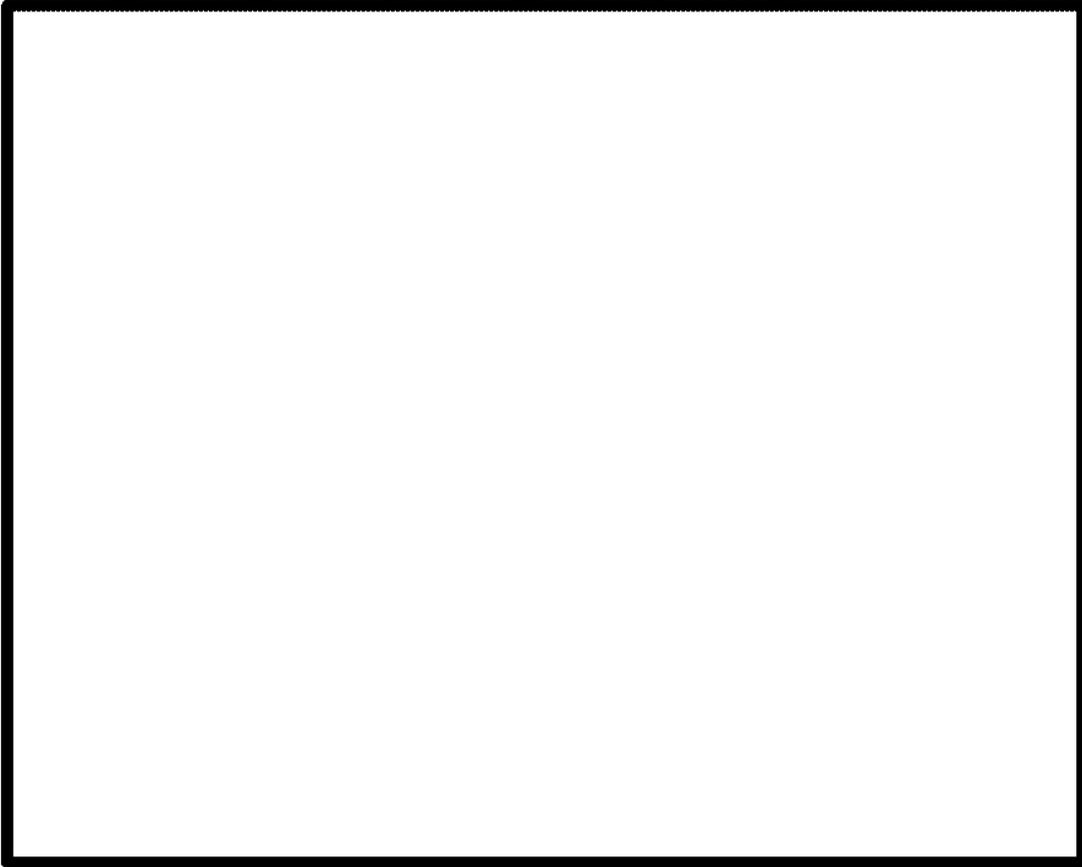


Table 2.2 Final Demand Earnings Multipliers - Industry aggregations

(b)(4)

Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)

Series: 2002 U.S. Benchmark I-O data and 2010 Regional Data

(Dollars)

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Table 2.3 Final Demand Employment Multipliers - Industry aggregations

Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)

Series: 2002 U.S. Benchmark I-O data and 2010 Regional Data

{jobs}

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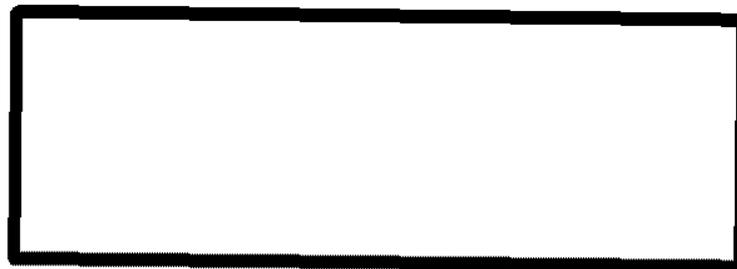


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Table 2.5 Total Multipliers - industry aggregations  
Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)  
Series: 2002 U.S. Benchmark I-Q data and 2010 Regional Data

	Output	Final Demand	Direct Effect		
	Earnings	Employment	Value-added	Earnings	Employment
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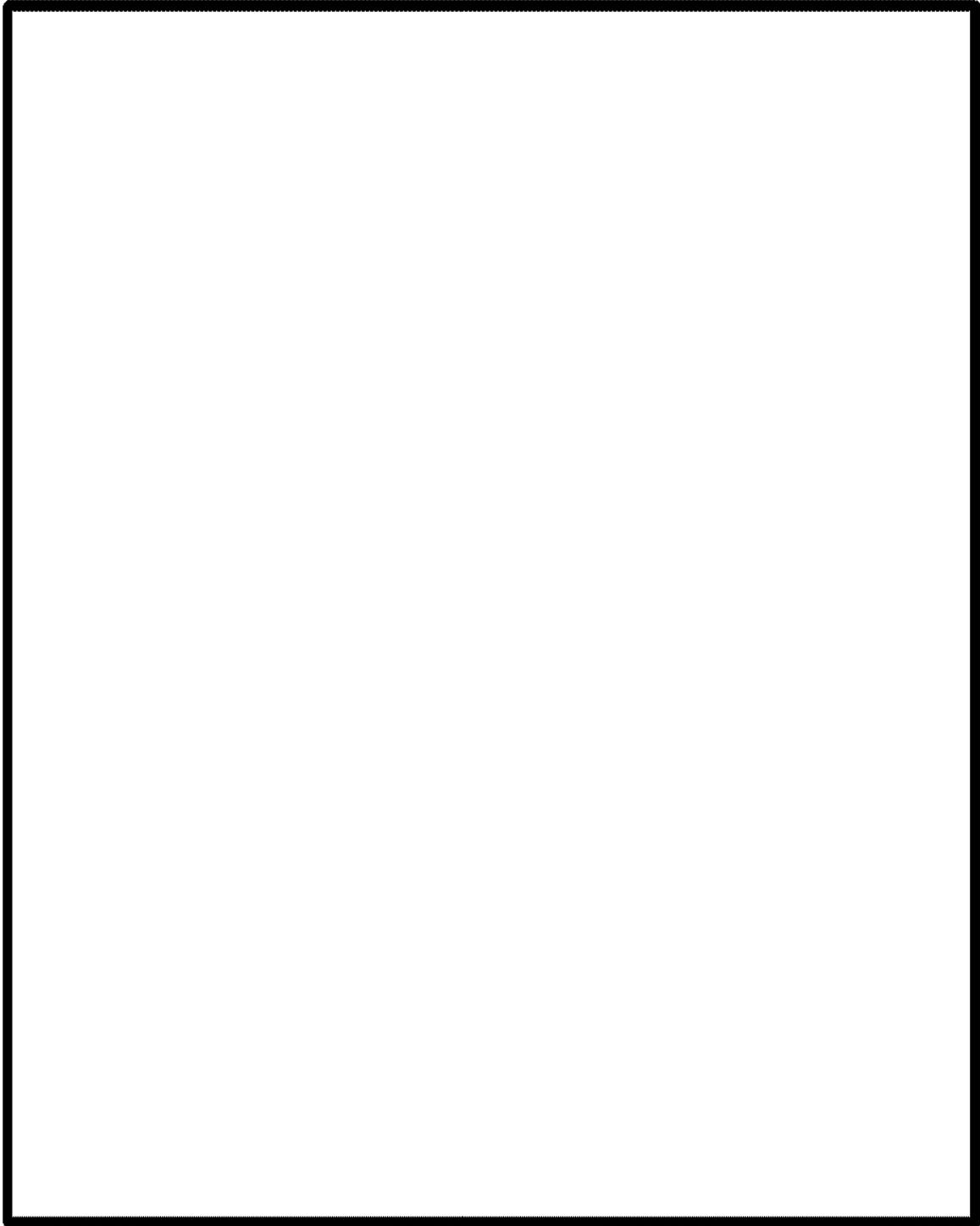


Business Plan

Tab 2.2

(b)(4)

**SUMMARY**



(b)(4)

**Description**

**Developer/ Manager**

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Freedom Partners Regional Center

### **The Business Model**



### **Employment Details**



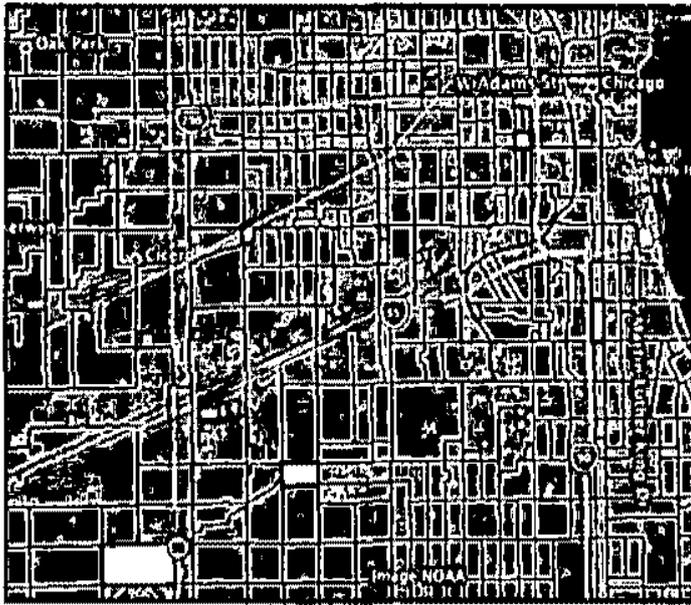
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Position	# of Staff	Salary/Wage	Total Salary
[Redacted Table Content]			

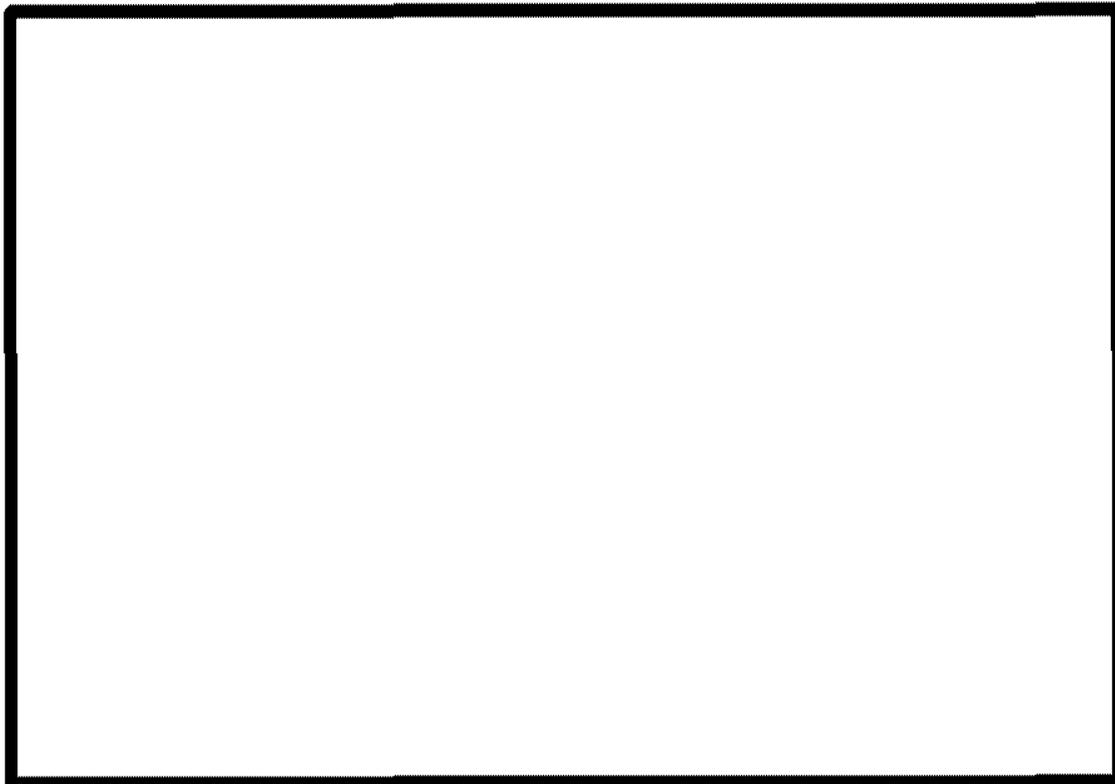
**Location Analysis and TEA's**

[Redacted Table Content]
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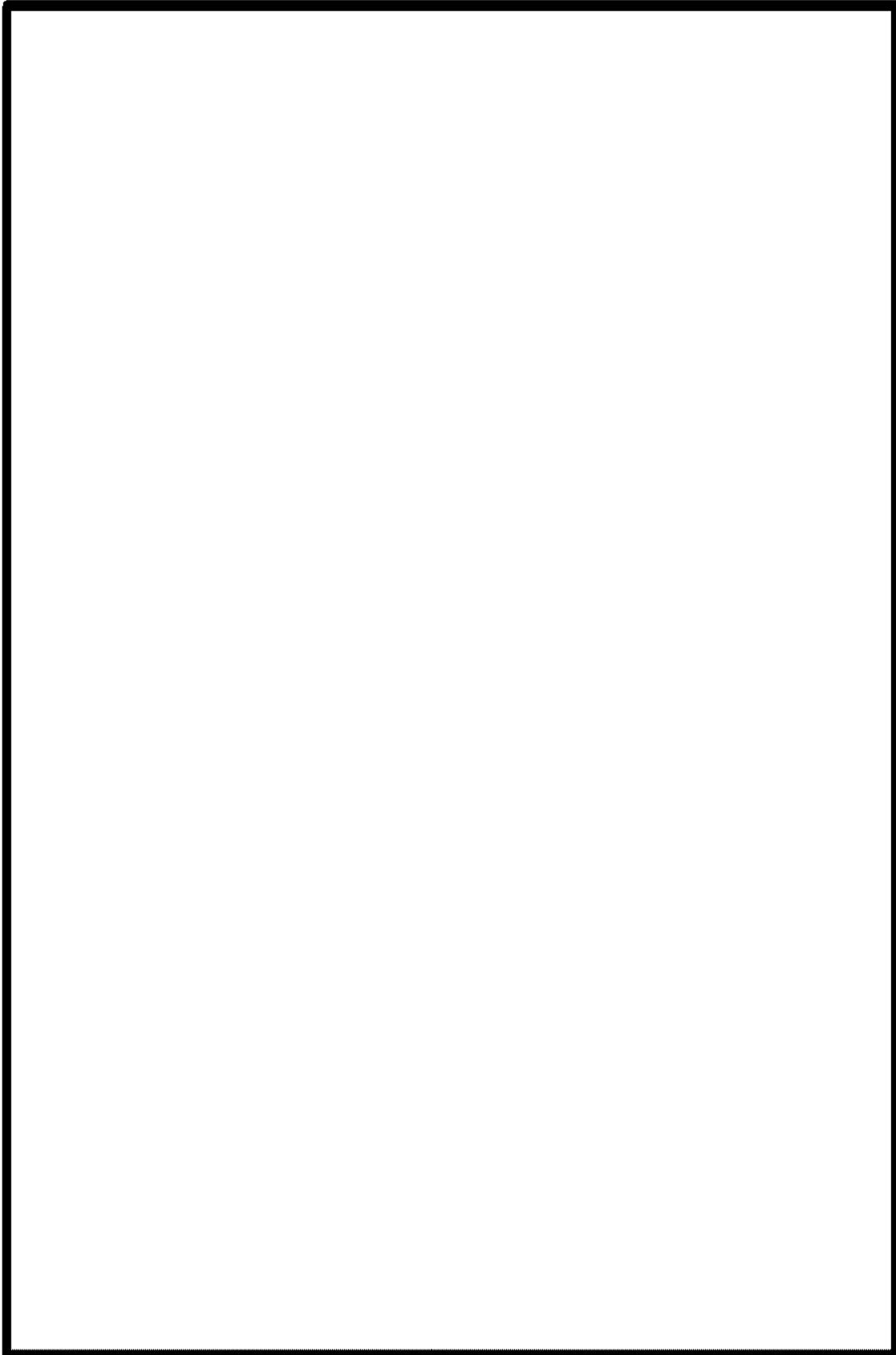


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**Capitalization**



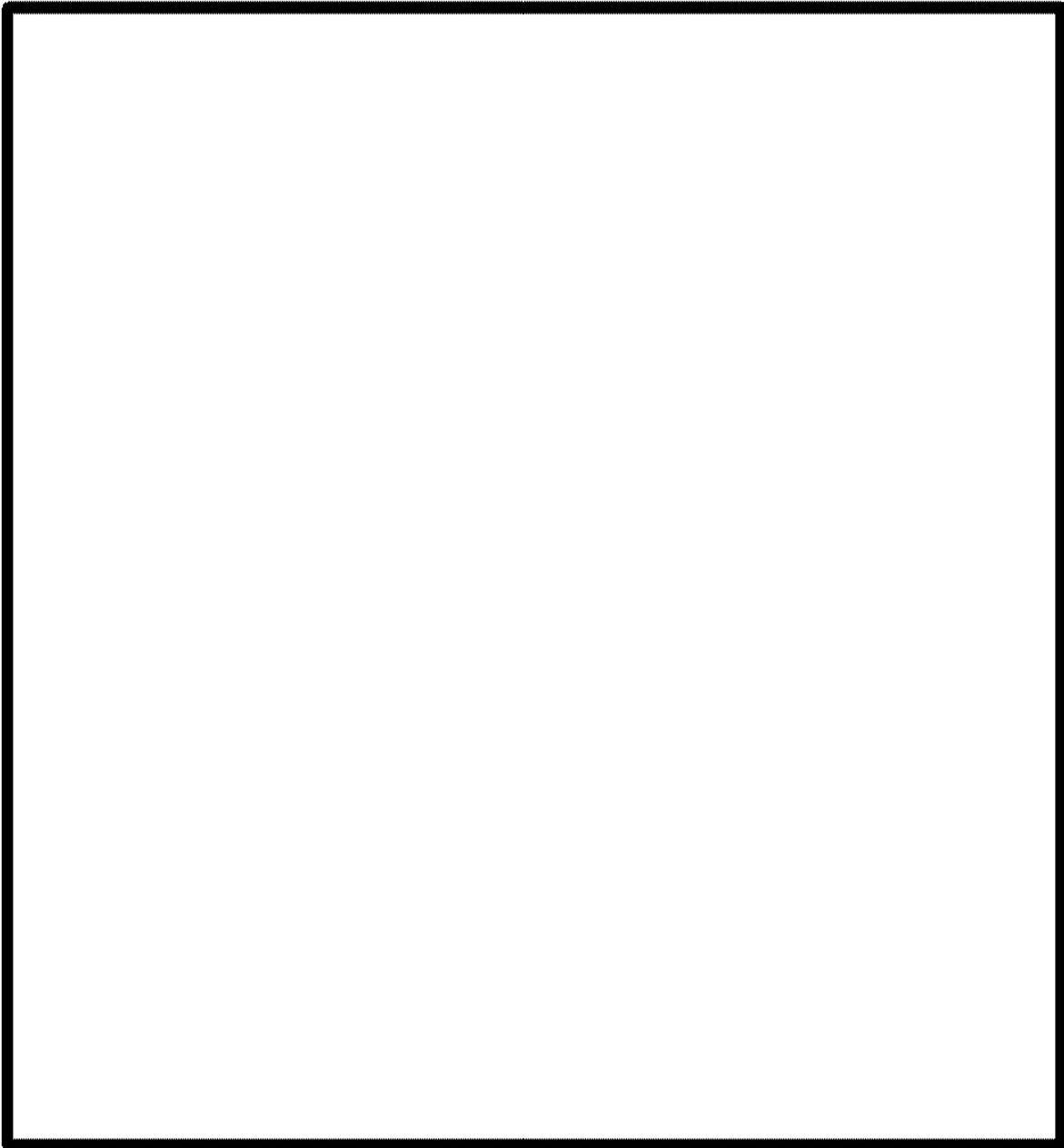
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Freedom Partners Regional Center

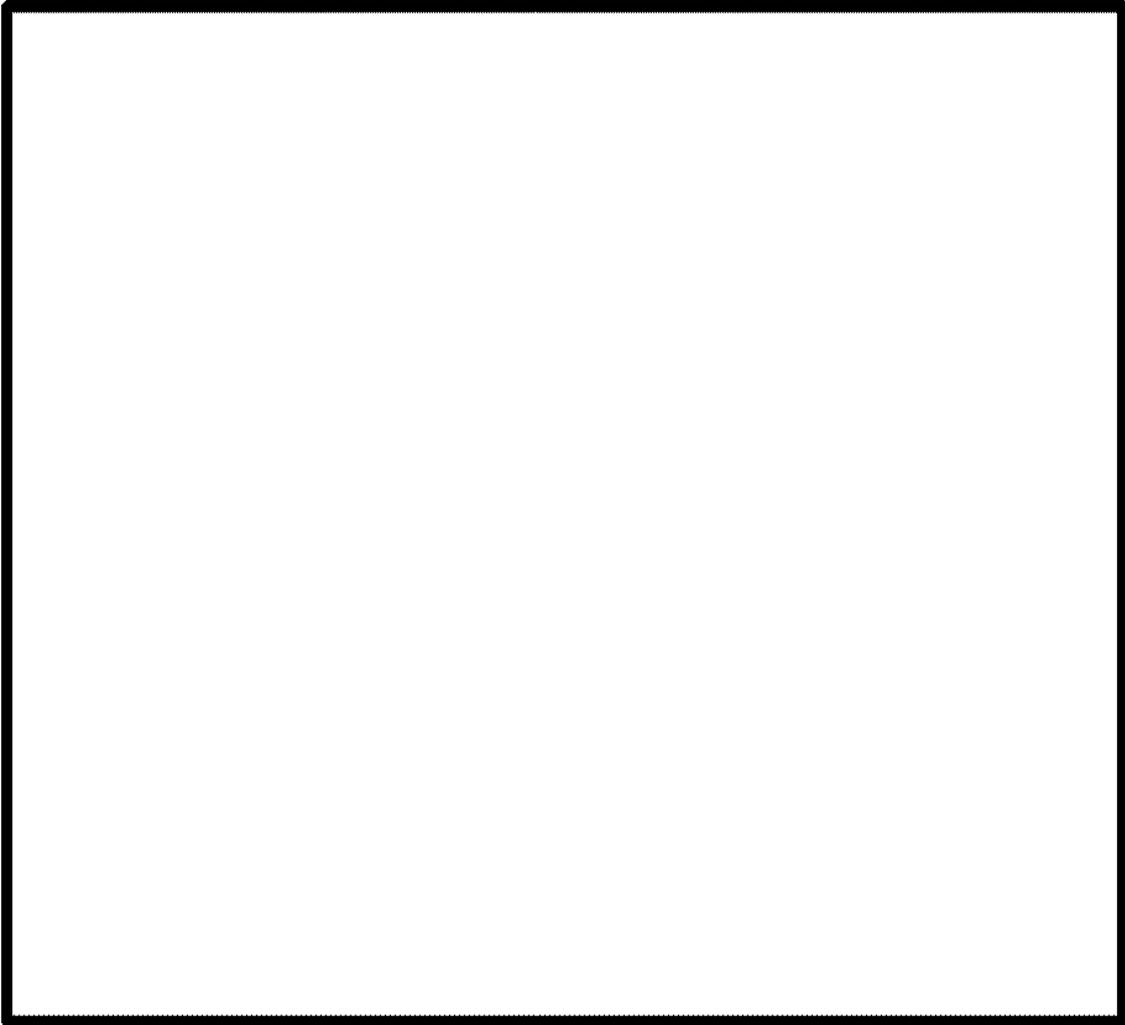
### Funding and Organizational Structure



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**Construction and Employment Timeline**



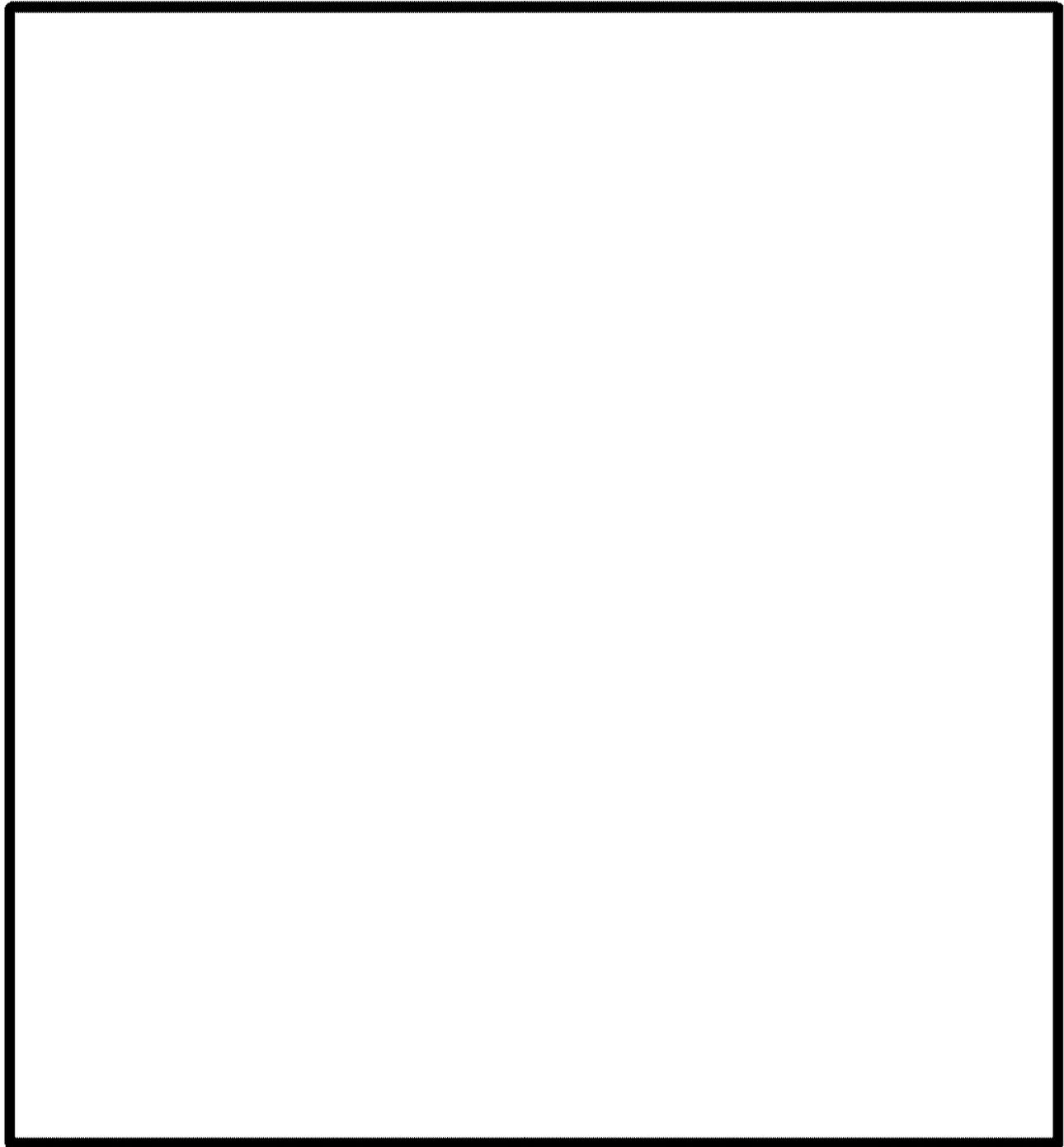


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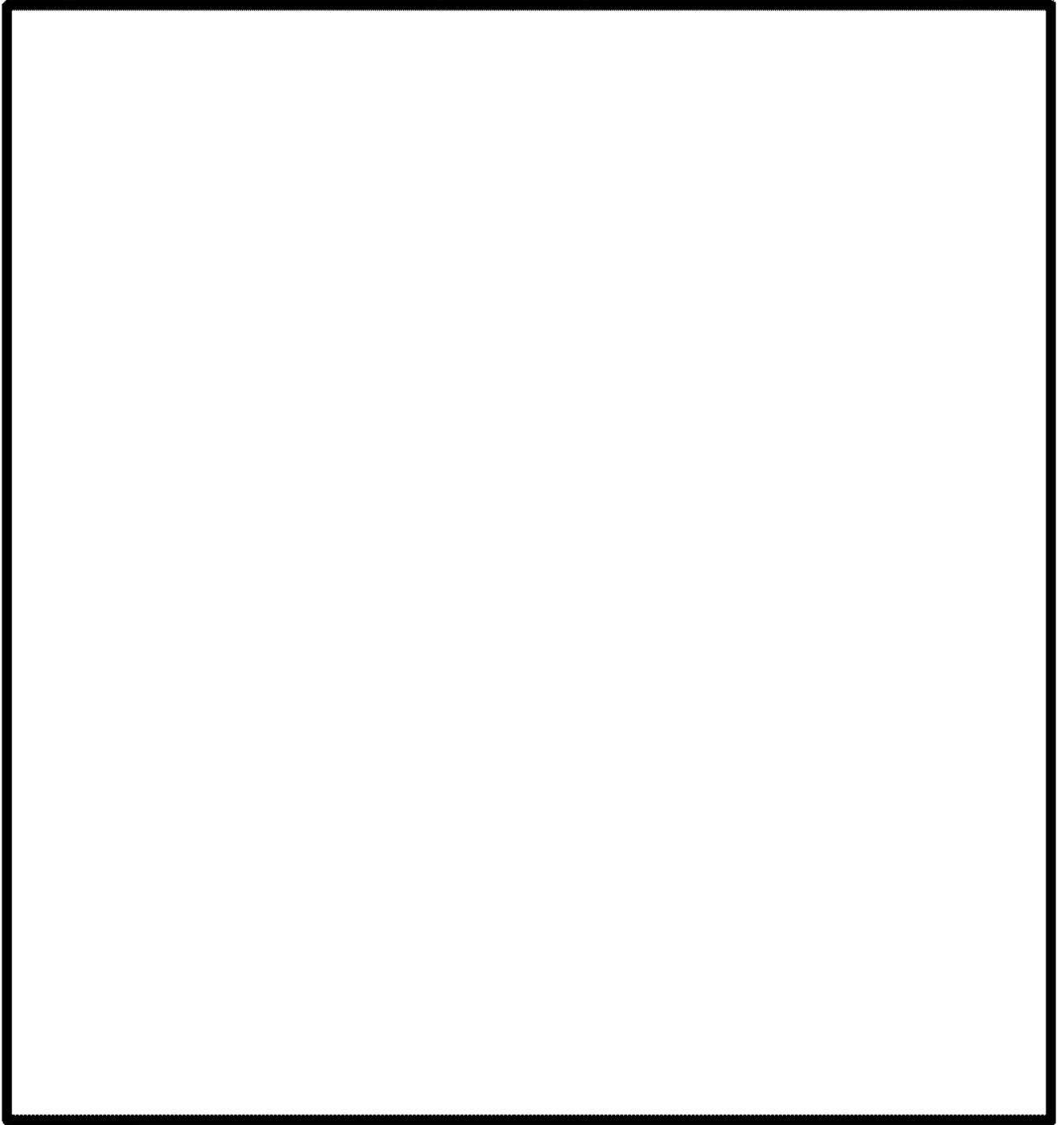
**Financials**



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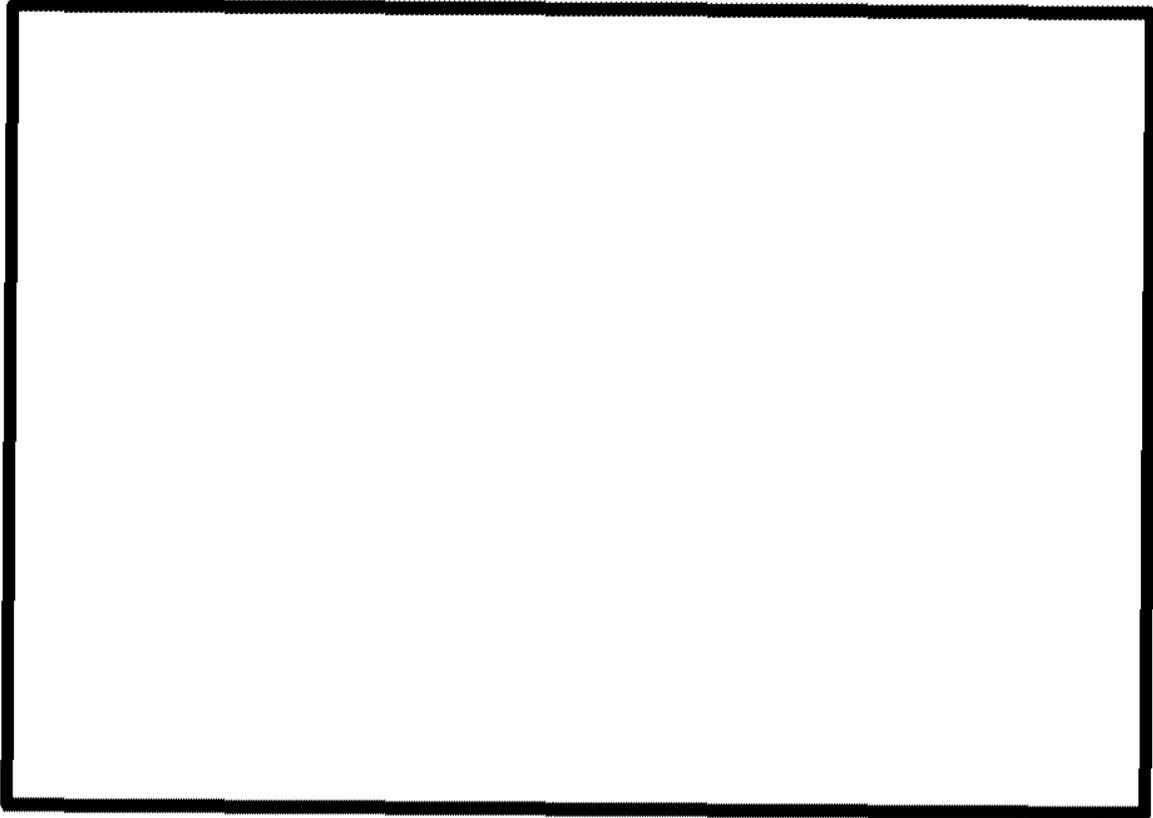
### **Project Description**



### **Data and Methodology**



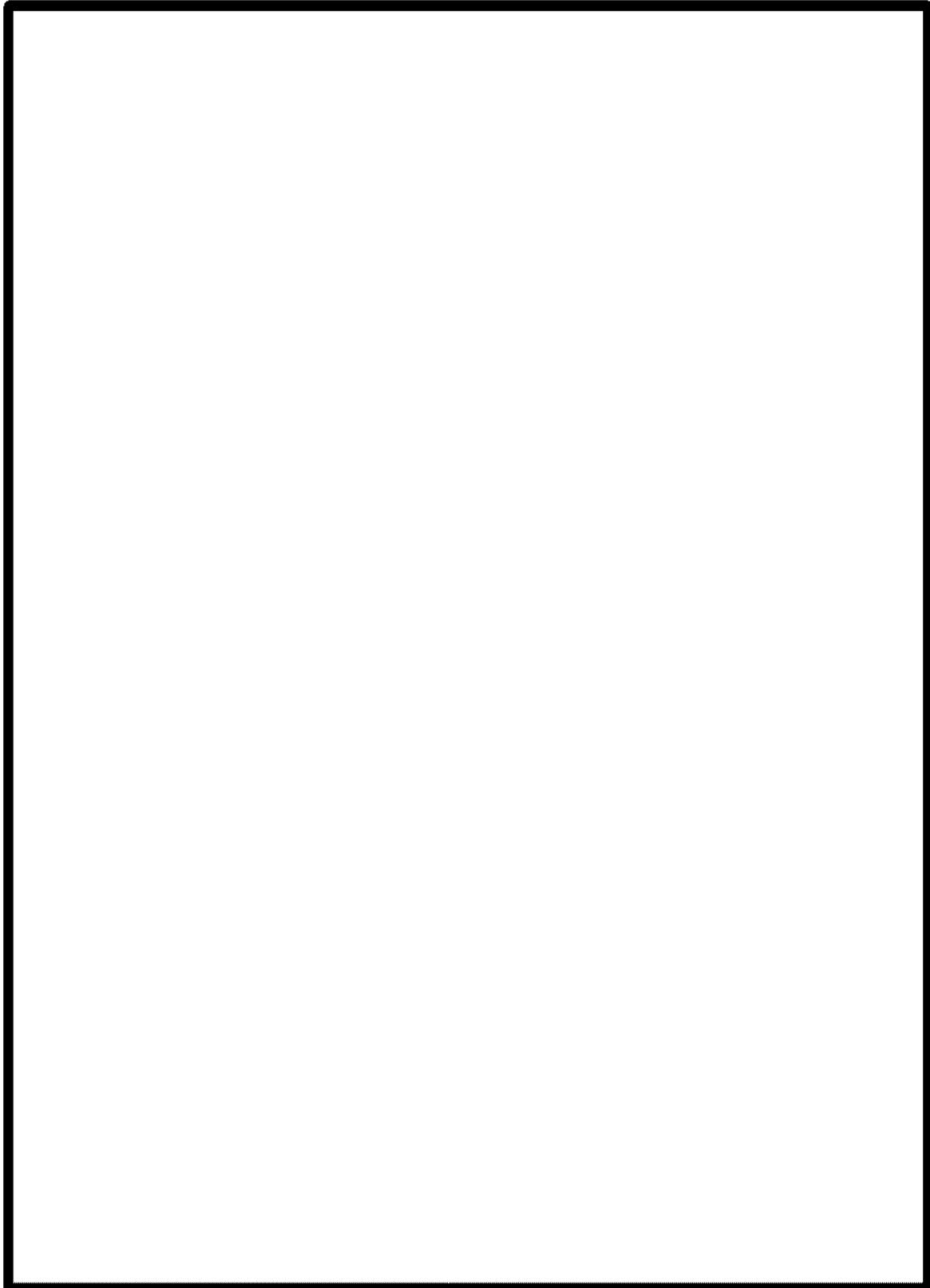
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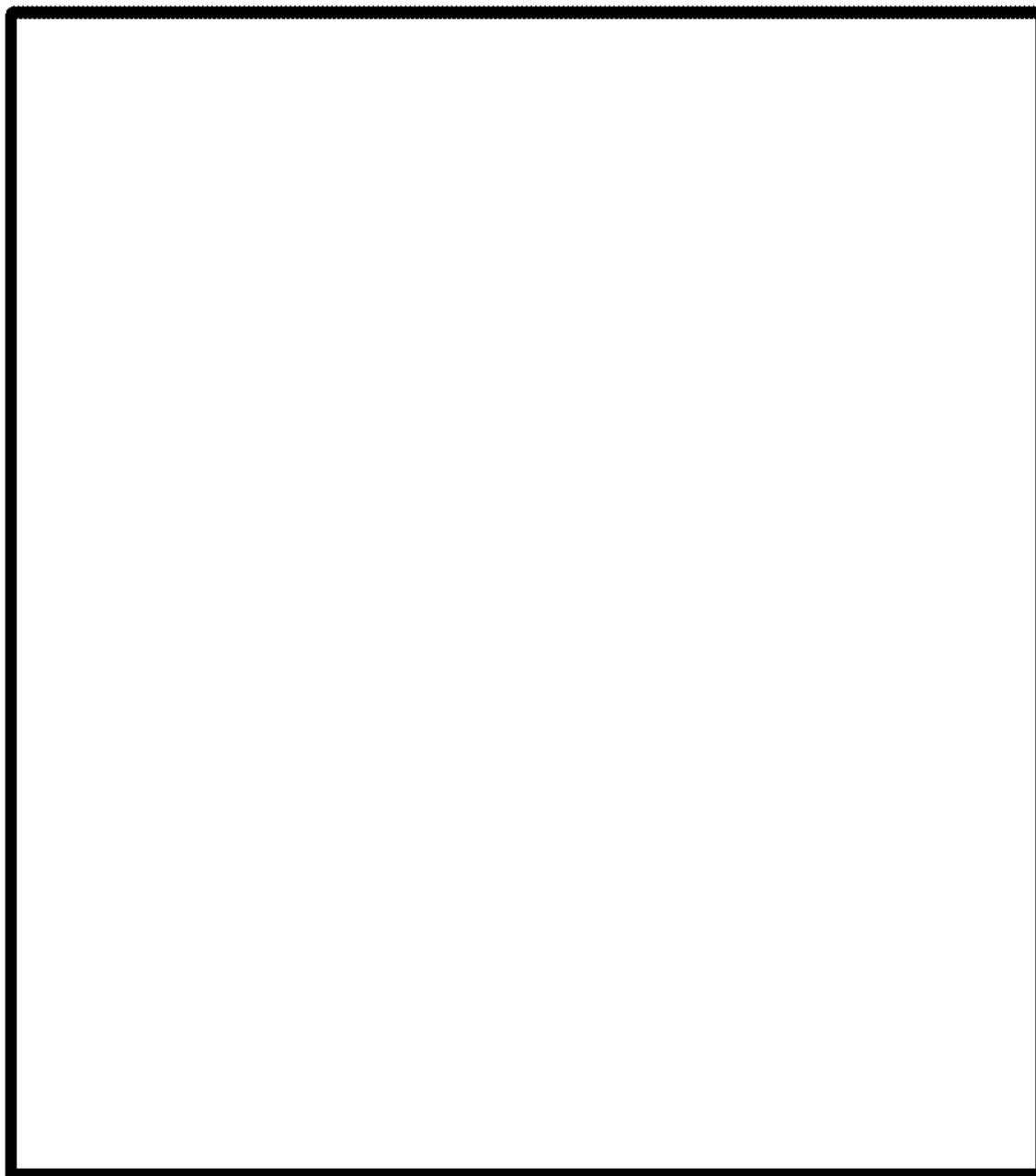
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## Chicago Demographic and Socioeconomic Profile



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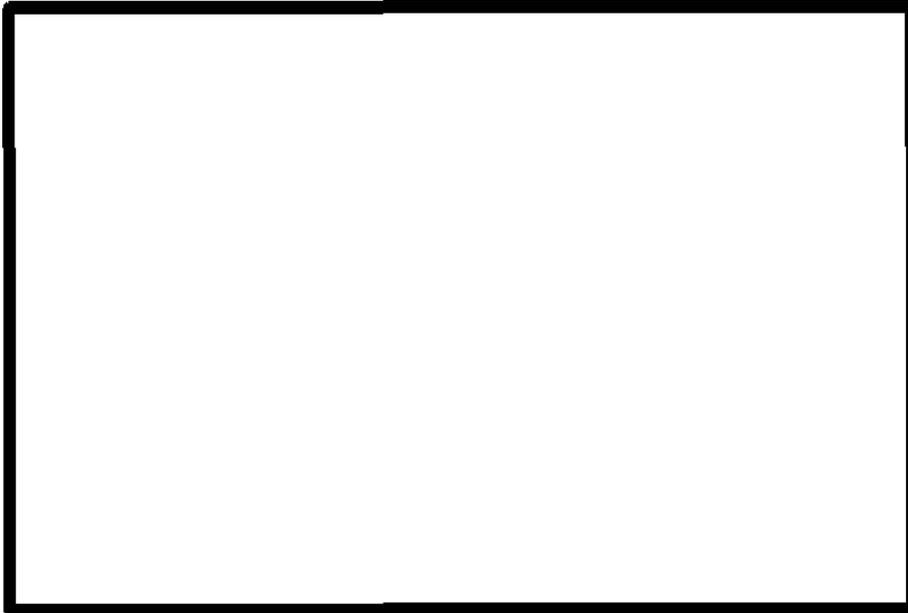


**The Economy**

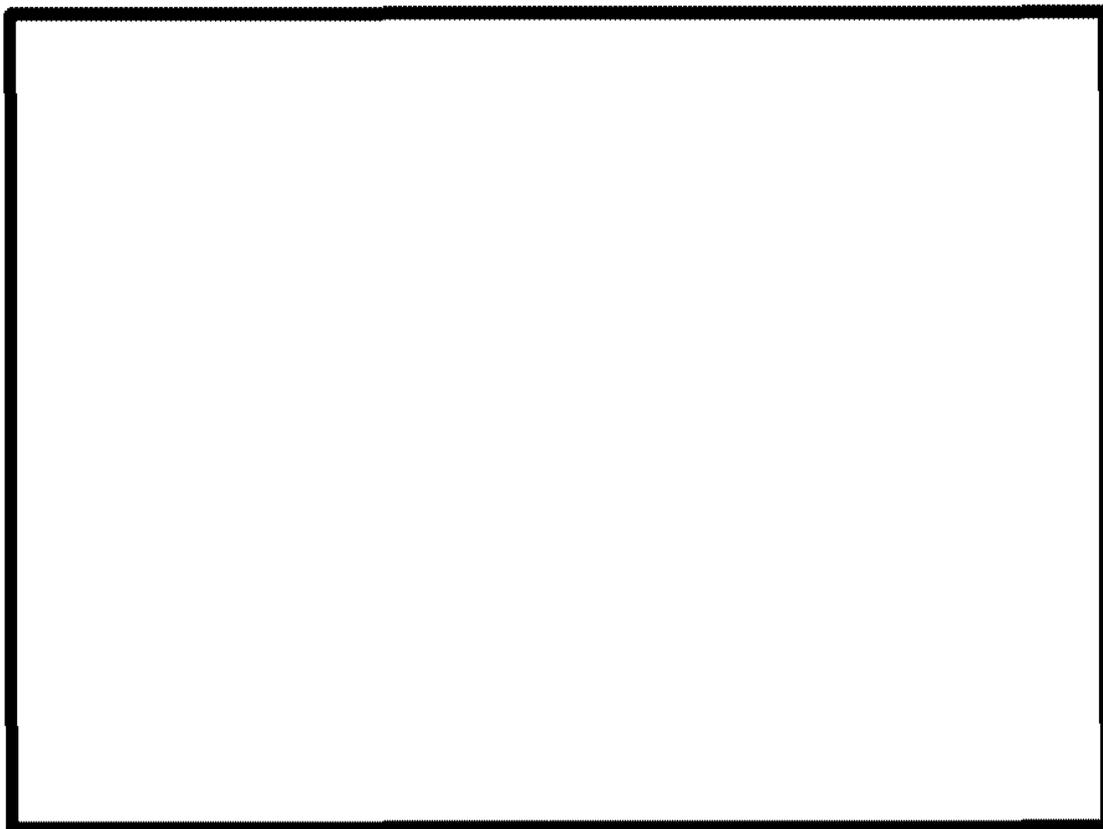


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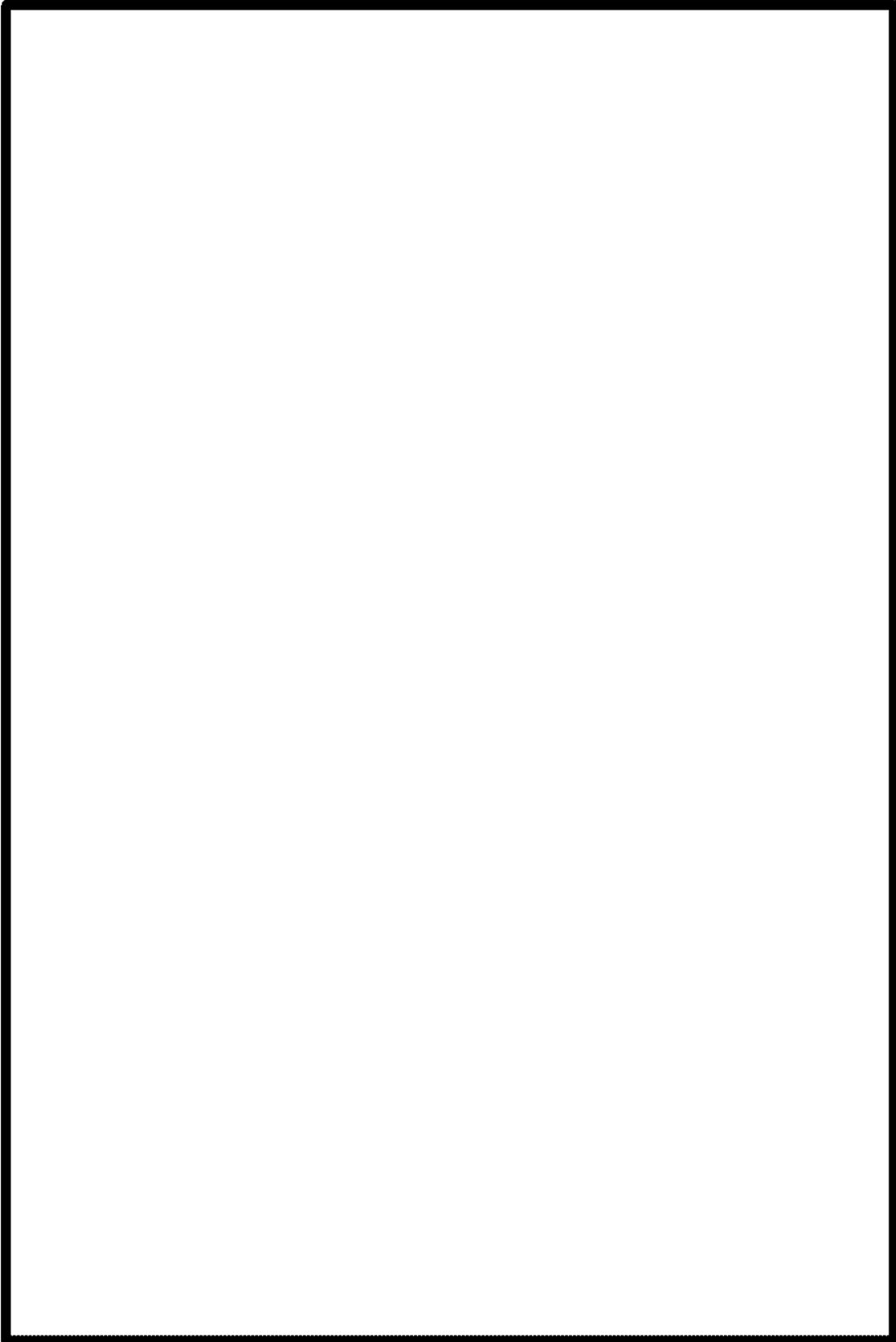
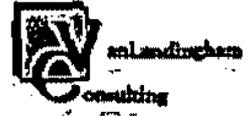
**Figure 1: Total Employment**



**Sectors of the Chicago CSA Economy**



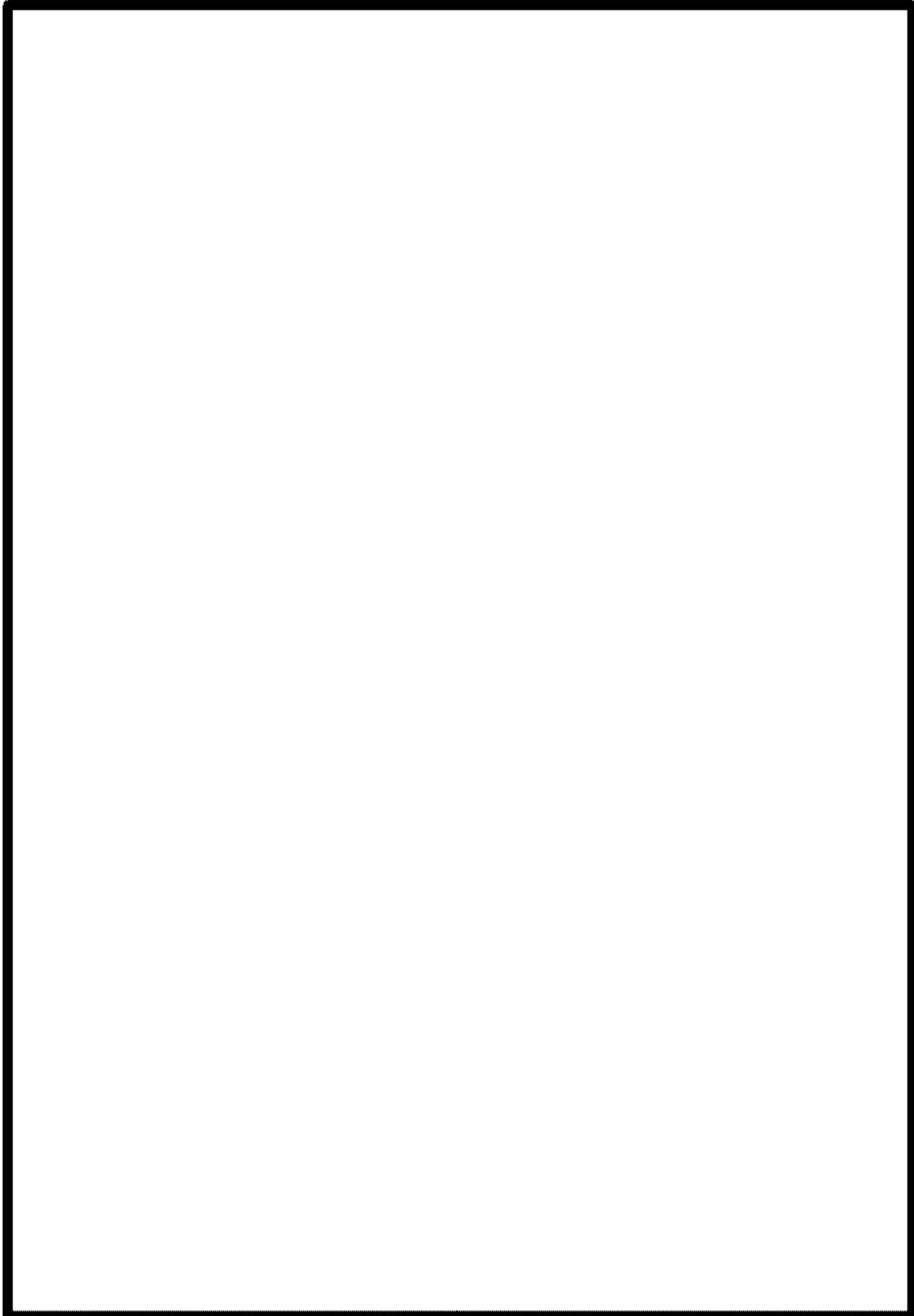
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**The Economic Base of the Chicago Consolidated Statistical Area**





**Table 1: The Economic Base of the Chicago CSA**

Industry Code	Industry Code Description	(b)(4)	LQ Emp
---------------	---------------------------	--------	--------

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Source: *County Business Patterns 2010*.

--	--	--	--

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(b)(4)

### Job Creation Potential by Sector

The size and diversity of the Chicago CSA economy allows the creation of at least  full-time jobs for each  invested in several different sectors and industries.

Industry	Jobs
[Redacted Table Content]	

Source: Bureau of Economic Analysis RIMS II Employment Multipliers (2010).

The above data are taken directly from the RIMS II tables and include indirect and induced jobs. The distribution of the high job creation sectors and industries is consistent with the clustering of industries within the Chicago area. The relatively high levels of specialization (as indicated by their Location Quotients) in the urban oriented sectors/industries means that the inputs required by any particular producing industry are typically available locally. It is the interaction of these sectors and industries within the metro counties that leads to high levels of indirect and induced jobs throughout the commuting area (labor shed).

### The Current Economic Situation: Unemployment

[Redacted Table Content]
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### Proposed Projects

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The Regional Center has proposed three projects for economic evaluation/job creation analysis. Each of these projects will be dealt with according to the following outline.

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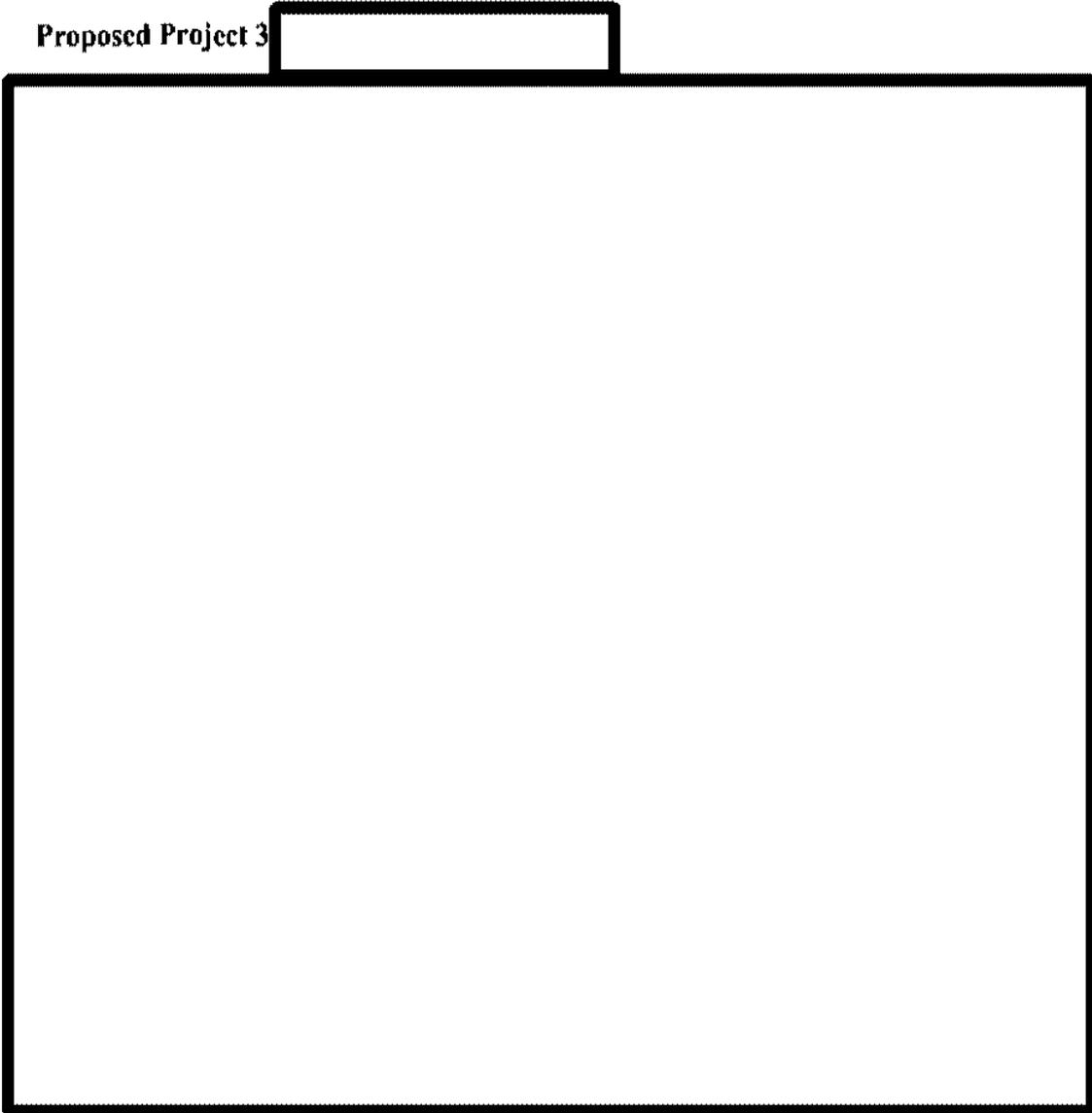


Since the intent of the analysis is to show the total number of jobs created in the local area, Type II multipliers, which include direct, indirect and induced jobs, are used.

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Proposed Project 3

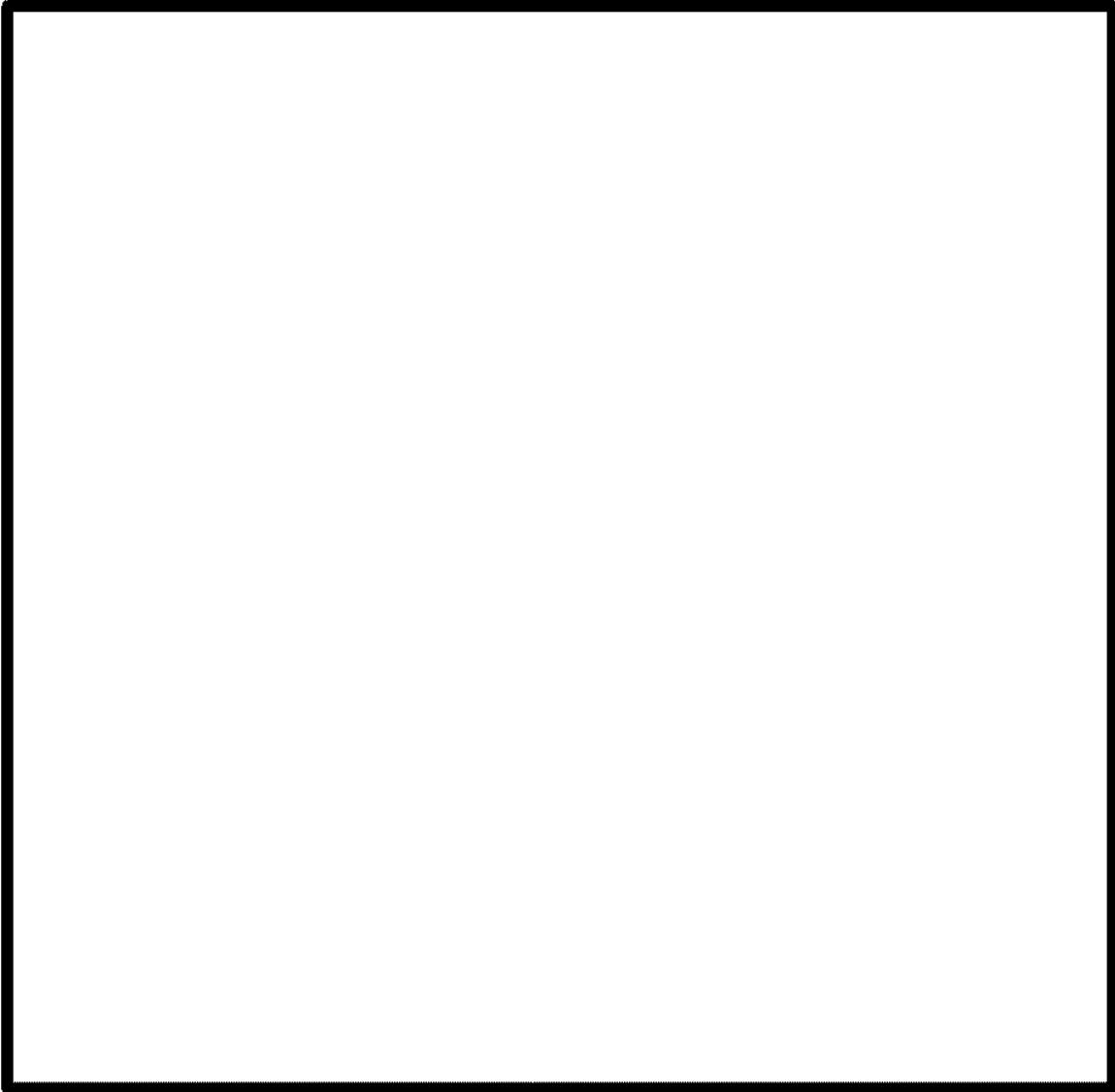


This expected development phase investment would lead to the following impacts.

Industry	Output Mult	Earnings Mult	Empl Mult	Expected Cost \$1M	Chg in Output	Chg in Earnings	Chg in Emp	Direct Jobs
[Redacted]								

Appendix of Tables

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**Jobs Created**



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Chicago CSA Location Quotients: Four Digit Industries  
Excerpted Sectors from County Business Patterns, 2010

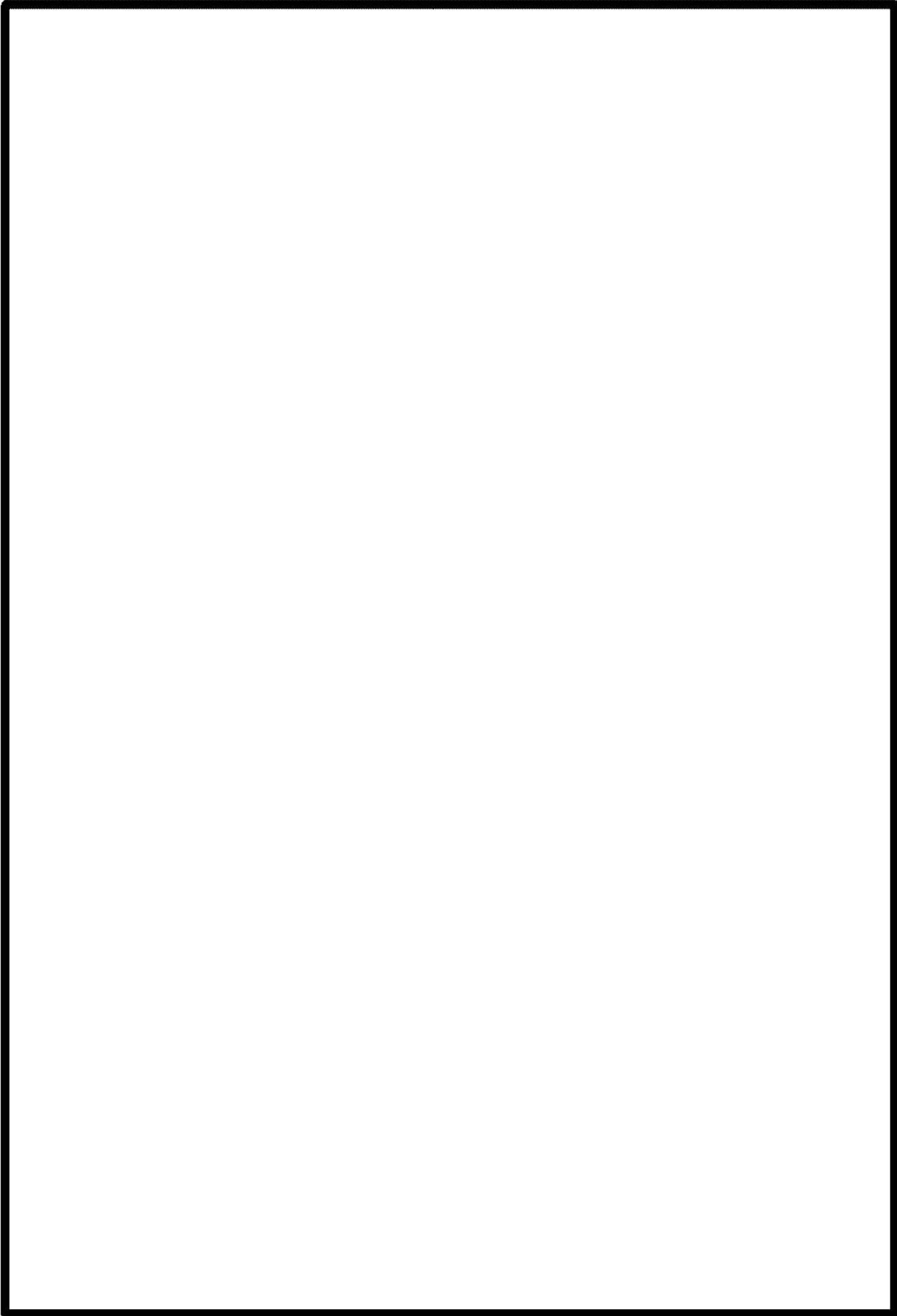
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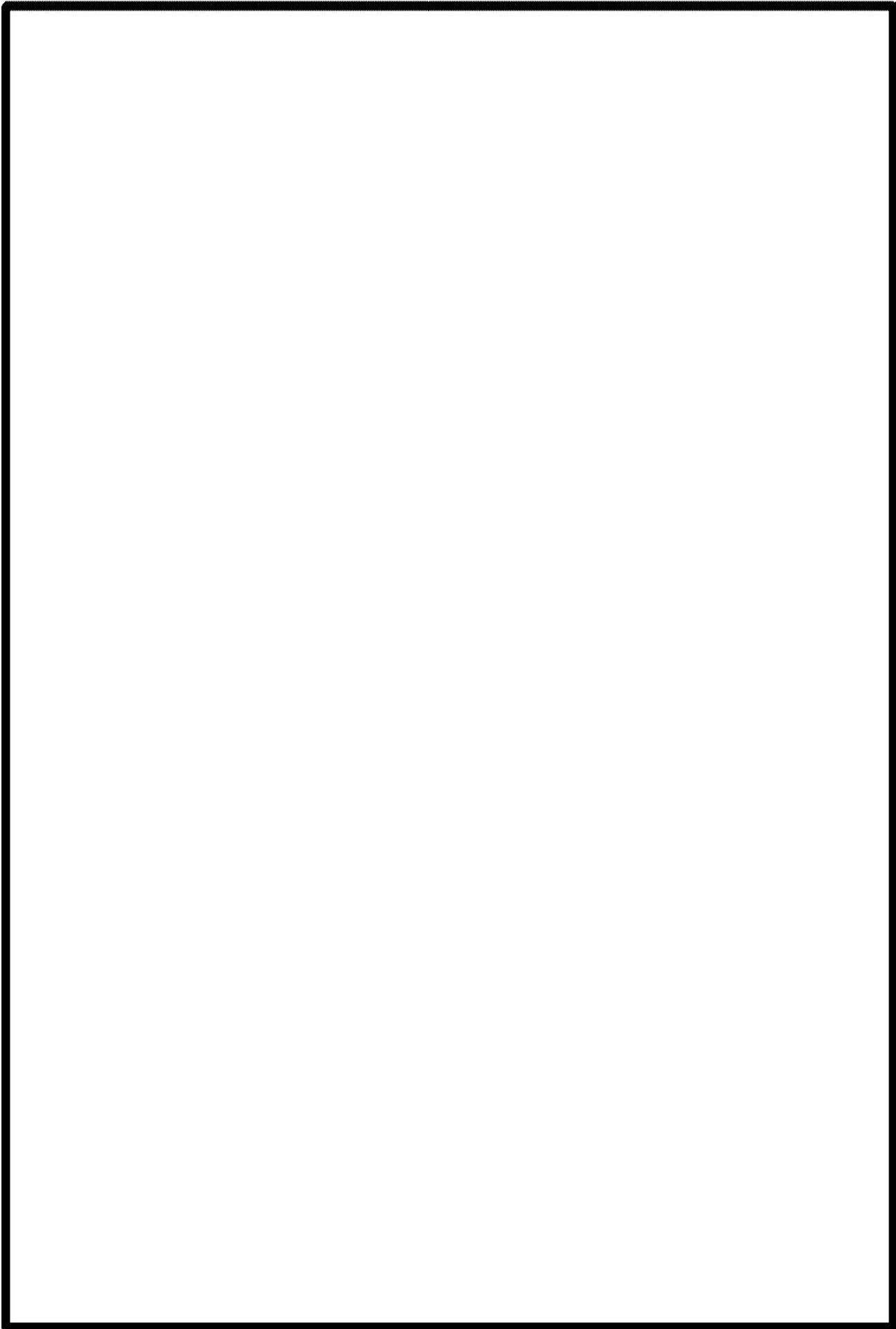
NAICS	Industry code description	Chi Emp	Us Emp	%ChiEmp	%USEmp	Chi LQ
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NAICS	Industry code description	Chi Emp	Us Emp	%ChiEmp	%USEmp	Chi LQ
	CONSTRUCTION					



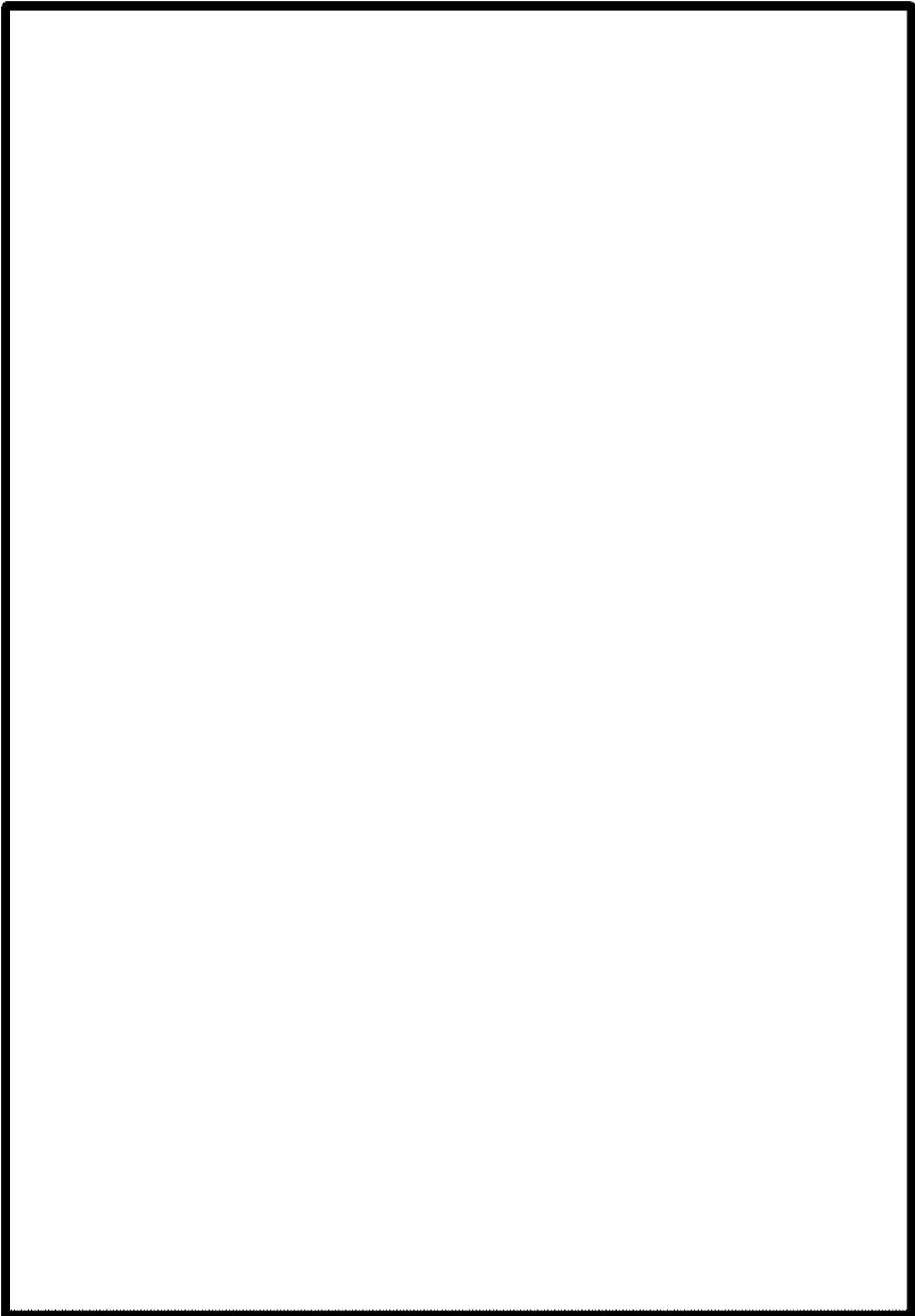
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Table 2.1 Final Demand Output Multipliers - industry aggregations  
 Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)  
 Series: 2002 U.S. Benchmark I-O data and 2010 Regional Data  
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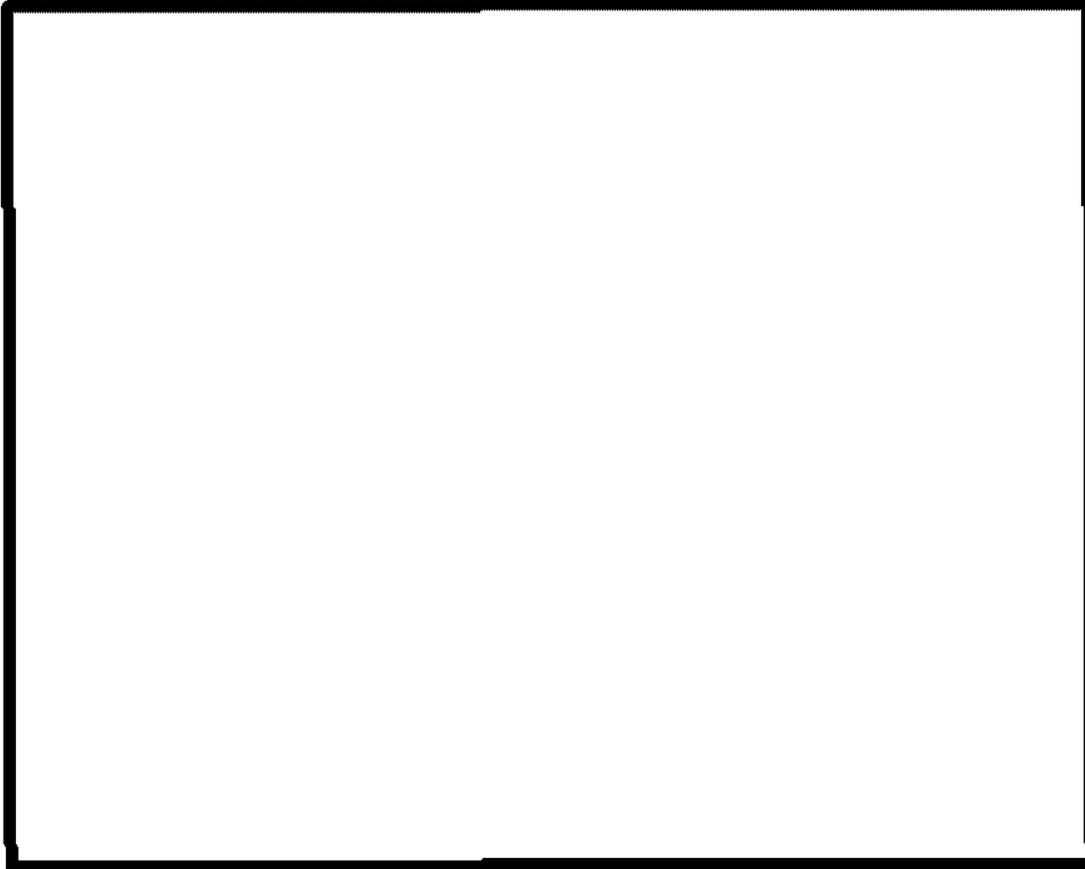


Table 2.2 Final Demand Earnings Multipliers - Industry aggregations

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Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)

Series: 2002 U.S. Benchmark I-O data and 2010 Regional Data

(Dollars)

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Table 2.3 Final Demand Employment Multipliers - industry aggregations  
Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)  
Series: 2002 U.S. Benchmark I-O data and 2010 Regional Data  
(Jobs)

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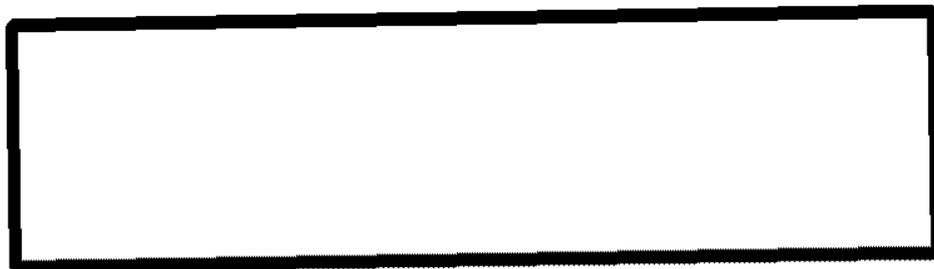


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Table 2.5 Total Multipliers - Industry aggregations  
Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)  
Series: 2002 U.S. Benchmark I-D data and 2010 Regional Data

	Output	Final Demand Employees	Employment	Value-added	Direct Effect Employees	Employment
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Business Plan

Tab 2.3

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Freedom Partners Regional Center

**Summary**



**Management**



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**Project Developer**



**Supportive Living Facilities**

SLF's are an affordable assisted living model administered by the Illinois Department of Healthcare and Family Services that offers elderly (65 and older) or persons with physical disabilities (22 and older) housing with services. The aim of the Program is to preserve privacy and autonomy while emphasizing health and wellness for persons who would otherwise need nursing facility care.

Certified providers can charge a different rate for private pay residents, and must accept the Department's rate for services rendered on behalf of Medicaid-eligible persons. (Department rates are based upon 60% of weighted average nursing facility rates for the applicable geographic grouping.)

Illinois developed the Supportive Living Program as an alternative to nursing home care for low-income older persons and persons with disabilities under Medicaid.

By combining apartment-style housing with personal care and other services, residents can live independently and take part in decision-making. Personal choice, dignity, privacy and individuality are emphasized.

The Department of Healthcare and Family Services has obtained a "waiver" to allow payment for services that are not routinely covered by Medicaid. These include personal care, homemaking, laundry, medication supervision, social activities, recreation and 24-hour staff to meet residents' scheduled and unscheduled needs. The resident is responsible for paying the cost of room and board at the facility.

Certified providers are exempt from:  
Nursing Home Care Act  
Health Facilities Planning Act  
Assisted Living and Shared Housing Act

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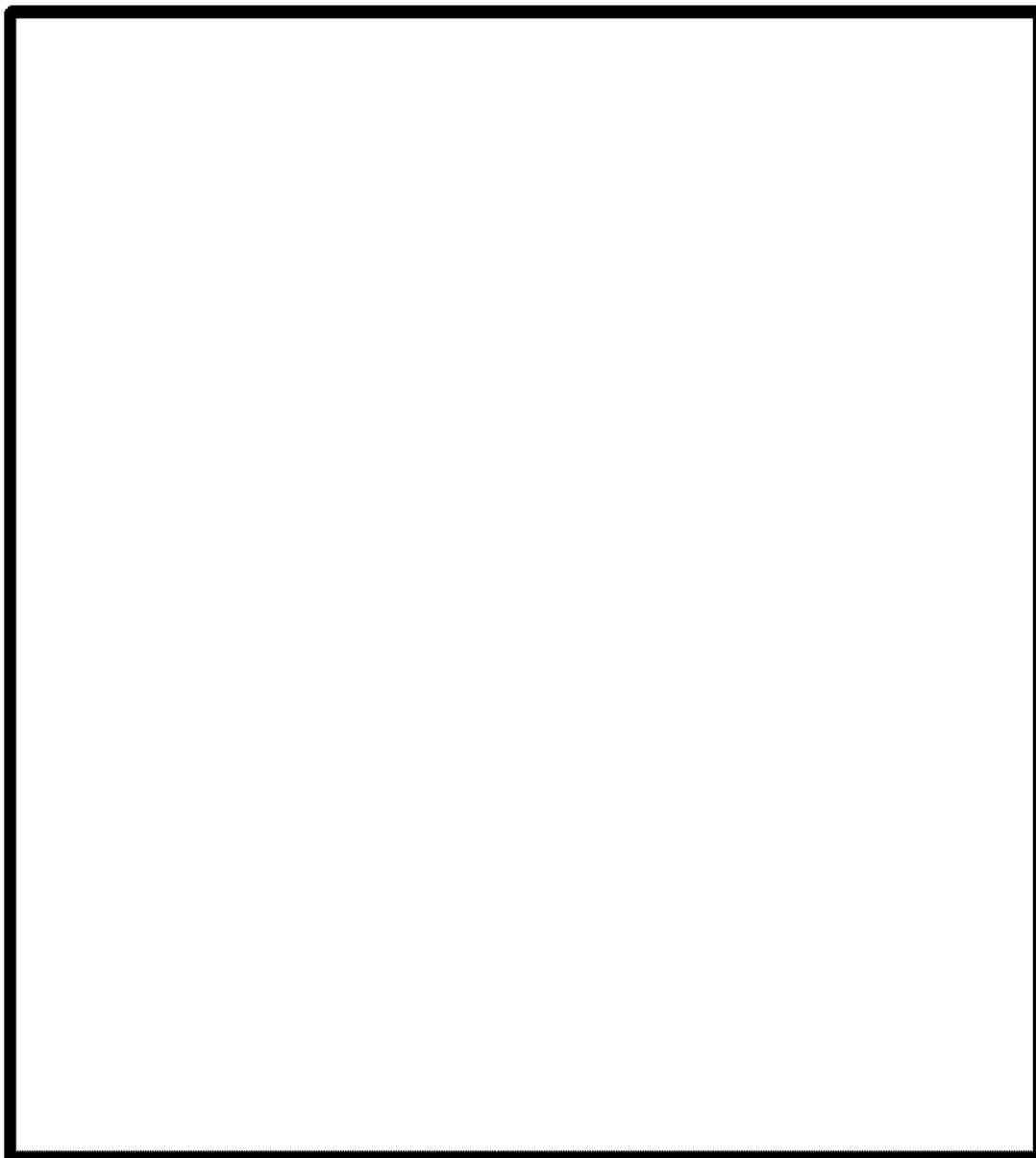
### **Capitalization**



A flow chart on the following page shows how the money will be apportioned:

Money Flow Chart

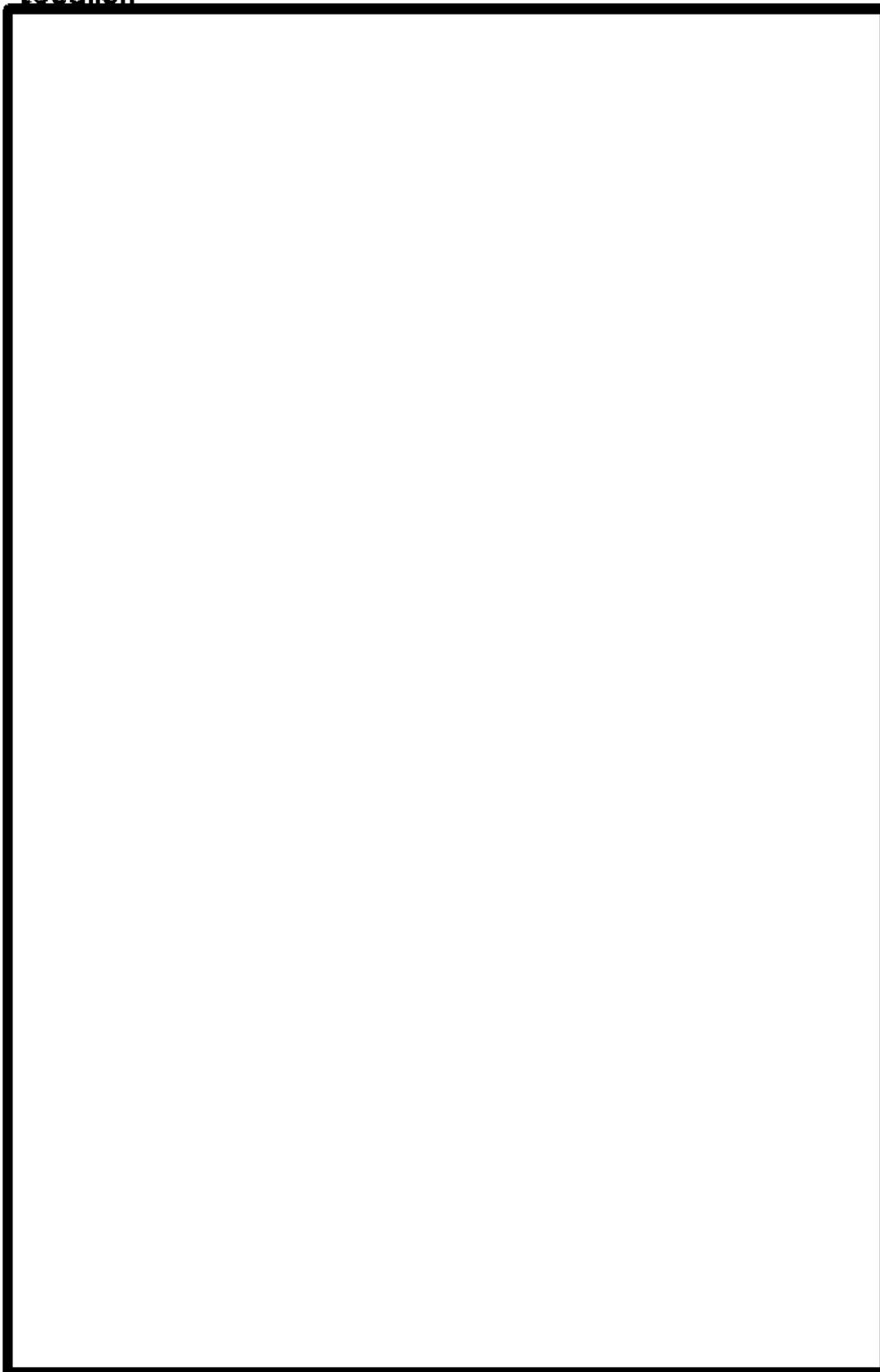
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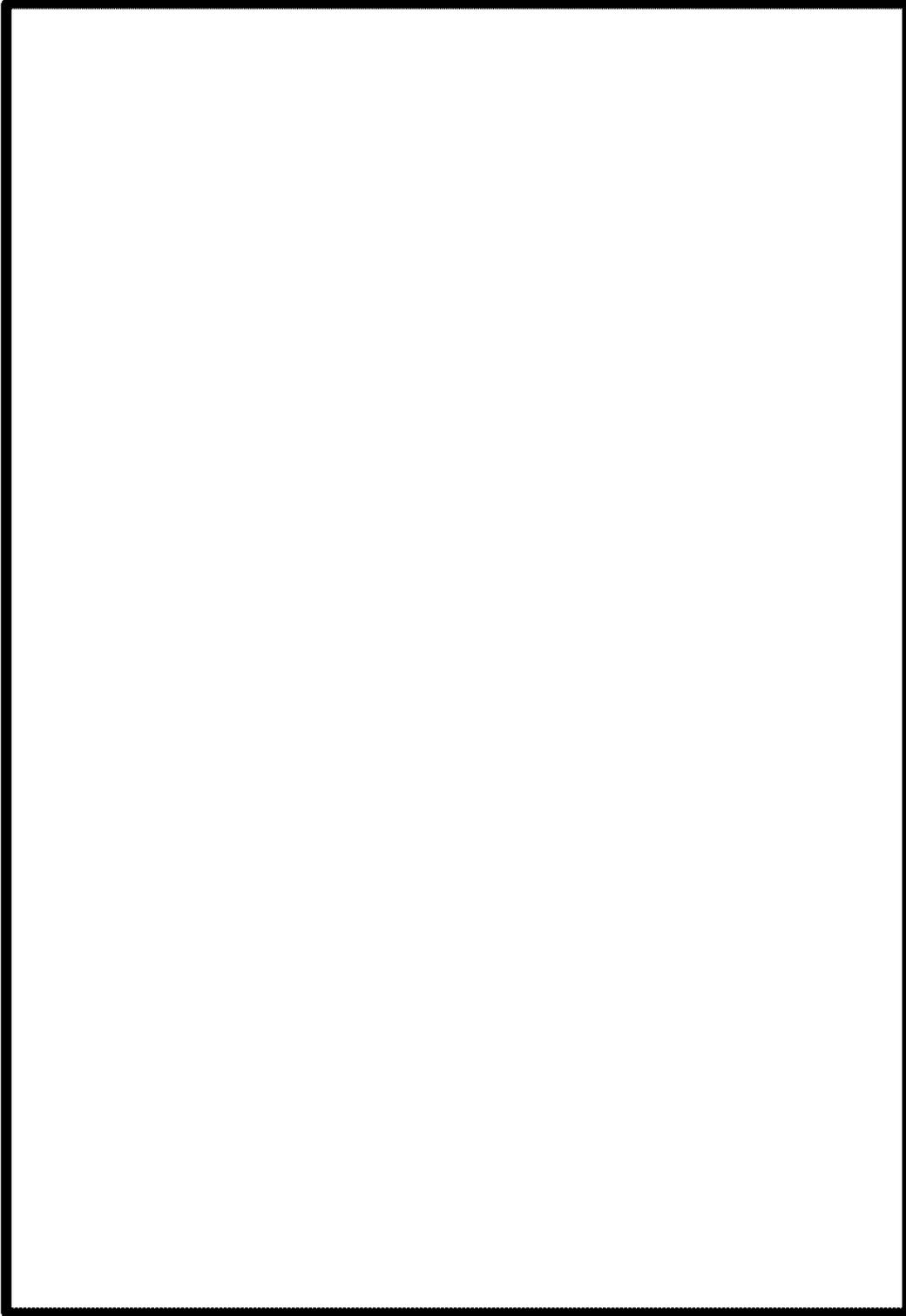
Freedom Partners Regional Center

**Location**



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**TEA Certification**



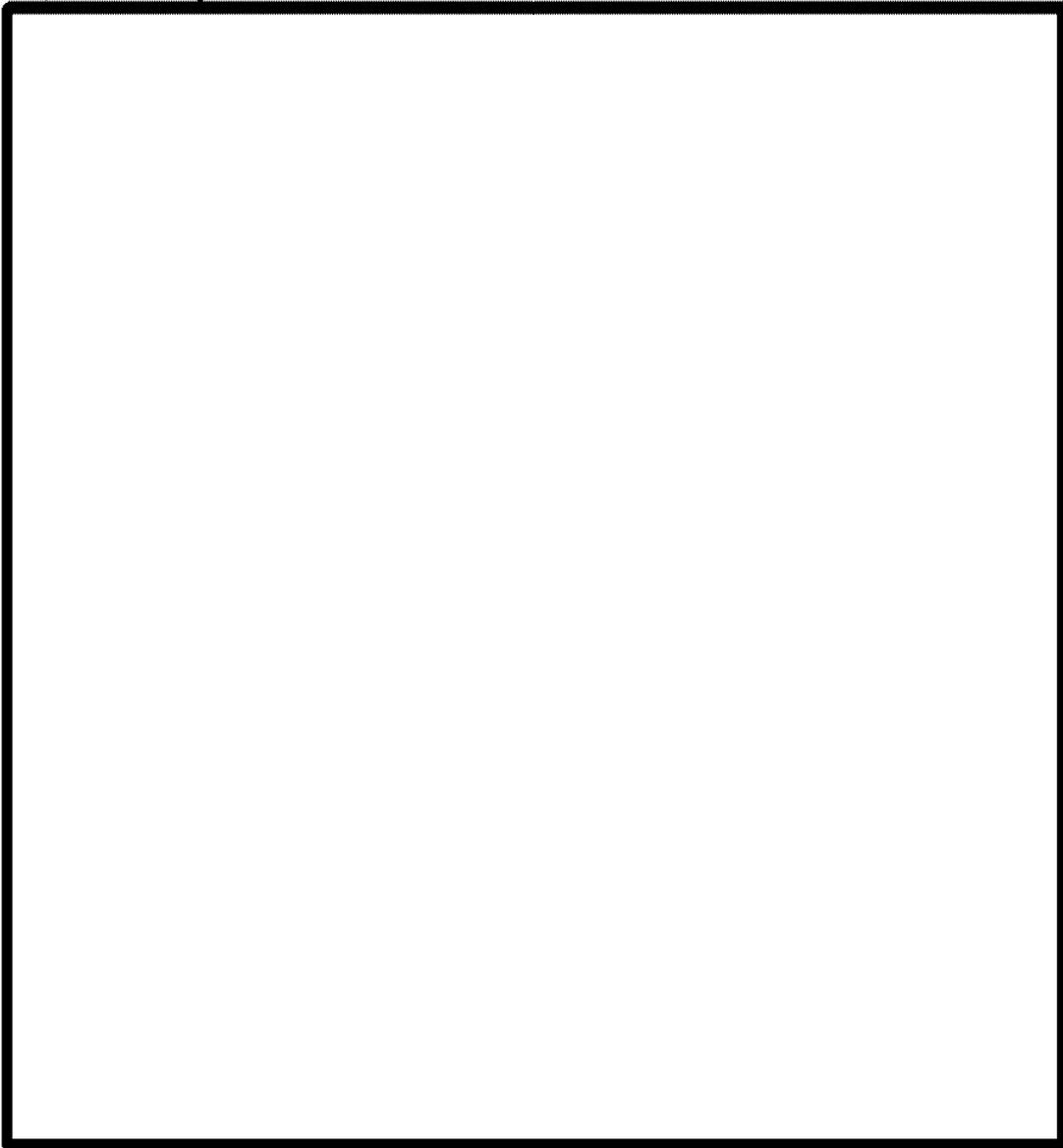


Orange demarcates a TEA tract according to the most recent analysis by the Illinois Department of Employment Statistics.

Light grey is in Cook County, dark grey a collar county of Cook. Both greys demarcate non-TEA qualified census tracts.

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**Local Competitors**





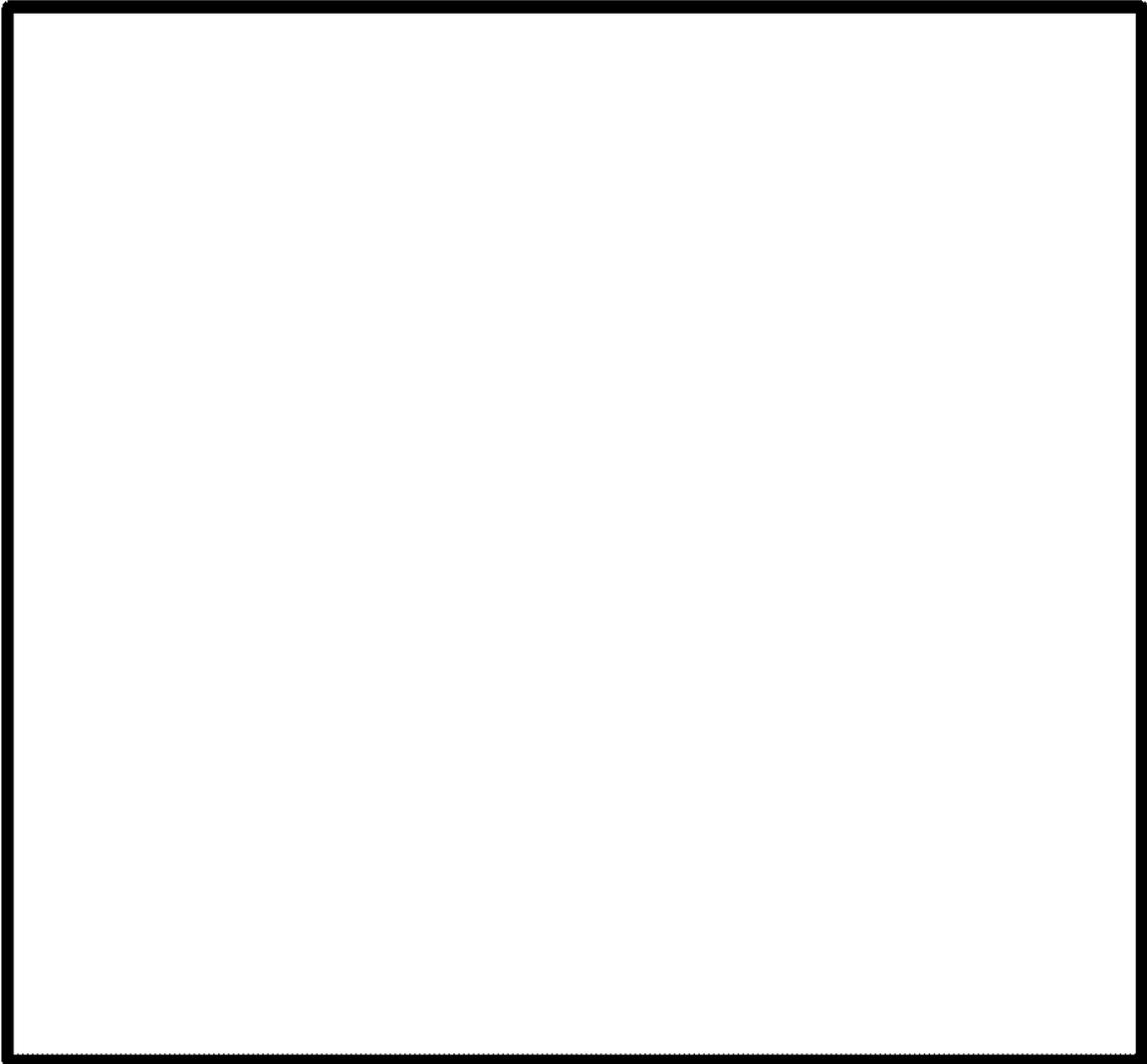
**Employment**

Upon full operation the employment of the SLF will have these jobs.

Position	# of Staff	Hourly Wage	Hours/month	Monthly Wage	Yearly Salary
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**Development Financing and Costs**

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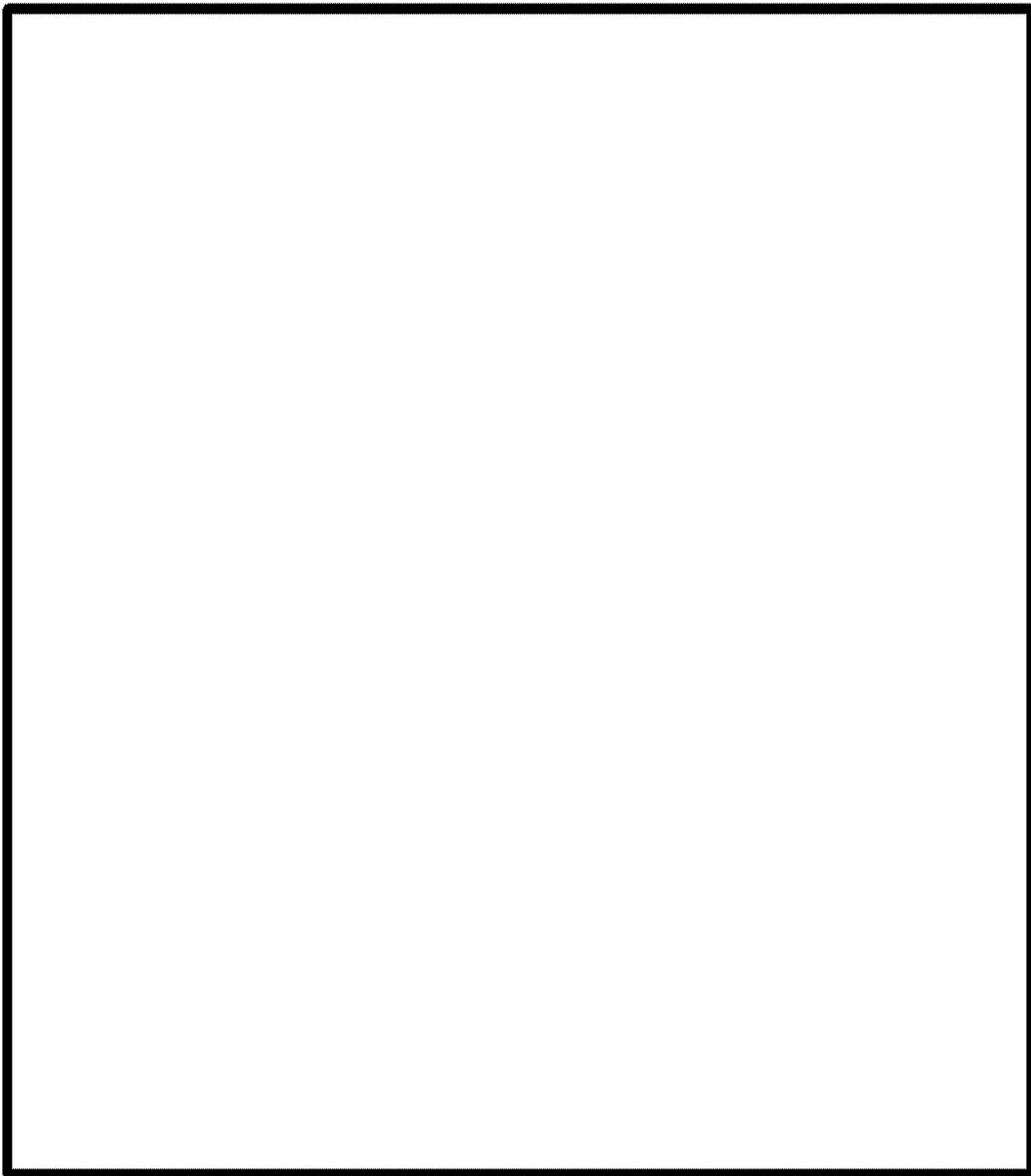
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**Financials**

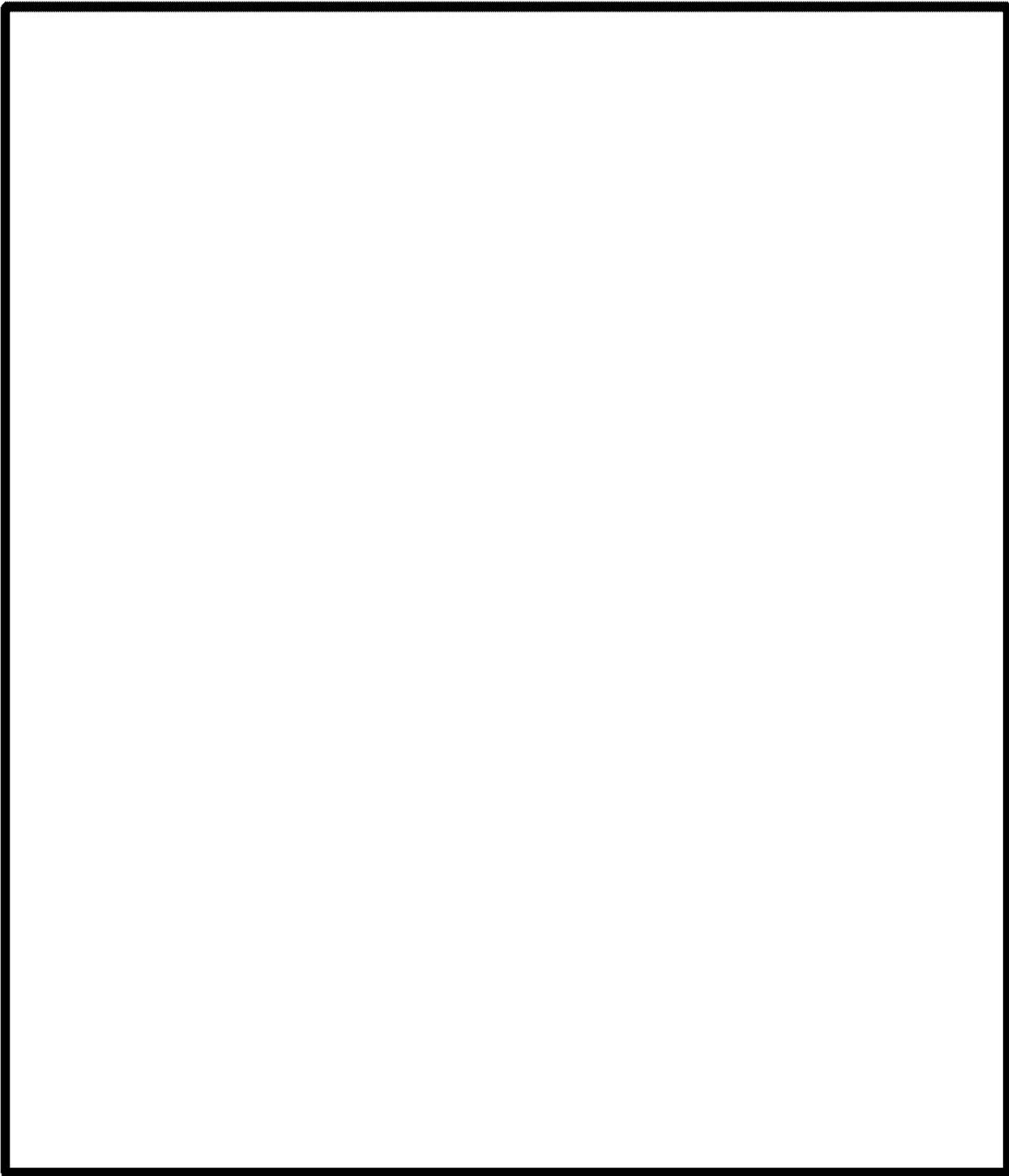


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Freedom Partners Regional Center



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## Project Description



## Data and Methodology

The data used for this analysis is derived from the US Input-Output Tables generated by the Bureau of Economic Analysis for 2002 as updated for 2010. These tables provide a snapshot of the US economy based on the sales from one industry to another and to final demand.

These national data have then been regionalized by the Bureau of Employment Analysis for the Chicago CSA by applying the Location Quotient Technique, which compares the local economy to the national economy as a whole, for each industry according to information derived from *County Business Patterns (CBP)*. CBP is an annual series that provides sub-national economic data by industry. This series includes the number of establishments, employment, first quarter payroll, and annual payroll. This data is useful for studying the economic activity of small areas; analyzing economic changes over time; and as a benchmark for other statistical series, surveys, and databases between economic censuses.

Hence the RIMS II data provided by the Bureau is specific to the region under study and reflects the underlying structure of the regional economy. Excerpts used from the relevant tables are included.



Since business-to-business sales of products/services occur according to the production needs of each purchasing industry, the I-O Tables represent a "recipe" for the production of the products/services of the consuming industries. Through matrix manipulation of the original data, it is possible to create a general equilibrium model which shows the total change in the economy given a particular change in final demand for a specific product or service. In other words, if the demand for woods products increases by \$1 million, the model will show not just the changes produced in the woods products industries, but the total changes induced in all industries/sectors based on the increased needs of the affected industry. The total change in the overall economy will be a multiple of the \$1 million dollar change in the demand for woods products. Using the I-O methodology it is possible to derive multipliers for jobs and earnings as well as output. It is these multipliers that the RIMS II data tables present.

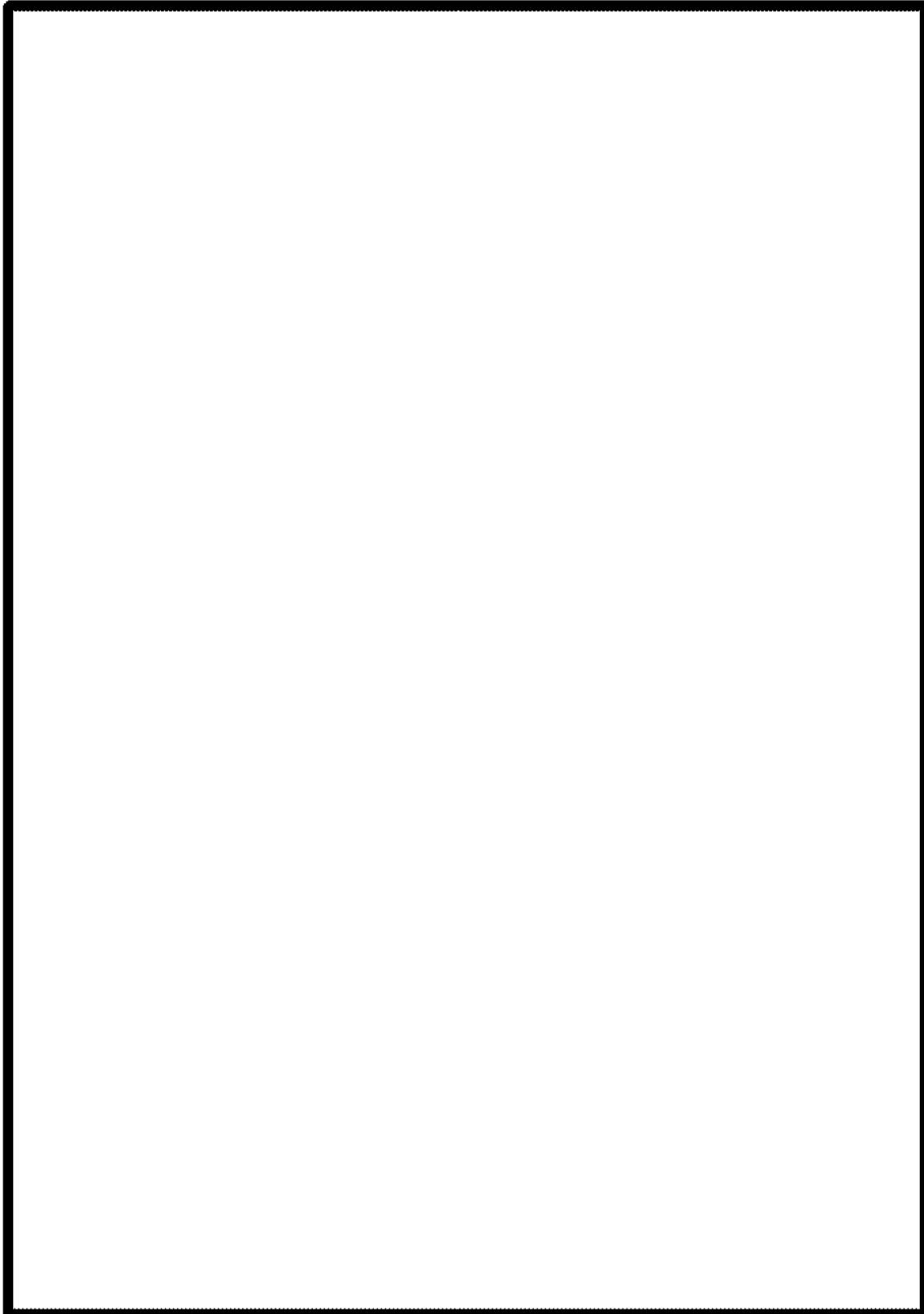
Since the intent of the analysis is to show the total number of jobs created in the local area, the RIMS data used in this analysis are the Type II multipliers, which include induced jobs as well as indirect and direct jobs. These induced jobs are those created by the spending of the increase in earnings initiated by the new investment in final demand.

Also, all revenue streams and development stage expenditures are assumed to be in constant 2012 dollars, i.e. not adjusted for inflation.

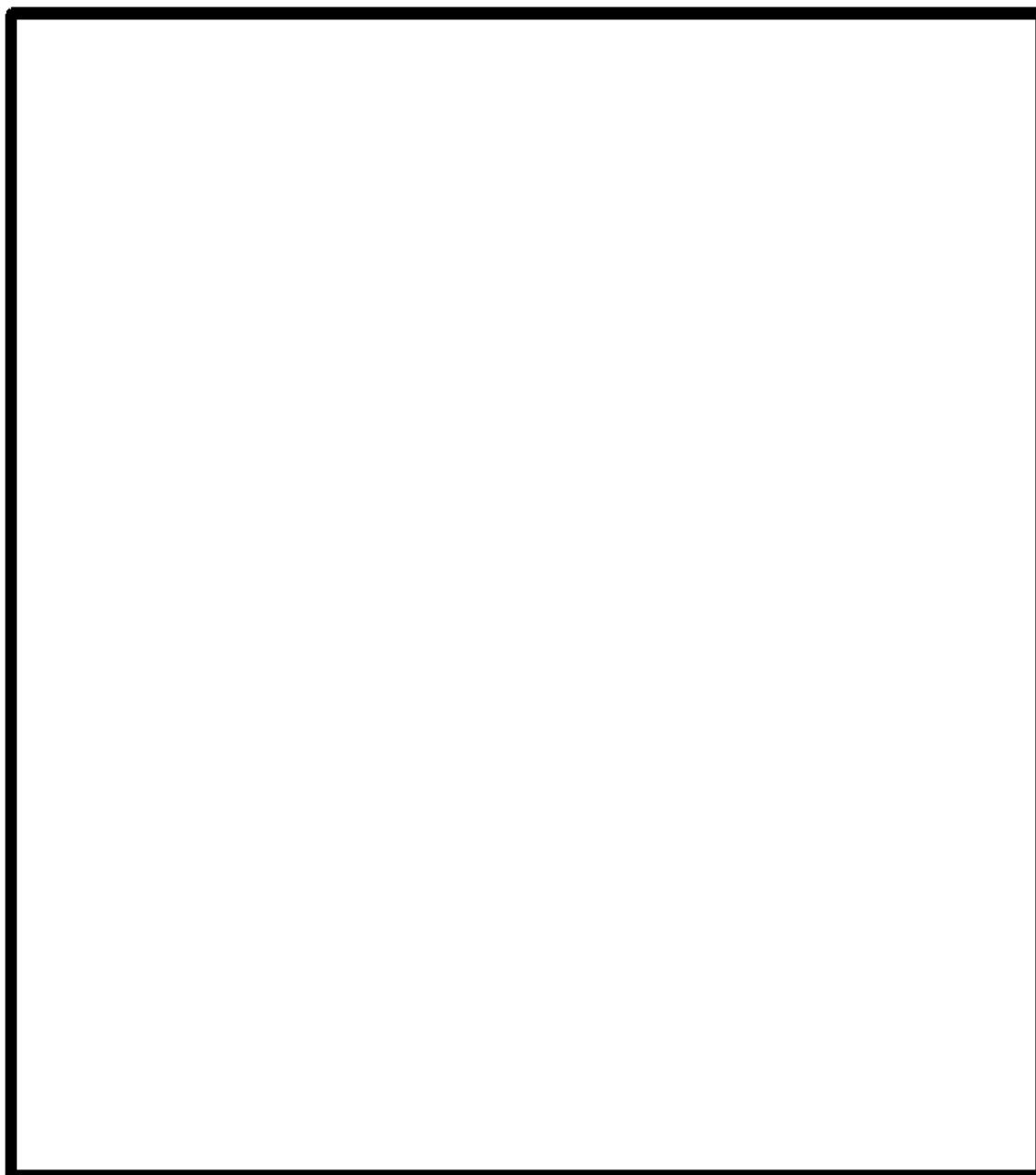
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## Chicago Demographic and Socioeconomic Profile



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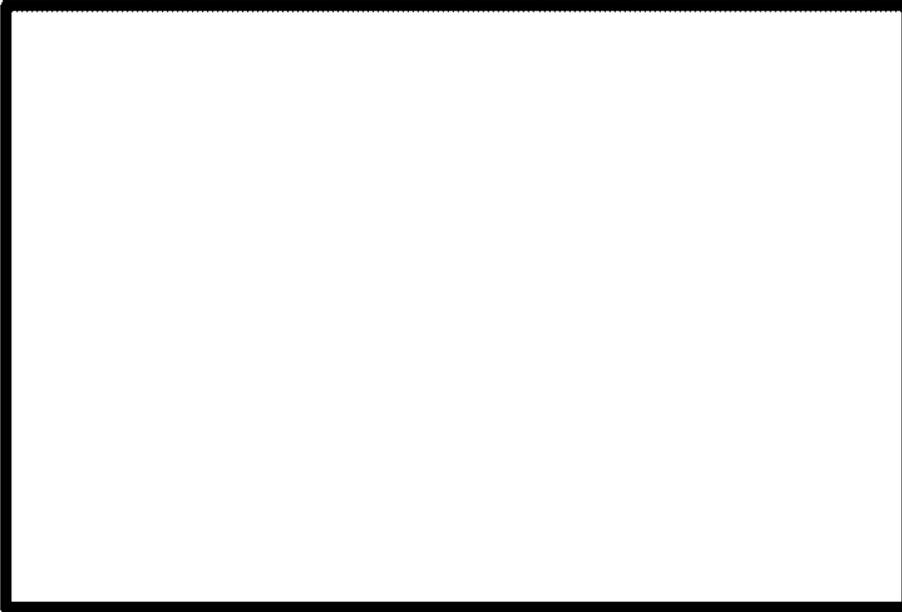


**The Economy**



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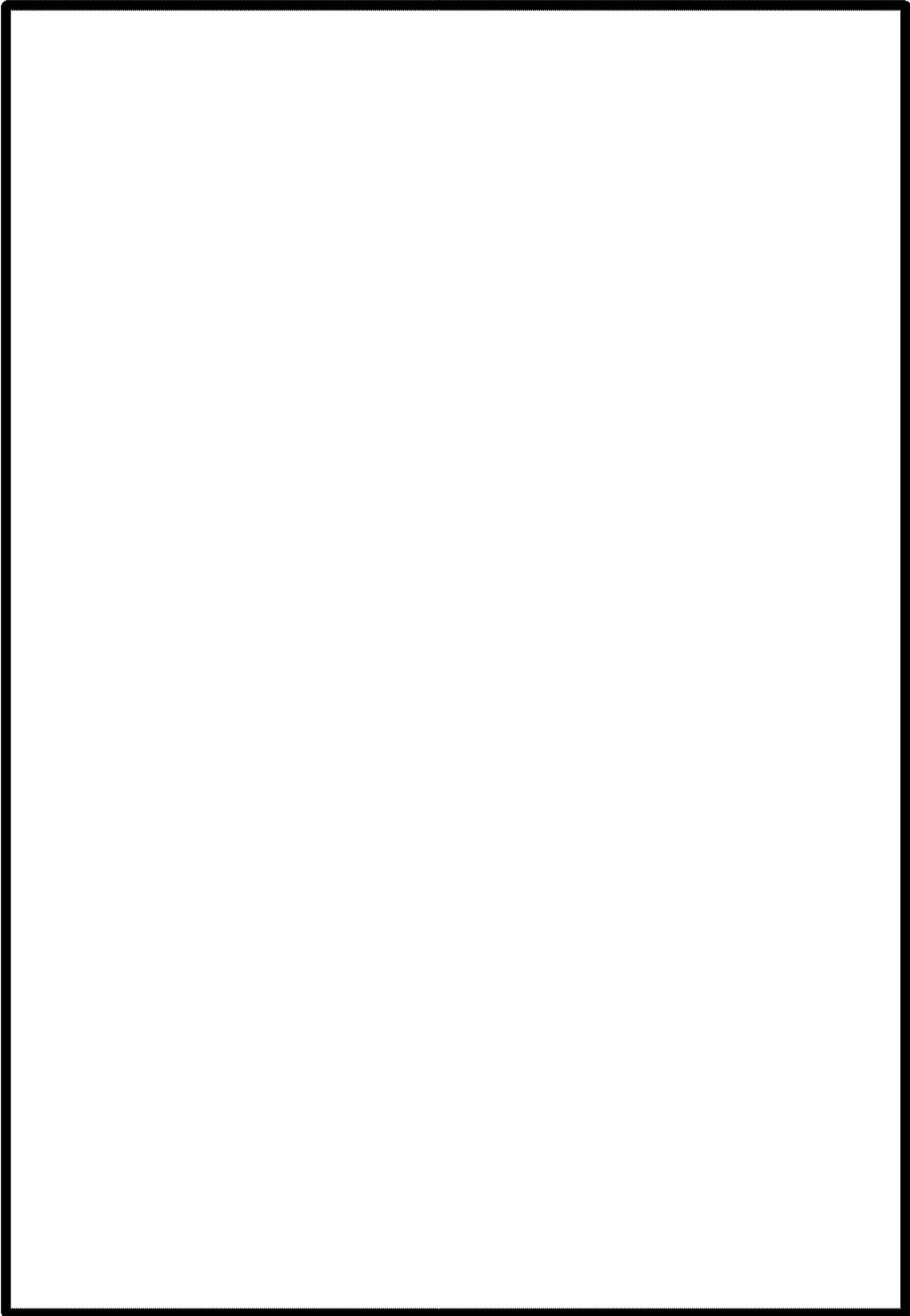
**Figure 1: Total Employment**



**Sectors of the Chicago CSA Economy**



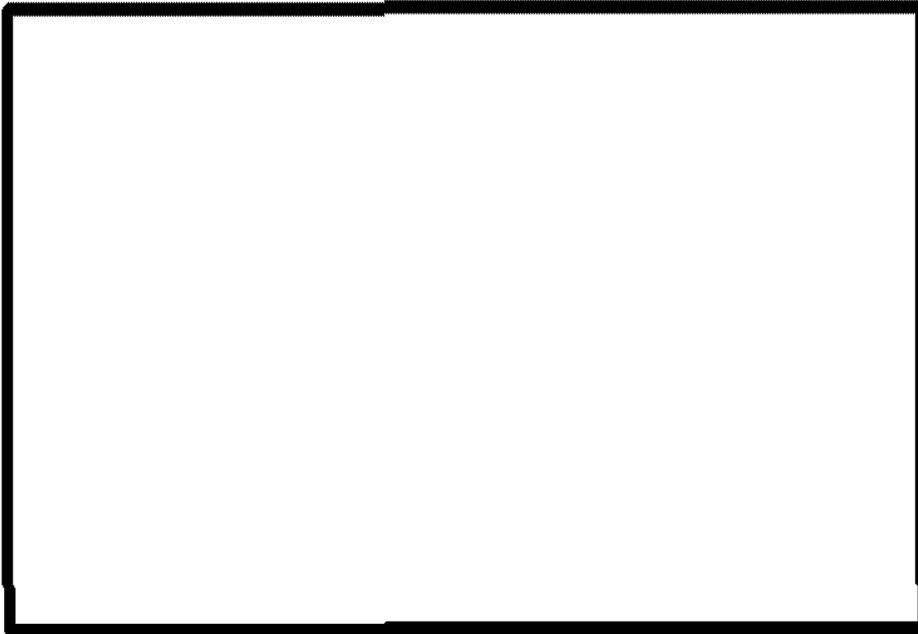
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**Figure 2: Employment by Sector as a Percentage of Total, 2011**



## The Economic Base of the Chicago Consolidated Statistical Area

Economic base is an important concept in economic analysis. The economic base of an area is the combination of all those industries/economic activities that generate "export" income for the local economy. These "basic" industries are the growth engines that sell a part of their product or service beyond the boundaries of the local area. In doing so they provide income that allows the businesses and households of that area to "import" the goods and services that they do not produce at all or, at least, as efficiently. Part of the export generated income is often invested in the local economy to generate yet more jobs and income. Part is spent to provide the inputs for the production of more of the good or service. Part of that export income also becomes wages and salaries that are respent by the recipients in the local economy and becomes the basis for induced jobs and incomes that are multiplied by each subsequent transaction. Hence, these industries are the basis for all trade and growth in any local economy.

The most common way to determine the economic base of an area is to generate Location Quotients for each industry. The Location Quotient (LQ) is a measure of the concentration of a particular industry in the local area. It is calculated as the percentage of total *local* employment in each industry divided by the percentage of *national* employment in that industry. When the percentages are the same for the nation and the local area (i.e. the location quotient is 1.0) the industry is said to be self-sufficient; the industry provides just enough of its good or service to satisfy the local need. When the LQ is above 1.0 the industry produces enough of the good or service to meet local needs plus extra to sell outside the boundaries of the local economy. When the LQ is much below 1.0 the local area must "import" the good or service to meet local demand.

Delineating the economic base of an area helps in understanding the overall structure of the economy. In fact, it is the location quotients that form the base for regionalizing the national input-output matrix. The local multipliers in the RIMS II data provided by BEA are derived from this data. Basically, when the LQ of a particular industry is less than 1.0, the area only provides a portion of the product or service required as a direct or indirect input necessary to support a change in final demand. If, for example, a new plant is to be built in Chicago that requires a certain amount of steel in its construction, and if the LQ for steel manufacturing in the Chicago CSA is just 0.5, then one-half of that demand is assumed to be met from "elsewhere". There is a *leakage* of that demand to some other region or state. This means that the number of local jobs created by that demand is lower and the total impact of earnings and output is similarly reduced. By understanding the structure of the local economy, through calculating location quotients for each industry, we can deduce where the impacts of a particular investment (or change in final demand) will be the greatest and where most impacts will be leaked out of the local economy.

The following table shows the Location Quotients for the Chicago CSA by sector. A more detailed 4-digit (industry specific) LQ table is found in the Appendix.



**Table 1: The Economic Base of the Chicago CSA**

Industry Code	Industry Code Description	(b)(4)	LQ Emp
[Redacted Table Content]			

Source: *County Business Patterns* 2010.

[Redacted Table Content]			
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### Job Creation Potential by Sector

The size and diversity of the Chicago CSA economy allows the creation of at least  full-time jobs for each  invested in several different sectors and industries.

Industry	Jobs
[Redacted Table Content]	

Source: Bureau of Economic Analysis RIMS II Employment Multipliers (2010).

The above data are taken directly from the RIMS II tables and include indirect and induced jobs. The distribution of the high job creation sectors and industries is consistent with the clustering of industries within the Chicago area. The relatively high levels of specialization (as indicated by their Location Quotients) in the urban oriented sectors/industries means that the inputs required by any particular producing industry are typically available locally. It is the interaction of these sectors and industries within the metro counties that leads to high levels of indirect and induced jobs throughout the commuting area (labor shed).

### The Current Economic Situation: Unemployment

[Redacted Table Content]
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### Proposed Projects

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The Regional Center has proposed three projects for economic evaluation/job creation analysis. Each of these projects will be dealt with according to the following outline.

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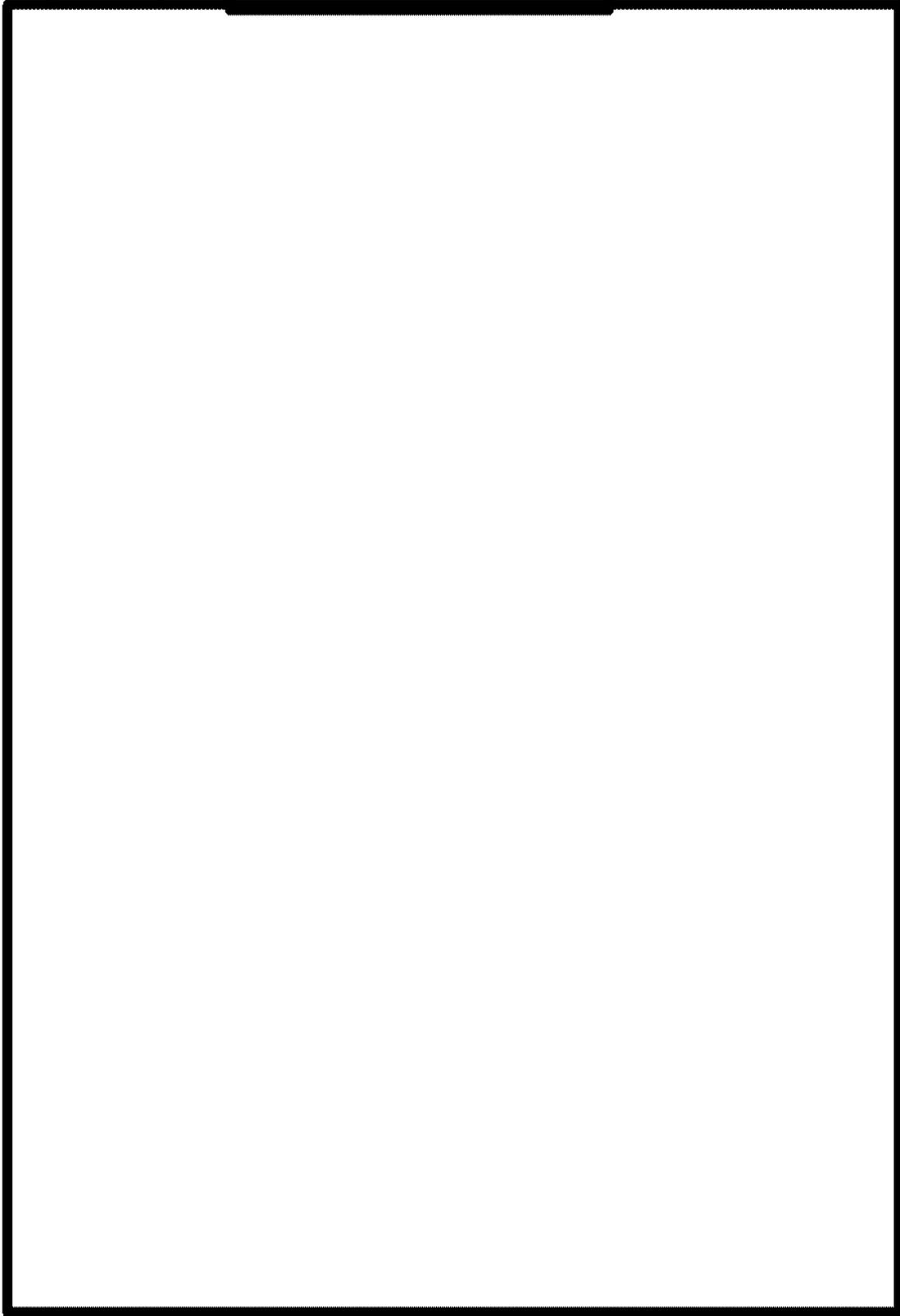


Since the intent of the analysis is to show the total number of jobs created in the local area, Type II multipliers, which include direct, indirect and induced jobs, are used.

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Proposed Project 2:



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**SLF Operations**



**Impact of Supportive Living Facility operations in year three:**

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**Jobs Created**

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## Appendix of Tables

Chicago CSA Location Quotients: Four Digit Industries  
Excerpted Sectors from County Business Patterns, 2010

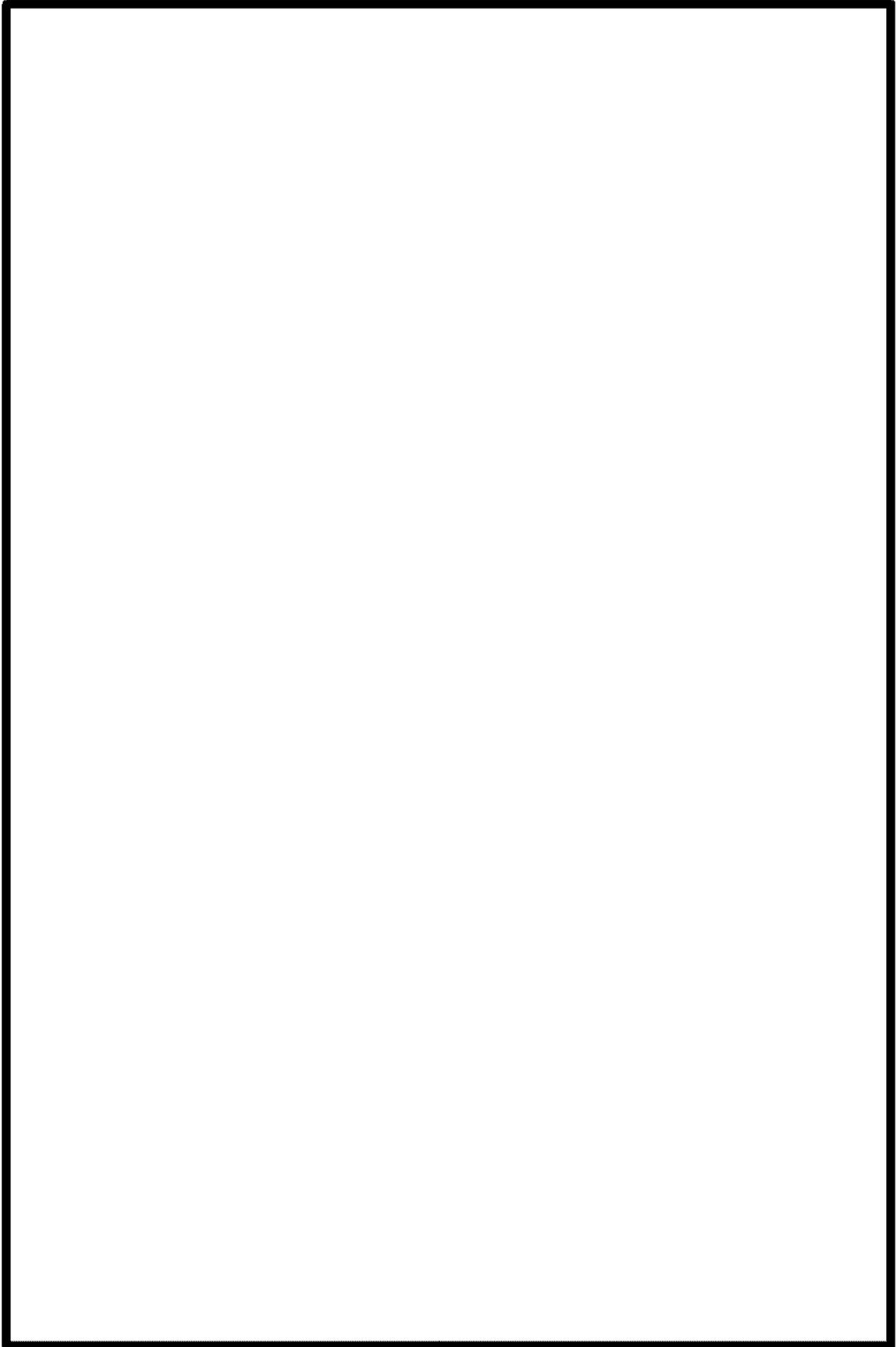
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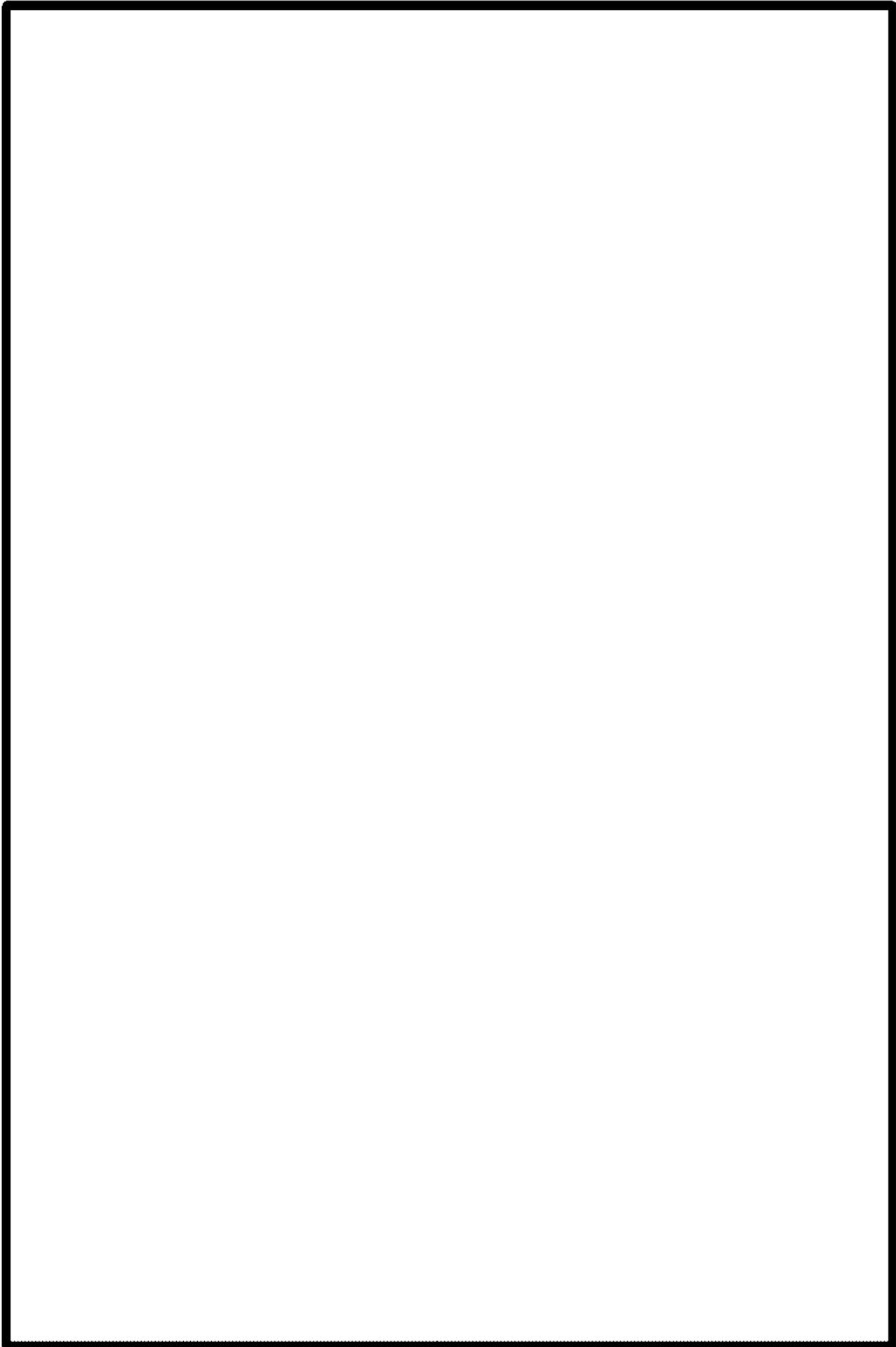
NAICS	Industry code description	Chi Emp	Us Emp	%ChiEmp	%USEmp	Chi LQ
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NAICS	Industry code description	Chi Emp	Us Emp	%ChiEmp	%USEmp	Chi LQ
	CONSTRUCTION					



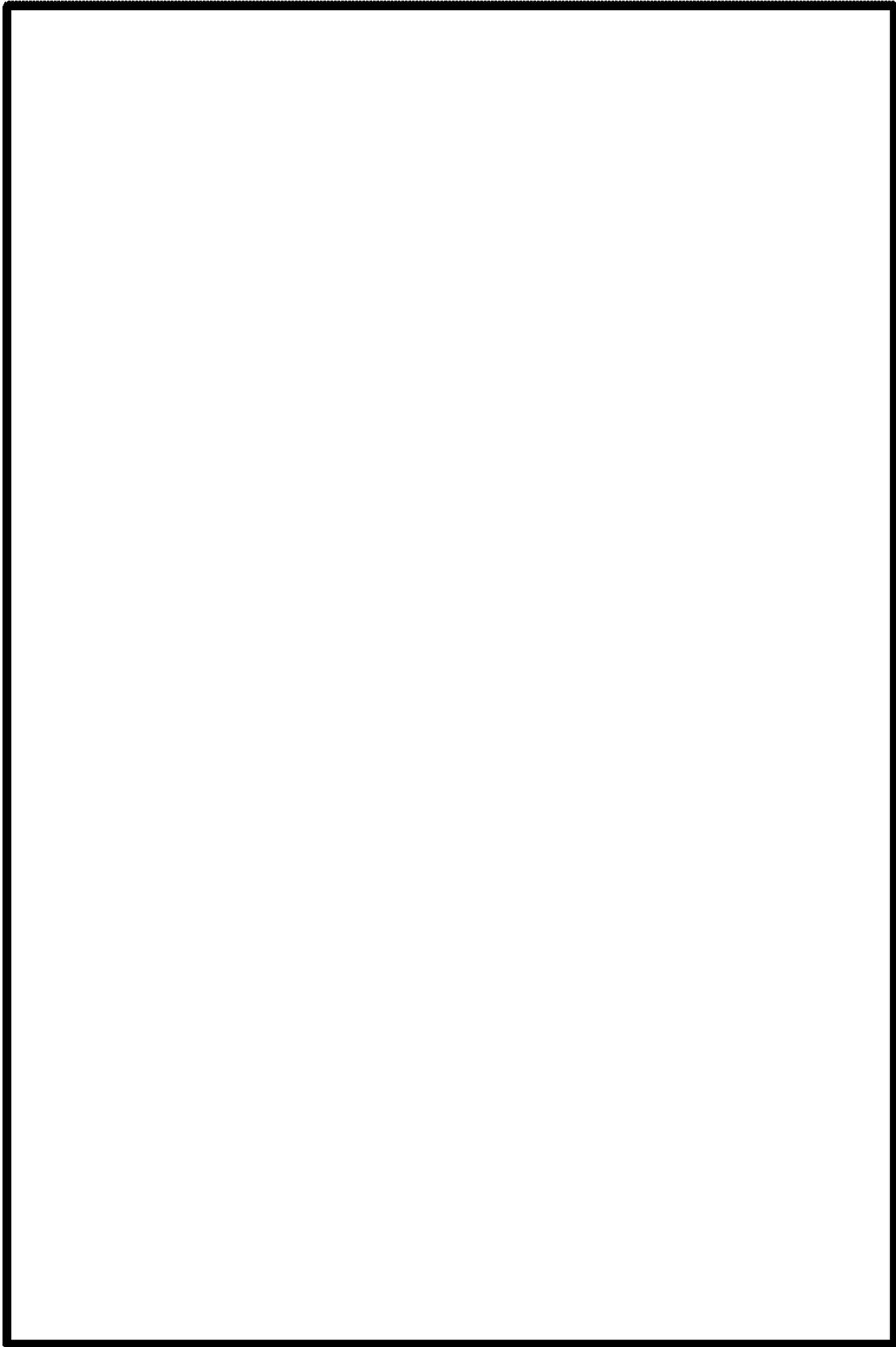
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Table 2.1 Final Demand Output Multipliers - industry aggregations  
 Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)  
 Series: 2002 U.S. Benchmark I-O data and 2010 Regional Data  
 (Dollars) INDUSTRIES USED ONLY

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Table 2.2 Final Demand Earnings Multipliers - Industry aggregations

Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)

Series: 2002 U.S. Benchmark I-Q data and 2010 Regional Data

(Dollars)

INDUSTRIES USED ONLY

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Table 2.3 Final Demand Employment Multipliers - Industry aggregations  
Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)  
Series: 2002 U.S. Benchmark I-Q data and 2010 Regional Data  
(Jobs)

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INDUSTRIES USED ONLY

6 7 17 27 43 44 46 48 50 55 56 59 60



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Table 2.5 Total Multipliers - Industry aggregations  
Region: Chicago-Joliet-Naperville, IL-IN-WI Metropolitan Statistical Area (Type II)  
Series: 2002 U.S. Benchmark I-O data and 2010 Regional Data

	Output	Final Demand	Value added	Direct Effect
	Employment	Employment	Employment	Employment
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# Appendix of Exemplar Documents

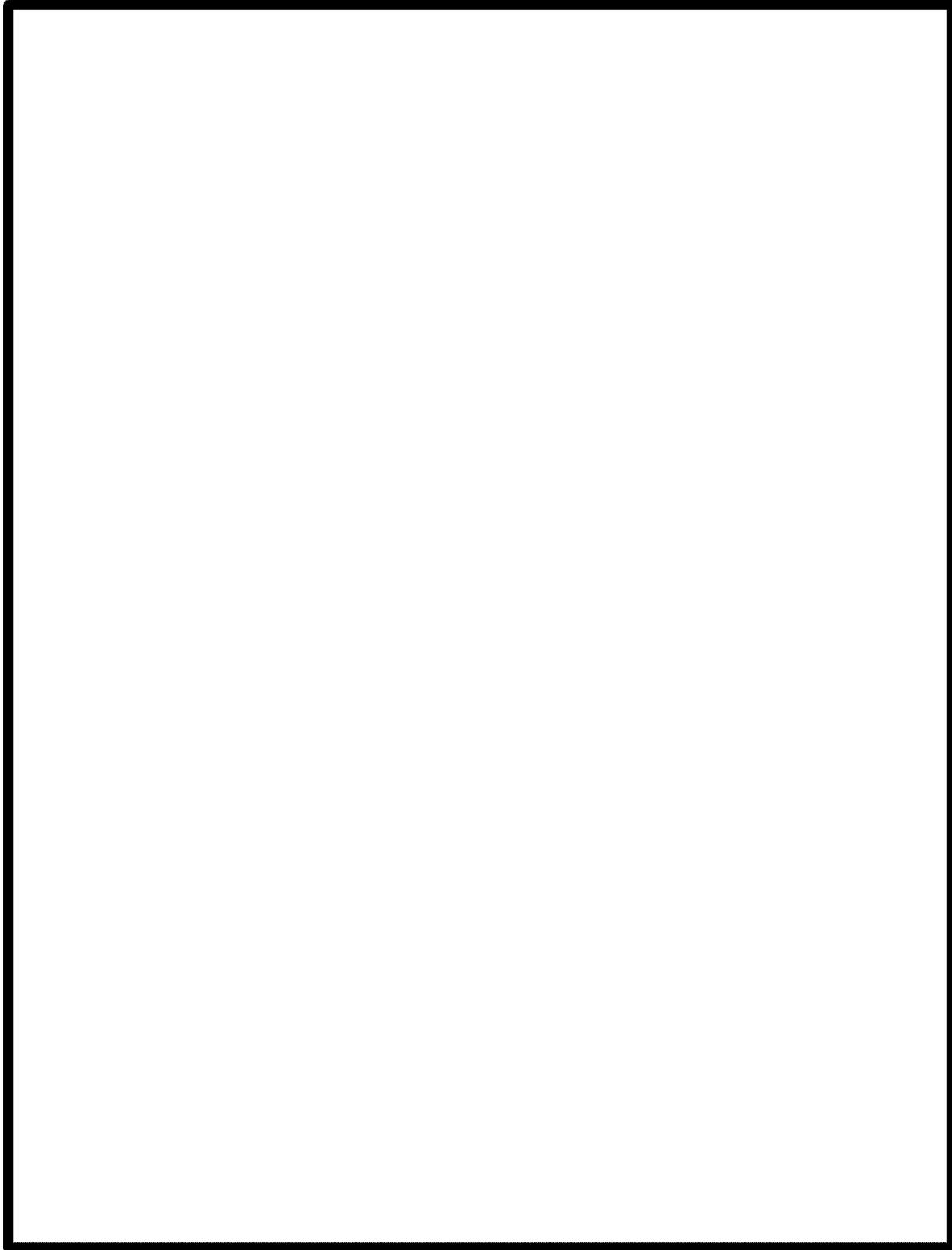
Tab 3

# Escrow Agreement

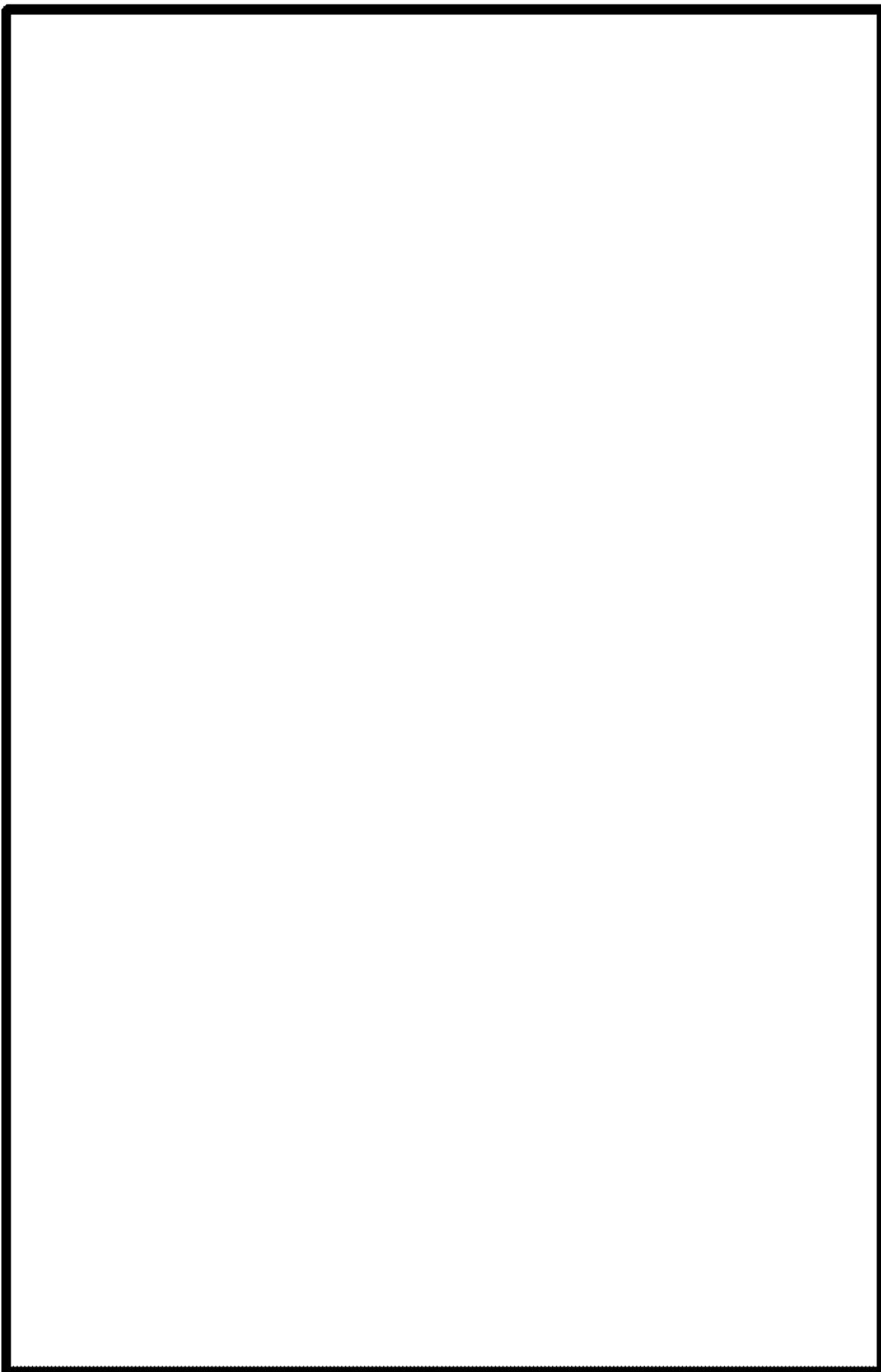
Tab 3.1

ESCROW AGREEMENT

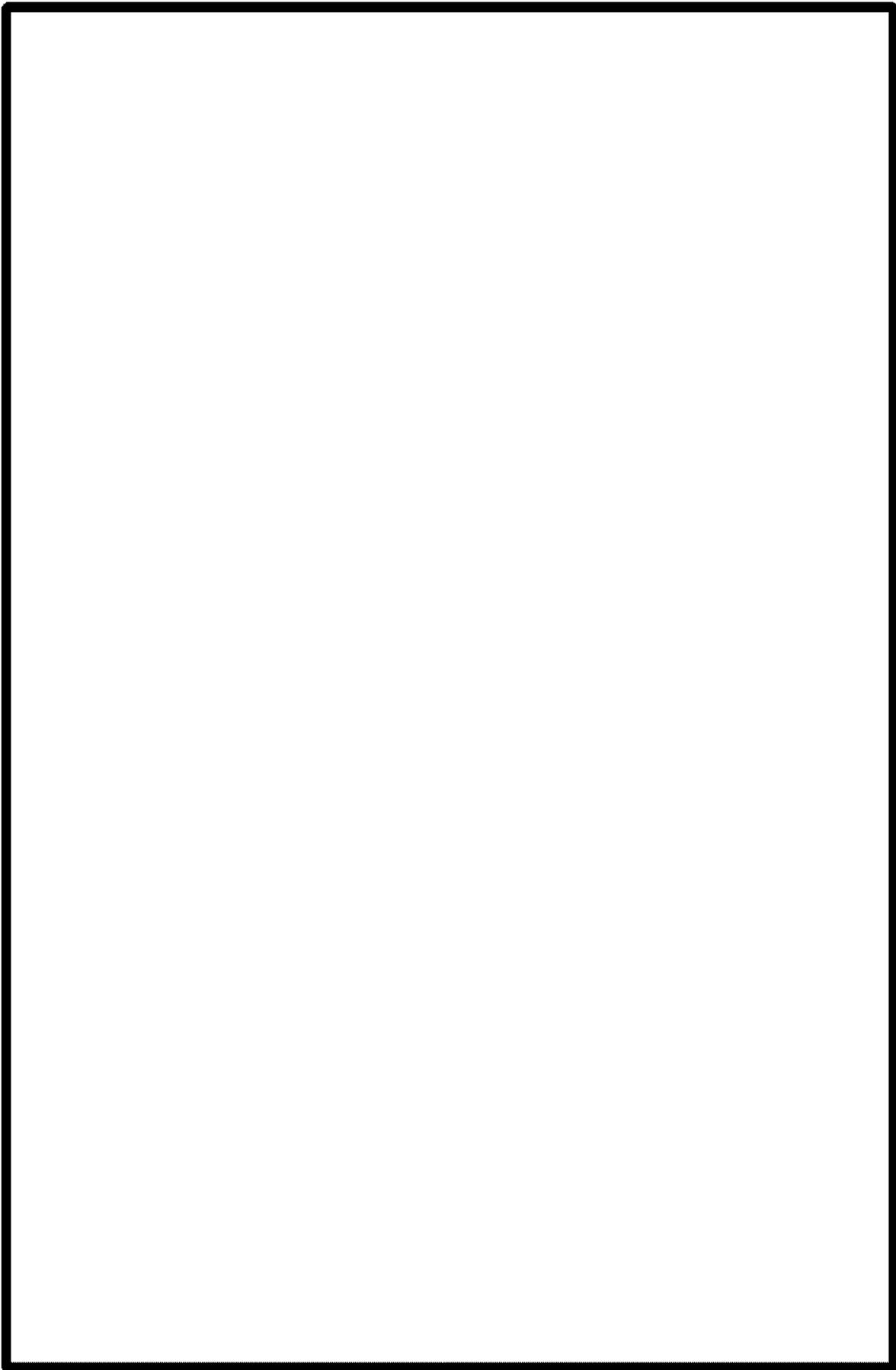
This Escrow Agreement ("Agreement") is made as of \_\_\_\_\_, 2013, by and among:



(b)(4)

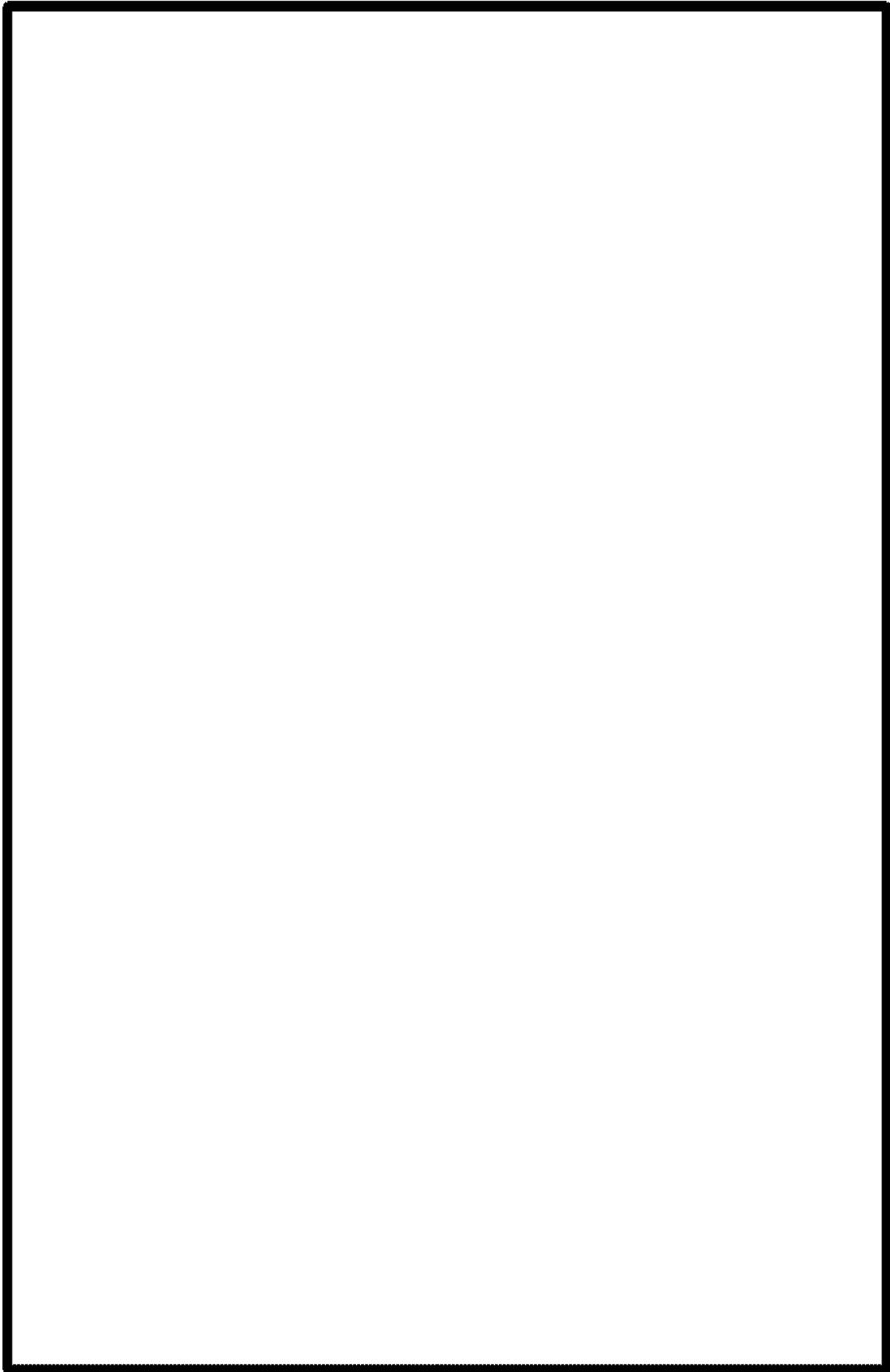


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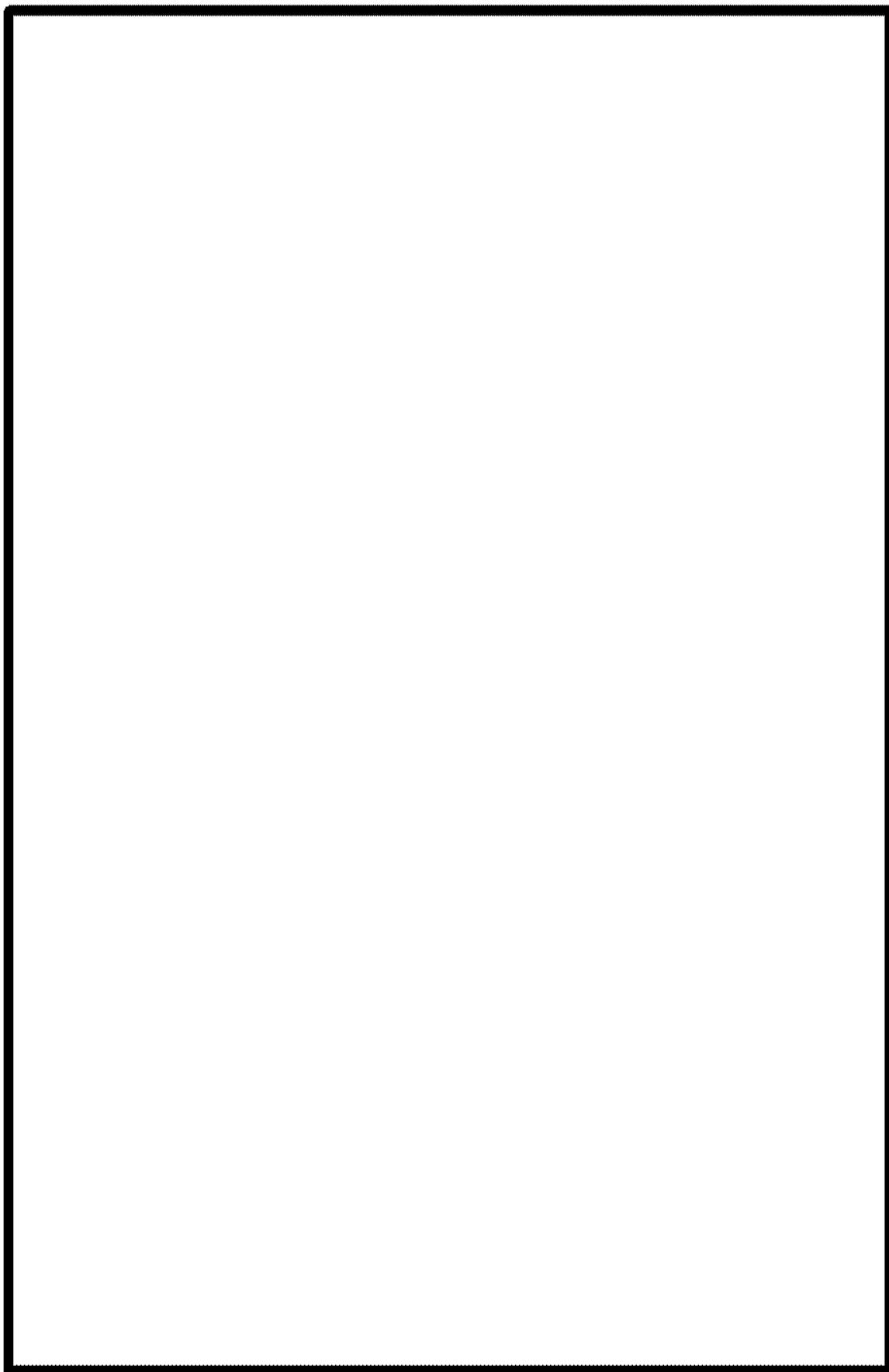


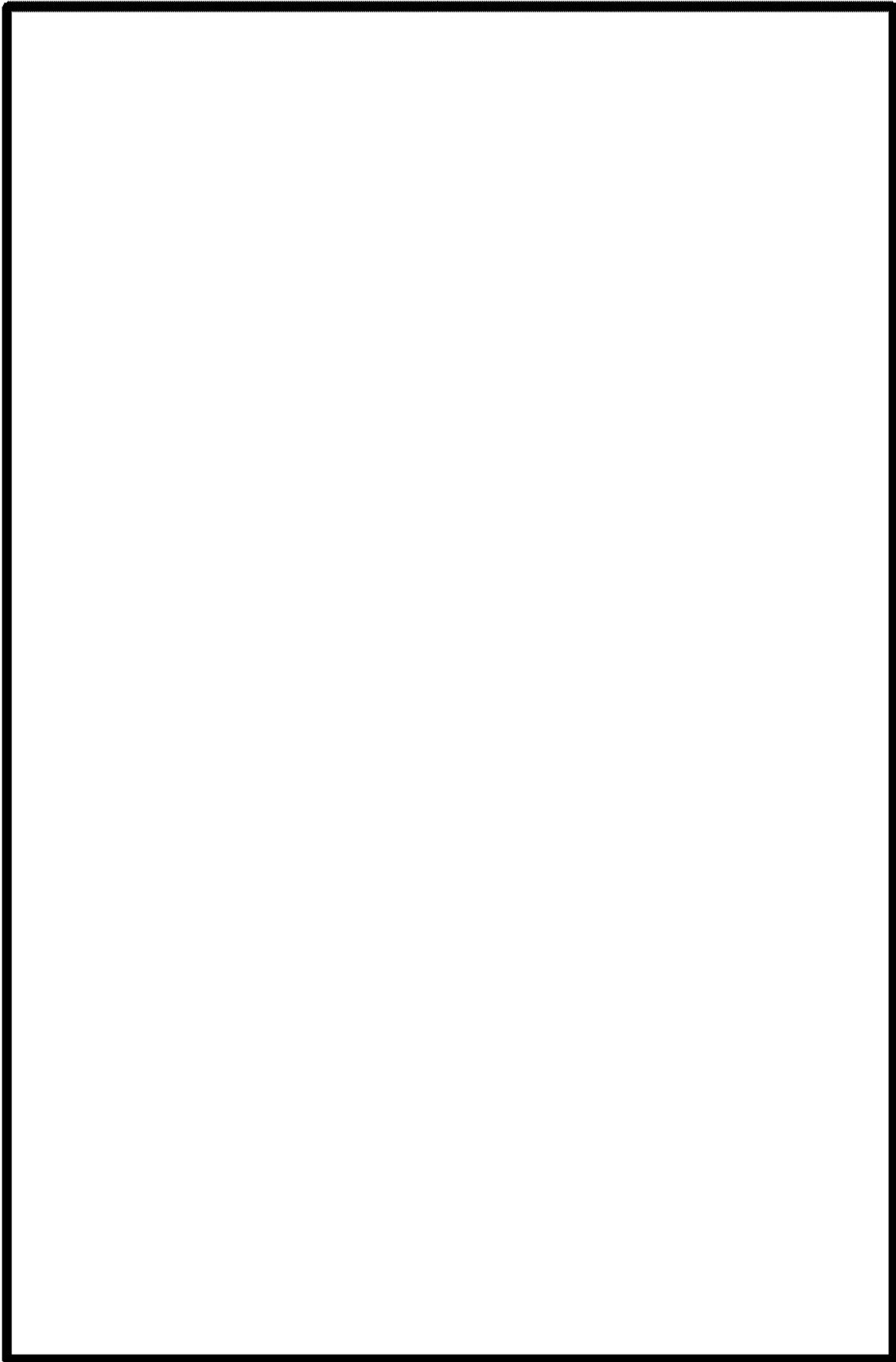


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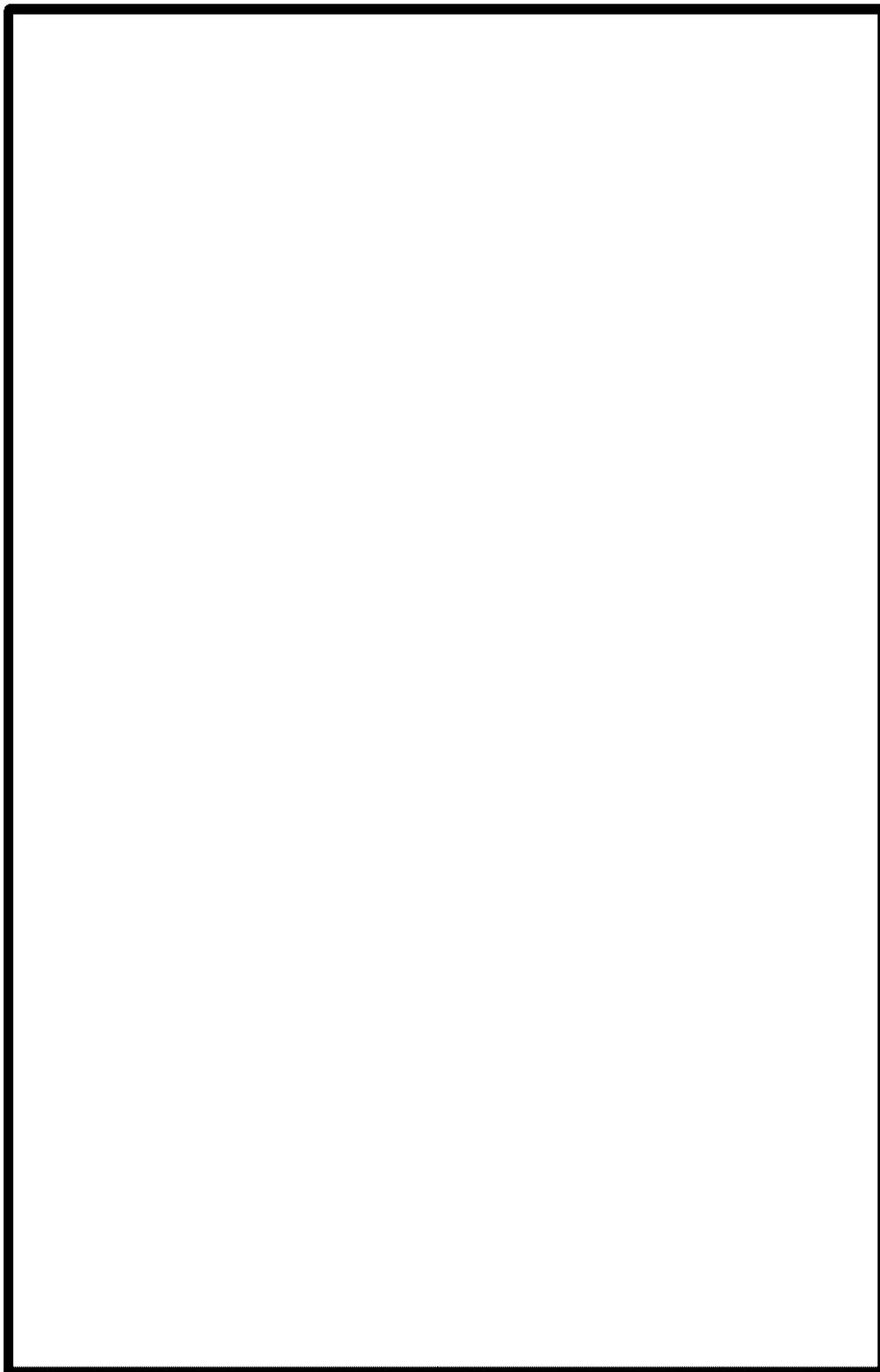


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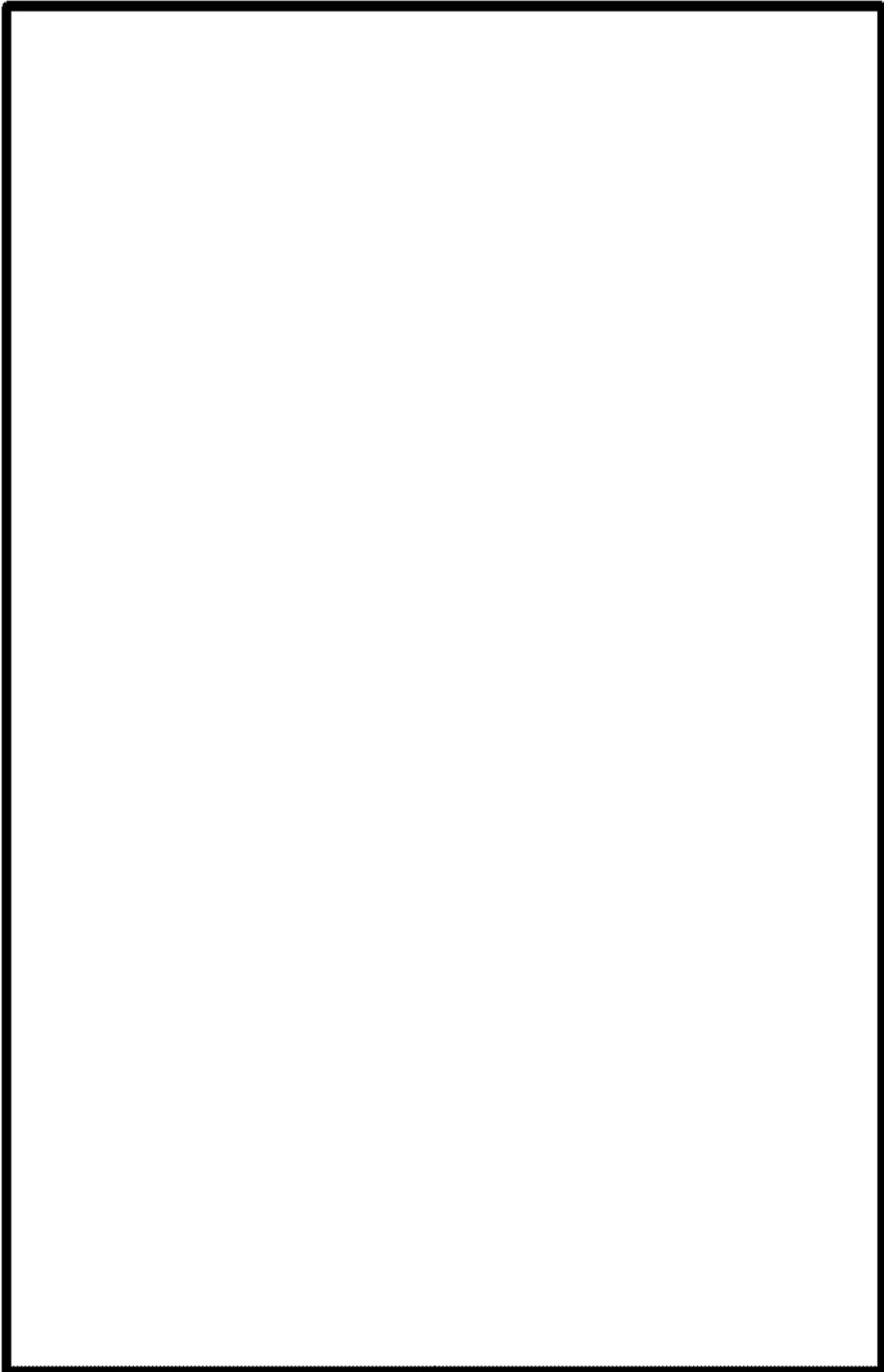




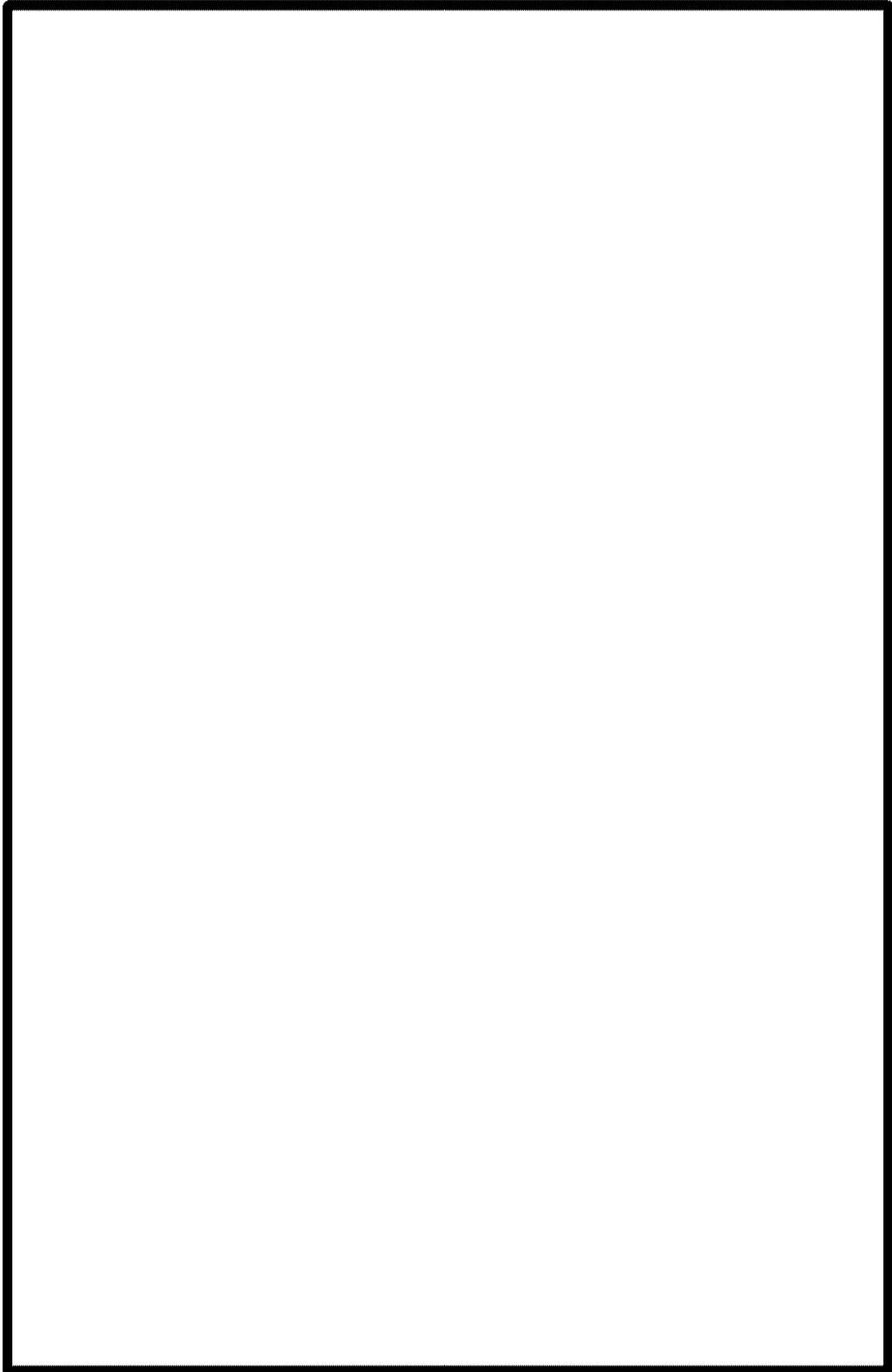
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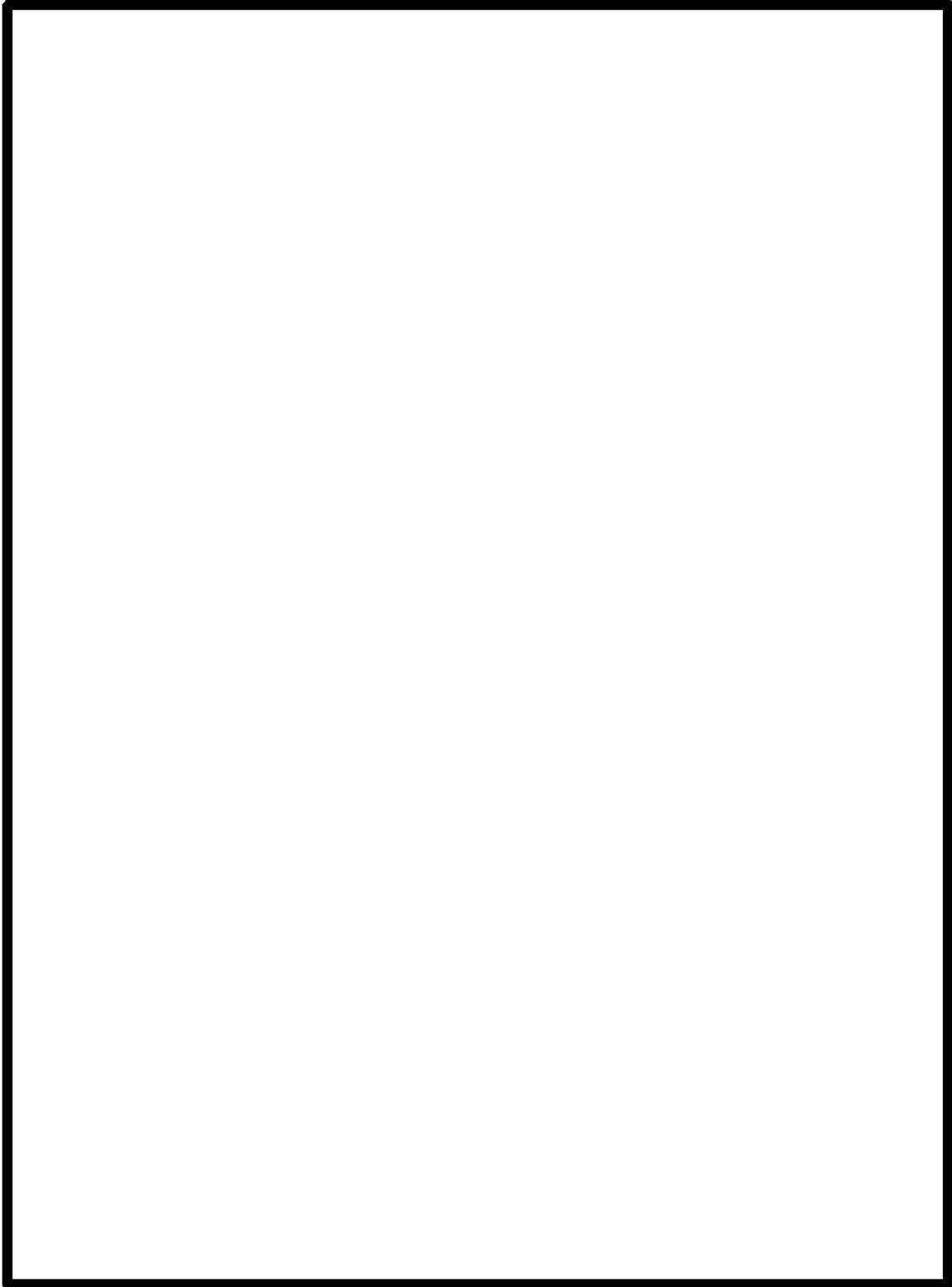
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[Signatures on Following Page]

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IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the  
dae first above written.



**NOTICE REGARDING NATIVE LANGUAGE TRANSLATION**

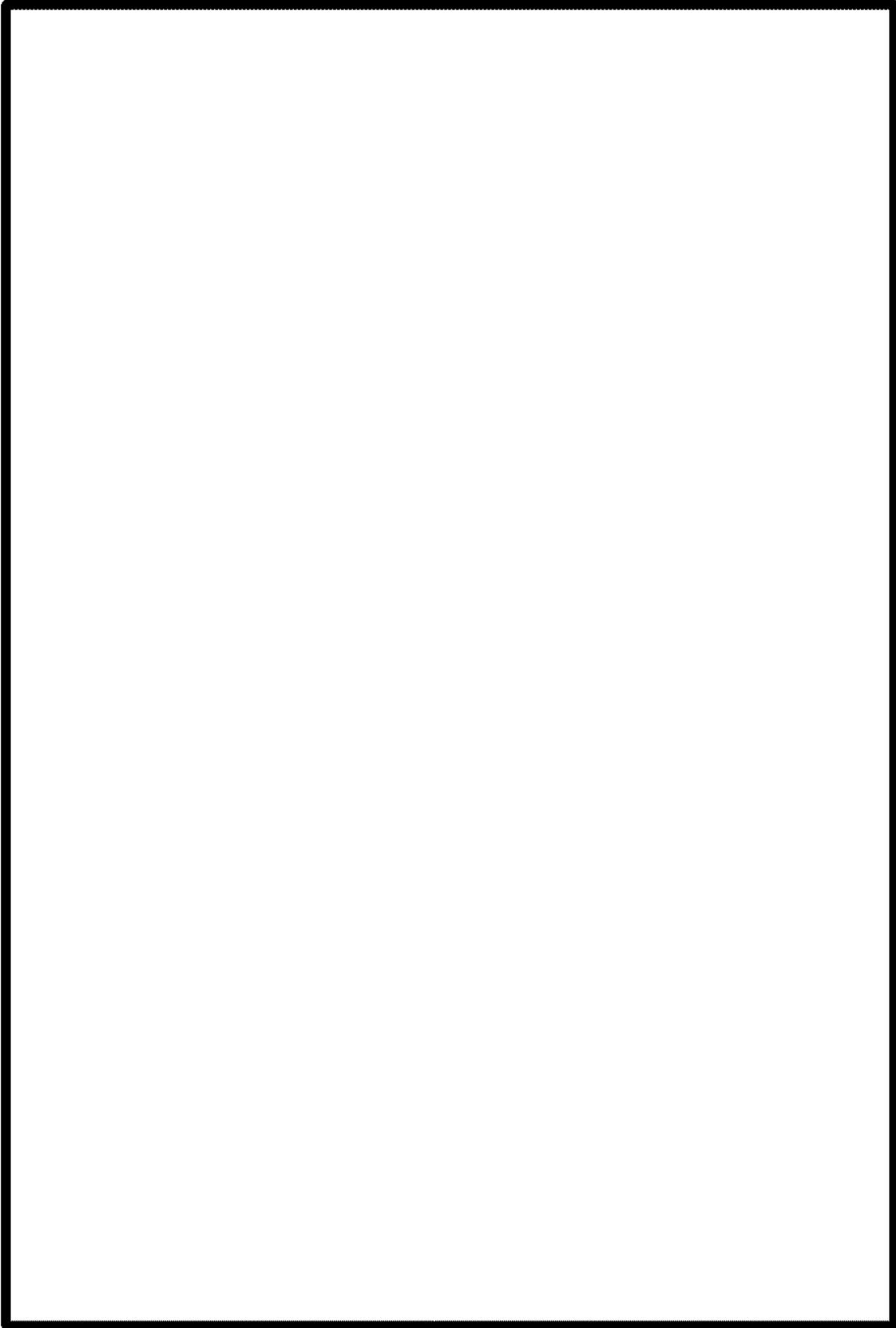


# Job Allocation Agreement

Tab 3.2

(b)(4)

EB-5 JOB ALLOCATION AGREEMENT



(b)(4)



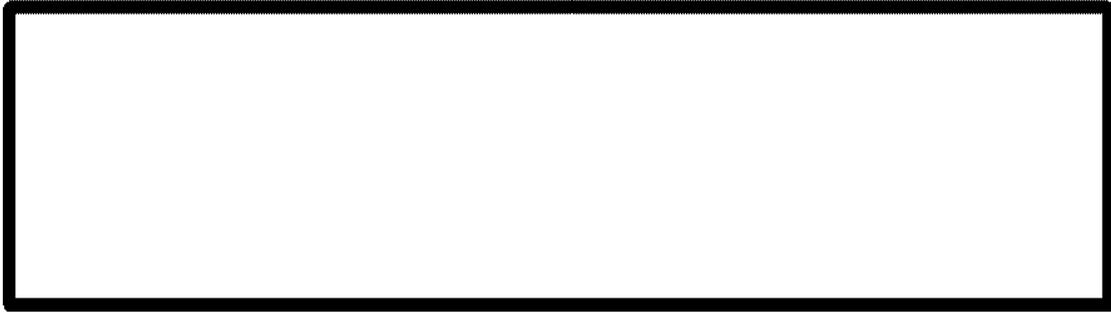
**ARTICLE I  
JOB ALLOCATIONS**



**ARTICLE II  
DUTIES OF INVESTOR**



(b)(4)



**ARTICLE III  
DUTIES OF COMPANY**



**ARTICLE IV  
NO GUARANTEES/INDEMNIFICATION**



(b)(4)



**ARTICLE VI  
MISCELLANEOUS**



**[Signature Page Follows]**

(b)(4)

(b)(4)

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to be executed as of the day and year first abovementioned.

**COMPANY:**



**NOTICE REGARDING NATIVE LANGUAGE TRANSLATION**



(b)(4)

Agents Guidelines  
Agreement

Tab 3.3

(b)(4)

Agent Guidelines Agreement  
For  
Freedom Partners Regional Center LLC

**Agent Profile**

The following outlines the characteristics of a successful recruiting agent for Freedom Partners:

- 
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**Agent Guidelines**



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# Brokers Agreement

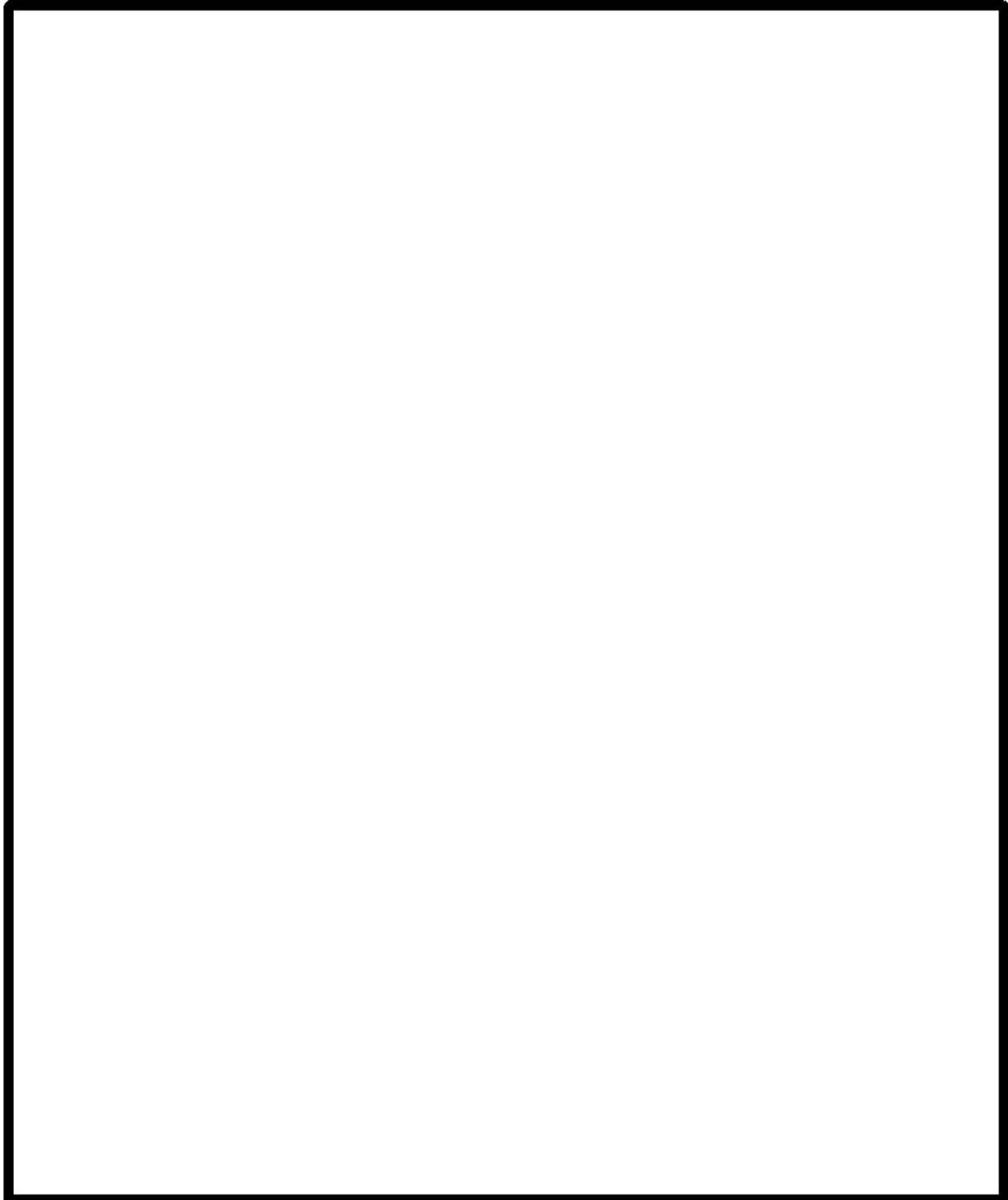
Tab 3.4

BROKER AGREEMENT

This Broker Agreement ("Agreement") is made and entered into as of the \_\_\_\_\_ day of \_\_\_\_\_, 2011 by and between Freedom Partners Regional Center LLC, an Illinois Limited Liability Corporation, (hereinafter referred to as "Freedom Partners") and \_\_\_\_\_ (hereinafter referred to 'Broker').

RECITALS

(b)(4)



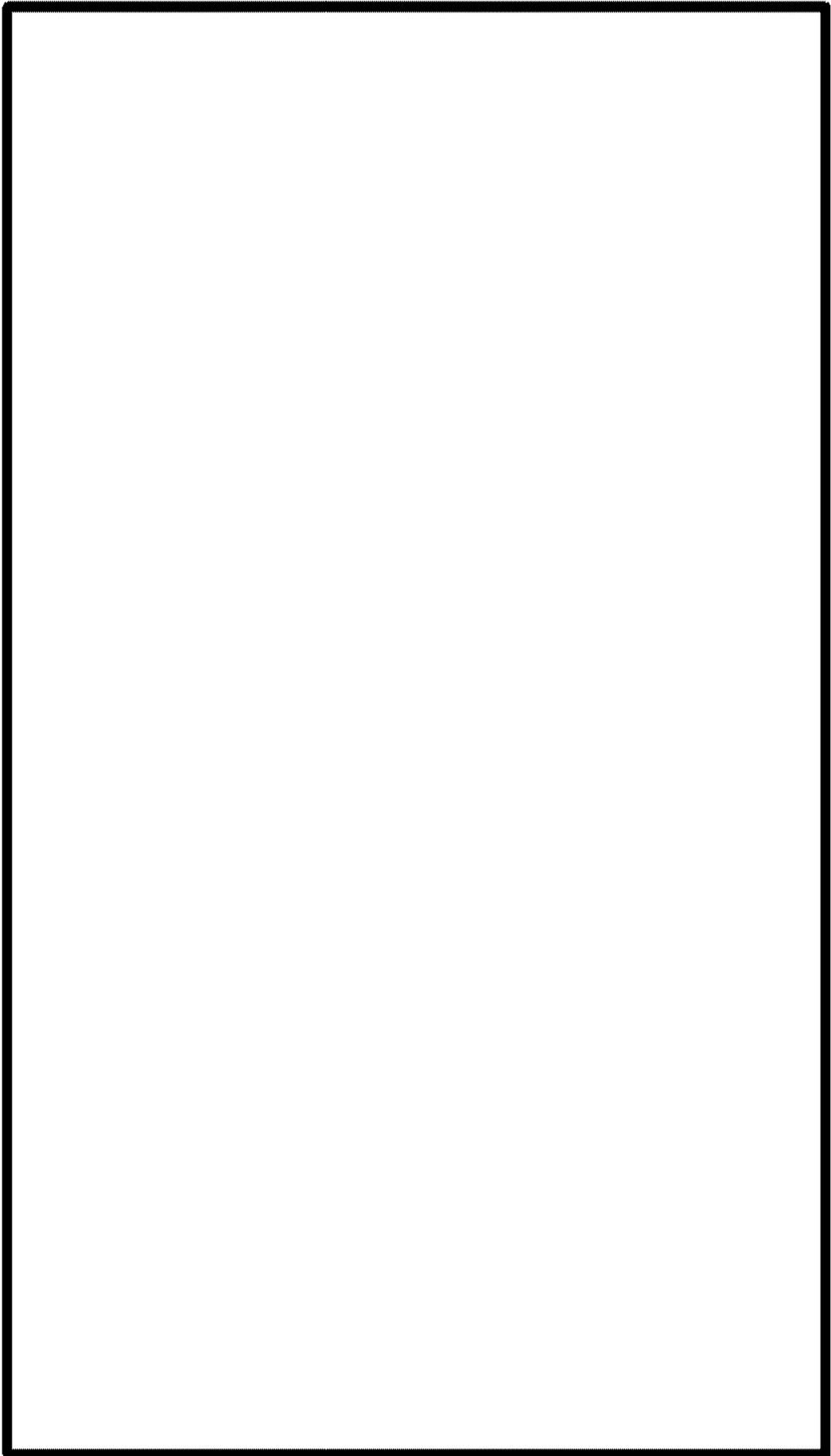


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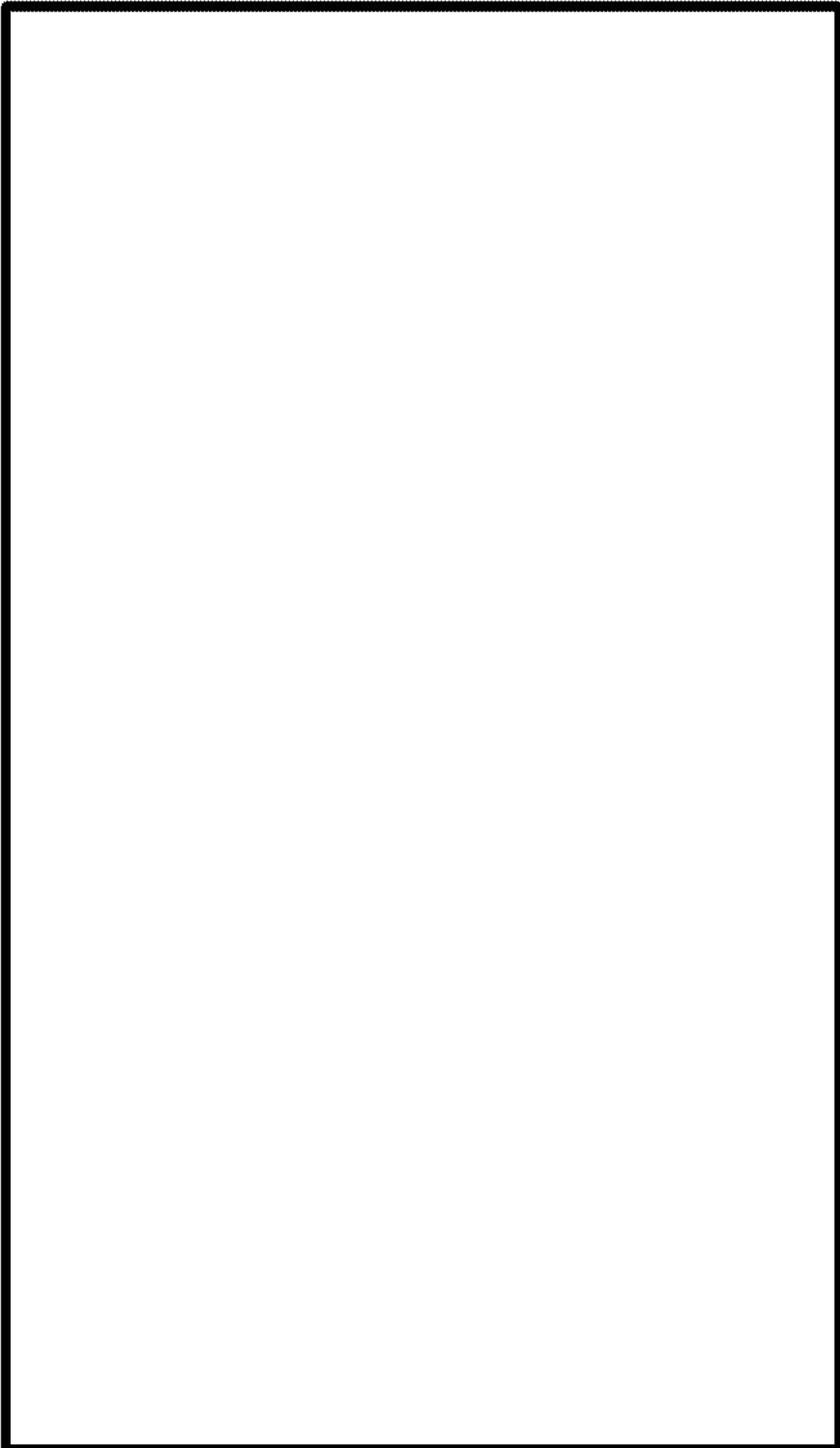




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IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first above written.

Freedom Partners:

Broker:

Freedom Partners Regional Center,  
An Illinois Limited Liability Corporation

\_\_\_\_\_

By: \_\_\_\_\_  
Principal

By: \_\_\_\_\_

PPM  
&  
Subscription Agreement

Tab 3.5

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Name of Offeree

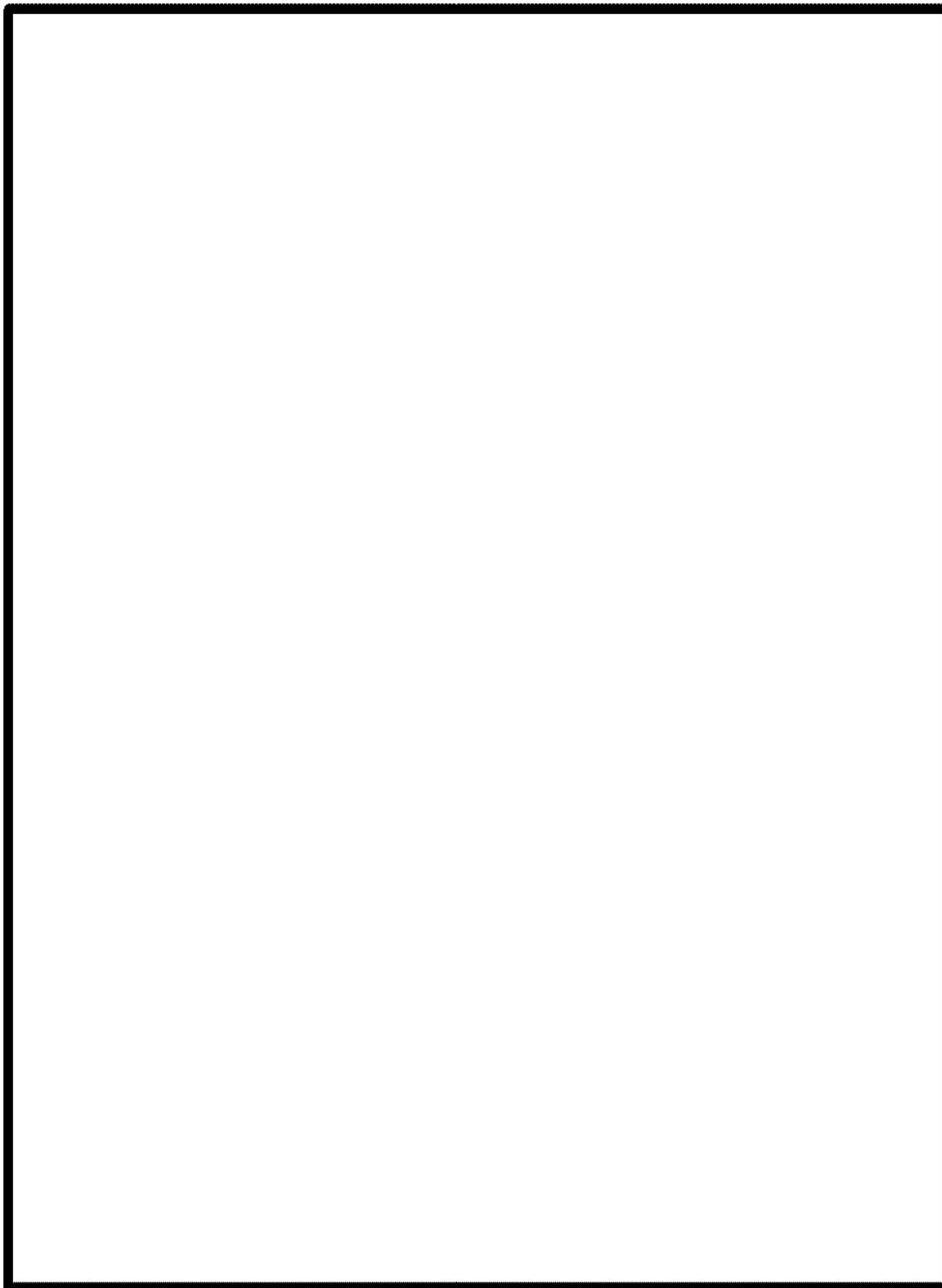
of  
Circular No.



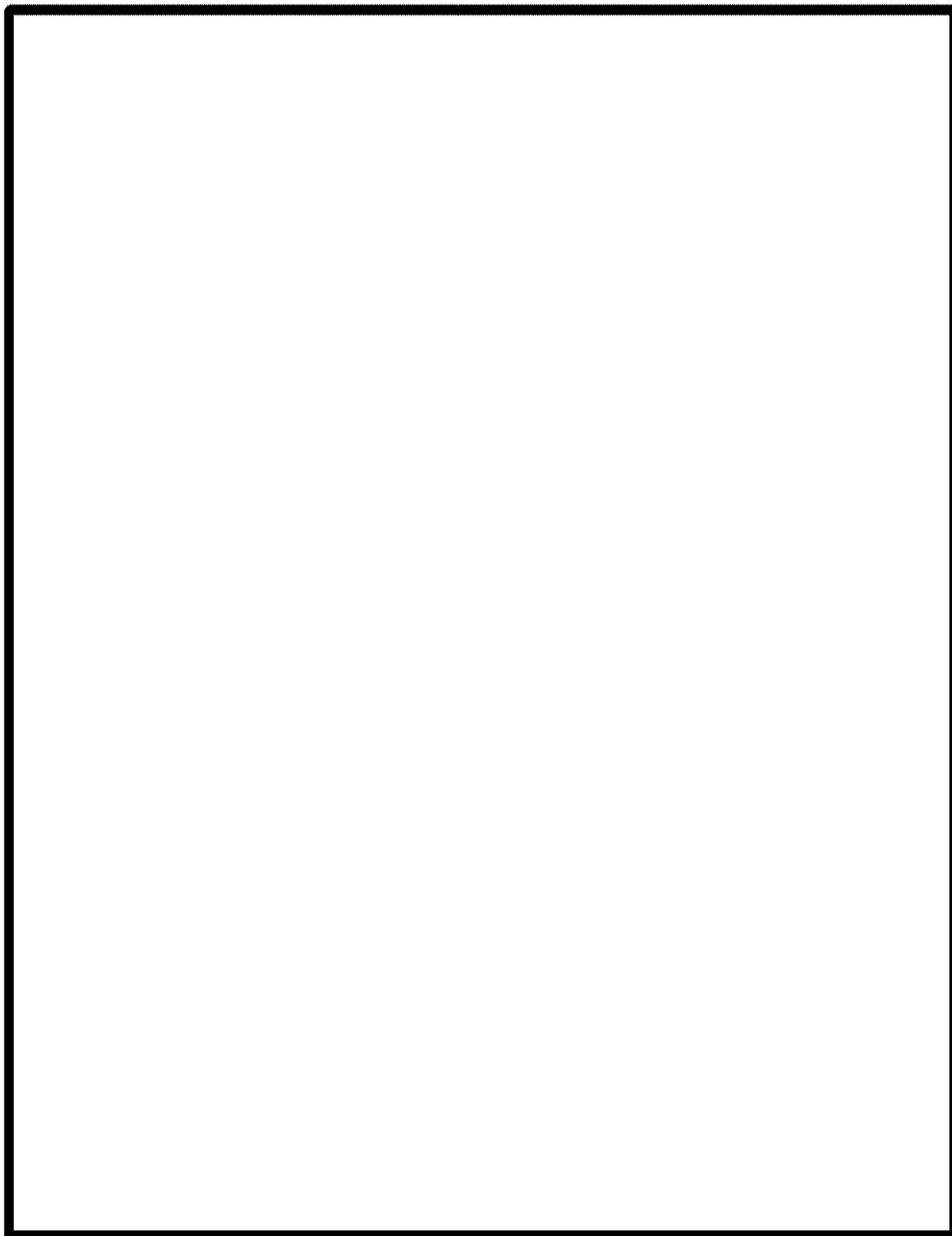
PRIVATE PLACEMENT MEMORANDUM

February 2013

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(b)(4)



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FEBRUARY 2013

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Business Plan [omitted for exemplar purposes].....10

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USCIS EB-5 Immigration Visa Program.....14-17

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Key Provisions of the Limited Liability Operating Agreement.....19-21

Attachment A – Subscription Agreement

(b)(4)

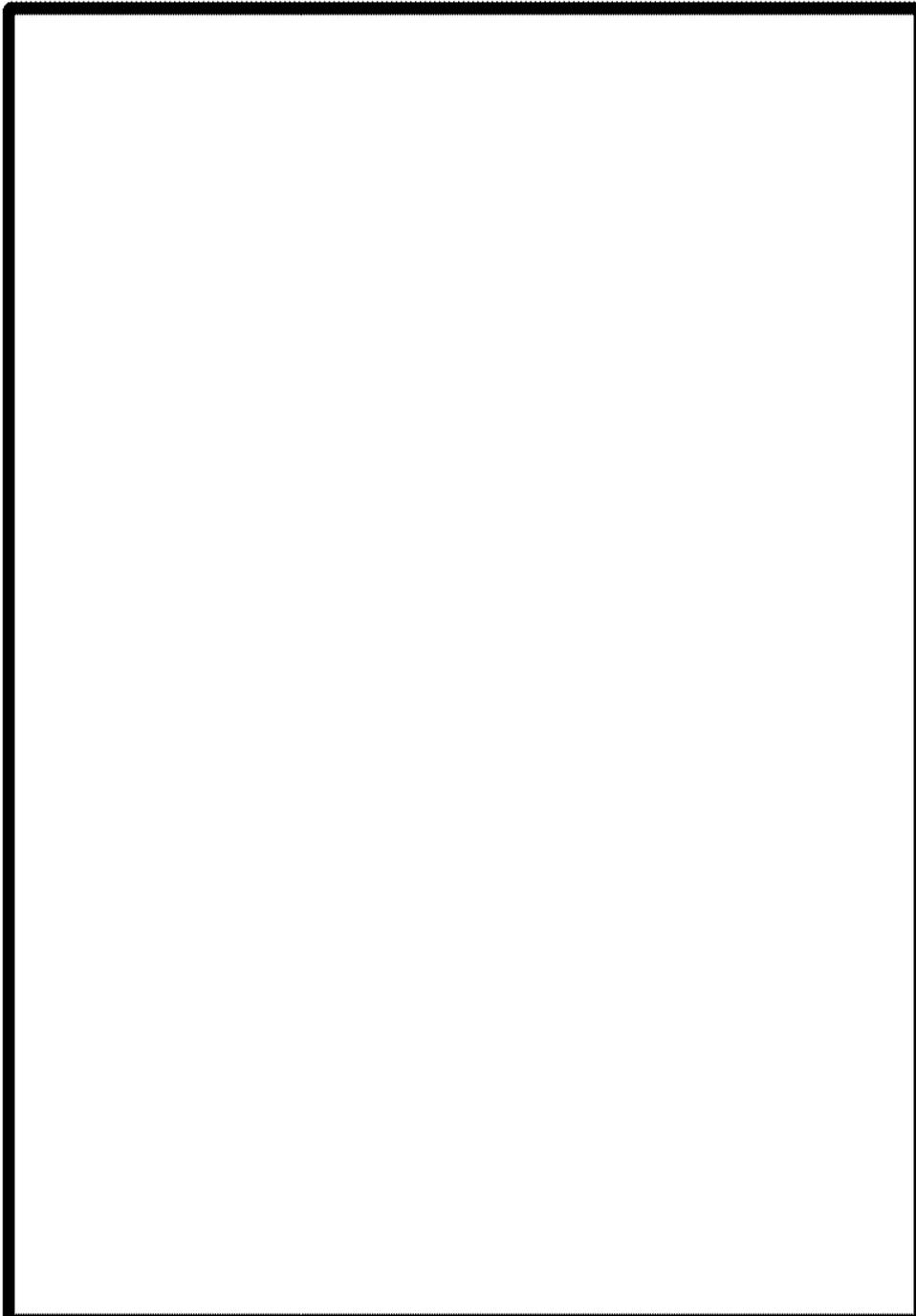
**SUMMARY**

The following summary is intended to give prospective investors a brief overview of certain aspects of this Private Placement Memorandum, the Units, and the Company. This summary is not a substitute for the more comprehensive and detailed information contained in the full Private Placement Memorandum, along with all accompanying documents, exhibits, and schedules.

**The Company**

**The Manager**

**The Offering**



**Suitability**

**Risk Factors**

**Transfer  
Restrictions**

**Use of Proceeds**

**Allocation of Profit  
and Losses**

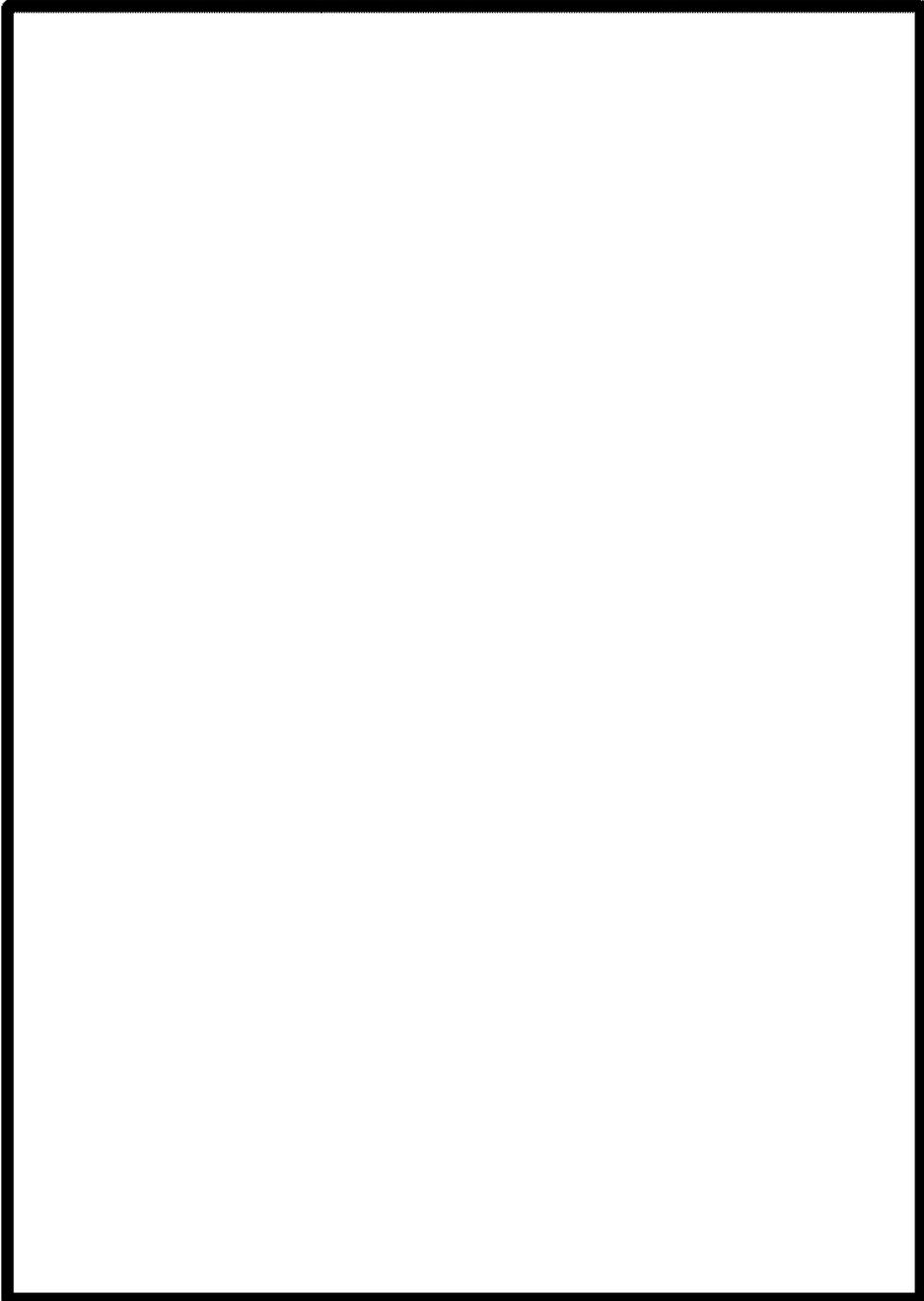
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**Distributions**

**Expenses and  
Management Fees**

**Exit Strategy**

**Legal Counsel for  
Manager**



(b)(4)

**COMPANY AND MANAGER**



**Zachary Zises**

Zachary is the principal of Freedom Partners and is its chief operation officer, in charge of all day-to-day operations of the regional center. As such, he is responsible for all elements and responsibilities of the entity, including marketing, recruitment, reporting, due diligence and administrative duties.

Zachary has been a successful commodities trader, investor and businessman for over 15 years. From 1996 to 2010, Zachary worked as an options trader at the Chicago Board of Trade, founding and managing his own trading firm, Icarus Trading, in 2004. Since 2010, Zachary has devoted himself to his work at LGRCI as well as to being a professional investor with a focus on local residential real estate and agricultural land in Michigan.

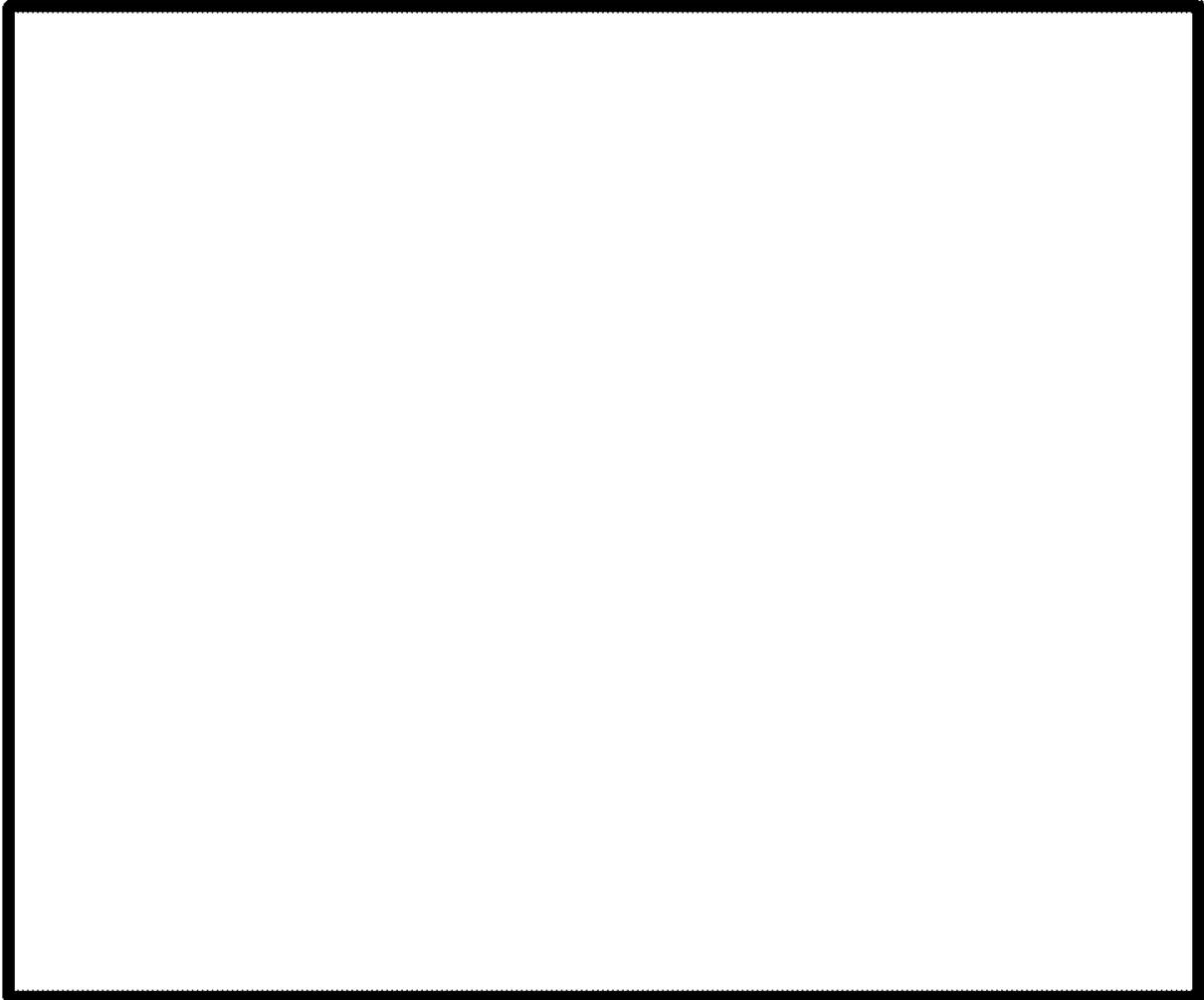
Zachary received a bachelor's degree in 1994 from the University of California at Berkeley.

[Business Plan omitted]

(b)(4)

**TERMS OF THE OFFERING**

**The Offering**



**Manner of Offering; Commissions; Compensation; Expenses**



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**Security**



**Restrictions on Transferability**



**Who May Invest; Suitability**



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**Subscription Procedure**



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## **USCIS EB-5 IMMIGRATION VISA PROGRAM**

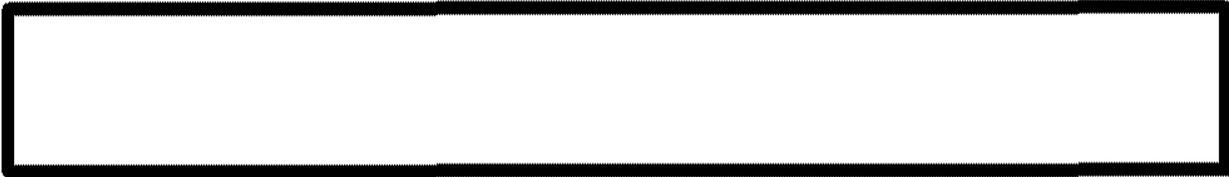
### **Generally**

Under section 203(b)(5) of the 1990 Immigration and Nationality Act, 8 U.S.C. § 1153(b)(5) immigrant visas are available to qualified individuals seeking permanent resident status on the basis of their engagement in a new commercial enterprise.

The immigrant seeking permanent resident status must demonstrate that this investment will benefit the U.S. economy and preserve and/or create the requisite number of full time jobs for qualified persons within the U.S. Specifically, eligible individuals include those who establish a new commercial enterprise and: Who have invested or who or actively in the process of investing at least \$1,000,000.00 or \$500,000.00 where the investment is being made in a "targeted employment area" which is an area that has experienced unemployment of at least 150% of the national average rate or a rural area as designated by OMB and: Whose engagement in the enterprise will benefit the United States economy creating full time employment, directly or indirectly, for not fewer than 10 qualified individuals and: The individual must prove that the investment comes from a lawful source of funds.

### **Government Regulation**





### **The Regional Center Program**

The Regional Center Program is ideal for the retiree or inactive investor due in large part to the "indirect employment creation" requirement and possible limited partner features of this program. The Regional Center program advantageously removes the 10 employee requirement of the regular program and substitutes the less-restrictive "indirect employment creation," which allows the investor to qualify for an EB-5 Visa without hiring 10 people in the company that the investor has invested in. This is to say that under a Regional Center program, the investor can qualify by presenting evidence that 10 jobs will be created throughout the Regional Center economy, supported by an economist's report obtained by the Regional Center.

In addition, the EB-5 policy management requirement is minimal in that the investor can be a limited partner with only a policy-making role and still qualify. Thus, for those who are not interested in day-to-day management or running an active business, Regional Center programs offer a more acceptable form of investment for the inactive investor.

Another advantage of Regional Center programs that adds to the flexibility of this immigrant visa category is that the investor is not required to live in the place of investment; rather, he or she can live wherever he or she wishes in the U.S. For example, the investor may invest in a Regional Center in the State of Illinois, but choose to live in California.

Under mandate by Congress, Regional Center EB-5 petitions are given priority which often results in a quicker path to approval. Each Regional Center program must be pre-approved in order to be eligible to apply for EB-5 Green Cards.

### **EB-5 Visa: Case Processing Procedures**

For applicants outside the United States

- The applicant first makes a qualifying investment
- The applicant files a Form I-526 petition (and supporting documents) with USCIS.
- USCIS adjudicates the Form I-526 petition
- The U.S. Department of State's National Visa Center process the EB-5 immigrant visa through the local U.S. consular post with jurisdiction over the place of residence.
- The applicant uses the EB-5 immigrant visa to enter the United States, which commences the two-year conditional lawful permanent resident status.
- Approximately 21 months later, the applicant must file a Form I-829 with the USCIS to remove the conditional status.

- The applicant must provide supporting documents to establish that they have satisfied all EB-5 qualifying conditions.
- Upon approval, a new ten-year unconditional green card is issued.

For applicants having lawful non-immigrant status within USA and staying in USA

- The applicant first makes a qualifying investment
- The applicant files a Form I-526 petition (and supporting documents) with USCIS.
- On approval of Form I-526, the applicant files a Form I-485 (Application to Register Permanent Residence or Adjust Status).
- Upon approval of the Form I-485, the applicant is granted a conditional lawful permanent resident status, which is valid for two years.
- Approximately 21 months later, the applicant must file a Form I-829 with the USCIS to remove the conditional status.
- The applicant must provide supporting documents to establish that they have satisfied all EB-5 qualifying conditions.
- Upon approval, a new ten-year unconditional green card is issued.

#### **Active Investment**

The EB-5 program is expected to create employment that is generated through a viable and registered commercial enterprise. The EB-5 regulations require only minimal involvement in management or policy making.

#### **Timing of investment**

The EB-5 program procedures requires an investor to first make a qualifying investment, and then file a Form I-526 petition (and supporting documents) with USCIS. The applicant must thus be prepared for situations where – if the application is denied – he or she would have incurred irrecoverable expenses on foreign exchange transfer and then getting the investment returned. The investor might also have disposed of some valuable asset to arrange liquid funds in the first place and would be required to look for new investment assets. The investor should factor in expenses and costs and losses that he or she might incur while going through sale and purchase of assets. From the time that the investor makes the investments and the time he or she receives the money back, the investor will need to factor in the lost interest in the process.

#### **Conditional Lawful Permanent Residence (Green Card)**

To start, the investor will only get a two-year conditional lawful permanent residence status. During the interim period he or she should be able to prove that the commercial enterprise in which his or her funds were invested met the conditions for removing the conditional residence status, particularly related to the creation of 10 direct or indirect jobs on an ongoing basis.

Should the investor not be able to demonstrate that he or she has met the conditions for removing the conditional residence status, the investor will be asked to leave the U.S

### **Troubled Business**

In the case of a capital investment in a troubled business, employment creation may meet the criteria set forth in 8 CFR 204.6(j)(4)(ii). This section states that in order to show that a new commercial enterprise which has been established through a capital investment in a troubled business meets the statutory employment creation requirement, the petition must be accompanied by evidence that the number of existing employees is being or will be maintained at no less than the pre-investment level for a period of at least two years. Photocopies of tax records, Forms I-9, or other relevant documents for the qualifying employees and a comprehensive business plan shall be submitted in support of the petition. An investment entity's qualification or non-qualification as a Troubled Business may have some effect on the Company's ability to demonstrate sufficient job generation for purposes of approving Form I-526s.

### **Dependent definition**

U.S. law permits a spouse or a dependent less than 21 years old at the time of Consulate interview or at the time of adjustment of status interview, with certain exceptions, to be considered as part of the application under EB-5.

## **ADMISSIBLE TO THE UNITED STATES**

Immigrant Investors applying for U.S. lawful permanent residence must demonstrate that they are admissible to the U.S. Section 212 of the Immigration and Nationality Act sets forth various grounds of inadmissibility, which may prevent an otherwise eligible Investor from receiving lawful permanent residence or entering the U.S. Immigrant Investors who are ineligible to receive conditional lawful permanent residence or be admitted to the U.S. include but are not limited to an individual who:

- (1) Is determined to have a communicable disease of public health significance, which shall include infection with the aetiologic agent for acquired immune deficiency syndrome;
- (2) Is determined to have a physical or mental disorder and behavior associated with the disorder that may pose, or has posed, a threat to the property, safety, or welfare of the individual or others;
- (3) Is determined to have a physical or mental disorder and a history of behavior associated with the disorder, which behavior has posed a threat to the property, safety, or welfare of the individual or others and which behavior is likely to recur or to lead to other harmful behavior;

- (4) Is determined to be a drug abuser or addict;
- (5) Has been convicted of, or who admits having committed, or who admits committing acts which constitute the essential elements of a crime involving moral turpitude (other than a purely political offense), or a violation of (or a conspiracy or attempt to violate) any law or regulation of a State, the United States, or a foreign country relating to a controlled substance;
- (6) Has been convicted of 2 or more offenses (other than purely political offenses), regardless of whether the conviction was in a single trial or whether the offense involved moral turpitude, for which the aggregate sentences to confinement were 5 years or more;
- (7) Is or has been an illicit trafficker in any controlled substance or in any listed chemical (as defined in section 102 of the Controlled Substances Act (21 U.S.C. § 802)), or is or has been a knowing aider, abettor, assister, conspirator, or colluder with others in the illicit trafficking in any such controlled or listed substance or chemical, or endeavored to do so;
- (8) Is the spouse, son, or daughter of an alien inadmissible under clause (7) and has, within the previous 5 years, obtained any financial or other benefit from the illicit activity of that alien, and knew or reasonably should have known that the financial or other benefit was the product of such illicit activity;
- (9) Is coming to the U.S. solely, principally, or incidentally to engage in prostitution, or has engaged in prostitution within 10 years of the date of application for a visa, admission, or adjustment of status;
- (10) Directly or indirectly procure or attempts to procure, or (within 10 years of the date of application for a visa, admission, or adjustment of status) procured or attempted to procure or to import, prostitutes, or persons for the purpose of prostitution, or receives or (within such 10 year period) received, in whole or in part, the proceeds of prostitution;
- (11) Is coming to the U.S. to engage in any other unlawful commercialized vice, whether or not to prostitution;
- (12) Has committed in the U.S. a serious criminal offense, regardless of whether such offense was prosecuted as a result of diplomatic immunity;
- (13) Is excludable from the U.S. on grounds relating to national security, related grounds or terrorist activities;
- (14) Is excludable from the U.S. on grounds relating to foreign policy;
- (15) Is or has been a member of or affiliated with the Communist or any other totalitarian party or who has participated in Nazi prosecutions or genocide;

(16) Is likely to become a public charge at any time after entry;

(17) By fraud or willfully misrepresenting a material fact, seeks to procure (or has sought to procure or has procured) a visa, other documentation, or admission to the U.S.;

(18) Illegally entered into the U.S.; or

(19) Has at any time knowingly encouraged, induced, assisted, abetted, or aided any other alien to enter or to try to enter the U.S. in violation of law.

**KEY PROVISIONS OF THE LIMITED LIABILITY COMPANY OPERATING AGREEMENT**

(b)(4)

**General**

**Authority of Members**

(b)(4)

(b)(4)

**Limitations on Management Authority**

[Redacted]

**Liabilities of Investors**

[Redacted]

**No Interest on Capital**

[Redacted]

**Buyback**

[Redacted]

**Restrictions on Transfer of Units in Company**

[Redacted]

**Tax Elections**

[Redacted]

(b)(4)

(b)(4)

[Redacted]

**Special and Limited Power of Attorney**

[Redacted]

**Term and Termination**

[Redacted]

**Independent Legal Advice**

[Redacted]

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**amorzy**

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**PSCRIPT Page Separator**

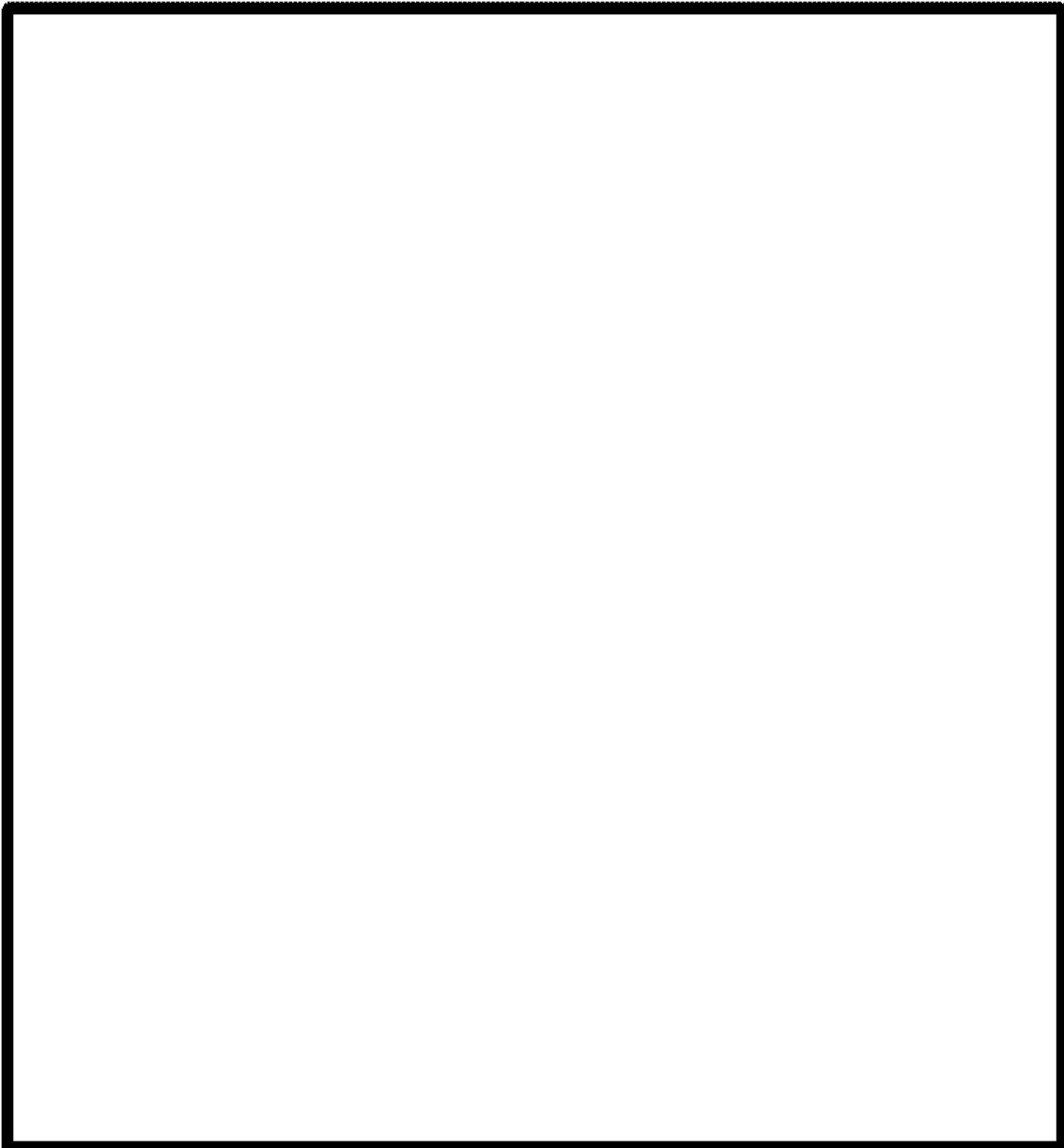


Unit Subscription Agreement

**IMPORTANT:** This document contains significant representations.  
Please read carefully before signing.

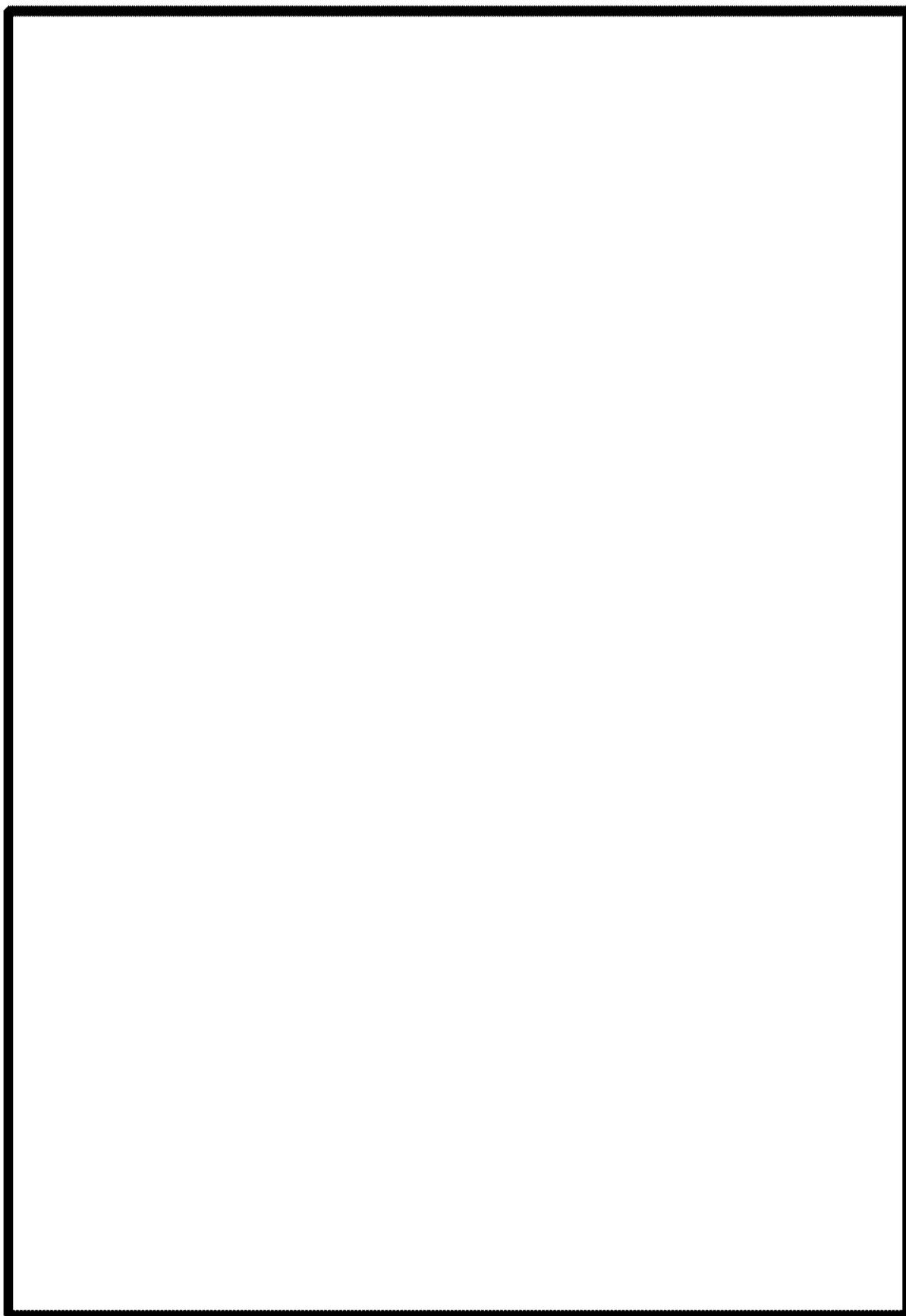
This Unit Subscription Agreement (the "Agreement") is made this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_.

Between:



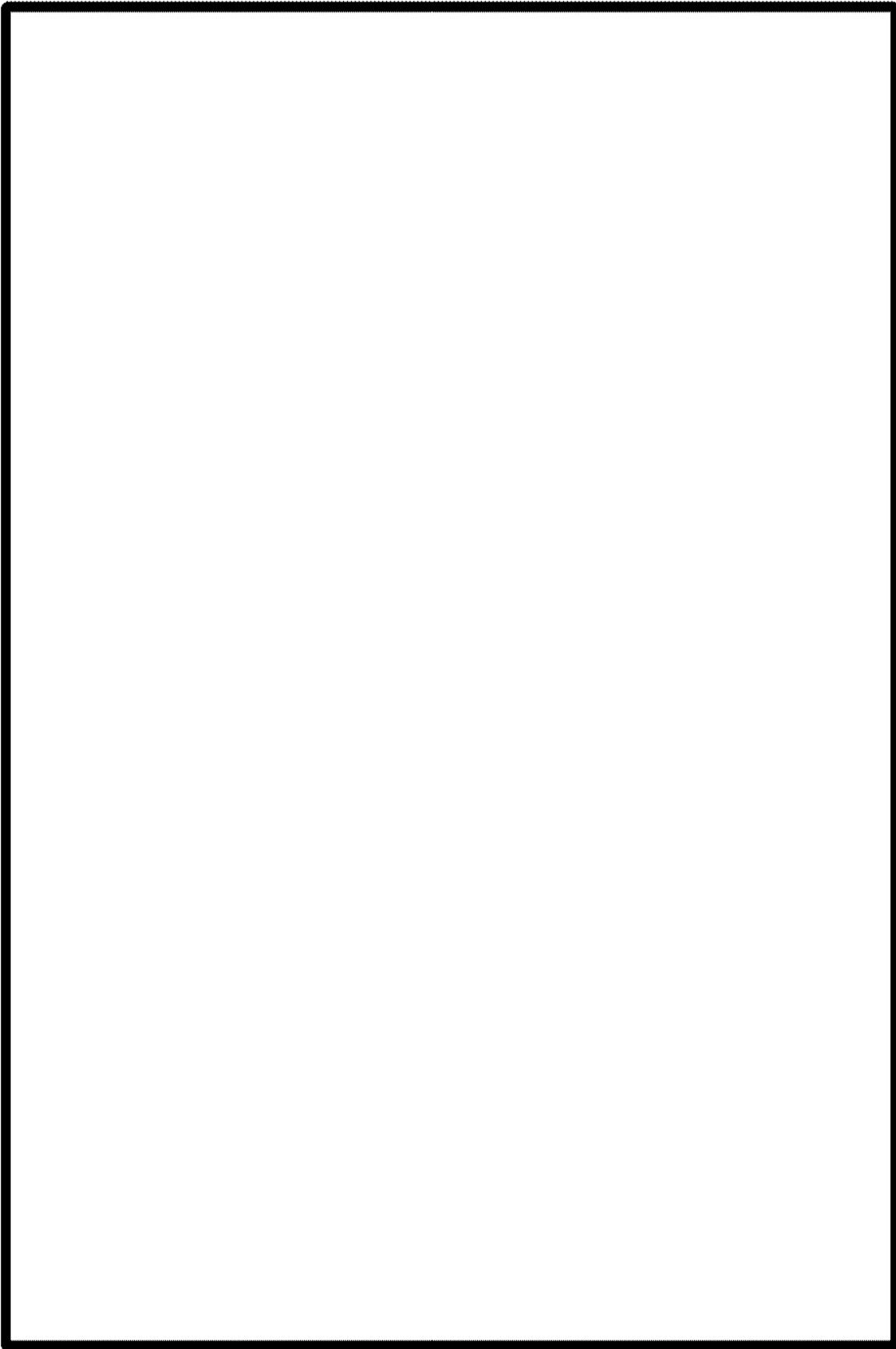
THEREFORE, the Company and Investor hereby mutually agree as follows:

(b)(4)

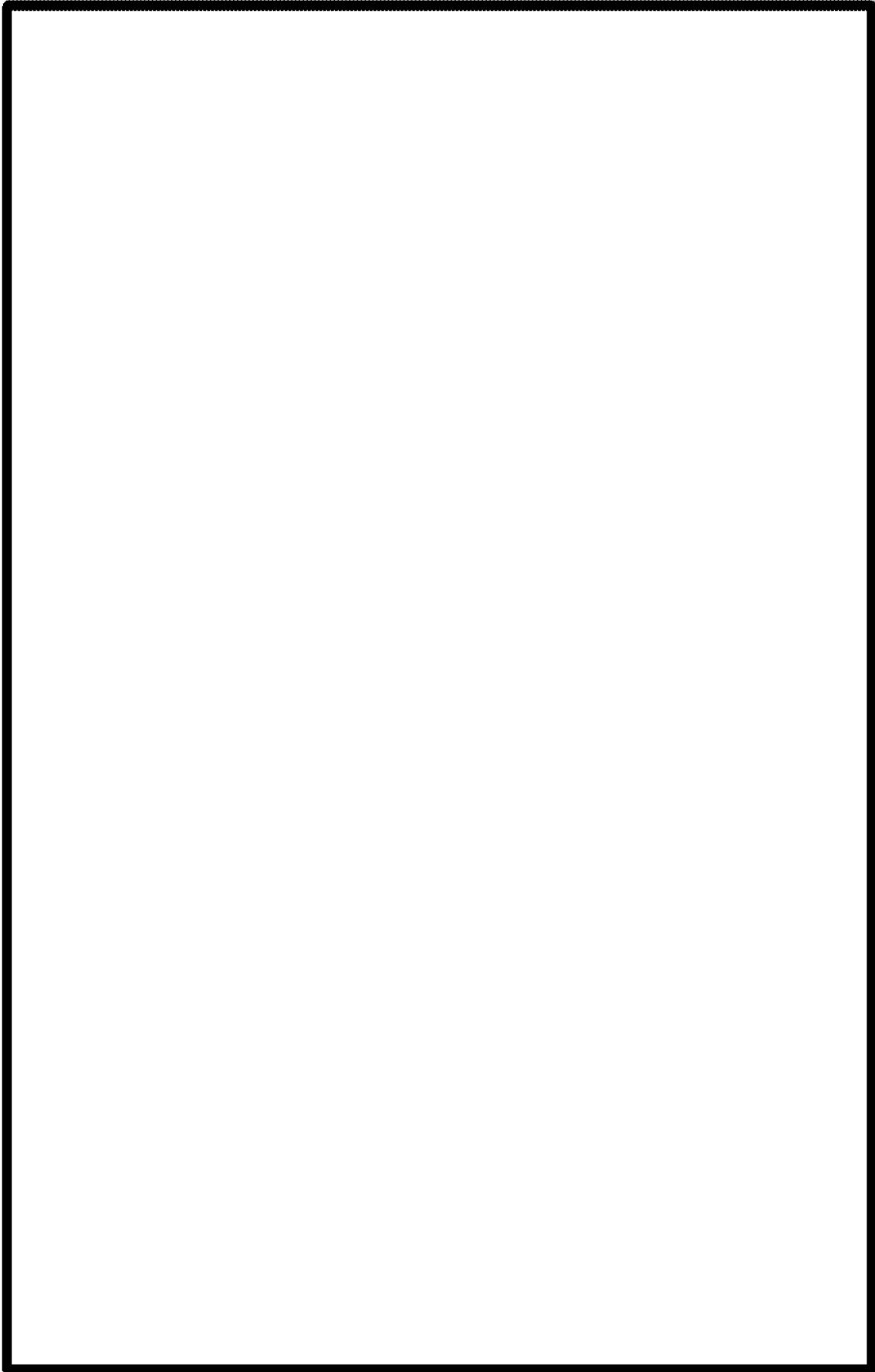


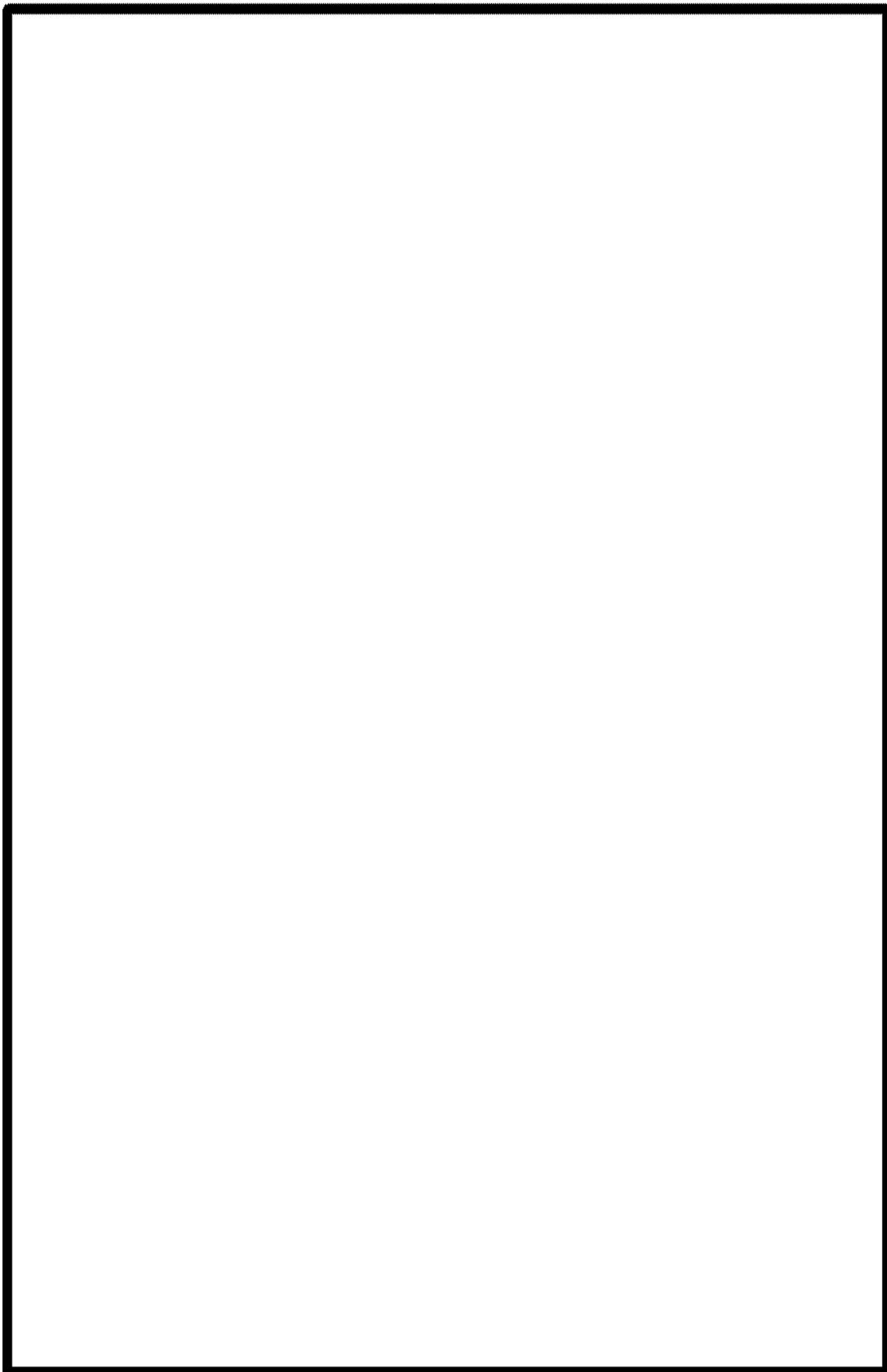


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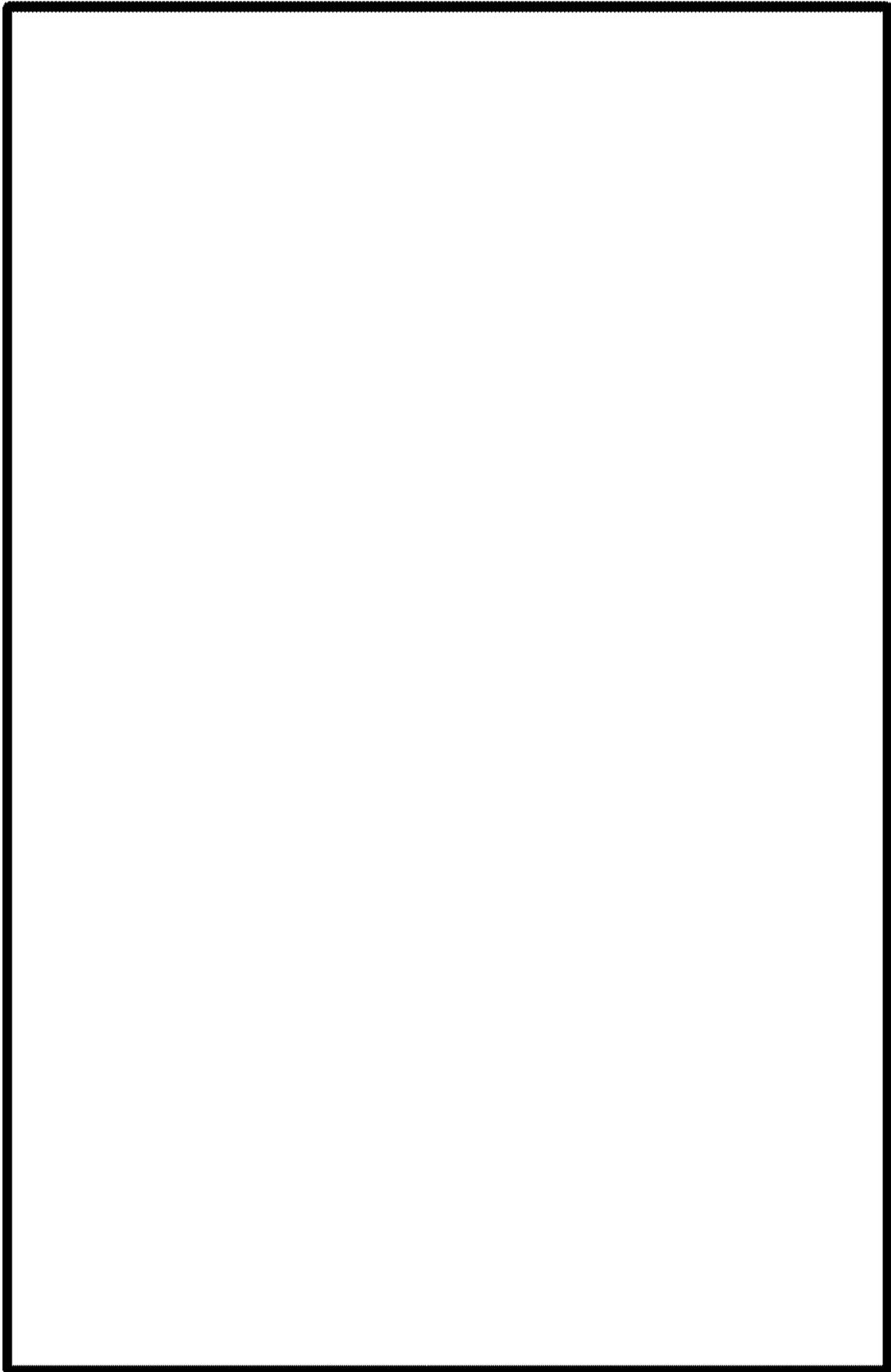


(b)(4)





(b)(4)





(b)(4)



(b)(4)

In witness thereof, the undersigned has executed this Subscription Agreement on the date set forth below.



NOTICE REGARDING NATIVE LANGUAGE TRANSLATION



(b)(4)



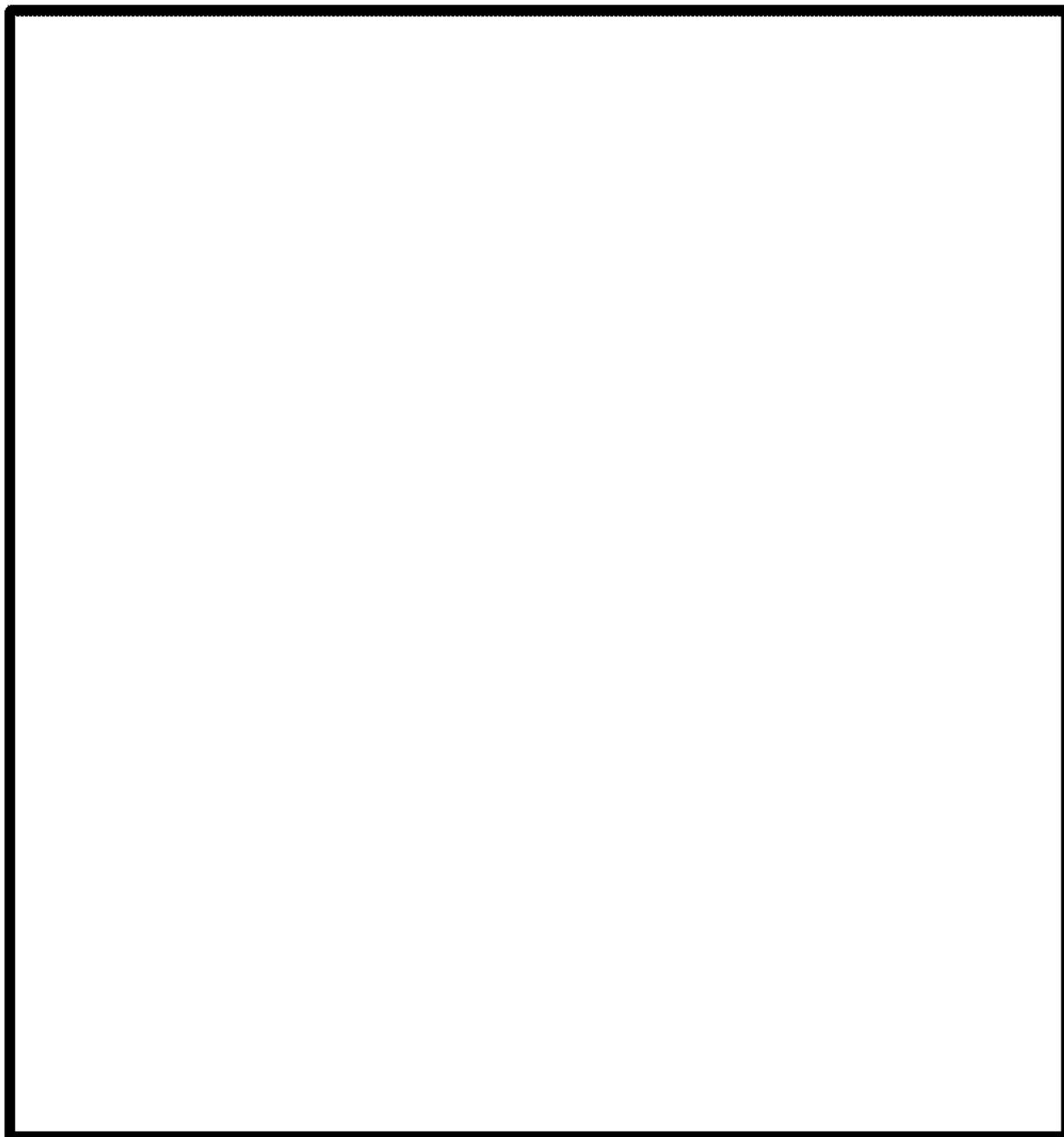
Investor Letter of  
Intention

Tab 3.6

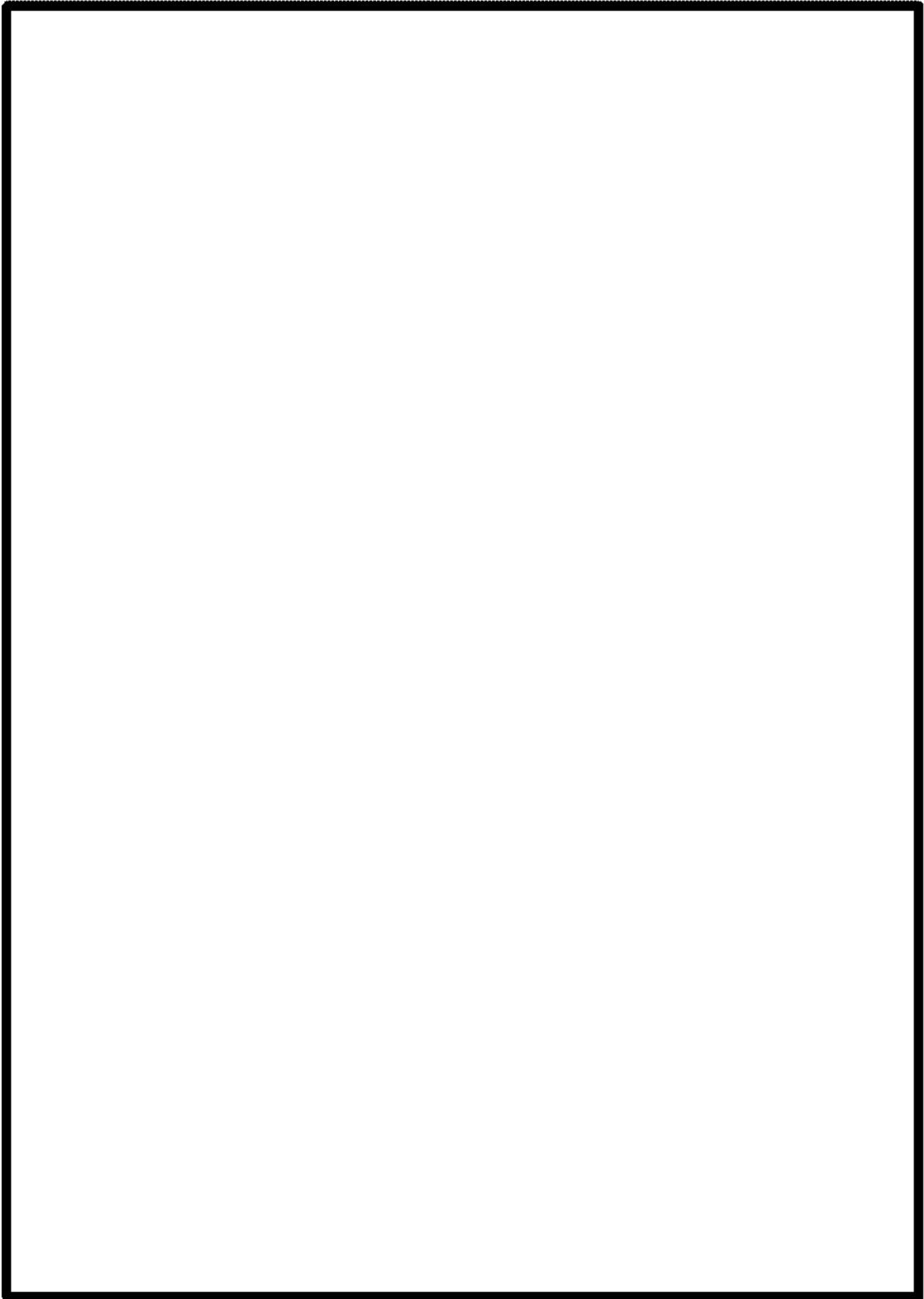
(b)(4)

**LETTER OF INTENTION**

IMPORTANT: This document contains significant representations.  
Please read carefully before signing.



(b)(4)





I hereby accept the above arrangement:

Investor  
Signature: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
Print Name

# Investor Questionnaire

Tab 3.7

(b)(4)

# FRAGOMEN

FRAGOMEN, DEL REY, BERNSEN & LOEWY

## PRELIMINARY EB-5 QUESTIONNAIRE

Please note: Failure to complete all sections may result in substantial delay in the processing of this case. We may require additional information following review. If a question does not apply, please put "none" or "not applicable" (N/A). If you decide to process the case at an Embassy abroad additional information will be requested.

Additional evidence and information regarding the investor, the nature of the investment and/or the source of the funds may be requested by Fragomen during processing of the case.

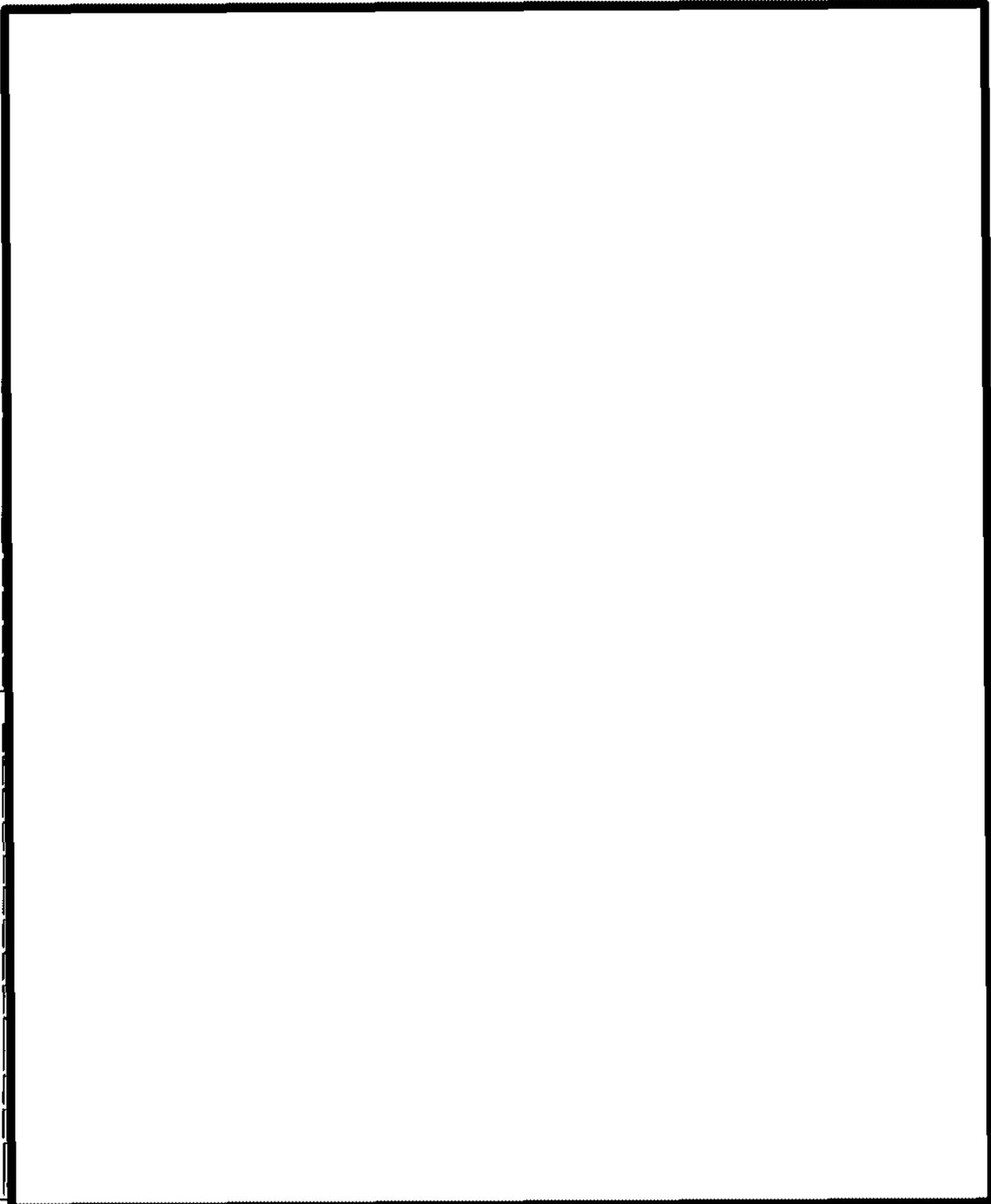
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Irvine, CA | Iselin, NJ | London, UK \* | Los Angeles, CA | Melbourne, Australia \* | New York, NY | Perth, Australia \* | San Diego, CA  
San Francisco, CA | Santa Clara, CA | Singapore \* | Stamford, CT | Sydney, Australia \* | Troy, MI | Washington, DC

\* Affiliated through Fragomen Global Immigration Services, LLC

(b)(4)

# FRAGOMEN

FRAGOMEN, DEL REY, BERNSEN & LOEWY



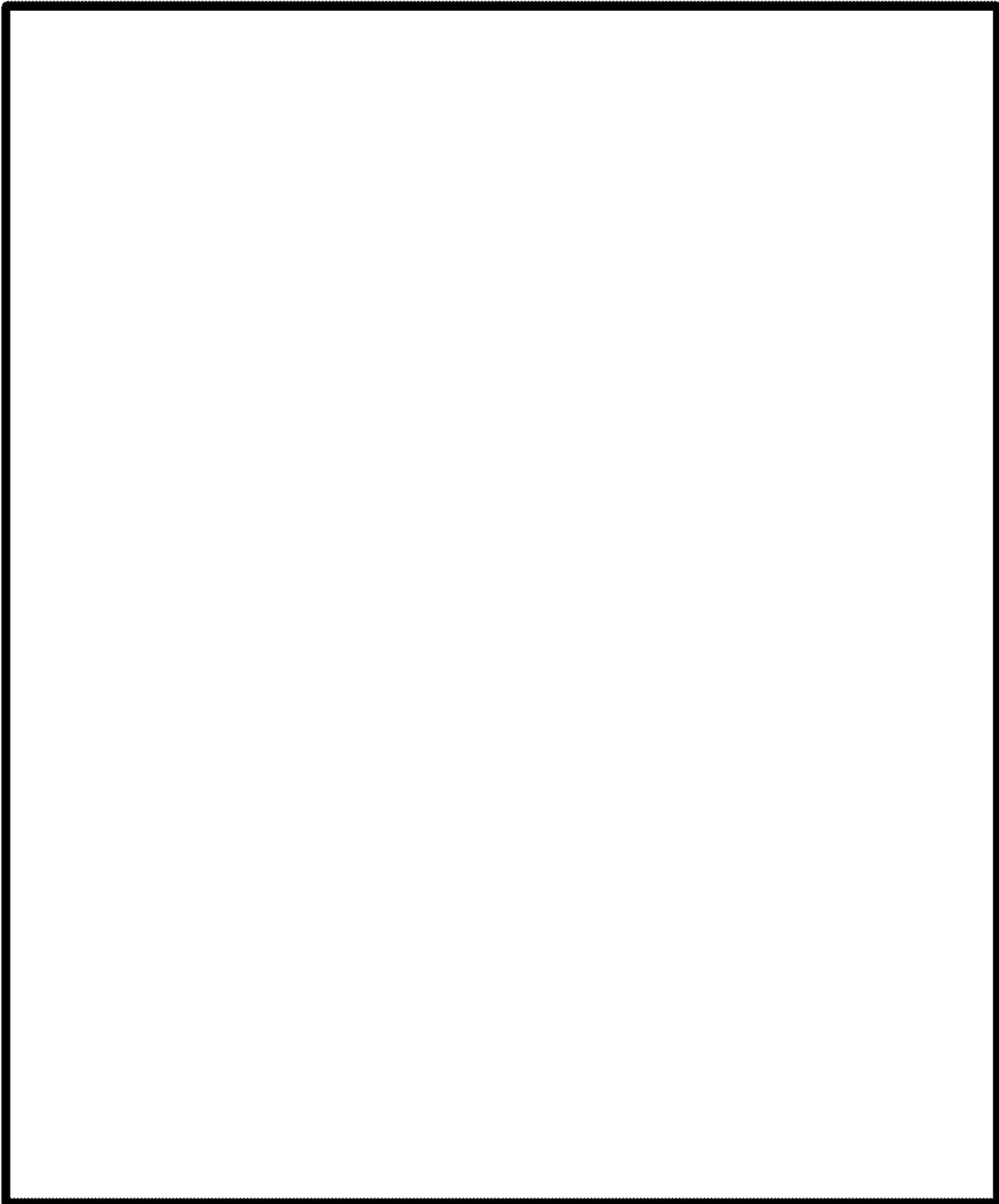
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San Francisco, CA | Santa Clara, CA | Singapore \* | Stamford, CT | Sydney, Australia \* | Troy, MI | Washington, DC

\* Affiliated through Fragomen Global Immigration Services, LLC

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# FRAGOMEN

FRAGOMEN, DEL REY, BERNSEN & LOEWY



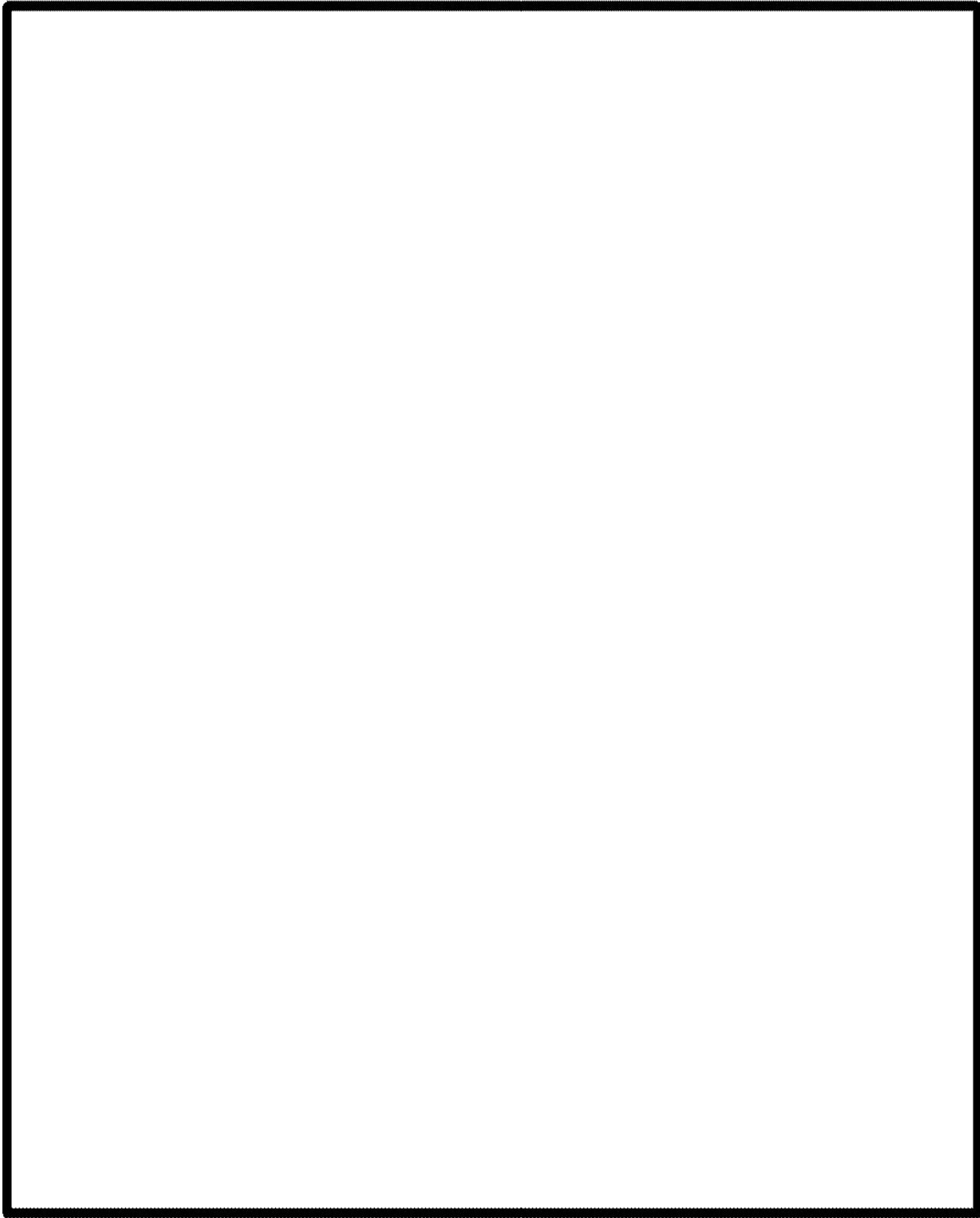
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San Francisco, CA | Santa Clara, CA | Singapore \* | Stamford, CT | Sydney, Australia \* | Troy, MI | Washington, DC

\* Affiliated through Fragomen Global Immigration Services, LLC

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# FRAGOMEN

FRAGOMEN, DEL REY, BERSSEN & LOEWY



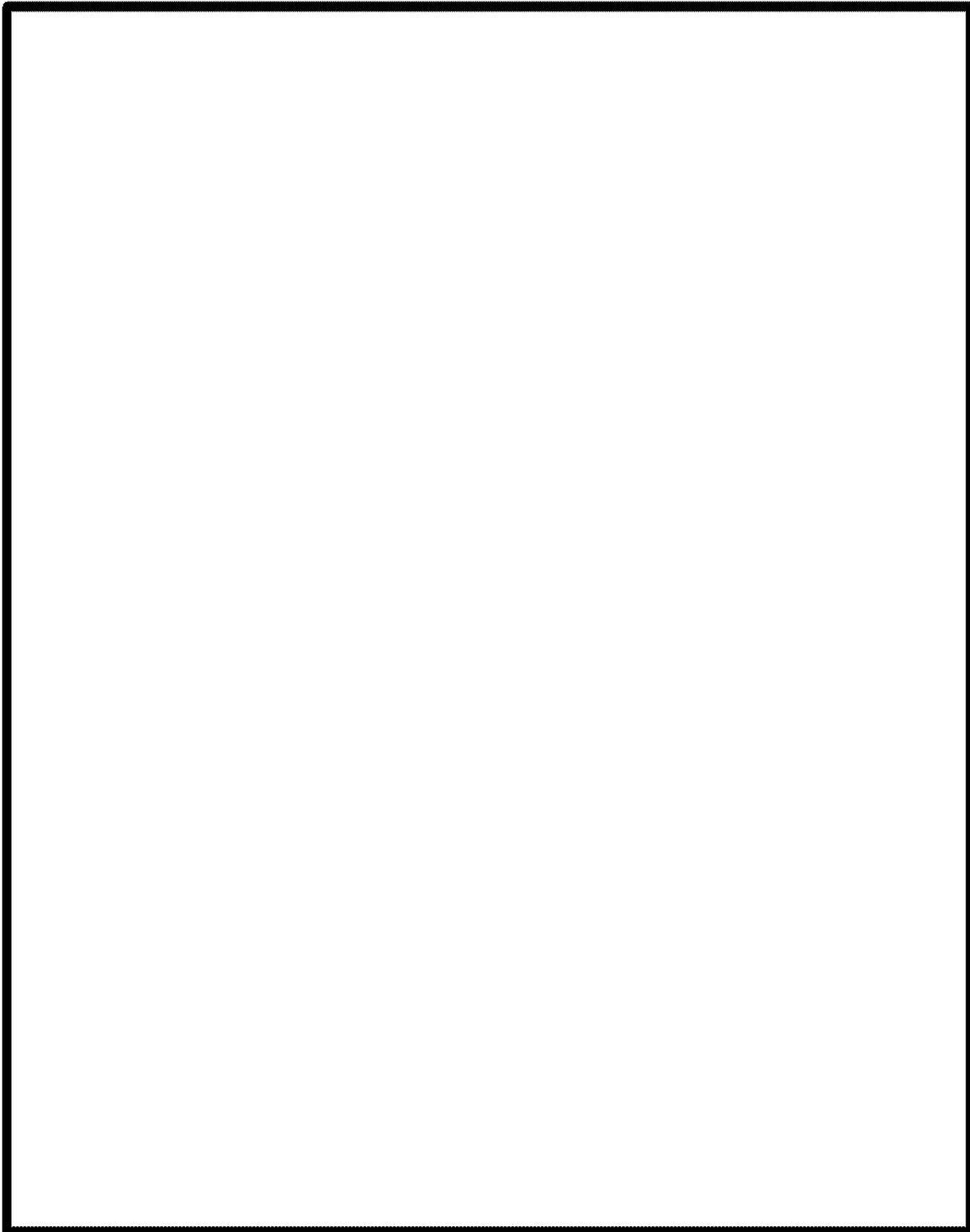
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San Francisco, CA | Santa Clara, CA | Singapore \* | Stamford, CT | Sydney, Australia \* | Troy, MI | Washington, DC

\* Affiliates through Fragomen Global Immigration Services, LLC

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# FRAGOMEN

FRAGOMES, DEL REY, BERSSEN & LOEWY



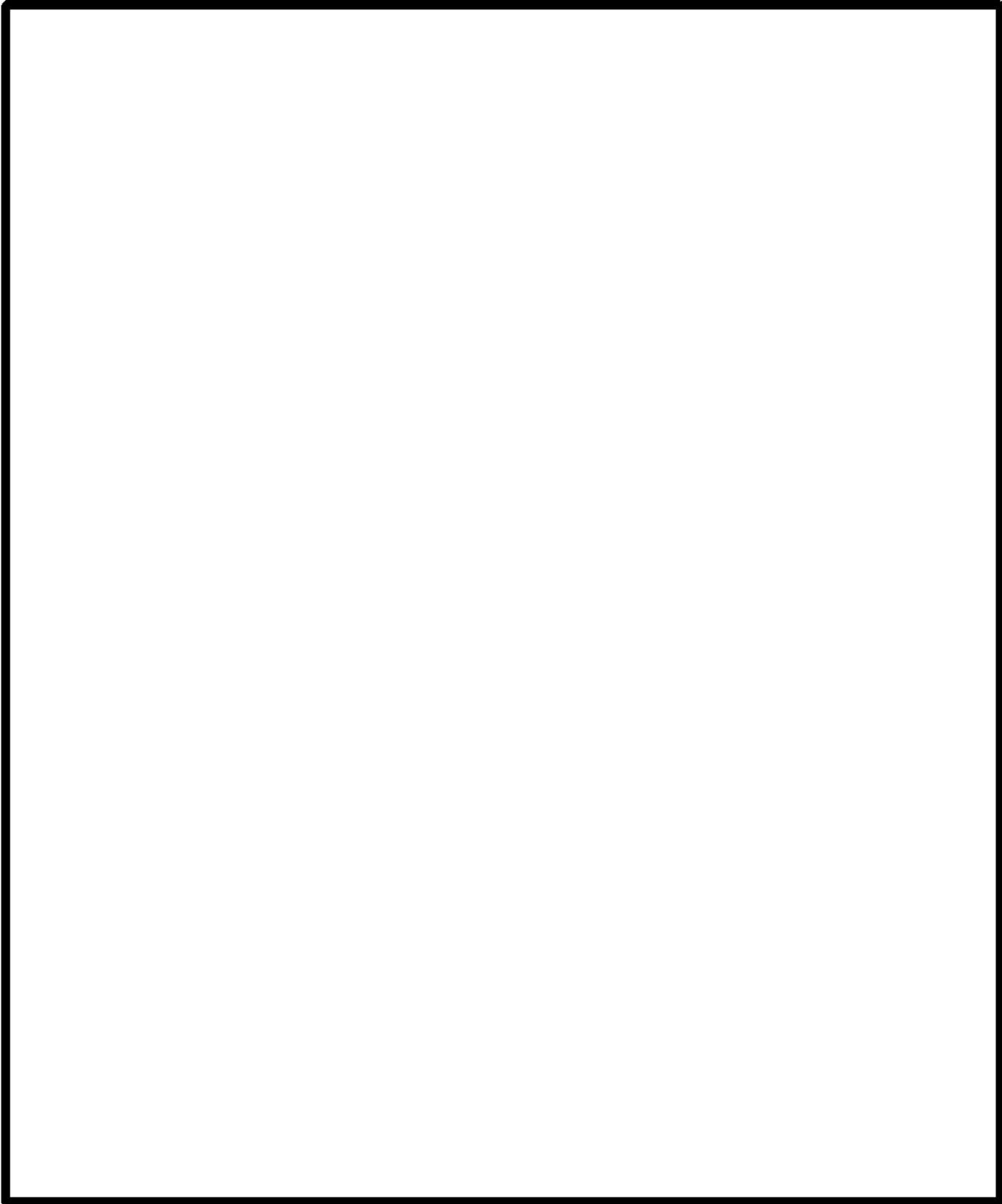
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San Francisco, CA | Santa Clara, CA | Singapore \* | Stamford, CT | Sydney, Australia \* | Troy, MI | Washington, DC

\* Affiliated through Fragomen Global Immigration Services, LLC

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# FRAGOMEN

FRAGOMEN, DEL REY, BERNSEN & LOEWY



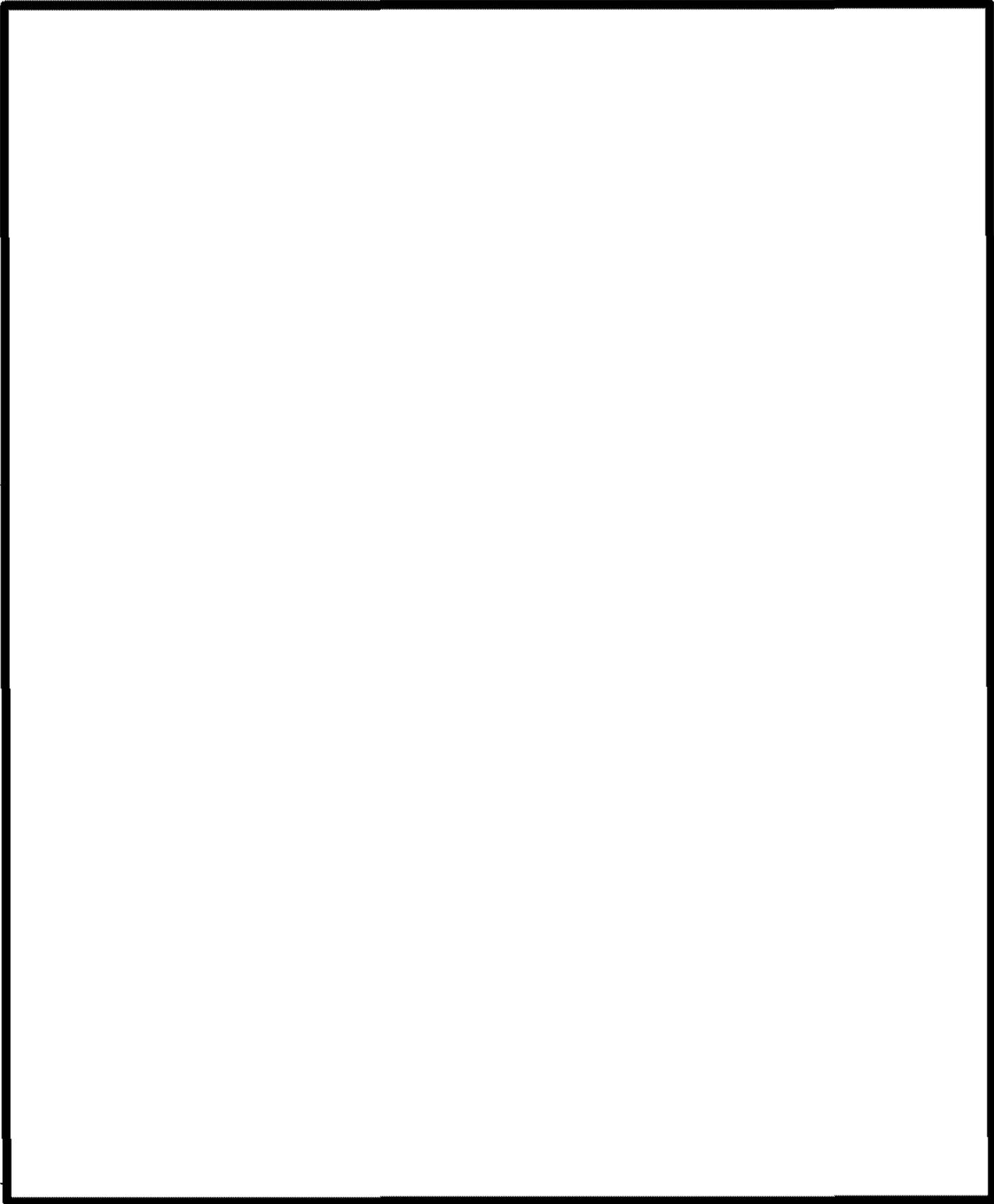
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San Francisco, CA | Santa Clara, CA | Singapore \* | Stamford, CT | Sydney, Australia \* | Troy, MI | Washington, DC

\* Affiliated through Fragomen Global Immigration Services, LLC

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# FRAGOMEN

FRAGOMEN, DEL REY, BERNSEN & LOEWY



Boston, MA | Brisbane, Australia \* | Brussels, Belgium | Chicago, IL | Coral Gables, FL | Dallas, TX | Frankfurt, Germany | Hong Kong \*  
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San Francisco, CA | Santa Clara, CA | Singapore \* | Stamford, CT | Sydney, Australia \* | Troy, MI | Washington, DC

\* Affiliated through Fragomen Global Immigration Services, LLC

(b)(4)

# FRAGOMEN

FRAGOMEN, DEL REY, BERNSEN & LOEWY



**Additional evidence and information regarding the investor and /or the source of the funds may be requested by Fragomen during processing of the case.**

**I understand and acknowledge that civil and criminal penalties exist for individuals who knowingly furnish false information or documentation to be used in connection with submissions or representations to the U.S. government. To the best of my knowledge the information and documentation provided in connection with this questionnaire and/or case matter is truthful, accurate, complete and may be relied upon as such by Fragomen, Del Rey, Bernsen & Loewy, LLP.**

Boston, MA | Brisbane, Australia \* | Brussels, Belgium | Chicago, IL | Coral Gables, FL | Dallas, TX | Frankfurt, Germany | Hong Kong \*  
Irvine, CA | Iselin, NJ | London, UK \* | Los Angeles, CA | Melbourne, Australia \* | New York, NY | Perth, Australia \* | San Diego, CA  
San Francisco, CA | Santa Clara, CA | Singapore \* | Stamford, CT | Sydney, Australia \* | Troy, MI | Washington, DC

\* Affiliated through Fragomen Global Immigration Services, LLC

# Operating Agreement

Tab 3.8

(b)(4)

[REDACTED]  
**LIMITED LIABILITY COMPANY OPERATING AGREEMENT**

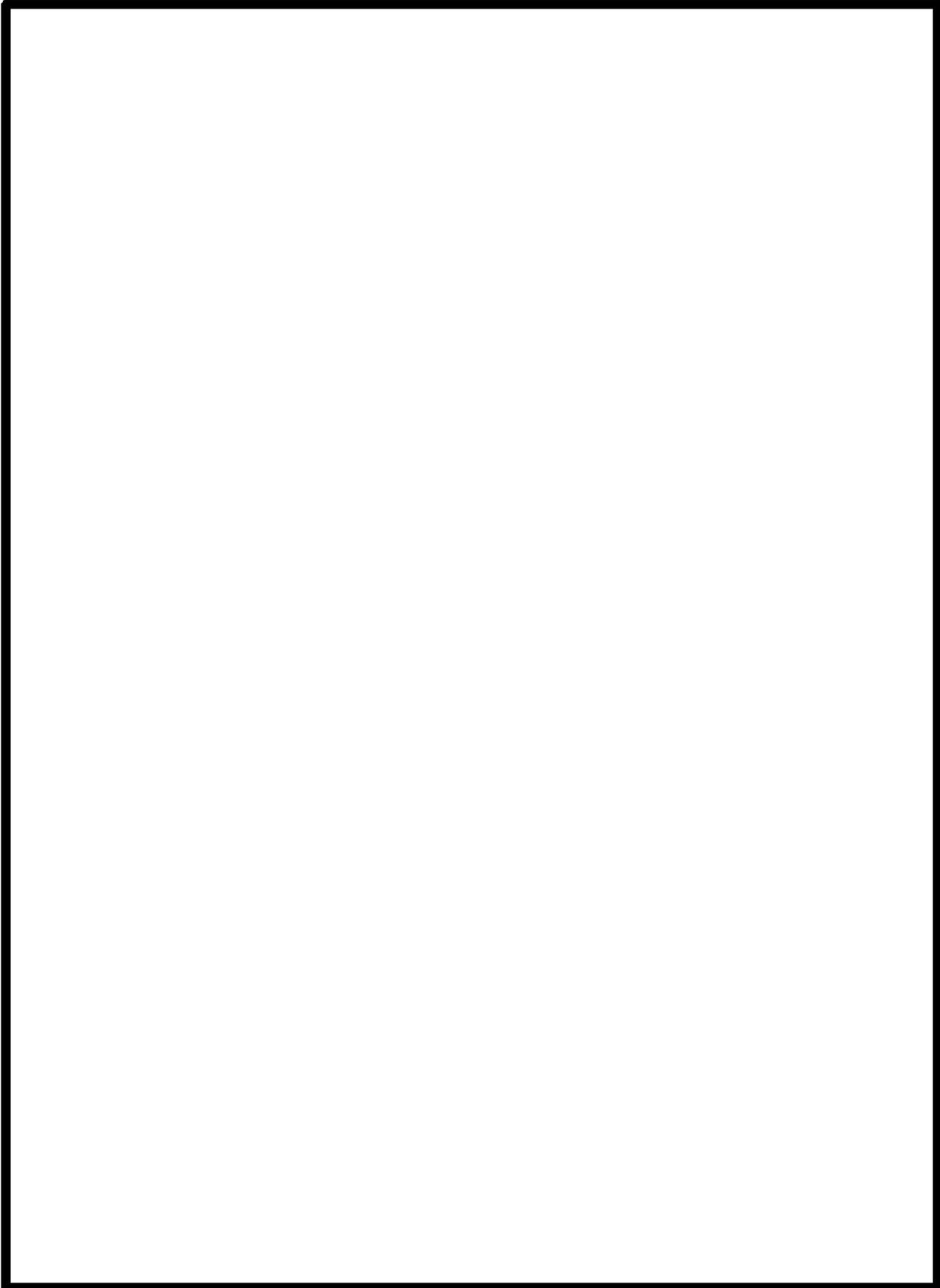
**RECITALS**

**ARTICLE I DEFINITIONS**

As used in the Agreement, the following defined terms shall have the meanings specific below:

(b)(4)

(b)(4)



[REDACTED]

1.14 "Freedom Partners" means Freedom Partners Regional Center LLC, an Illinois limited liability company and a USCIS-approved Regional Center.

1.15 "Closing" means the date subsequent to the formation of the Company pursuant to this Agreement that the Cash contribution is irrevocably released to the Company from escrow.

1.16 "Code" means the Internal Revenue Code of 1986, as amended.

[REDACTED]

1.19 "Immigrant Investor" means a Member who intends to apply for an EB-5 Immigrant Visa through USCIS by filing a Form I-526 and subsequent Form I-829.

(b)(4)



1.31 "Regulations" means the Treasury Regulations promulgated under the Code by the Secretary of the Treasury.



1.33 "Secretary of State" means the secretary of State of the State of Illinois.





**ARTICLE II ORGANIZATION**



(b)(4)

**ARTICLE III      PURPOSES OF THE COMPANY**

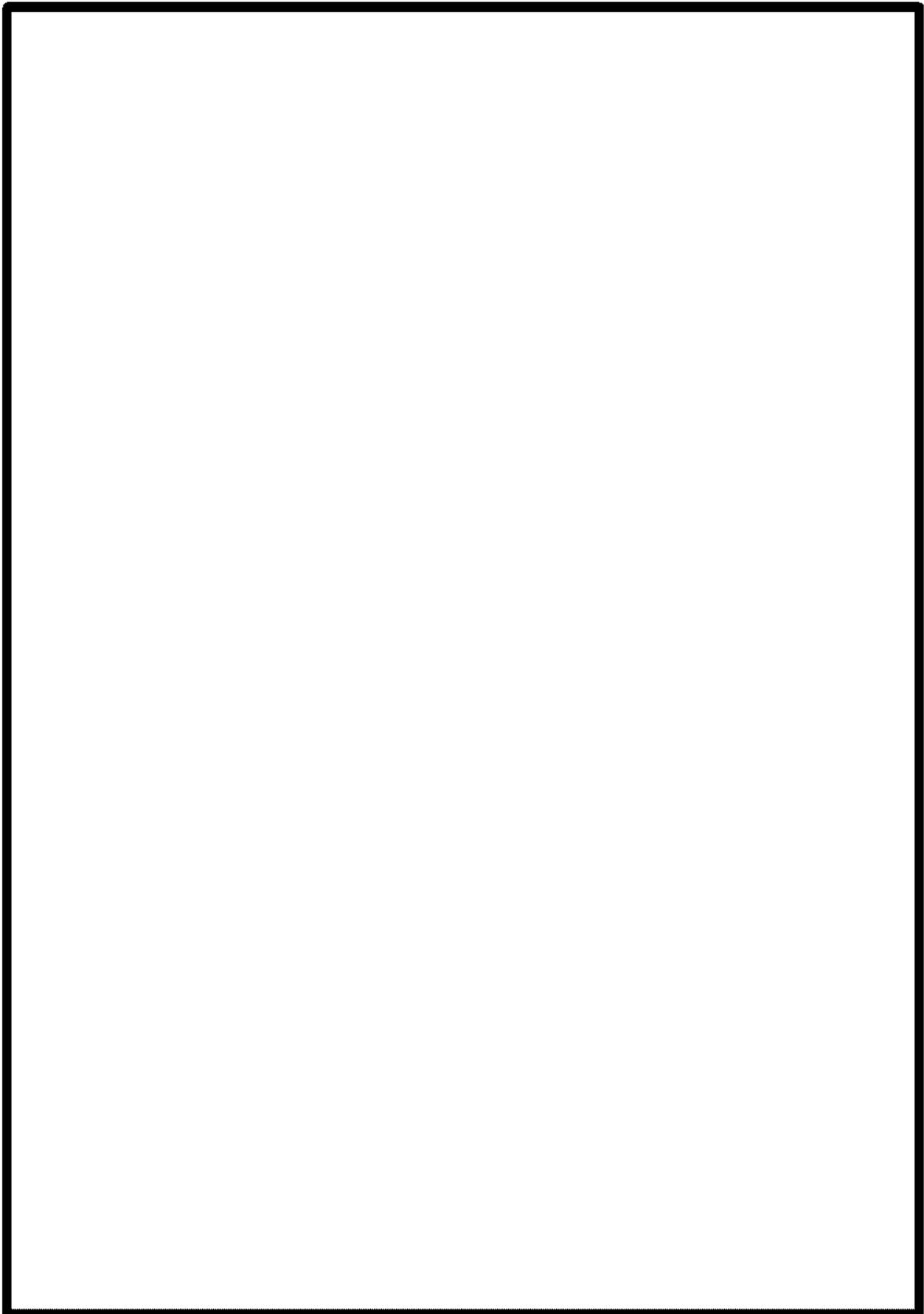


**ARTICLE IV      MEMBERS**

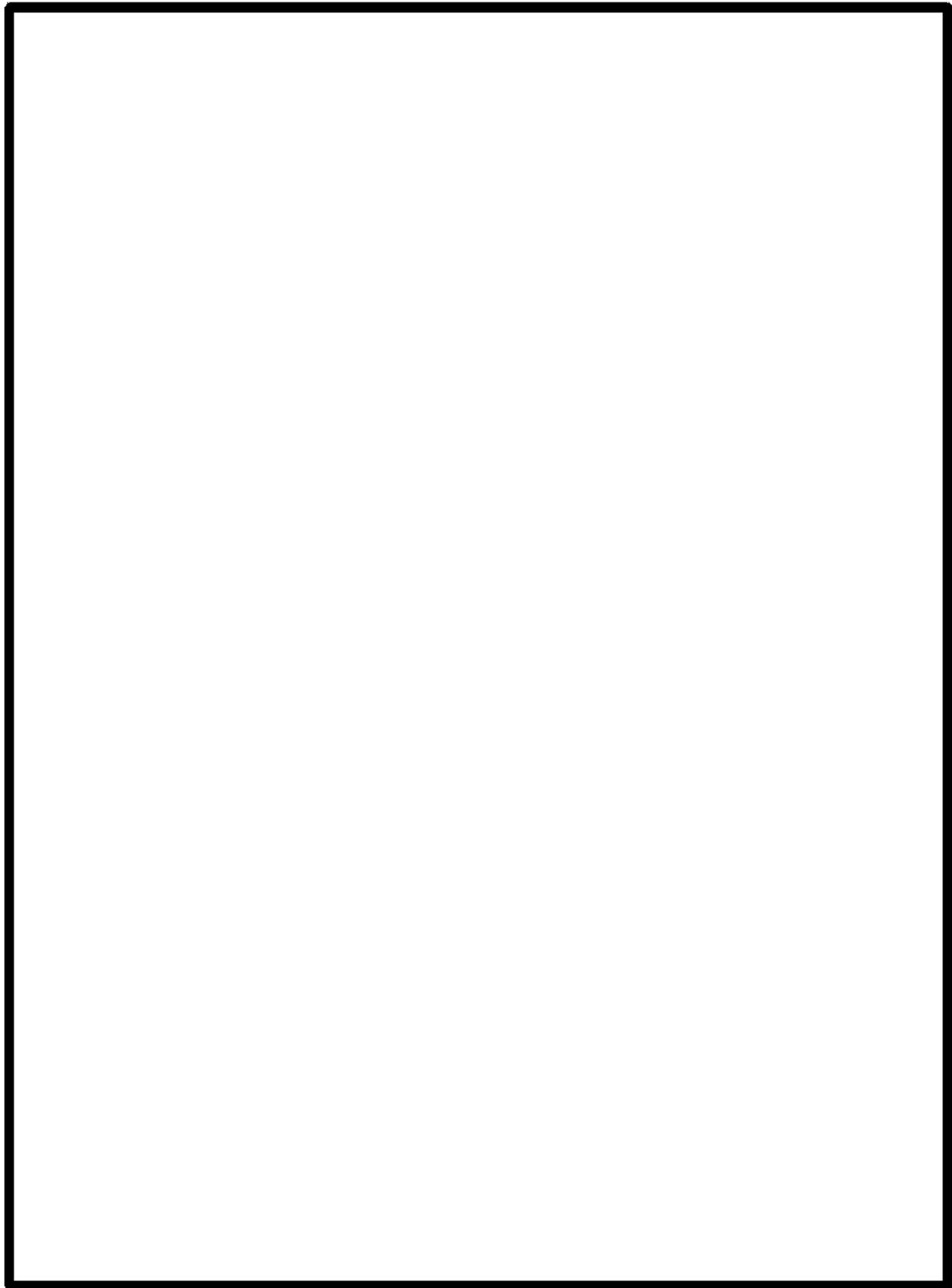


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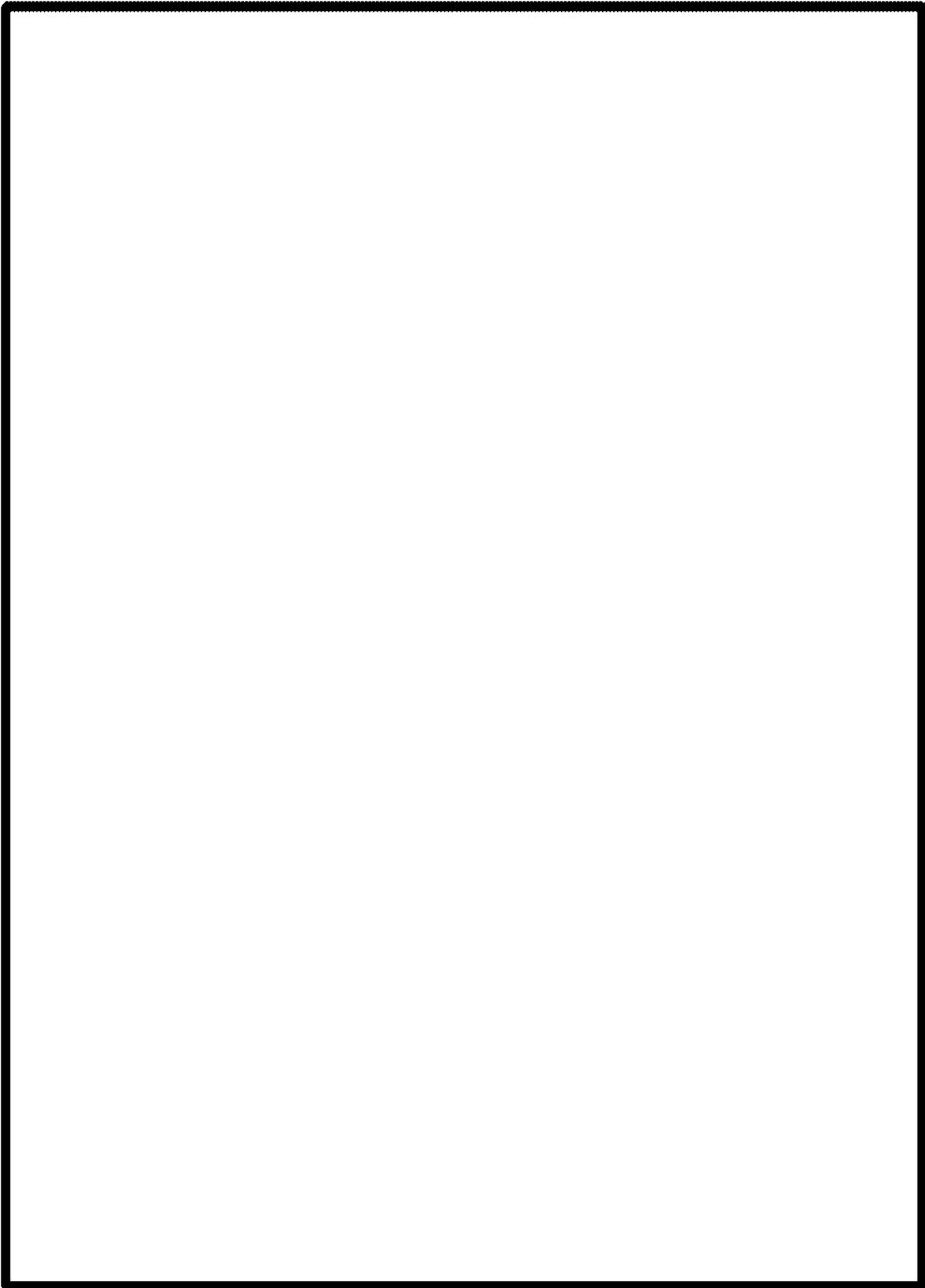
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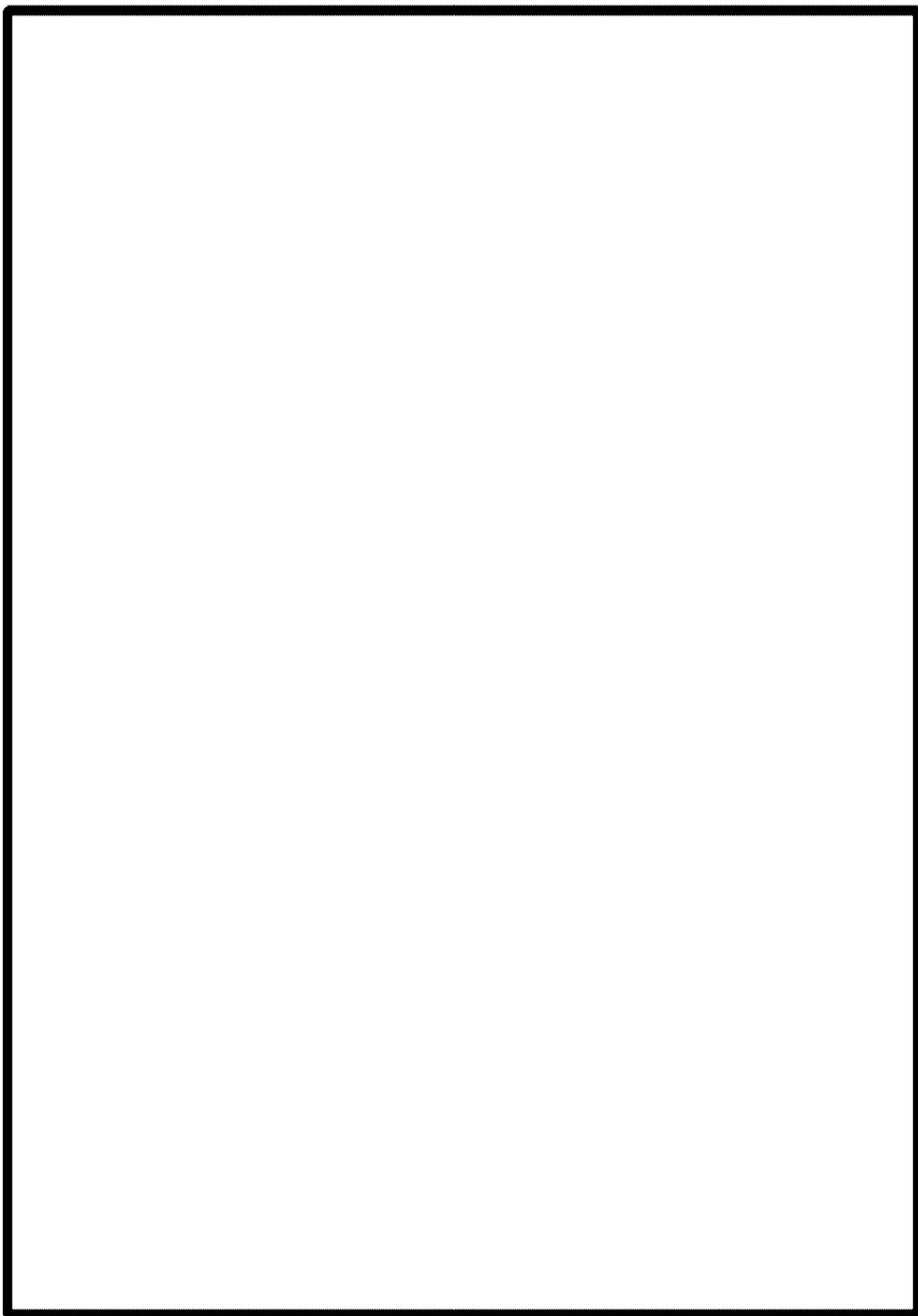
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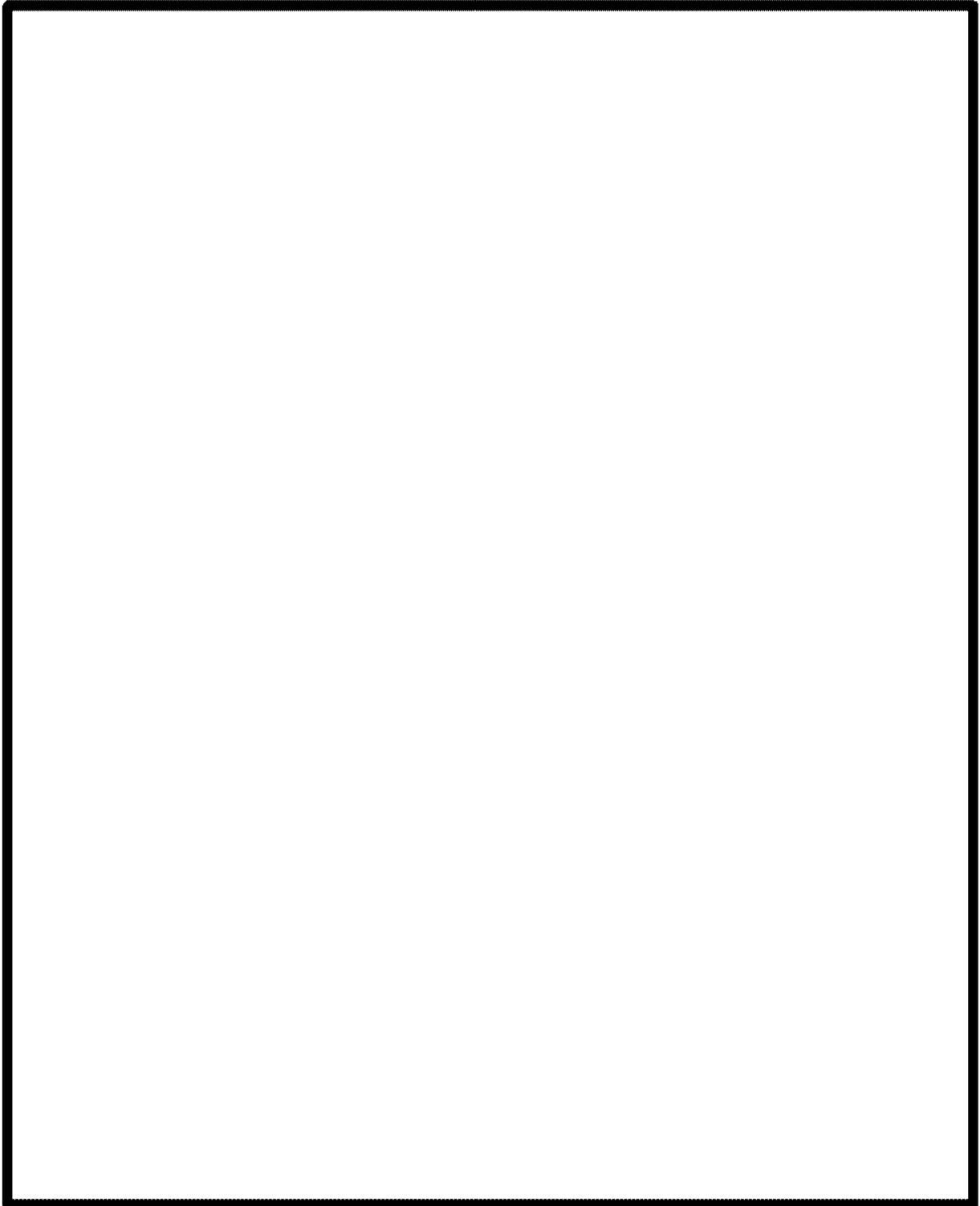


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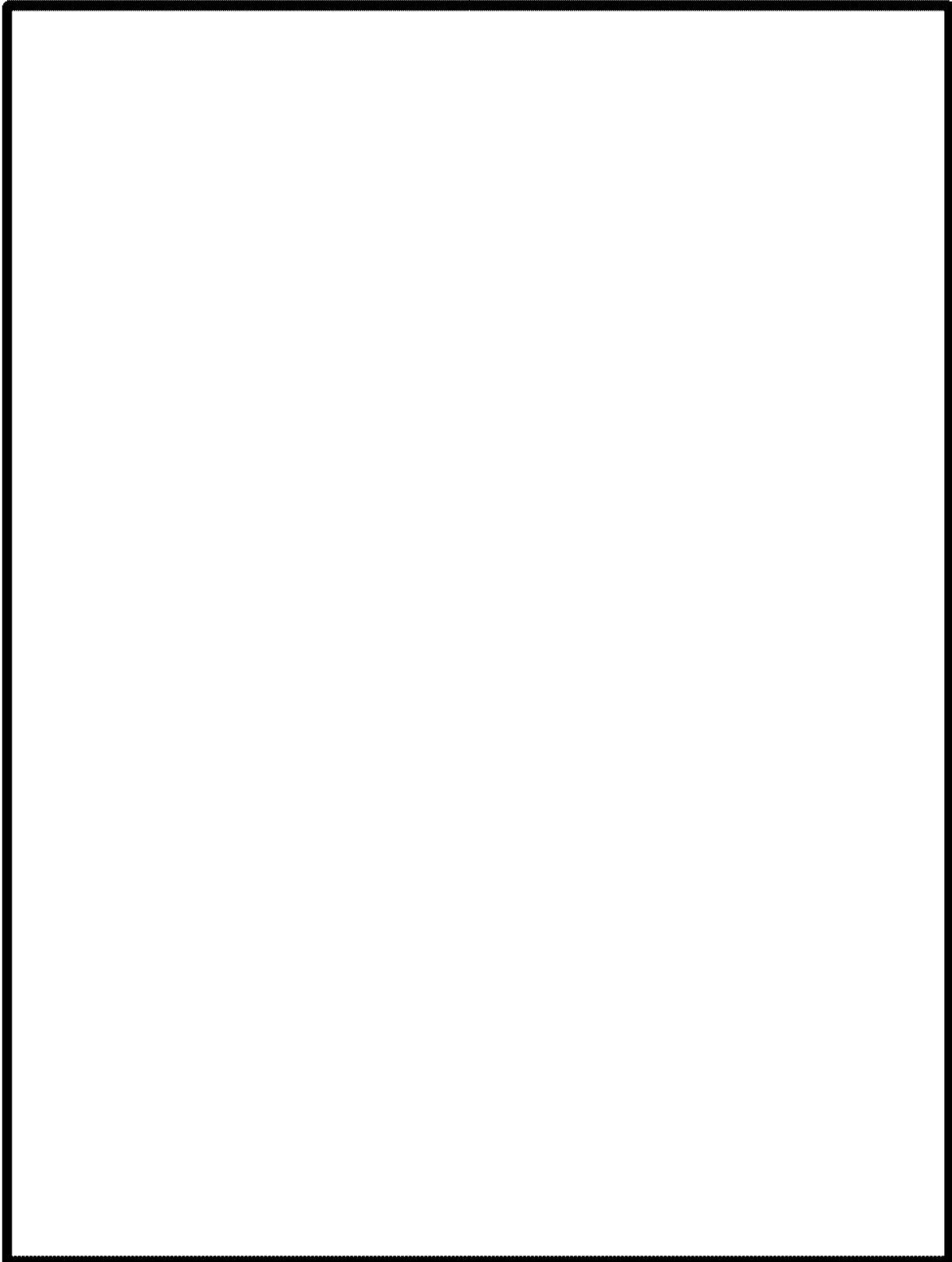
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**ARTICLE V MANAGERS**

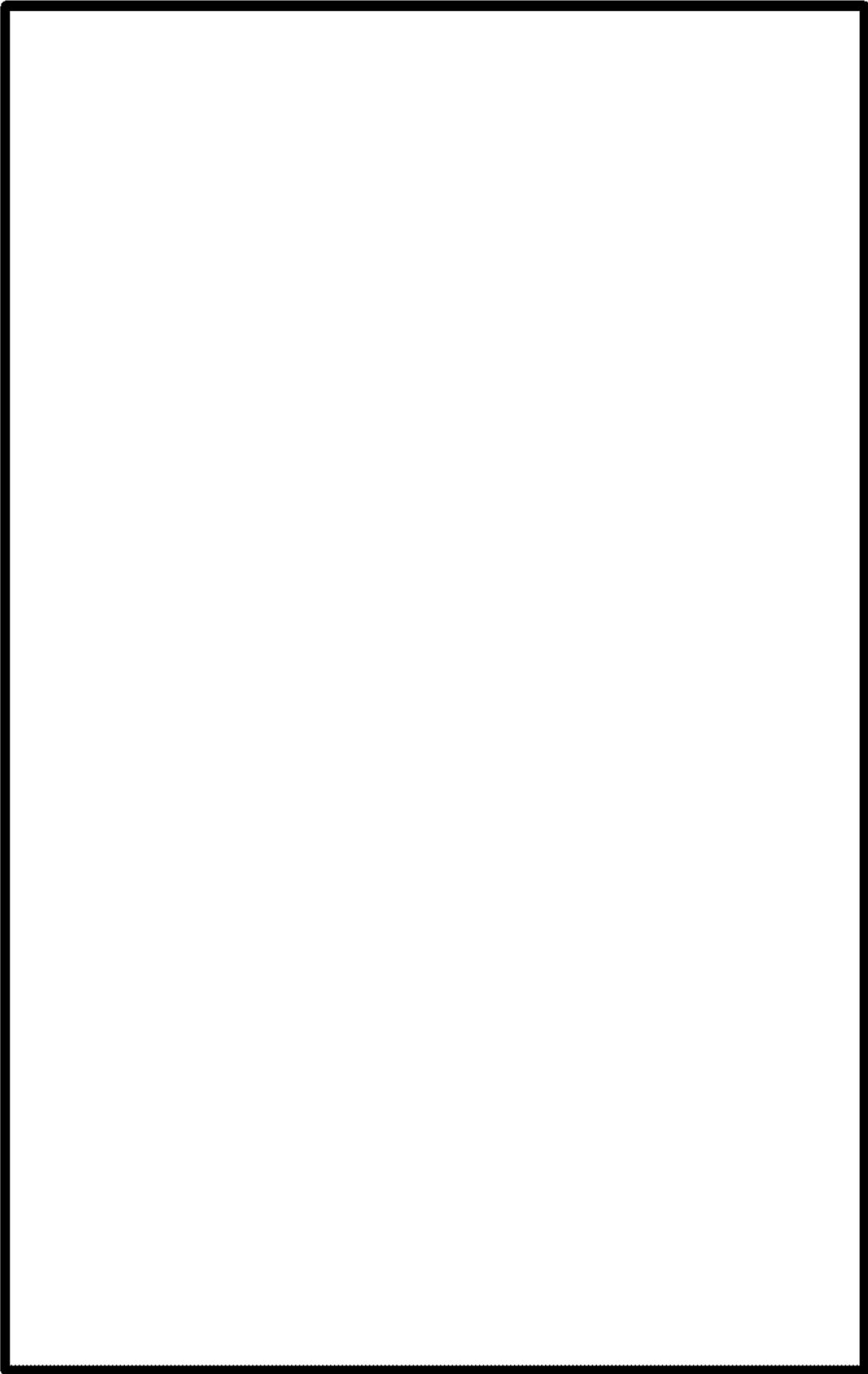


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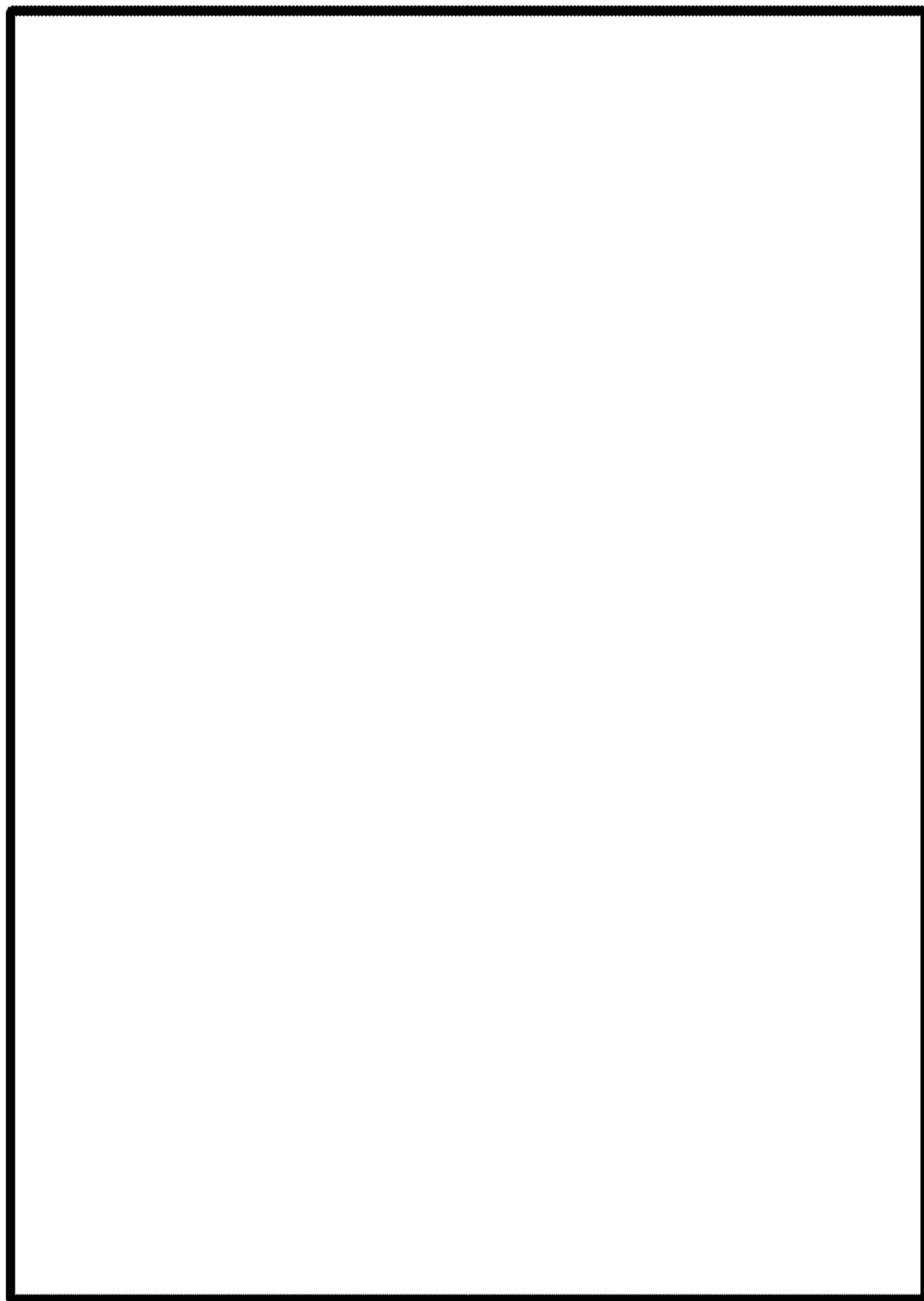
**ARTICLE VI      CONTRIBUTIONS TO THE COMPANY**



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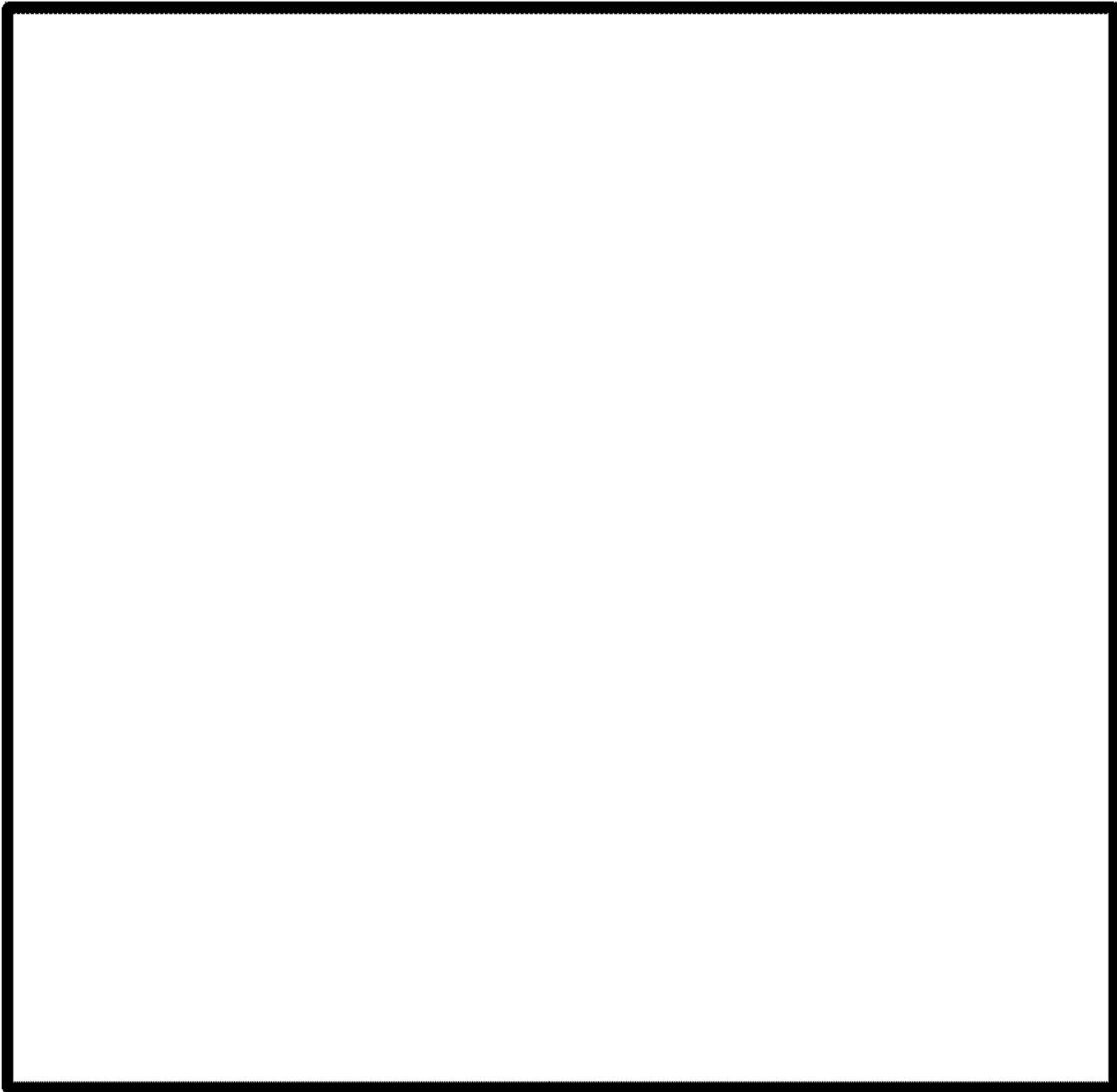
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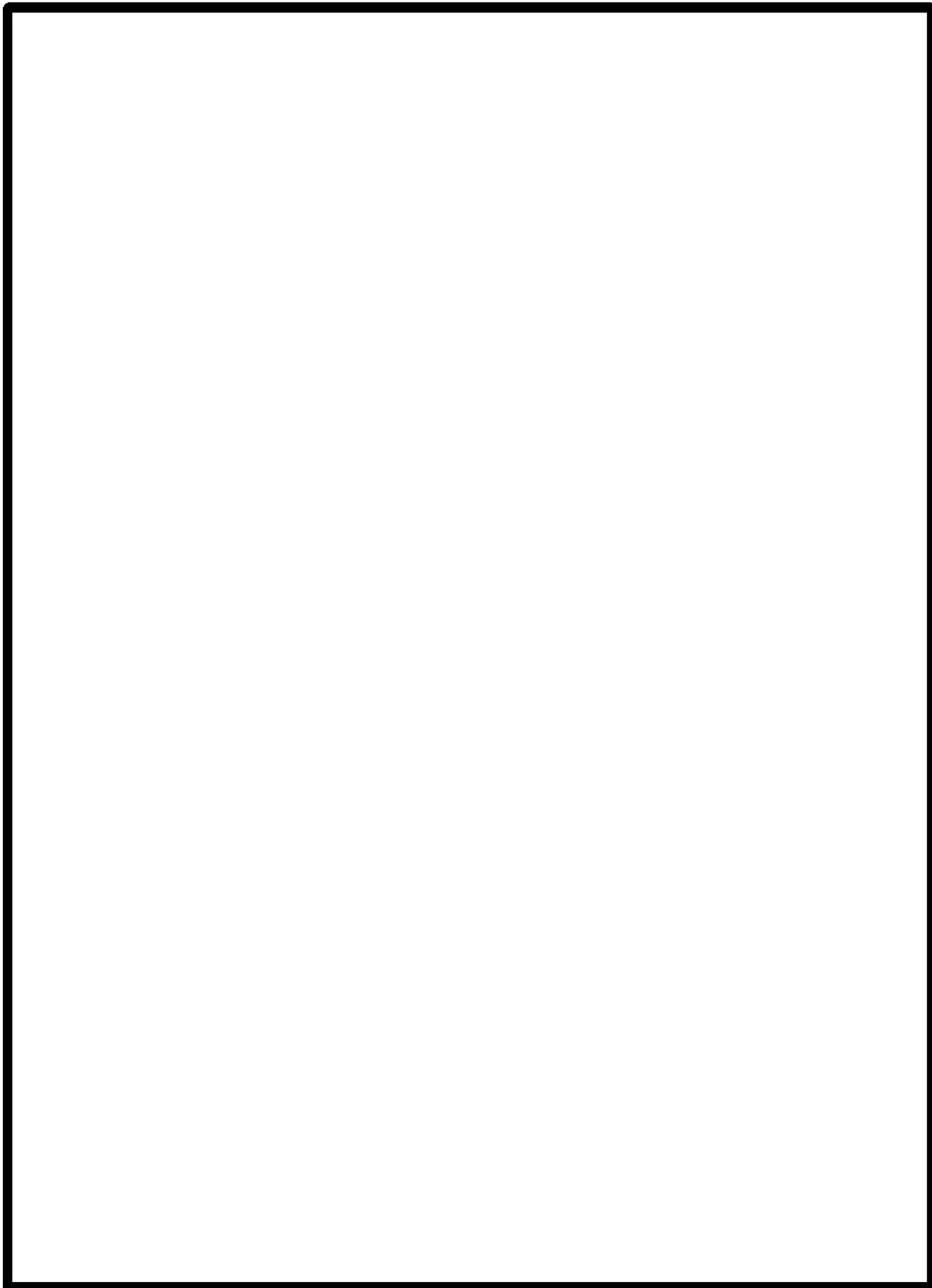


**ARTICLE VII      ALLOCATION OF PROFITS AND LOSSES; DISTRIBUTIONS**

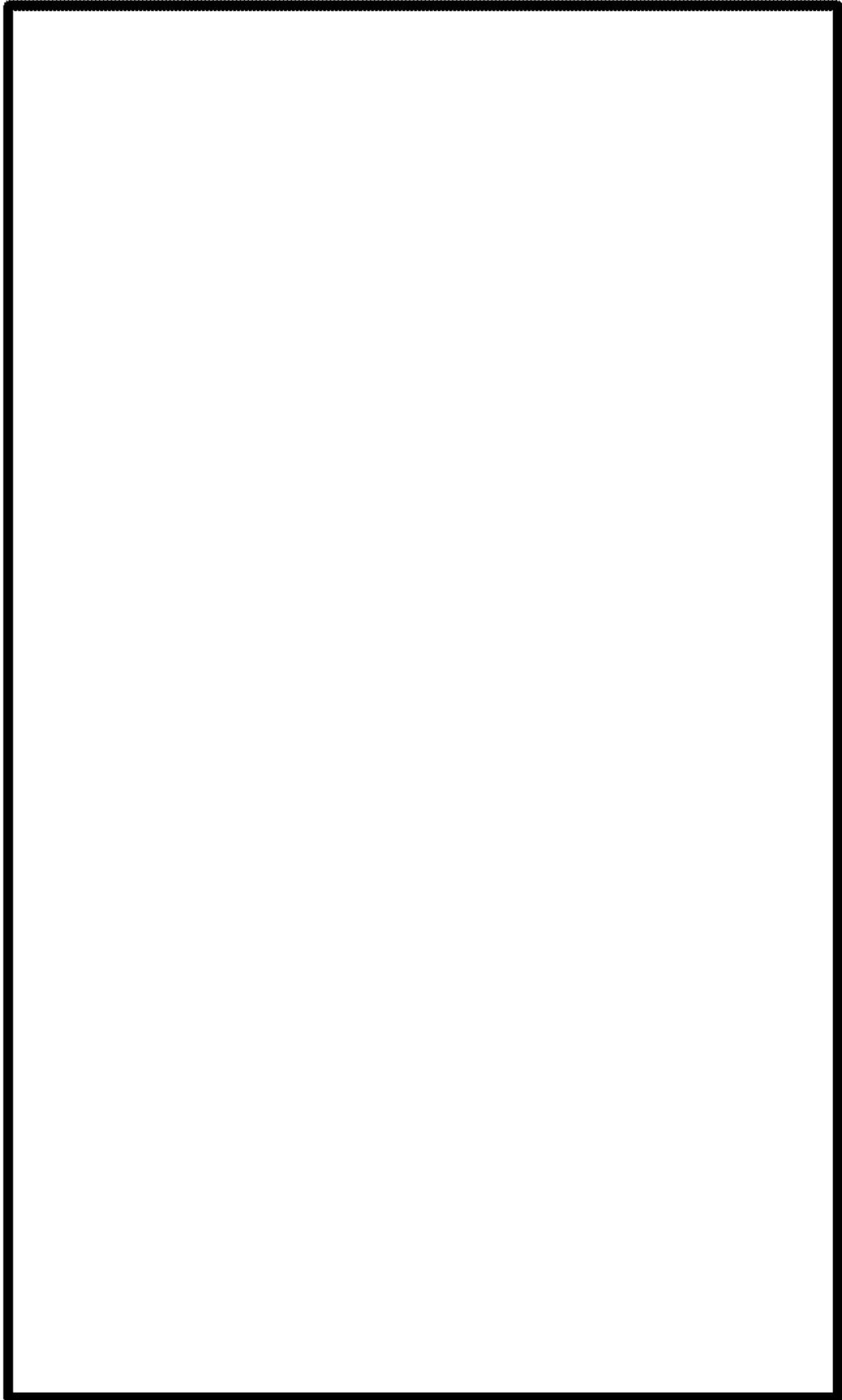


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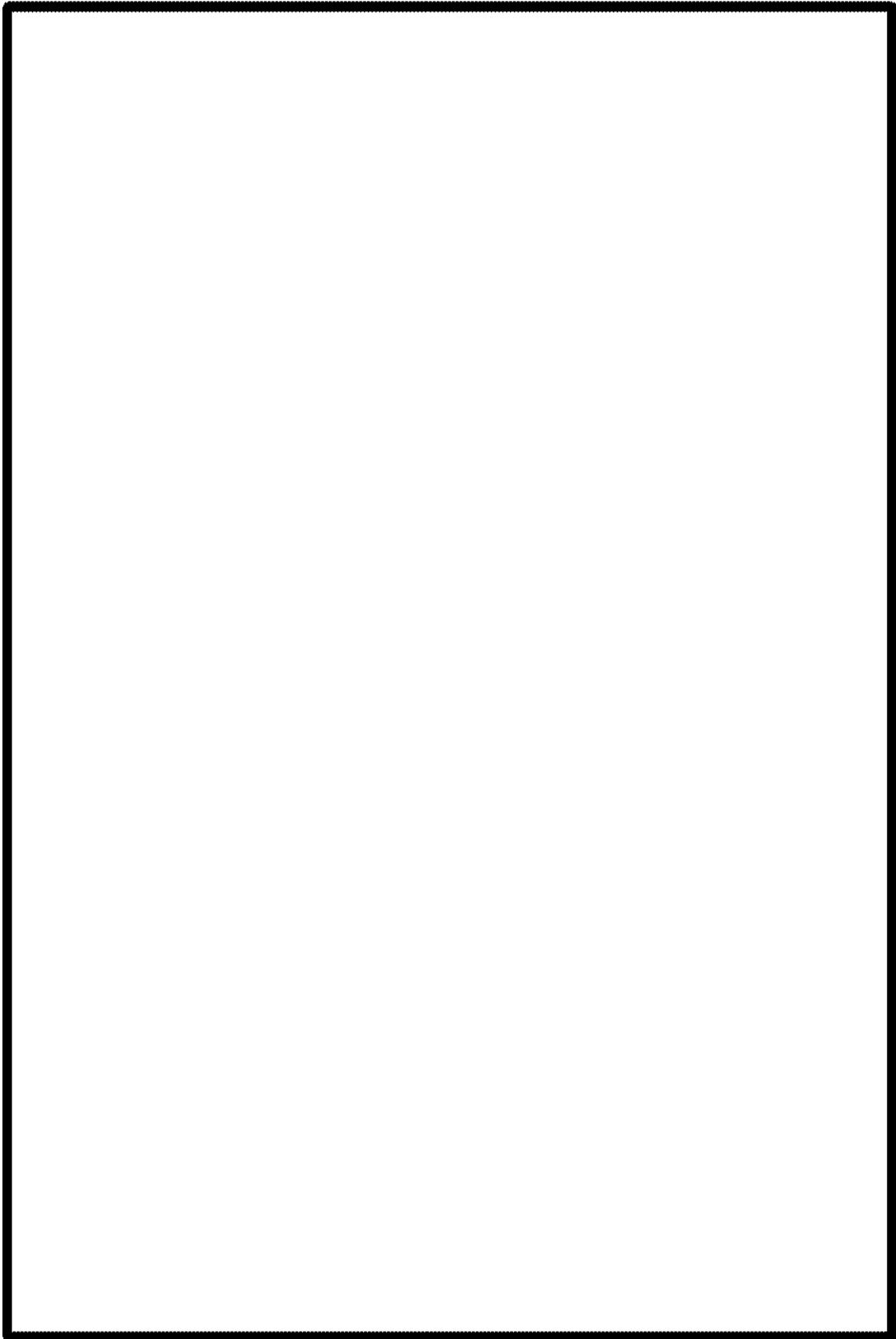
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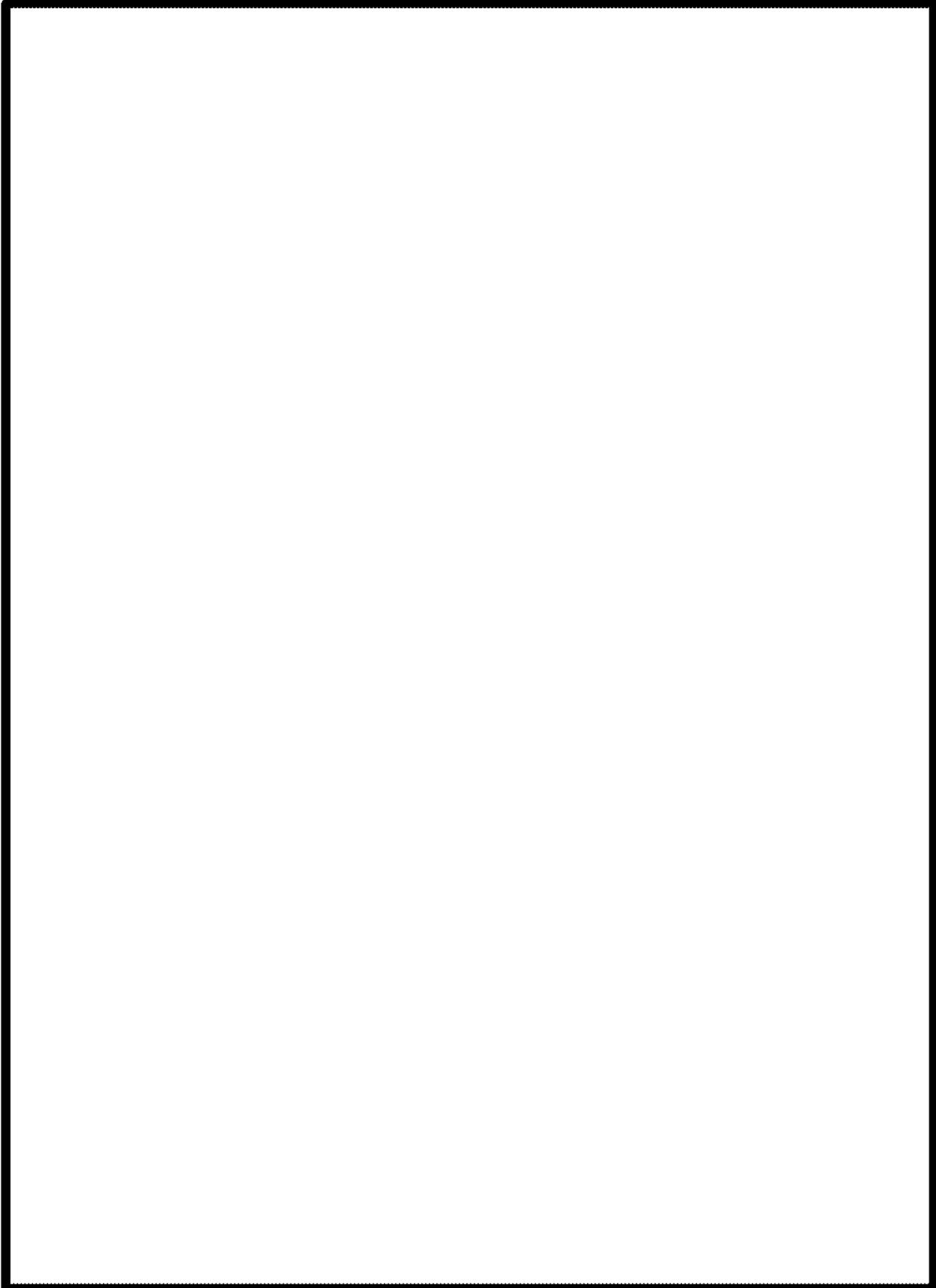
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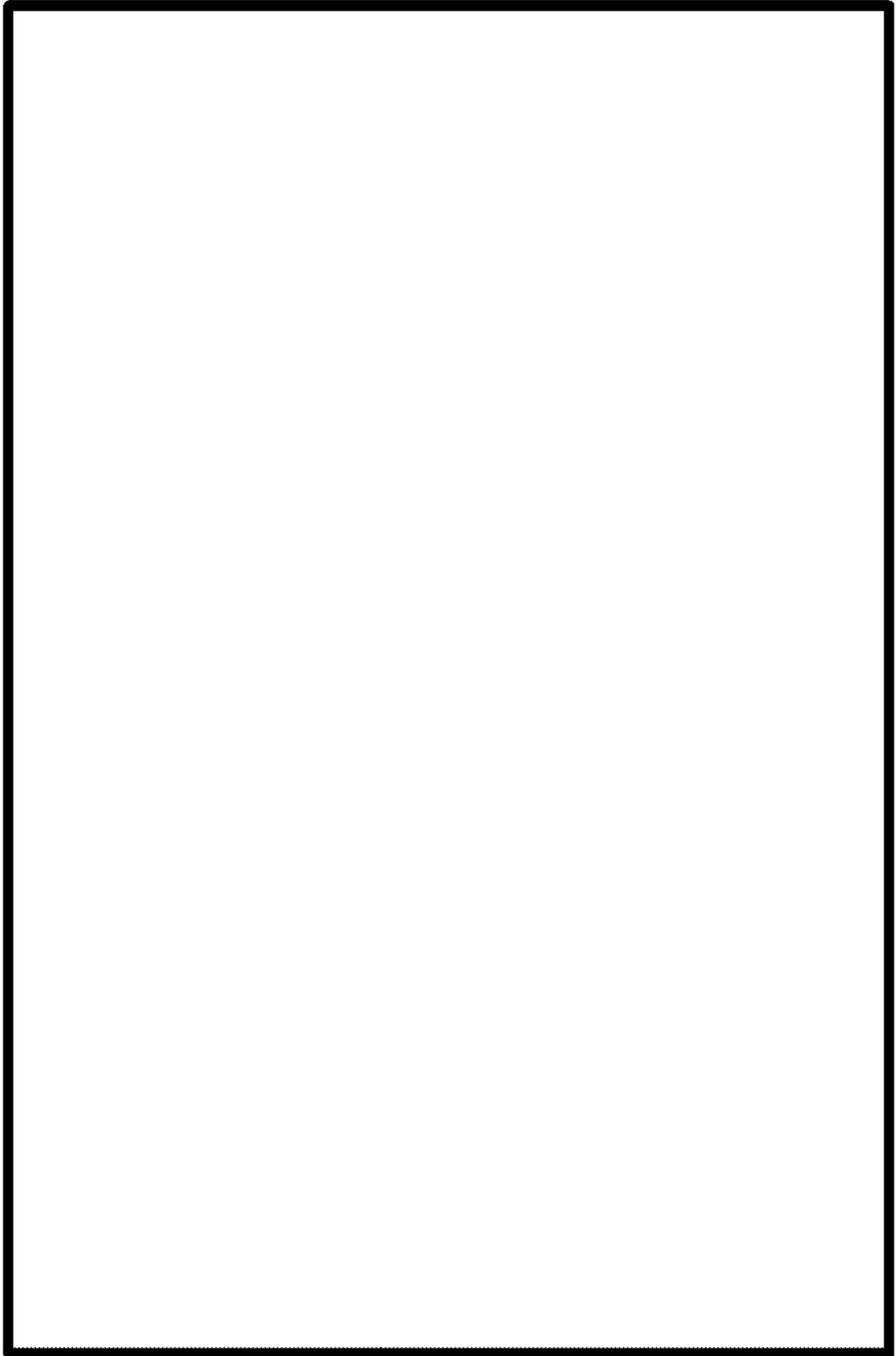
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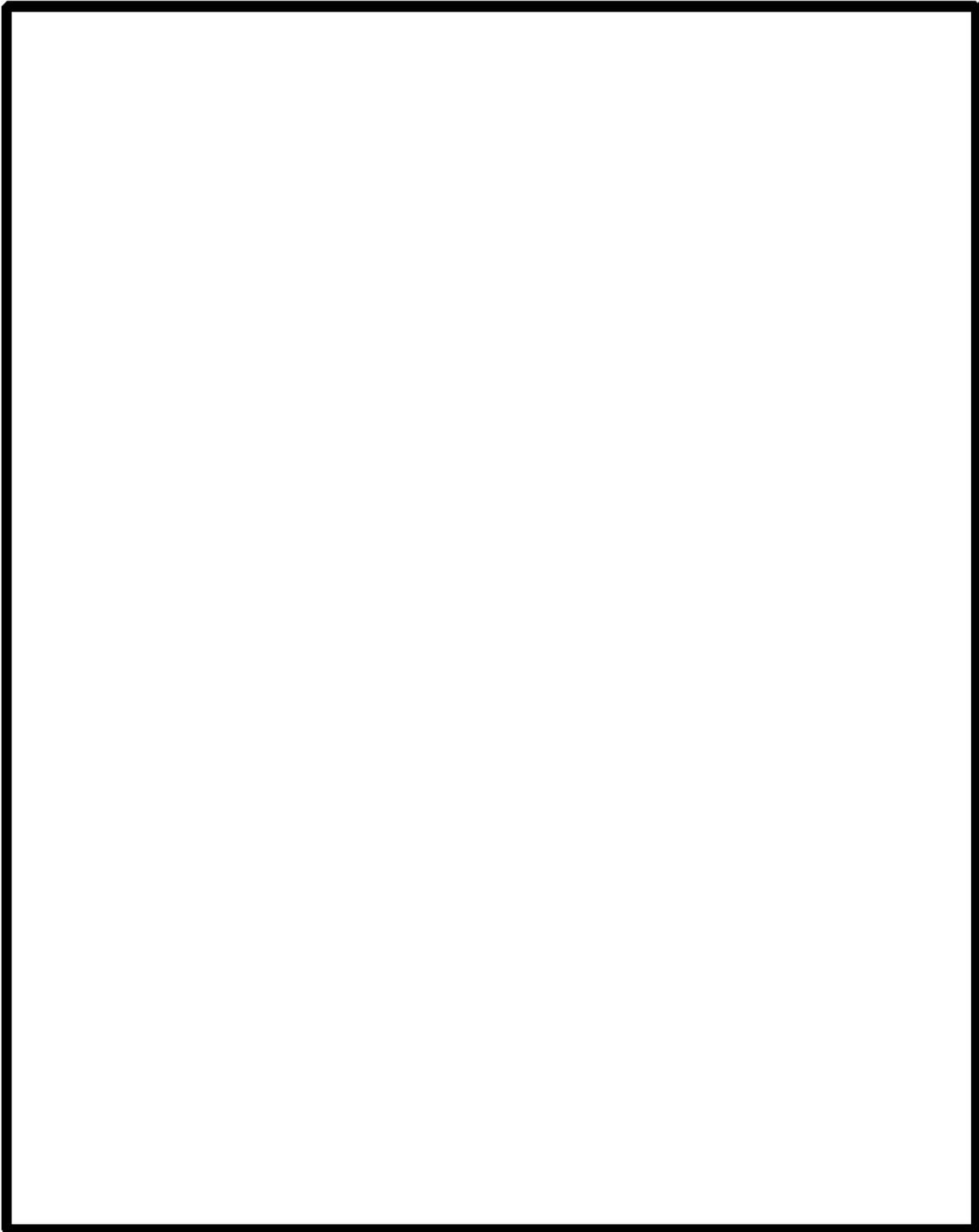
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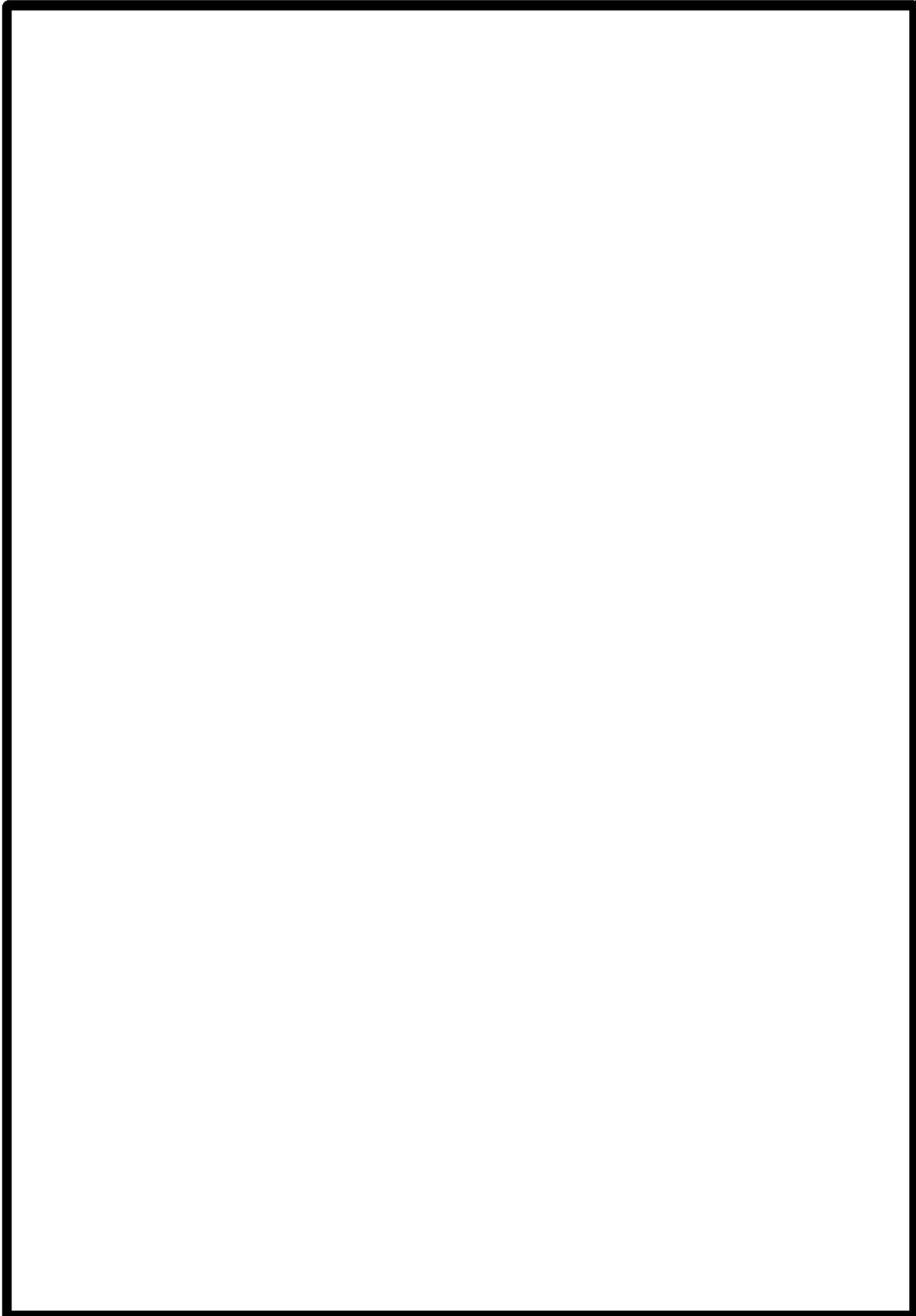


**ARTICLE VIII ACCOUNTING: BOOKS AND RECORDS**



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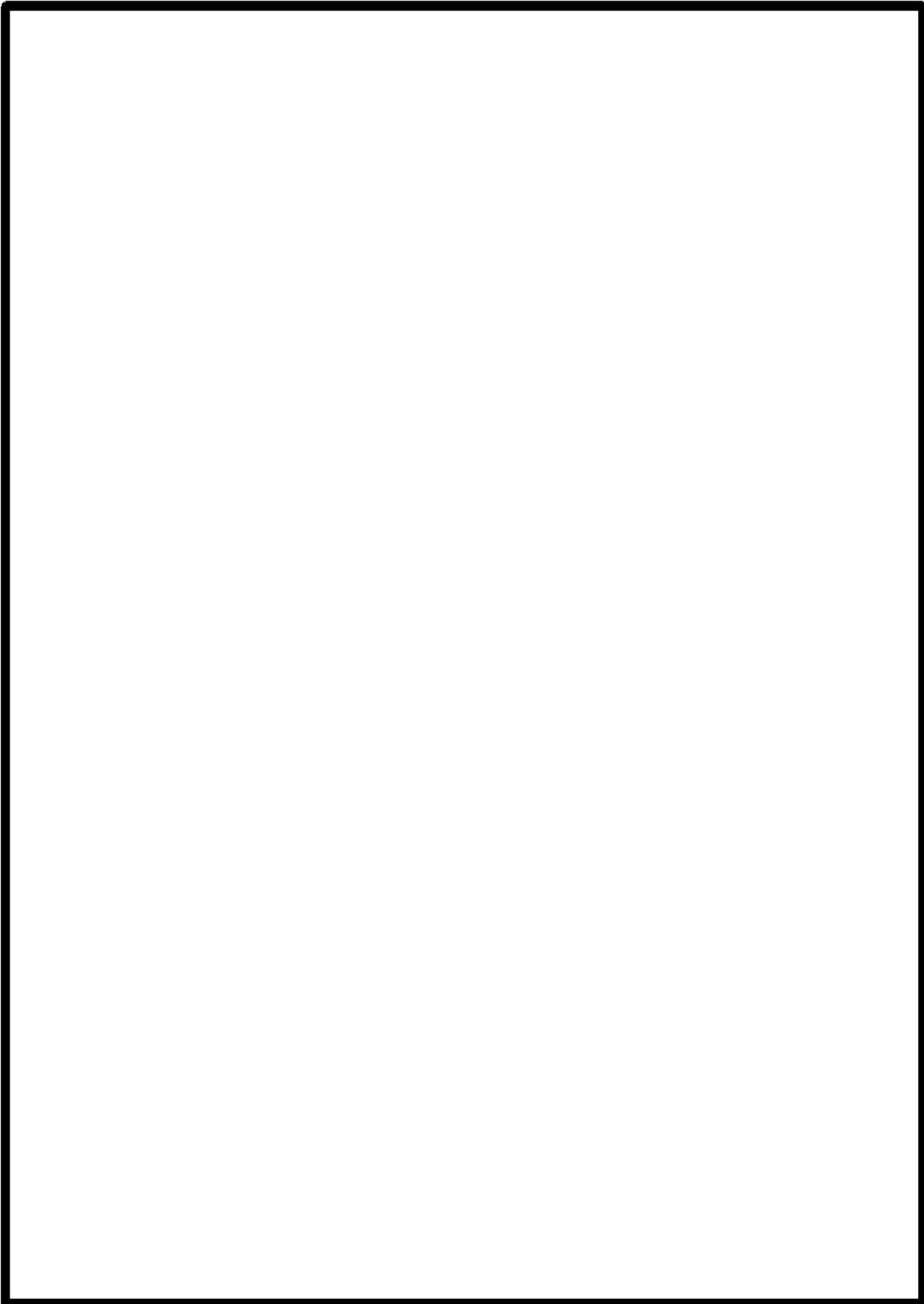


**ARTICLE IX      TRANSFERS OF COMPANY INTERESTS**



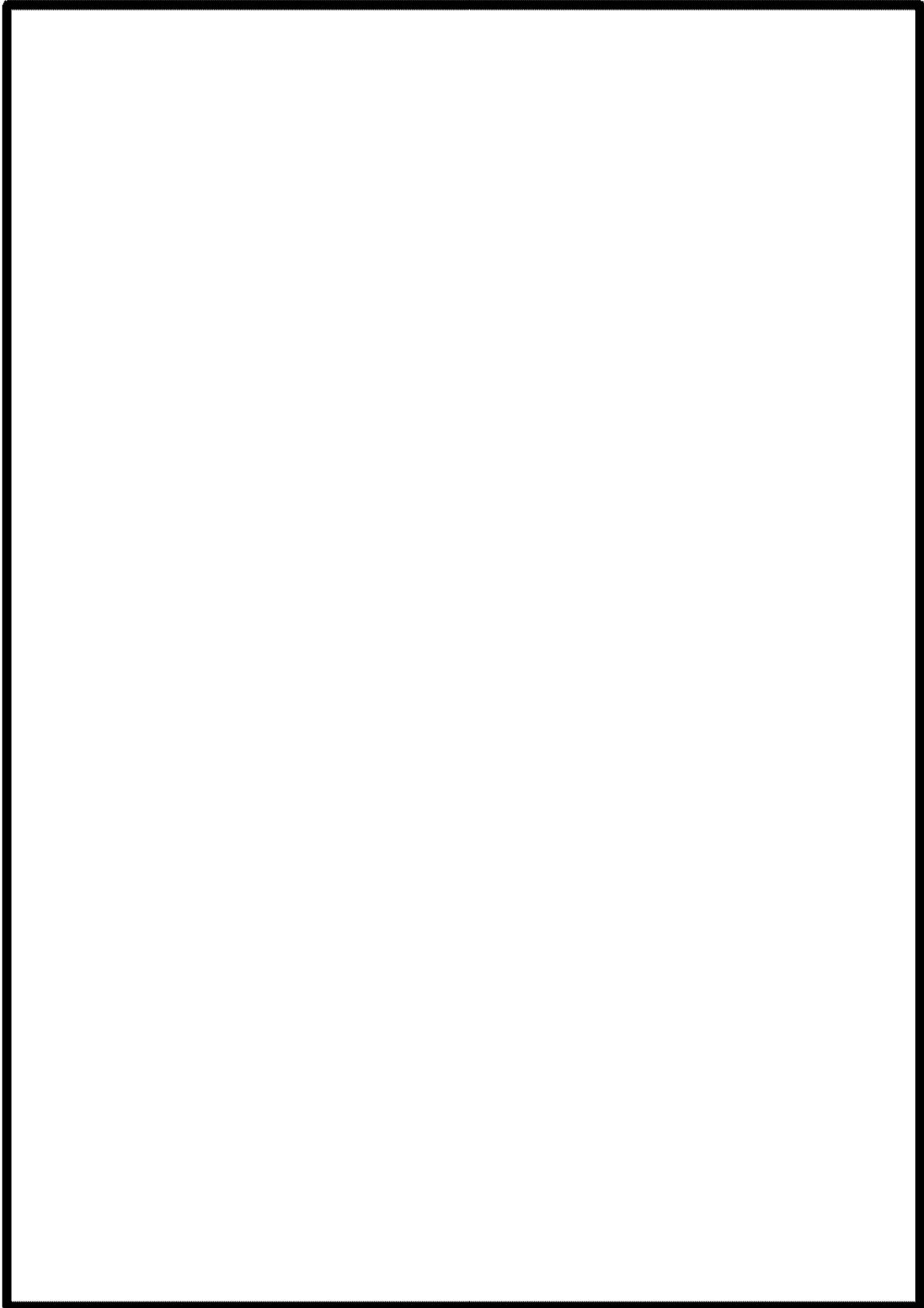
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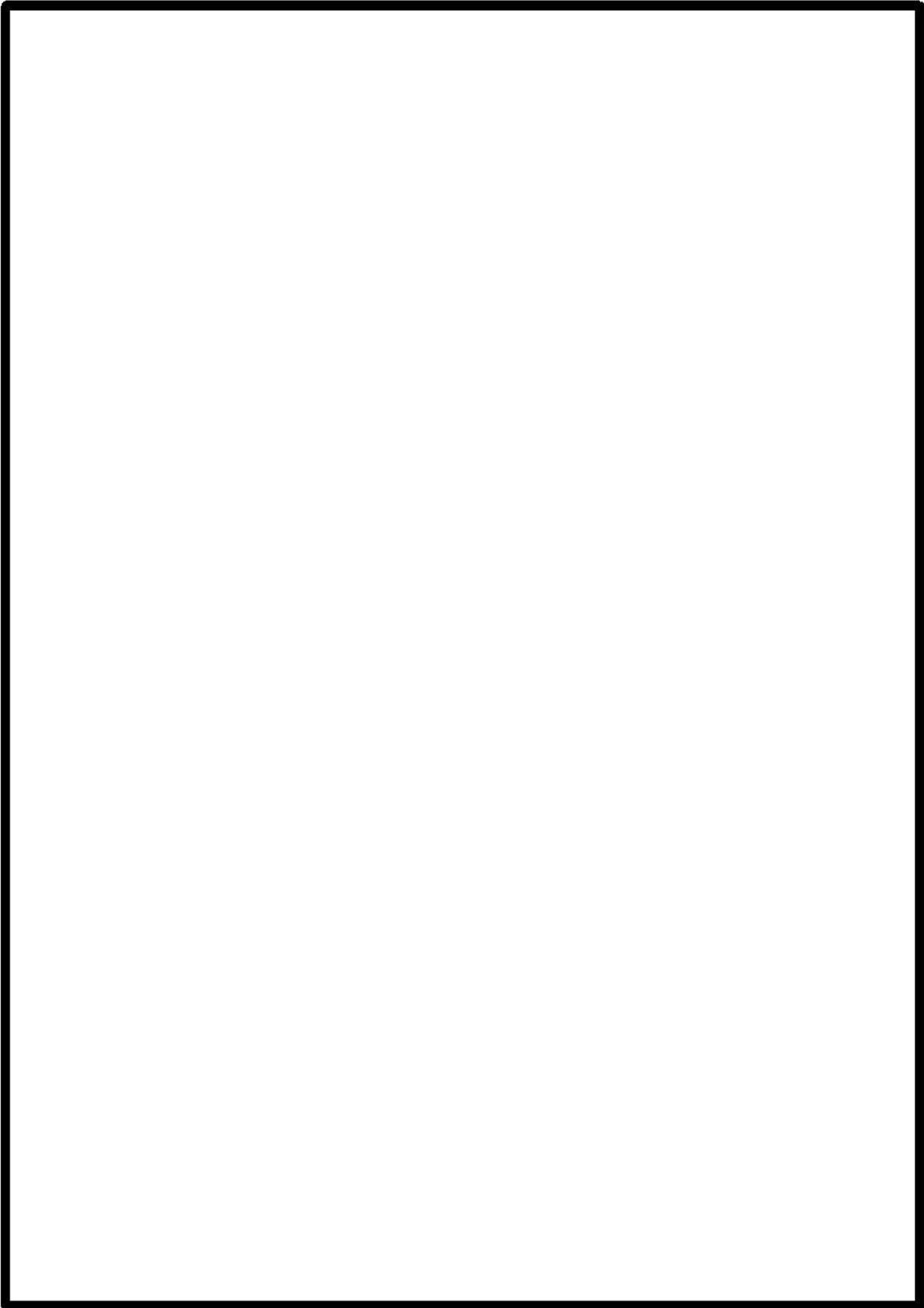




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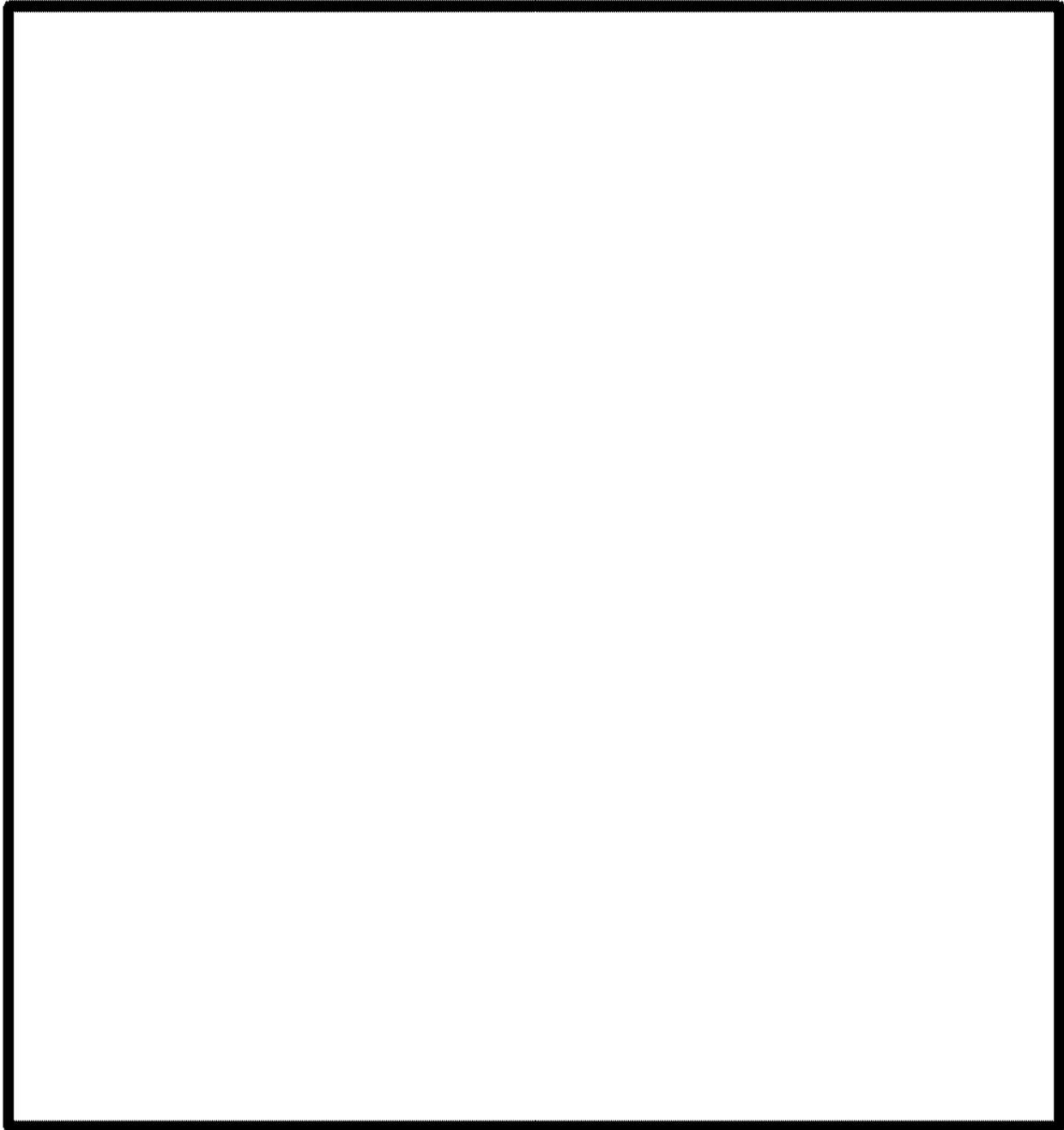
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(b)(4)



**ARTICLE X      SPECIAL AND LIMITED POWER OF ATTORNEY**



(b)(4)

(b)(4)

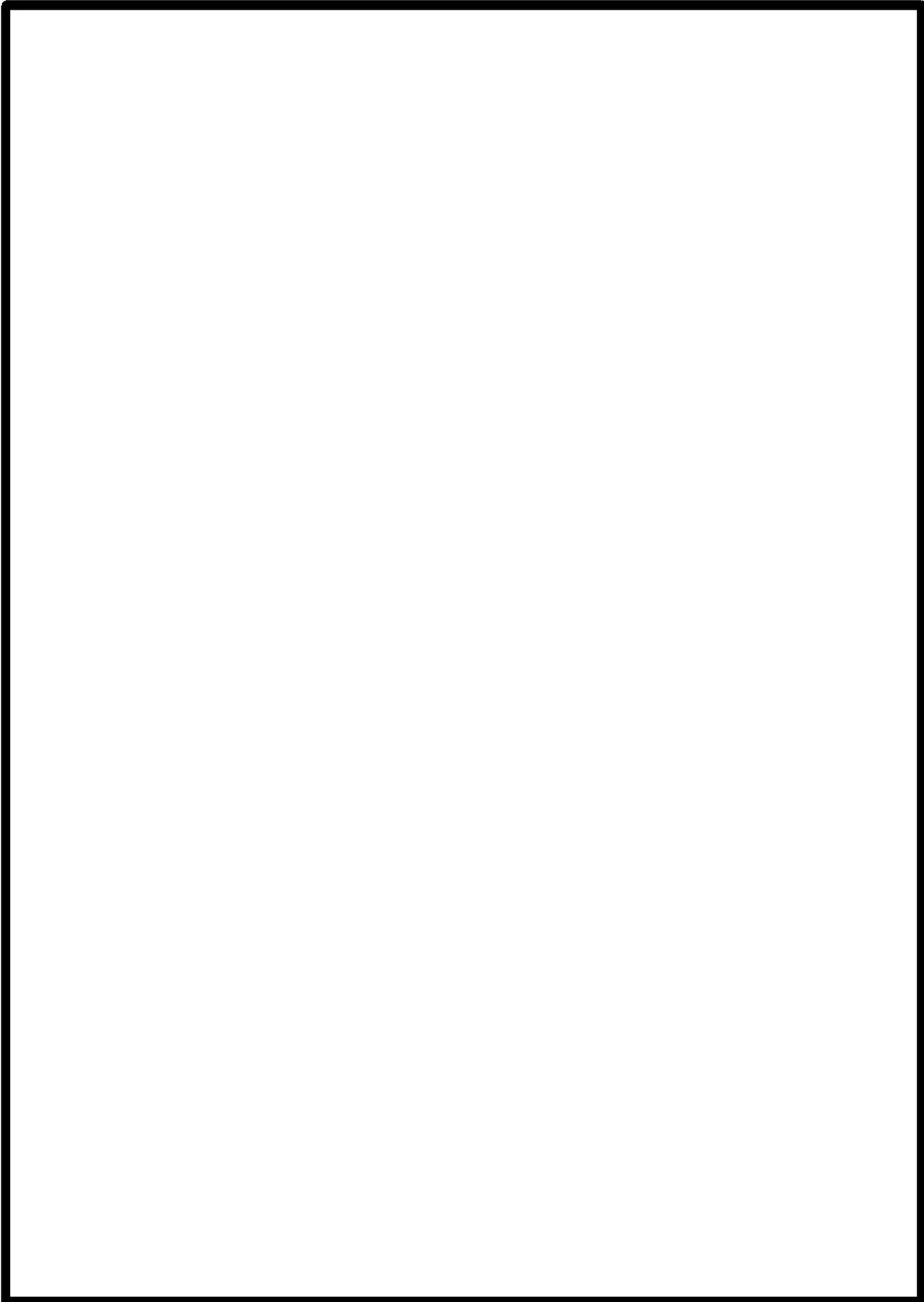


**ARTICLE XI      DISSOLUTION, WINDING UP AND TERMINATION**

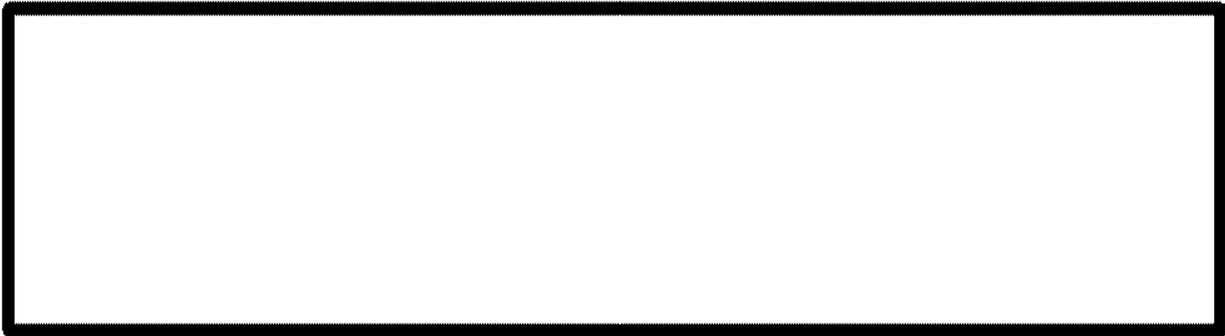


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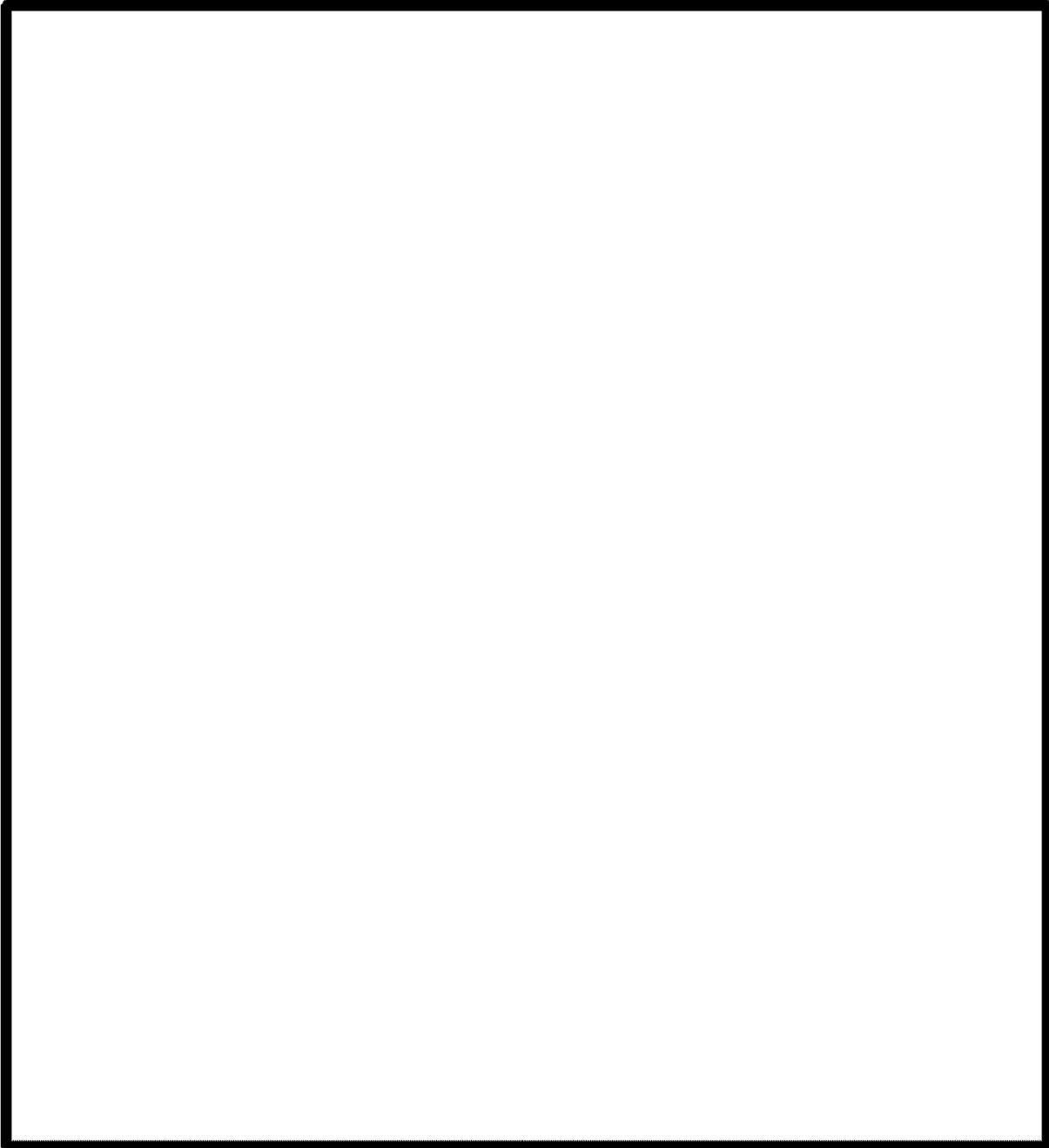
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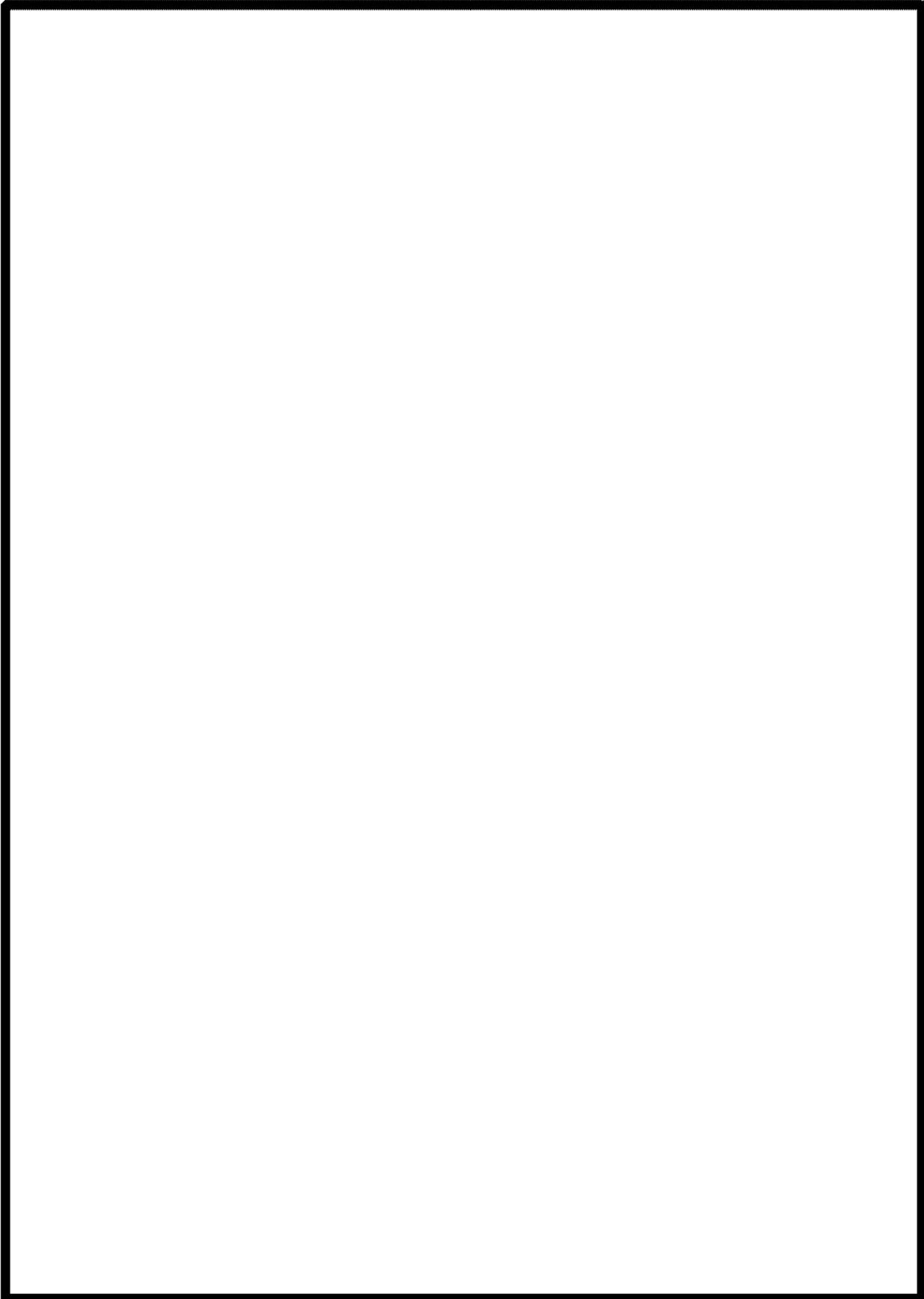
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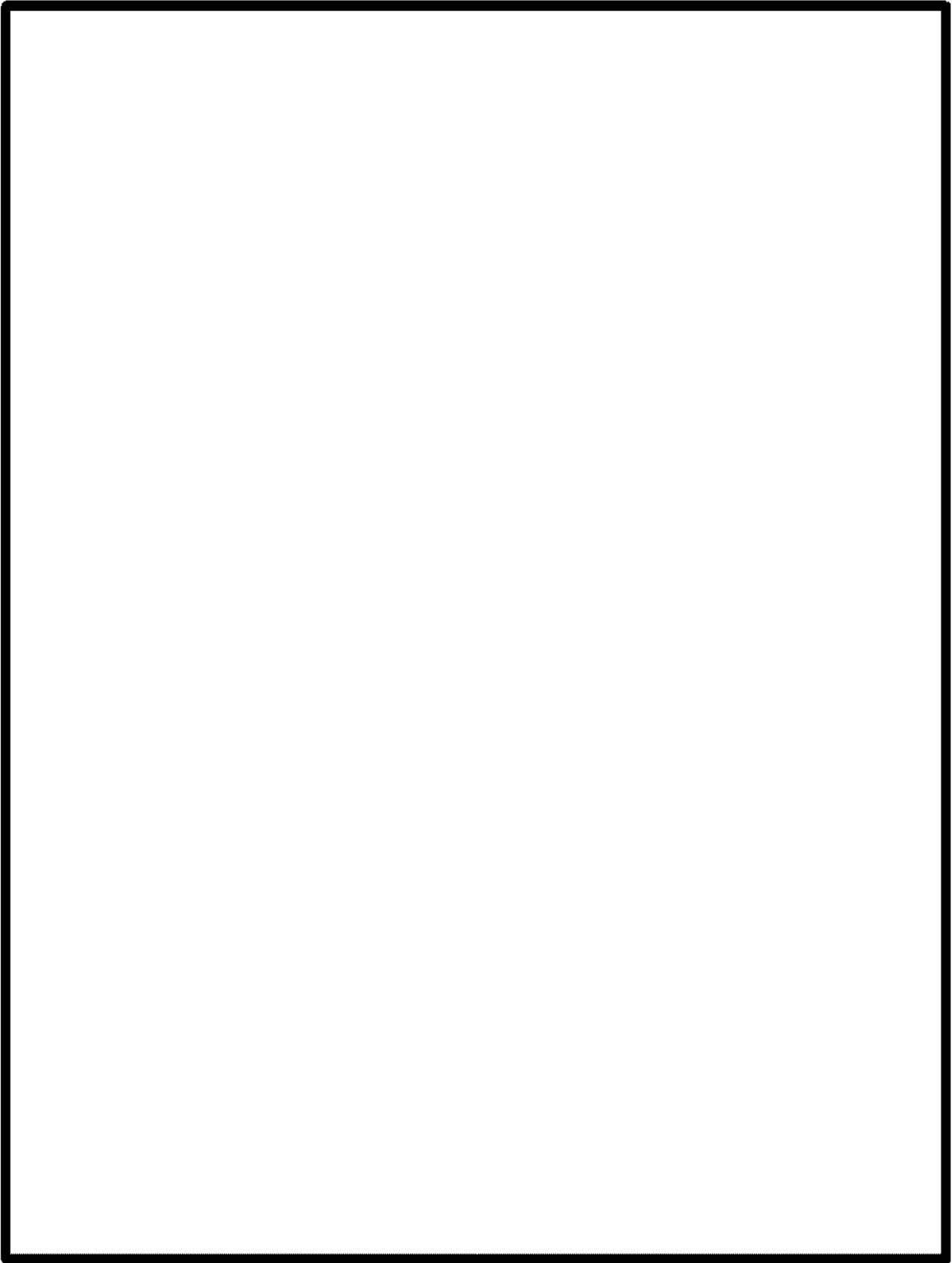
**ARTICLE XII MISCELLANEOUS**



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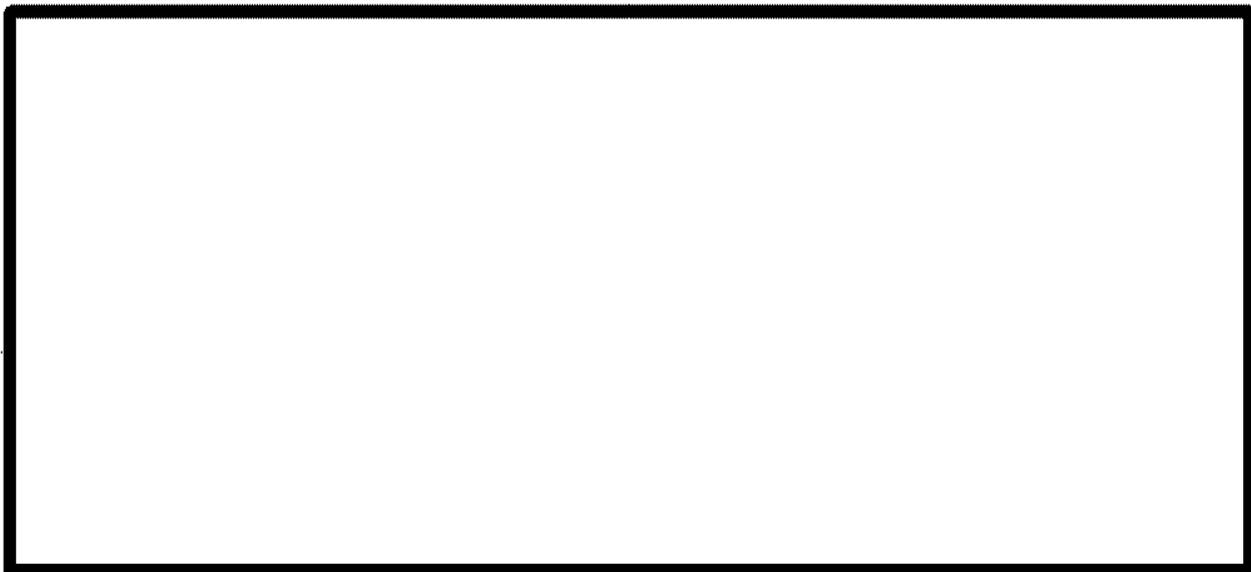
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**ARTICLE XIII**

**LEGAL REPRESENTATION AND SECURITIES MATTERS**





IN WITNESS OF THEIR AGREEMENT, the parties have executed this Operating Agreement as of the year and day first above written.

Manager:

**Freedom Partners Regional Center LLC**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Manager:

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**SCHEDULE A:  
REGISTER OF MEMBERS**

Name and Address    Units    Capital Contribution    Membership Percentage

From: (312) 263-6101  
Anna Morzy, Esq.  
Fragomen, Del Rey, Bernson & Lowy  
200 W JACKSON BLVD  
STE 1800  
CHICAGO, IL 60604

Origin ID: CHIA



Ship Date: 08FEB13  
Act/Net: 1.0 LB  
CAD: 1385123/NET3370

Delivery Address Bar Code



Ref # Morzy/EB-5  
Invoice #  
PO #  
Dept #

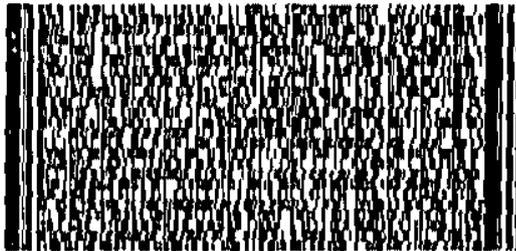
CSC  
REC'D FEB 11 2013  
STAMP #172  
927

SHIP TO: (312) 263-6101  
Attn: EB-5 Processing Unit  
California Service Center-USCIS  
24000 AVILA RD FL 2  
ROOM 2312  
LAGUNA NIGUEL, CA 92677

BILL SENDER

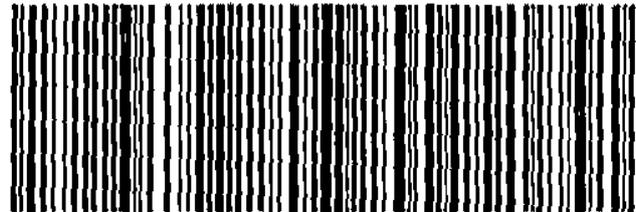
MON - 11 FEB A1  
PRIORITY OVERNIGHT

TRK# 7947 1516 5910  
8281



SA JORA

92677  
CA-US  
SNA



518G14DF2400AR

After printing this label:

1. Use the 'Print' button on this page to print your label to your laser or inkjet printer.
2. Fold the printed page along the horizontal line.
3. Place label in shipping pouch and affix it to your shipment so that the barcode portion of the label can be read and scanned.

Warning: Use only the printed original label for shipping. Using a photocopy of this label for shipping purposes is fraudulent and could result in additional billing charges, along with the cancellation of your FedEx account number.

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