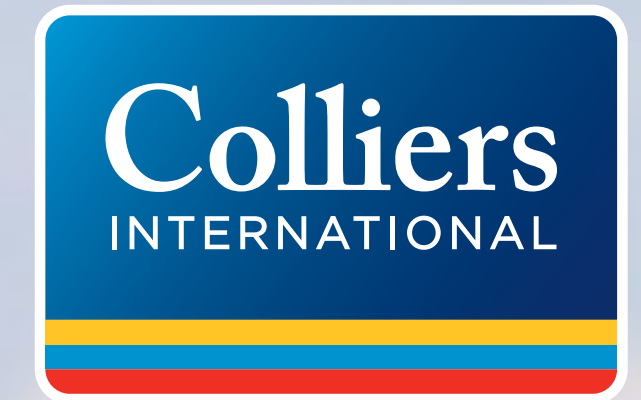


# RETAIL & BUSINESS RECRUITMENT

Response to RFP NO. 2020-008

CITY OF FORT PIERCE, FLORIDA

PREPARED FOR



Accelerating success.

# AGENDA

**01**

WHO IS COLLIERS INTERNATIONAL?

**02**

RETAIL MARKET INSIGHTS | FORT PIERCE

**03**

OUR EXPERT TEAM

**04**

COLLIERS RETAIL CAPABILITIES AND EXPERIENCE

**05**

OUR APPROACH TO THE SCOPE OF WORK

**06**

SAMPLES OF WORK

**07**

PROPOSED FEE STRUCTURE

**08**

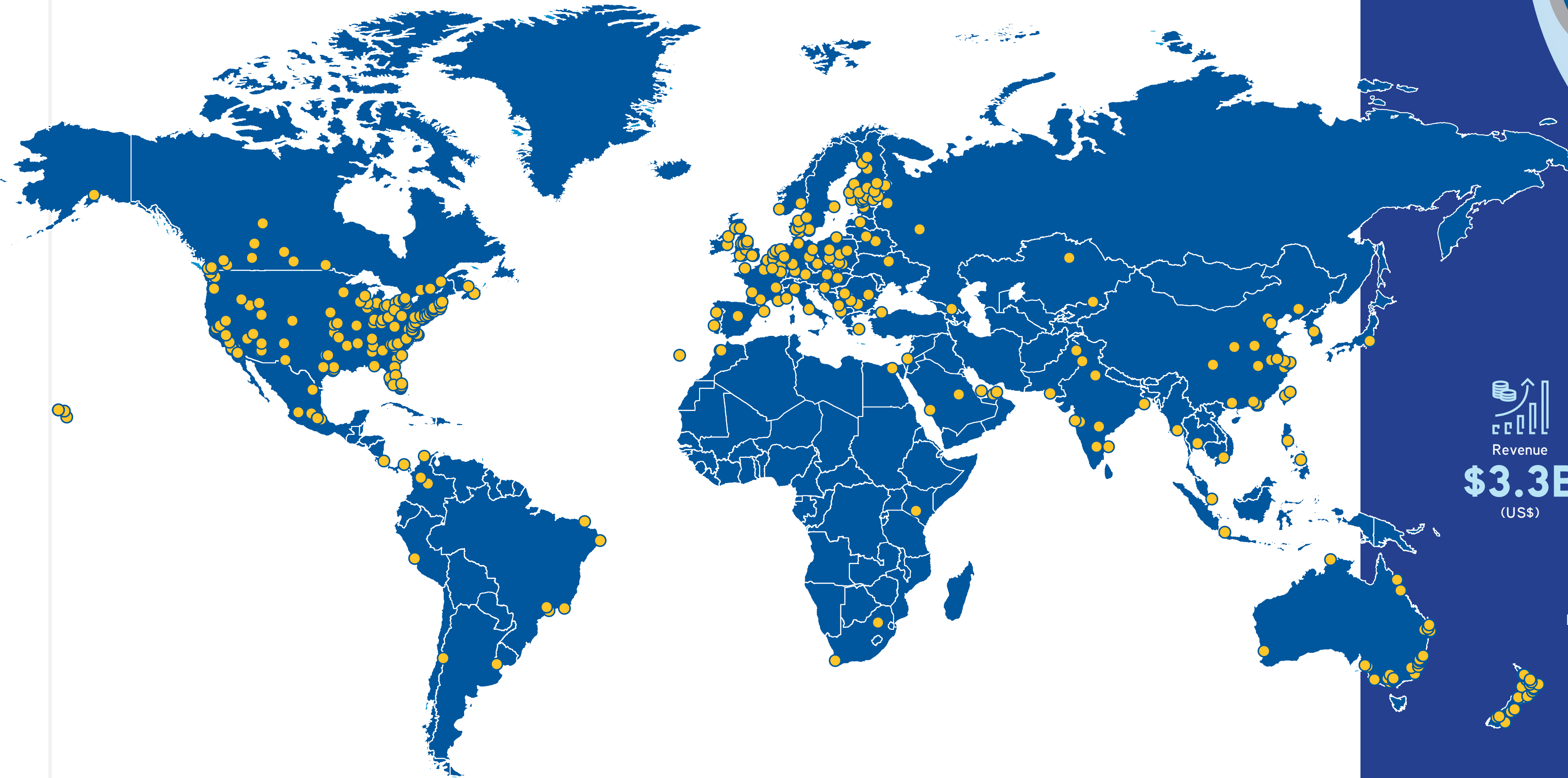
QUESTIONS



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# ABOUT COLLIERS

## INTEGRATED SERVICES PLATFORM



## GLOBAL PLATFORM

Revenue  
**\$3.3B**  
(US\$)

Established in  
**68**  
countries

Transaction value  
**\$127B**  
(US\$)

Managing  
**2B**  
(square feet)

Lease/sale transactions  
**69,000**

Assets Under Management  
**\$26B+**

Comprised of  
**17,000+**  
professionals

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# COLLIERS FLORIDA

Our core project team has roots in the local community, with deep relationships and deal-making expertise in the same region which we call home. Backed by the large-scale resources, integrated platform, relevant multi-market experience and footprint of a global leader, our local project team has a firm understanding of evolving trends in Florida real estate and the relationships essential to provide optimal results for the City.

PERSONALIZED, LOCAL EXPERTISE



Florida offices

11



Square feet under management

31M+



Annual transaction volume

\$3.3B



Transactions

1,771



Professionals & staff

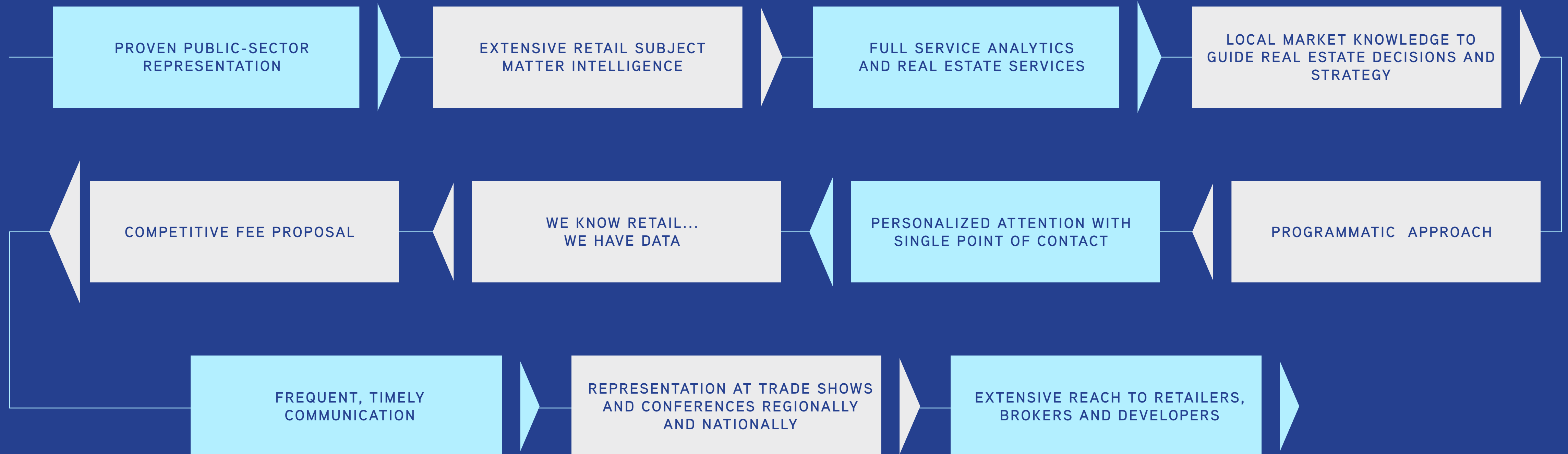
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# WHAT SETS COLLIERS APART

*Personalized, Local Expertise with the Backing of a Global Service Powerhouse*



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# RETAIL MARKET INSIGHTS

## WHY FORT PIERCE?

### CONNECTIVITY

Extensive, dependable transportation - a plethora of transportation linkages which include rail, St. Lucie County International Airport, and a deep-water port.

### ACCESSIBILITY

Easy access is the key to growth - I-95 and US-1 provide easy access to the country's east coast, from Key West to Maine.

### STRATEGIC LOCATION

At the center of two major population centers - just 120 miles from Miami and 120 miles from Orlando.

### TALENT RICH

The City boasts strong educational resources and institutions and is host to Indian River State College, an institution that has won national recognition for excellence and innovation applied toward training and education.

### DIVERSE ECONOMY

The City has a diversity of industries including a blend of emerging life science R&D with traditional manufacturing, agriculture, tourism and services.

### STRATEGIC LOCATION

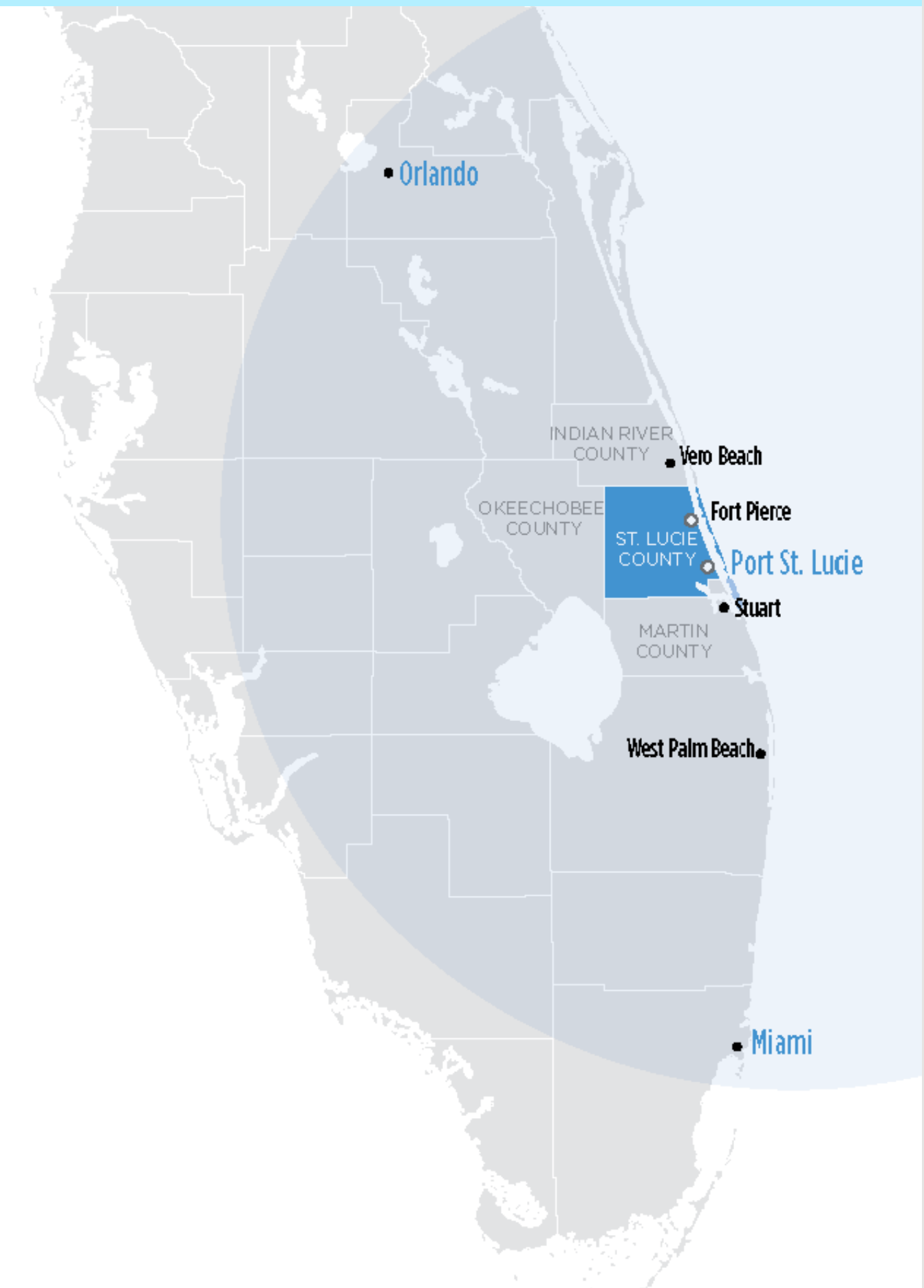
The City's total labor force is currently at 24,690, which equates to 27% of the total County employment.

### AFFORDABLE AND HIGH QUALITY OF LIFE


Low-density, low-crime, livable community with small-town charm and all the amenities of a large city.

### UNPARALLELED TOURISM ATTRACTIONS

Home to some of the best fishing on the Treasure Coast and Florida's Ultimate Golfing Spot where PGA Village and the Saints Golf Course are located, the City attracts thousands of visitors each year to enjoy these and many other attractions.



# FORT PIERCE RETAIL MARKET DRIVERS

 45,677

Residents 9% growth since 2010.

 \$42.3k

Average Disposable Income.

Treasure Coast  
International  
Airport

One of the busiest general aviation airports in the state.

 632

businesses with 6,630 employees in Retail Trade. That is 27% of the total number of jobs supported in the City.

 15%

of St. Lucie County population is concentrated in Fort Pierce.

 \$51.3k

Average Household Income.

 3,000

Businesses located in Fort Pierce, supporting jobs for 25K employees.

 \$400M

spent annually on Retail Sales.

Accelerating success.

**EXPERT TEAM.  
SPECIALIZED EXPERIENCE.**

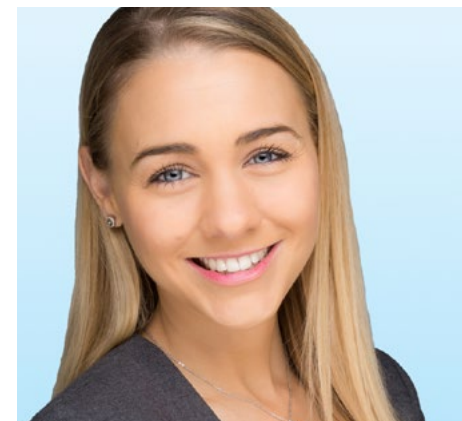
Accelerating success.

# EXPERT TEAM

*Personalized, Local Expertise with the Backing of a Global Service Powerhouse*



**Ken Krasnow**  
Vice Chairman, Institutional Services  
**EXECUTIVE OVERSIGHT**



**Verity Mosquera**  
Research & Consulting Manager  
**PROJECT LEAD**



**Brooke Berkowitz**  
Senior Associate  
**ACCOUNT MANAGER**



**Renee Miller**  
President, R. Miller Consulting Group  
**GOVERNMENT SERVICES**



**PJ Cusmano**  
Executive Managing Director  
**VALUATION/ADVISORY**



**Haley Boatright**  
Research Analyst  
**RESEARCH**



**Kris Mitchell**  
Marketing Manager  
**MARKETING**



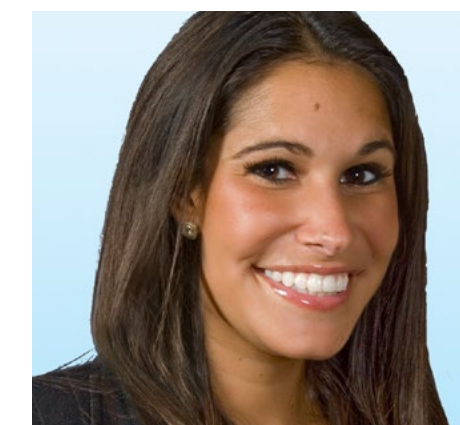
**Sabrina Stimmings**  
Executive Managing Director  
**RETAIL SERVICES**



**Justin Frye**  
Senior GIS & Research Analyst  
**GIS MAPPING**



**Elizabeth McBride**  
Client Services Coordinator  
**CLIENT SERVICING**



**Ariel Bernstein**  
Senior Director  
**RETAIL SERVICES**

# MEET THE TEAM

## EXECUTIVE OVERSIGHT | KEN KRASNOW

Ken Krasnow | Vice Chairman brings more than 30 years of acclaimed expertise in the commercial real estate industry and will be providing Executive Oversight to the account, including resource allocation, to ensure the City receives the highest quality real estate services.

## EXPERIENCED ACCOUNT MANAGER | BROOKE BERKOWITZ

Brooke Berkowitz | Senior Associate has proven experience leading strategic accounts within the public sector. For nearly 10 years she has worked with Public Institution Groups; representing Martin County, Riviera Beach Community Redevelopment Agency, and consulting with the Florida Department of Transportation (FDOT) in Districts 4 and 6. Brooke currently manages our City of Fort Lauderdale account handling lease administration, negotiations and dispositions for the City's assets and recently began representing the Broward Sheriff's Office.



KEN KRASNOW



BROOKE BERKOWITZ

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# MEET THE TEAM

## RESEARCH PROJECT LEAD | VERITY MOSQUERA

Verity Mosquera | Research & Consulting Manager will serve as the Lead Market Analyst supported by a team of research analysts, GIS specialists and valuation & advisory experts. Verity has proven experience addressing the needs of our public sector clients conducting market analyses, real estate market updates, feasibility studies, supply and demand analyses, market surveys, GAP analyses and strategic real estate planning.

Verity will draw upon this experience and her background in economics to evaluate the retail needs and preferences of the Fort Pierce trade area in one Comprehensive Market and Retail Feasibility Study and the preparation of the Fort Pierce Retail Strategy Plan in collaboration with our subject matter experts in retail brokerage and our first-class marketing services team.



VERITY MOSQUERA

# MEET THE TEAM

## GOVERNMENT CONSULTING SERVICES | RENEE MILLER

Renee Miller is the President and founder of R. Miller Consulting Group (RMCG), a Florida based company with offices in South Florida and the Charlotte Metro Area. Renee specializes in the areas of Redevelopment, Economic Development, Public Private Partnership Solutions, and Government Management and Administration.

As a former City Manager, with over 20 years of experience in local government administration, Renee will advise the team on local government policies procedures and best practices as it relates to economic development, redevelopment , urban planning, and local government administration.



RENEE MILLER

# MEET THE TEAM

## SPECIALIZED EXPERIENCE | RETAIL SERVICES

Colliers' Retail Services Team is rooted in a commitment to offer a best-in-class team to service the growing retail landscape throughout the State of Florida. From urban, high street, institutional and tenant representation retail, the firm has strategically expanded expertise to create a 360-degree approach to servicing this niche property type.

## COLLIERS FLORIDA RETAIL

51+

retail brokers & professionals

635

total retail transactions in 2019

±3.1M

square feet retail leased in 2019

±4.5M

square feet retail under management



SABRINA STIMMINGS



ARIEL BERNSTEIN

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# REPRESENTATIVE LIST OF FLORIDA RETAIL CLIENTS



# RESEARCH CAPABILITIES

Headed up by the Research and Consulting Manager, **Verity Mosquera**, the research team provides timely, reliable data critical to making effective and well-informed real estate portfolio decisions.

We consider our primary market research a competitive advantage, providing clients with data, analysis and consultation on industry trends, comparable lease and sales transactions, and economic data critical to making effective real estate decisions.

Colliers Research also maintains an extensive tenant database identifying industry, location, square footage occupied, and lease expiration dates. Stacking plans and building skylines are regularly produced to illustrate the location and lease expiration of tenants in select buildings. Additional analytic tools track tenant demand and lease activity on a real-time basis.



**Strategic Real Estate Planning**



**Feasibility Studies**



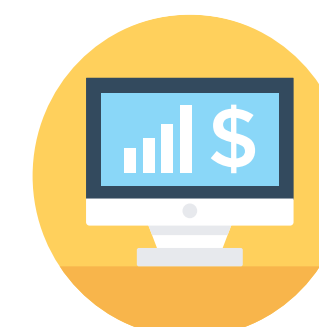
**Asset Evaluations/ Highest-and-Best Use Studies**



**Due Diligence Reports**



**Market Studies**



**Financial Analyses**

Accelerating success.

# SPECIALIZED EXPERIENCE | VALUATION & ADVISORY SERVICES

With its unique and expanding platform, Colliers provides a full range of expertise across all commercial property types and has experience working on appraisals tailored to the unique features of government-leased properties.

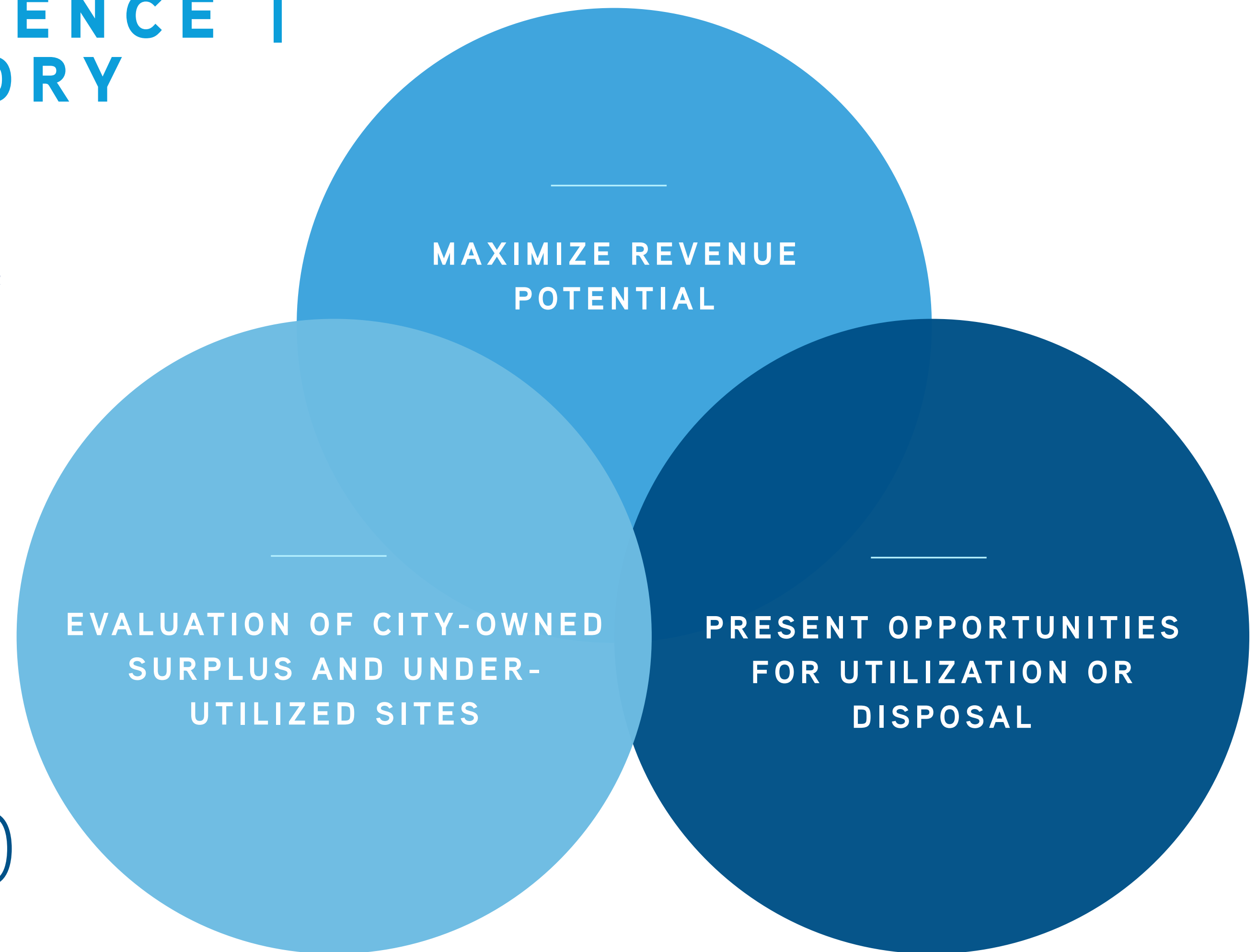
All of our appraisals are evaluated and approved by an experienced review team to ensure our clients receive clear, concise, and timely appraisals. Because we recognize that superior technology is not enough, our managers and professionals stand committed to our clients' success and will go the extra mile to provide exceptional customer service.

## FLORIDA VALUATION & ADVISORY

33+  
valuations members & professionals

12  
members with MAI designation

+2,100  
completed assignments in 2019



# MARKETING SERVICES

With an in-house creative services team spearheaded by project team member **Kris Mitchell**, the Colliers team will work with the City to develop customized, compelling collateral in support of the real estate strategy or strategies selected.

With the primary goal to build smart awareness and educate through tailored marketing, the team may utilize a range of marketing tools, including but not limited to:

## PRINT/DIGITAL BROCHURES

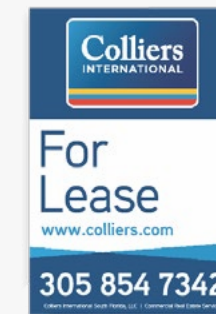
Differentiating your property



- > Elevated design
- > Print or digital deliverables

## SIGNAGE

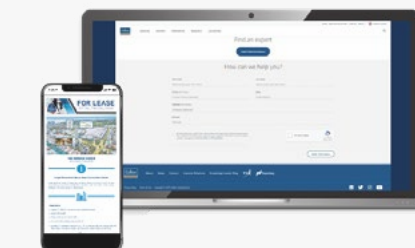
Maximum exposure to drive demand



- > Clear signage
- > Recognizable brand
- > Location centric

## EMAIL MARKETING CAMPAIGNS

Lead generation continues to grow from our unrivaled database



- > Industry leading database
- > Targeted email marketing campaigns
- > Metrics tracking to ensure ROI

## ONLINE PORTALS

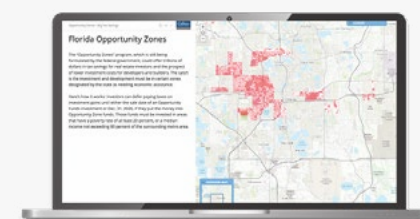
Leveraging industry platforms to reach further



- > Premier CRE platforms
- > Extended reach
- > Active audience

## DATA VISUALIZATION

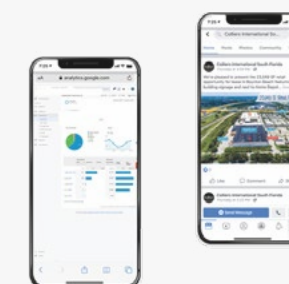
We turn data into insights to paint a bigger picture



- > GIS mapping
- > Labor data, amenities, infrastructure, etc.
- > Layered data set

## SOCIAL MEDIA CAMPAIGNS

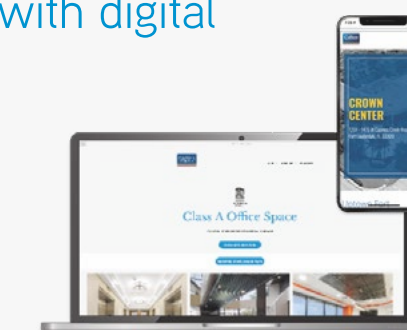
Tailored campaigns to reach the right audience



- > Audience profiling
- > In-house experts
- > Qualified leads

## WEBSITES & MICROSITES

Driving engagement & expediting conversion with digital



- > Bespoke design
- > Mobile-first
- > Interactive content

## PHOTOGRAPHY & VIDEOGRAPHY

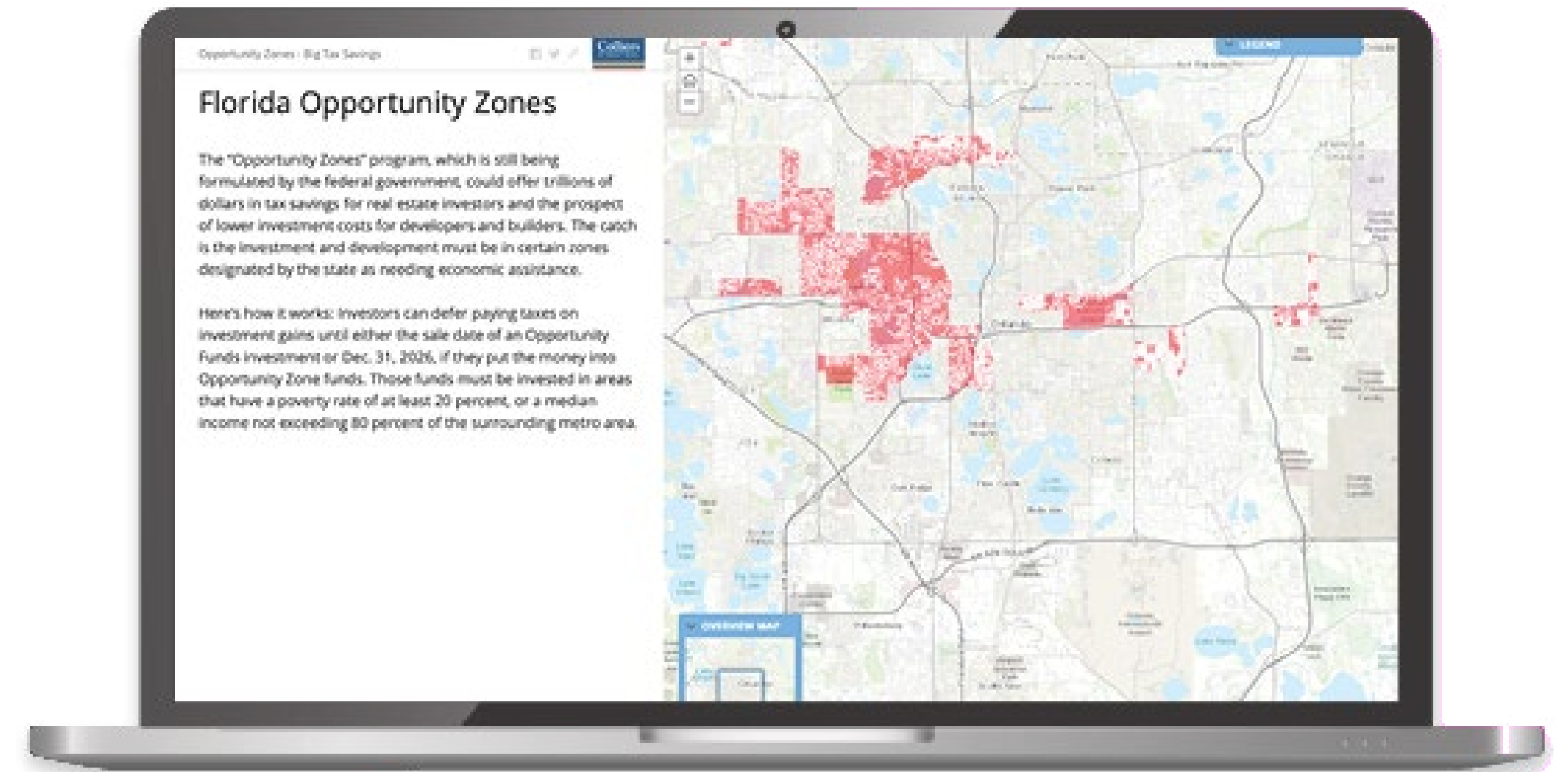
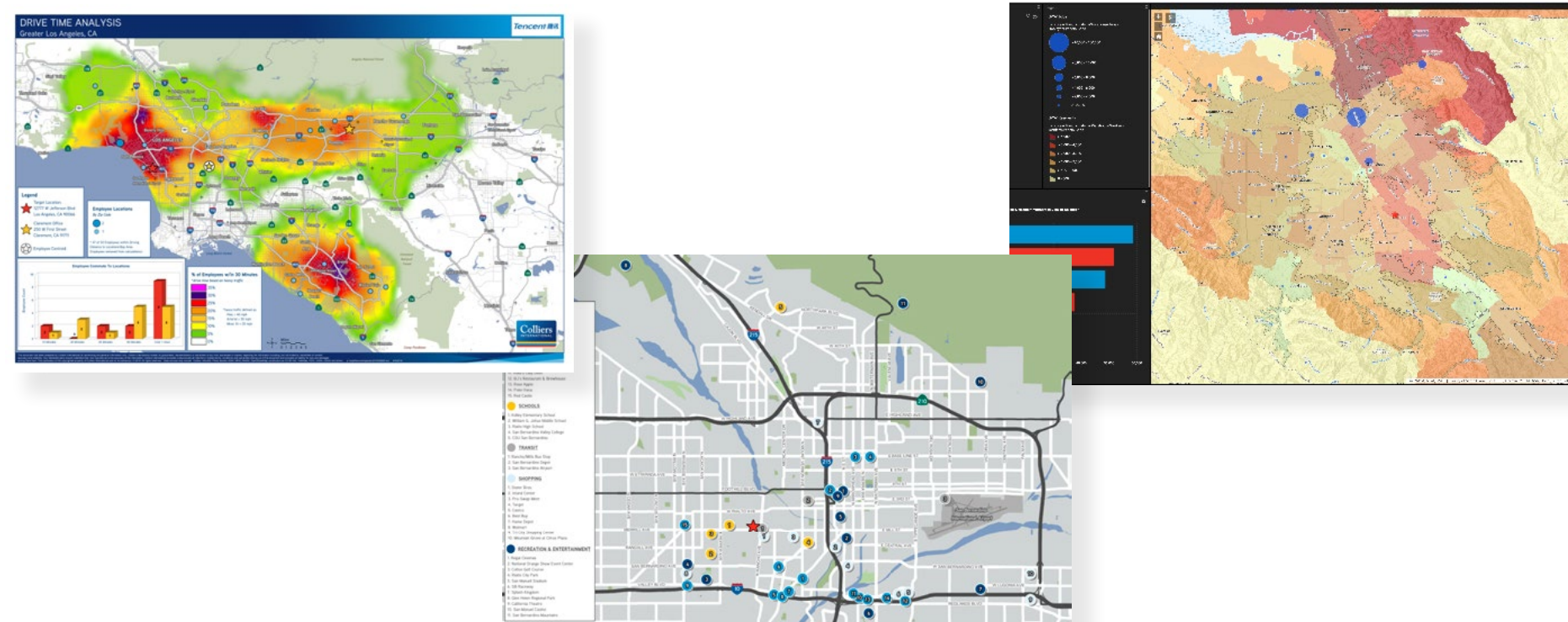
Positioning your property in the best light



- > Professional photography
- > Drone aerials available
- > Property Video services

# GIS SERVICES

Colliers has full-service geographic consulting and mapping, offering tailored analysis for clients as they develop their portfolio strategies. We provide cartographic, demographic, and analytic products and services. Our deliverables vary from simple aesthetic maps to complex geographic analysis and site selection packages. Our demographic analysis provides answers to complex questions and adds tangible value to real estate transactions. Our goal is to provide the highest level of innovative GIS products and solutions with a strong focus on customer service and consultation.



**RETAIL EXPERTISE.  
COLLIERS EXPERIENCE  
AND CAPABILITIES.**

Accelerating success.

# SPECIALIZED EXPERIENCE IN THE PUBLIC SECTOR

Colliers understands that government and public-sector procedures for leasing and managing real property can be subject to layers of regulations, policy, legislation and special orders. Colliers International understands the complexity of the public real estate sector. Colliers has proven expertise in charting a clear path of successful execution for clients and will leverage our shared services and diverse global platform to deliver value for the City as well.

To yield the highest value and best deal execution Colliers offers the City, a team of professionals specializing in government-owned properties. The team accelerates clients' success by providing a deep understanding of factors associated with government-owned real estate, utilizing local market knowledge and leveraging Colliers' national presence.

## EXCLUSIVE REAL ESTATE ADVISOR



## REAL ESTATE ADVISOR



## BROKERAGE SERVICES



## DATA SERVICE PROVIDERS



Accelerating success.

# SPECIALIZED EXPERIENCE IN RETAIL SERVICES

Colliers retail team's expansive footprint is equipped with robust experience across the real estate spectrum to help meet your needs, whether that includes an international rollout, re-developing or repositioning in a transitioning downtown area, or attracting top retailers to your property.

Our team provides landlord and tenant representation to a variety of specialty groups including:

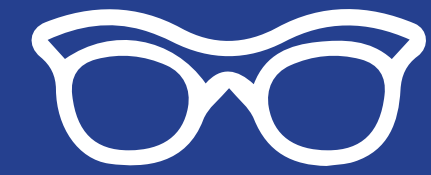
- Urban/Lifestyle
- Grocery Anchored
- Unanchored
- Freestanding
- Malls



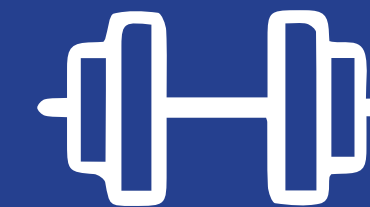
Big & Jr. Box



Health & Beauty



Apparel & Acc.



Fitness



Specialty



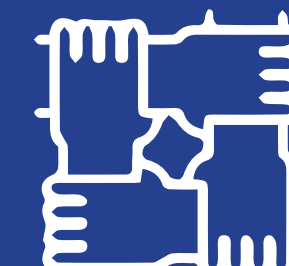
Automotive



Financial



Restaurant



Team



**STRATEGIC APPROACH TO  
THE SCOPE OF WORK.**

Accelerating success.

# OUR STRATEGIC APPROACH TO THE SCOPE OF WORK

Our goals:

**BUSINESS ATTRACTION/RETENTION**

**JOB CREATION**

**SUSTAINABILITY**

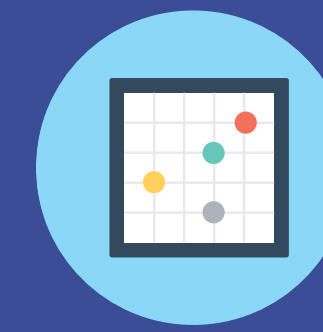
**QUALITY OF LIFE**



PHASE 1  
**ANALYZE &  
OPTIMIZE**

A Comprehensive Market and  
Retail Feasibility Study

**2-4 MONTHS**



PHASE 2  
**BE ACCOUNTABLE**

A Strategic Retail Plan for the  
Community Redevelopment Area  
and Other Commercial Corridors

**1-2 MONTHS**



PHASE 3  
**DELIVER**

Implementation of Retail  
Recruiting Plan

**ONGOING**

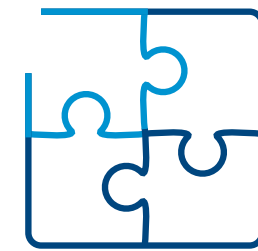
# SCOPE OF WORK | PHASE 1



## A COMPREHENSIVE MARKET AND RETAIL FEASIBILITY STUDY

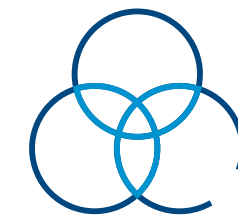
2-4 MONTHS

An Evaluation of Fort Pierce  
Community Retail Needs:



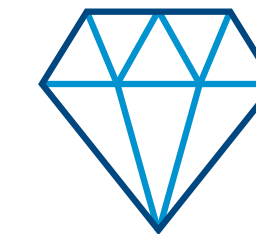
## GAP Analysis

An evaluation of the existing retail market supply by category relative to market demand to discover opportunities for retailers in the market. This analysis takes into consideration the difference between consumer demand and the City's capacity to fulfill the consumer demand within the City's trade area. The analysis will identify any retail spending "leakage" to areas outside of Fort Pierce.



## Retail VOID Analysis

Colliers will undertake a thorough Void Analysis to determine which retailers are missing from the City. It also identifies businesses that are present in similar communities with comparable demographics and spending patterns. The results form a preliminary list of retail prospects that would be successful in the Fort Pierce market place.



## Optimal Tenant Mix

Identification of the optimal mix of local, regional and national tenants who meet the community's needs and who may be recruited to enter the Fort Pierce retail marketplace.

# SCOPE OF WORK | PHASE 1



## A COMPREHENSIVE MARKET AND RETAIL FEASIBILITY STUDY

2-4 MONTHS

An Evaluation of Fort Pierce  
Community Retail Needs:



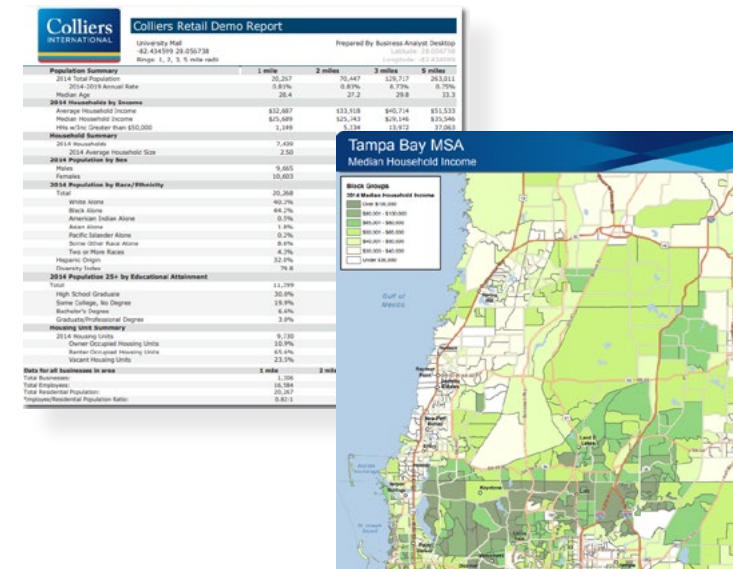
# SCOPE OF WORK | PHASE 1



## A COMPREHENSIVE MARKET AND RETAIL FEASIBILITY STUDY

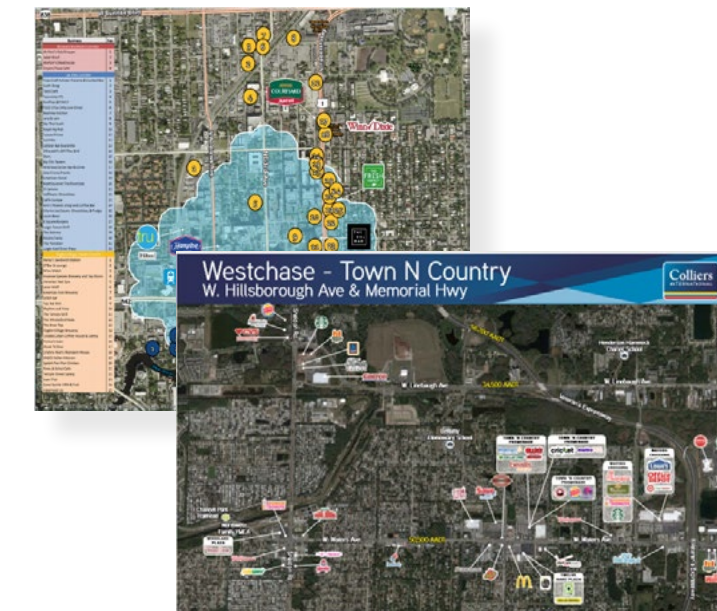
2-4 MONTHS

Viability of New Retail Development



### Factors Impacting Viability

- Inventory of Existing Retail
- Population and Population Growth
- Household Income and HHI Growth
- Employment and Projected Employment Growth
- New Development
- Retail Market Drivers
- Defined New Retail Development Target Market
- Regulatory or land use policies or procedures.

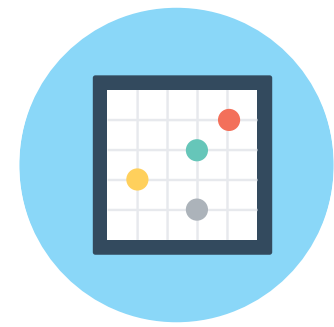


### Advanced GIS Tools

- Trade Boundaries
- Existing Retail
- Drive Times and Traffic Counts
- Existing Anchors/Target Anchors
- Catchment Areas for Retailers that Follow Other Retailers
- Residential Growth Areas
- Other Retail Market Drivers.



# SCOPE OF WORK | PHASE 2



## A STRATEGIC RETAIL PLAN FOR THE COMMUNITY REDEVELOPMENT AREA AND OTHER COMMERCIAL CORRIDORS

1-2 MONTHS

The backbone of any strategic retail and recruitment plan concentrates on **how to increase market awareness** and how to generate prospects, as such our approach is two-fold:

### # 1 MARKET AWARENESS

A comprehensive step-by-step strategy that will provide the broadest exposure for the City. Colliers will present the City with:

- » An optimal tenant mix strategy with a list of stores in demand but missing from area.
- » A roadmap to recruiting the targeted retailers.
- » A rank order of opportunities and actions, in order of those that meet the City goals.

### # 2 RETAIL PROSPECT GENERATION

Colliers will outline a targeted prospect generation program to guide the City in its approach and prospecting efforts based on the findings of the Market and Retail Feasibility Study, utilizing our existing databases, contacts, and market insights in to expanding retailers.

- » Identification of the optimal mix of tenants.
- » Development of a targeted list of retail prospects.

### # 3 SPECIFIC ECONOMIC DEVELOPMENT INITIATIVES

- » Facade/exterior site program
- » Real estate developer Accelerator/incentive program
- » Strategic City Investments
- » Relocation Assistance program
- » Merchant Assistance program
- » Beneficial land use/zoning policies
- » Target market recruitment strategies
- » Public private partnership development opportunities

# SCOPE OF WORK | PHASE 3



## IMPLEMENTATION OF RETAIL RECRUITING PLAN

### ONGOING

Upon final review and agreement of the strategic plan with the City, recommendations will be executed, as well as the following key steps:

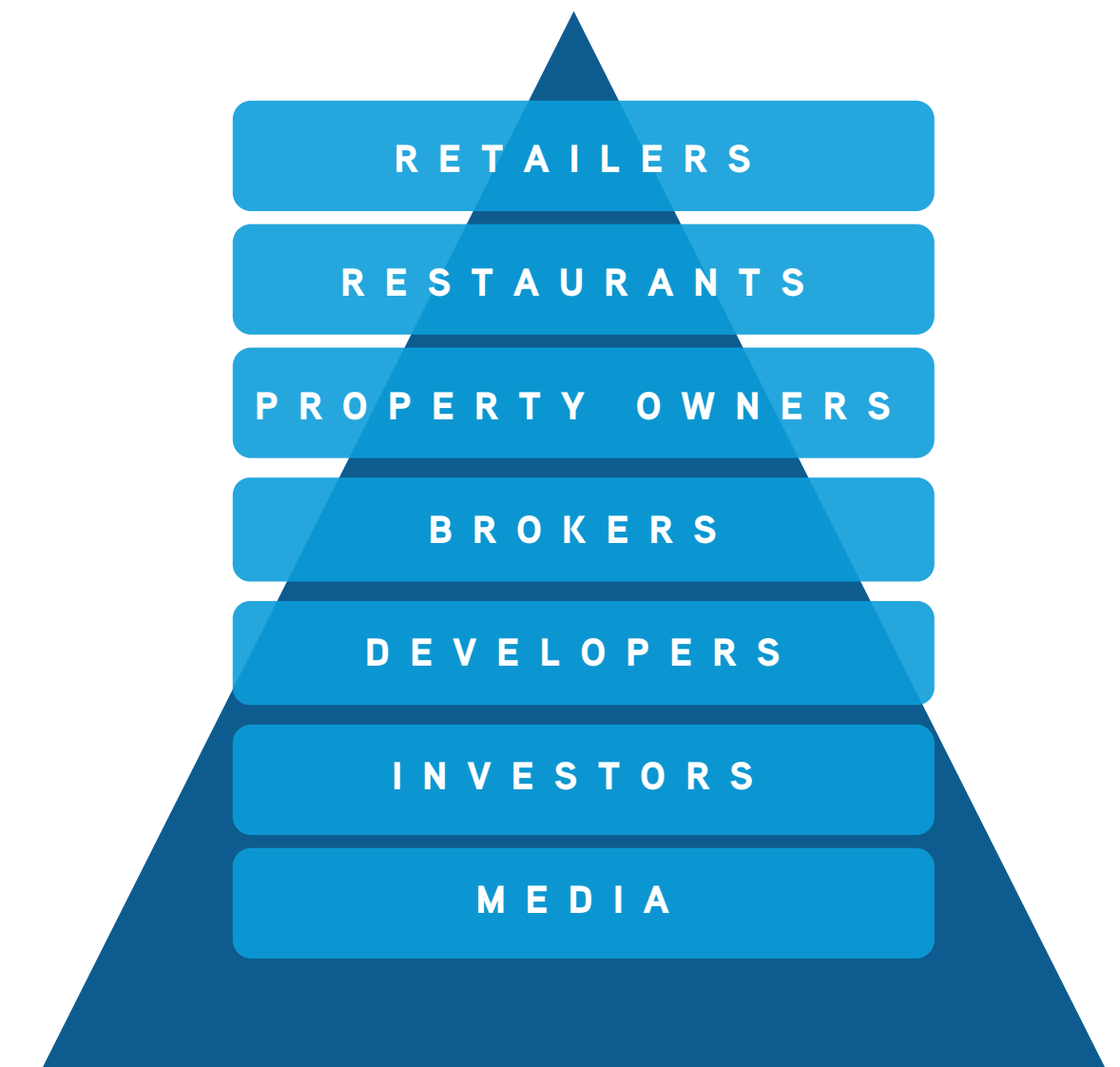
#### RECRUITMENT

- » Proactive Recruitment of Retail Prospects
- » Monthly Updates of Prospective Retailer List
- » Updates to Market Research as new data becomes available

#### REPRESENTATION

- » Representation at Trade Shows including ICSC Regional and National Conferences
- » Includes meetings with targeted retailers/restaurants, brokers, and developers on your behalf.
- » Post-trade show follow up meeting to report on new developments.
- » Attendance/participation in Workshops, Information Sessions and Other Meetings, as required

**Our extensive network includes:**



RECON



RETAIL LIVE!

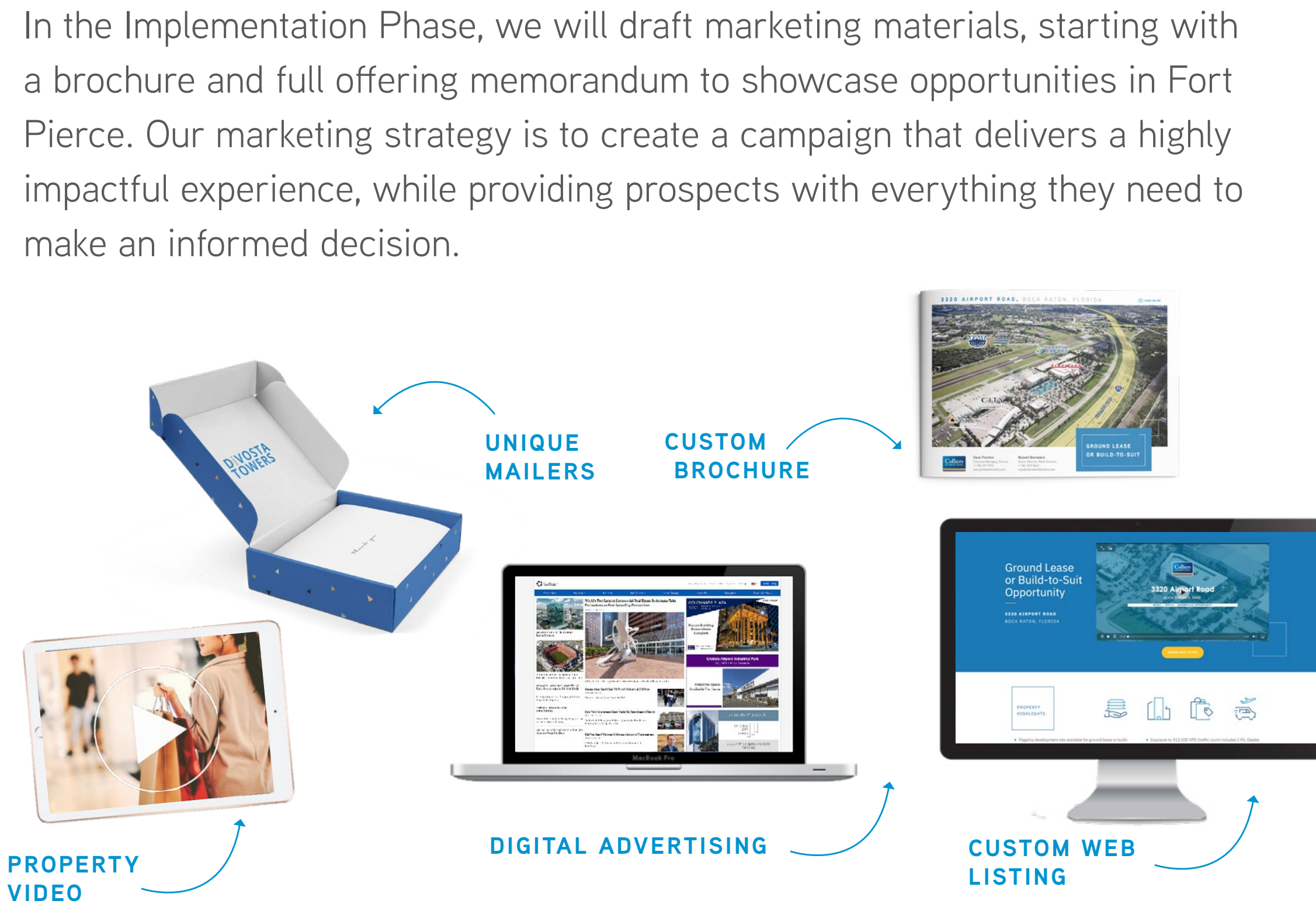


# SCOPE OF WORK | PHASE 3

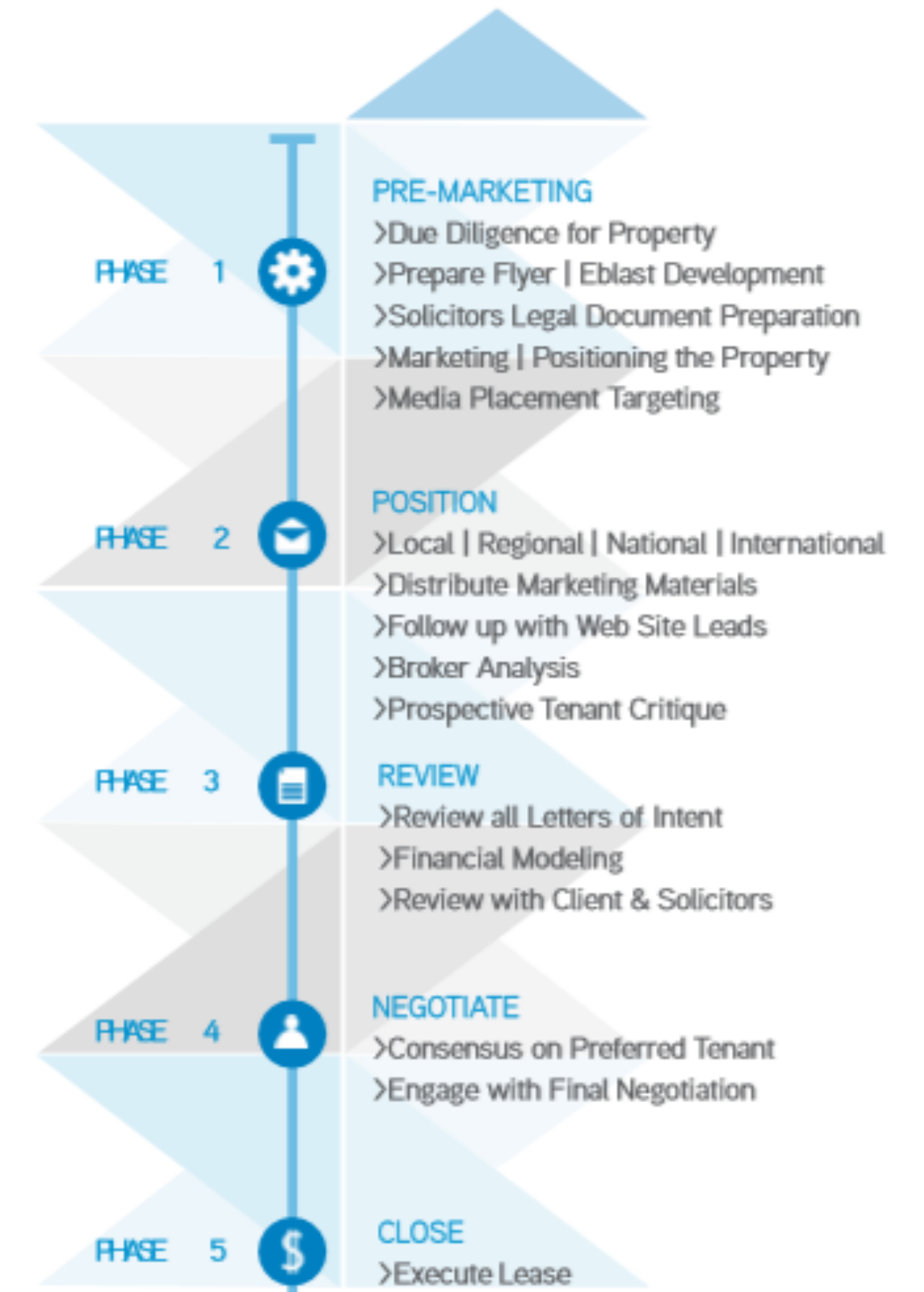


## IMPLEMENTATION OF RETAIL RECRUITING PLAN ONGOING

Upon final review and agreement of the strategic plan with the City, recommendations will be executed, as well as the following key steps:



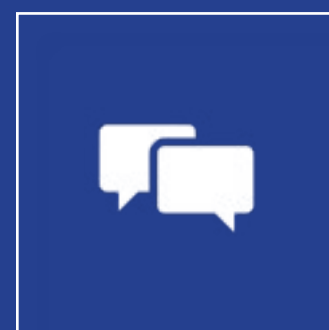
In the Implementation Phase, we will draft marketing materials, starting with a brochure and full offering memorandum to showcase opportunities in Fort Pierce. Our marketing strategy is to create a campaign that delivers a highly impactful experience, while providing prospects with everything they need to make an informed decision.



# EMPHASIS ON COMMUNITY AND COMMUNICATION



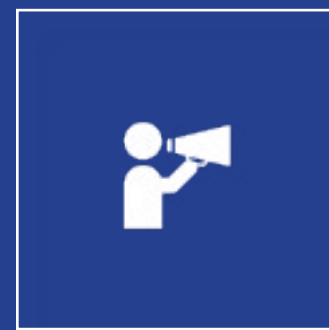
**Kick-Off Meeting**



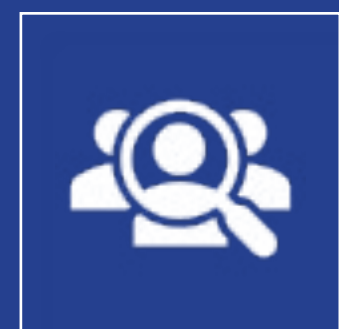
**Free Flow Communication**



**Aligning City Goals**



**Frequent Feedback**



**Single Point of Contact**

Through extensive experience working with the public sector, Colliers understand the complexity of the government-led real estate sector and places a high emphasis on **communication** with its City partnerships.

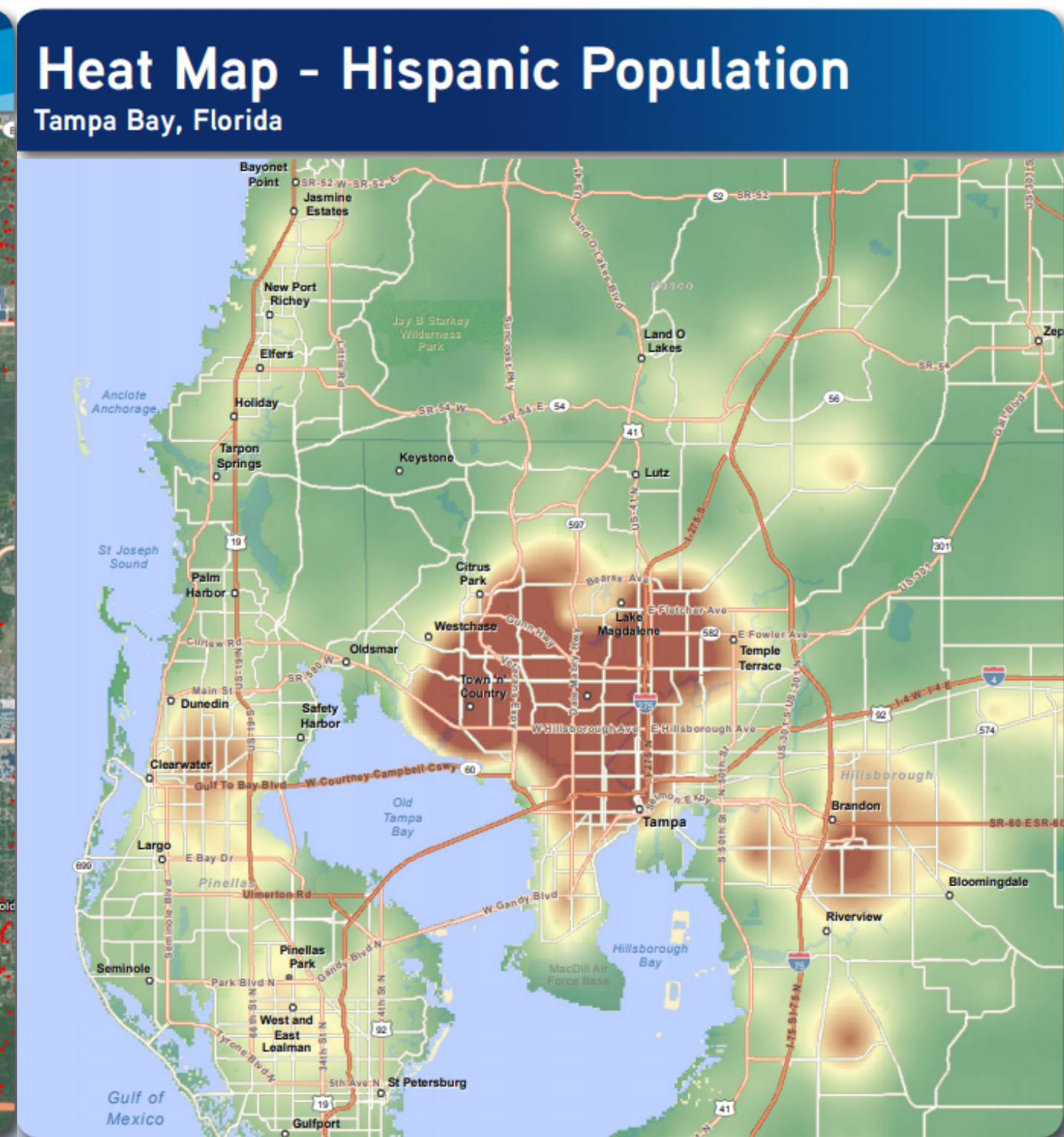
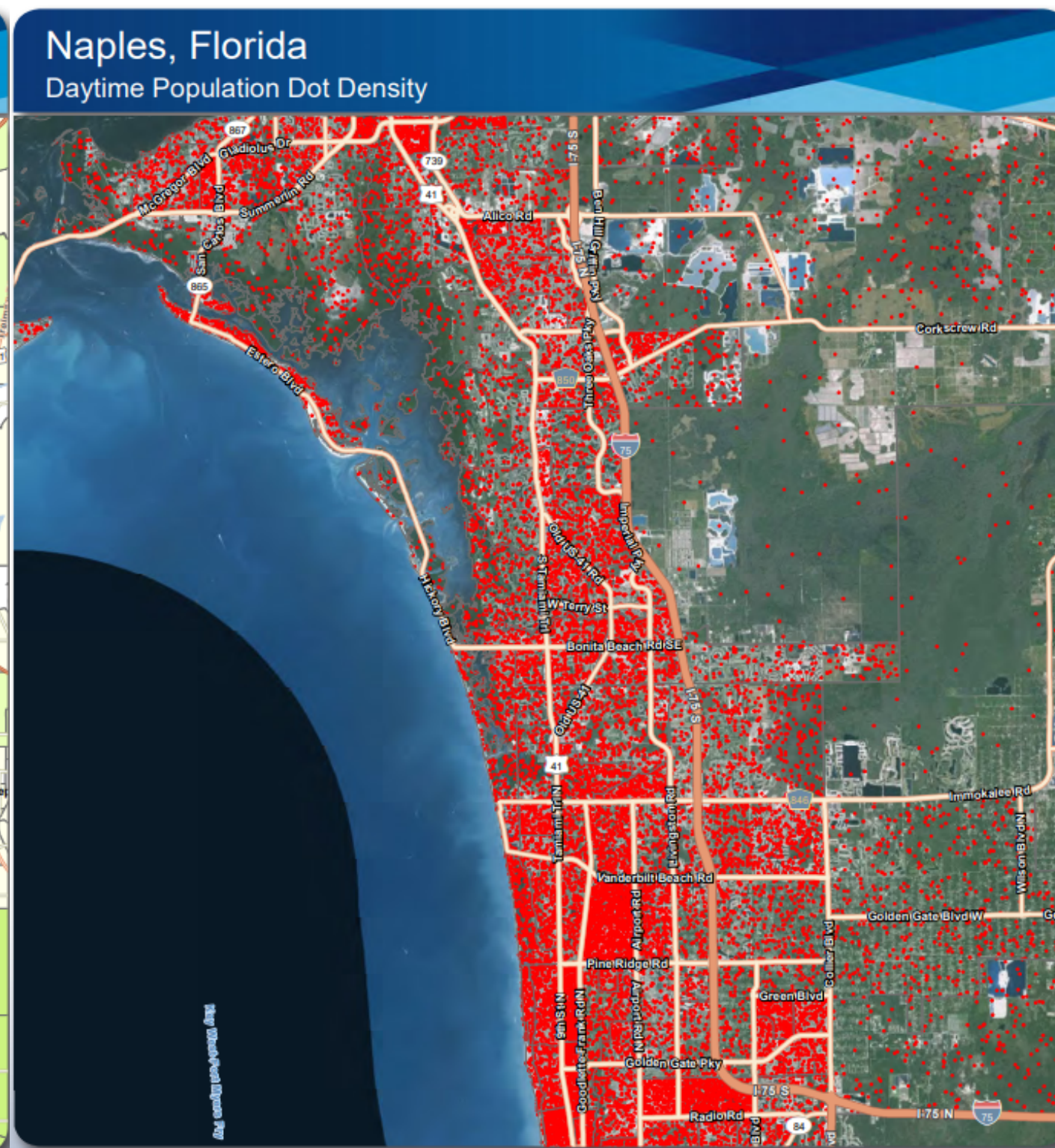
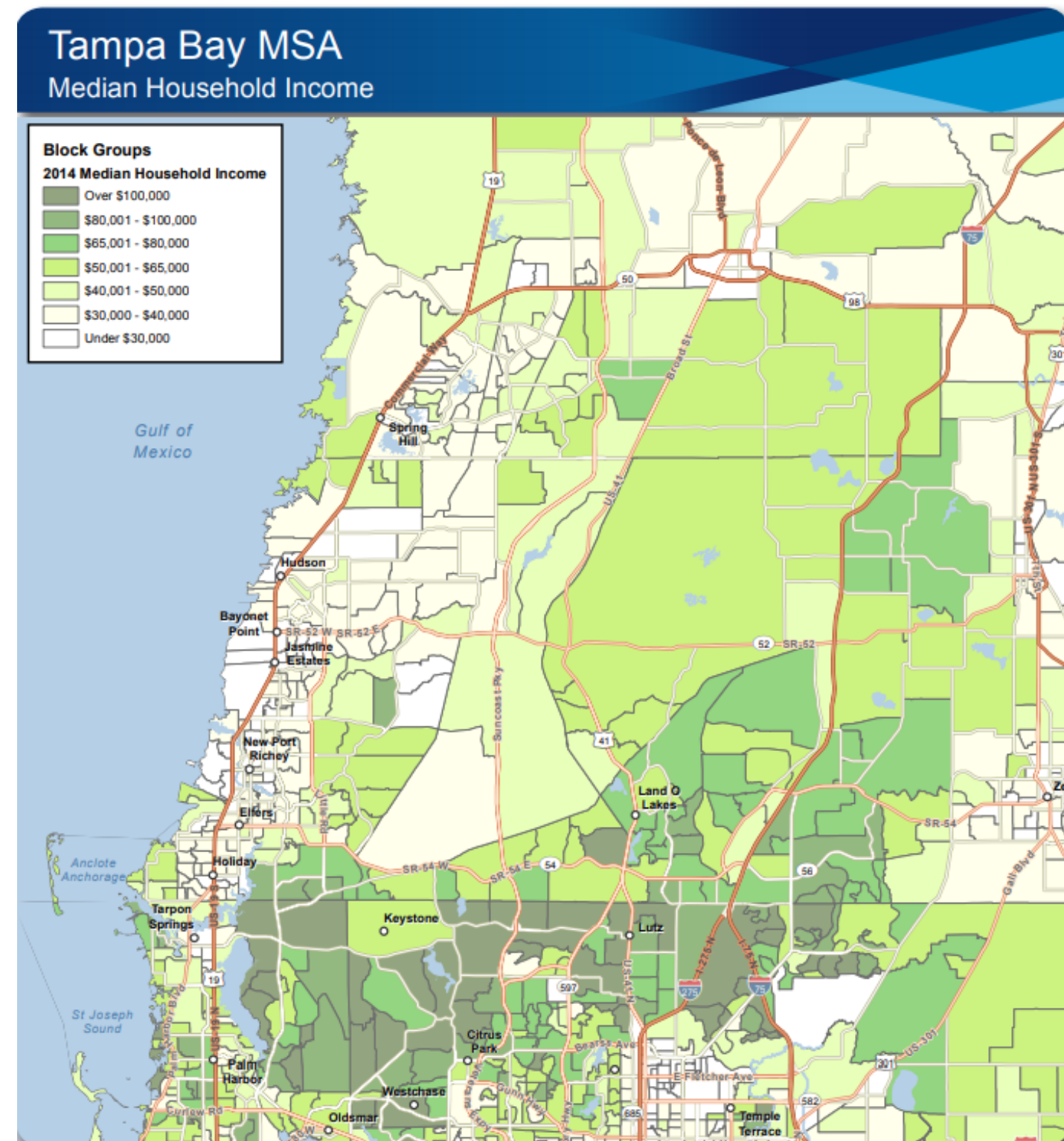
We value the City's opinions, suggestions, requests and most important, align our approach to **City goals and objectives**.

Colliers kick-starts all assignments with an **in-person kick-off meeting** with City-selected staff and stakeholders, and thereafter appoints a **single point of contact** to ensure timely, frequent and throughout communication throughout the project.

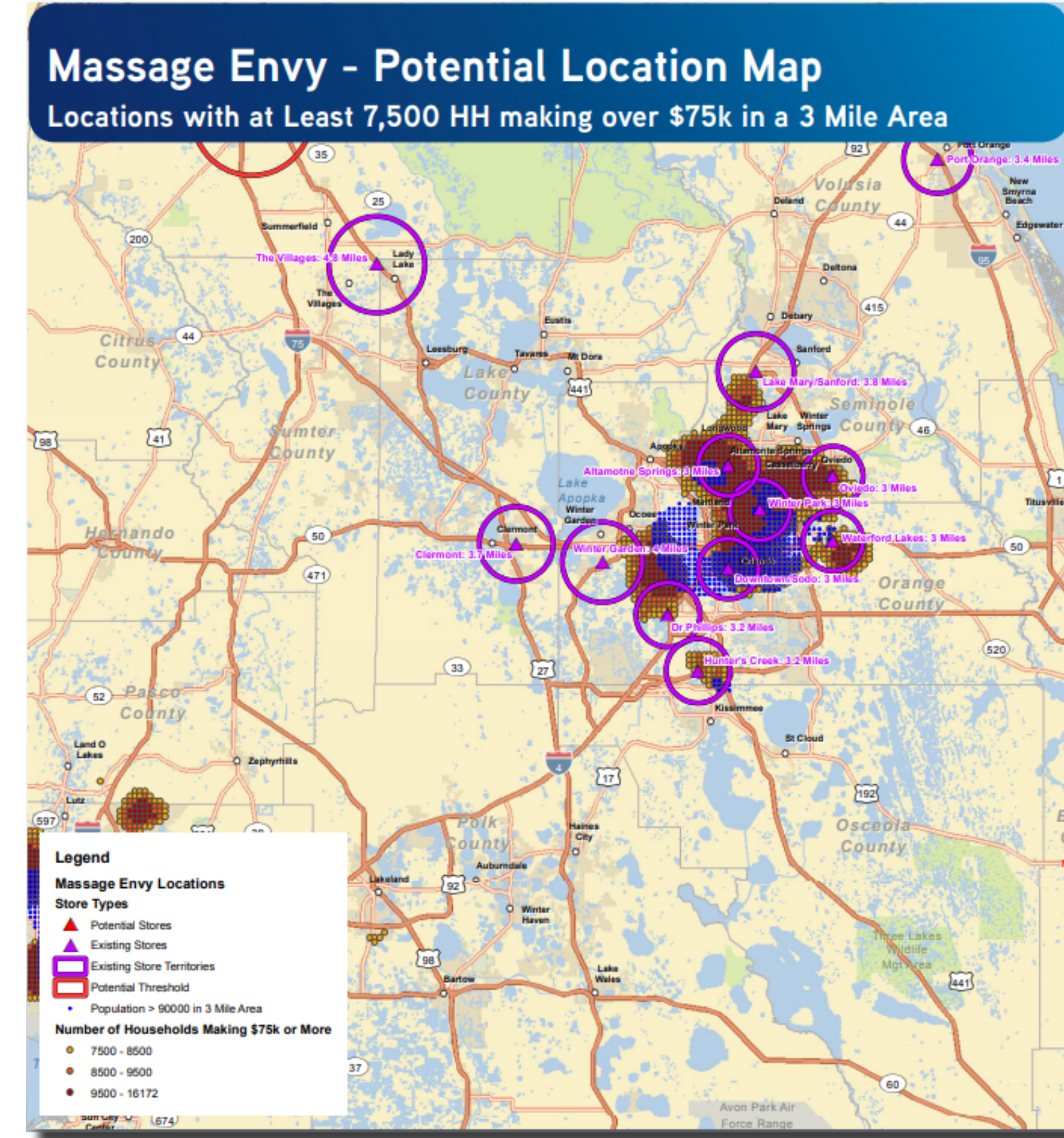
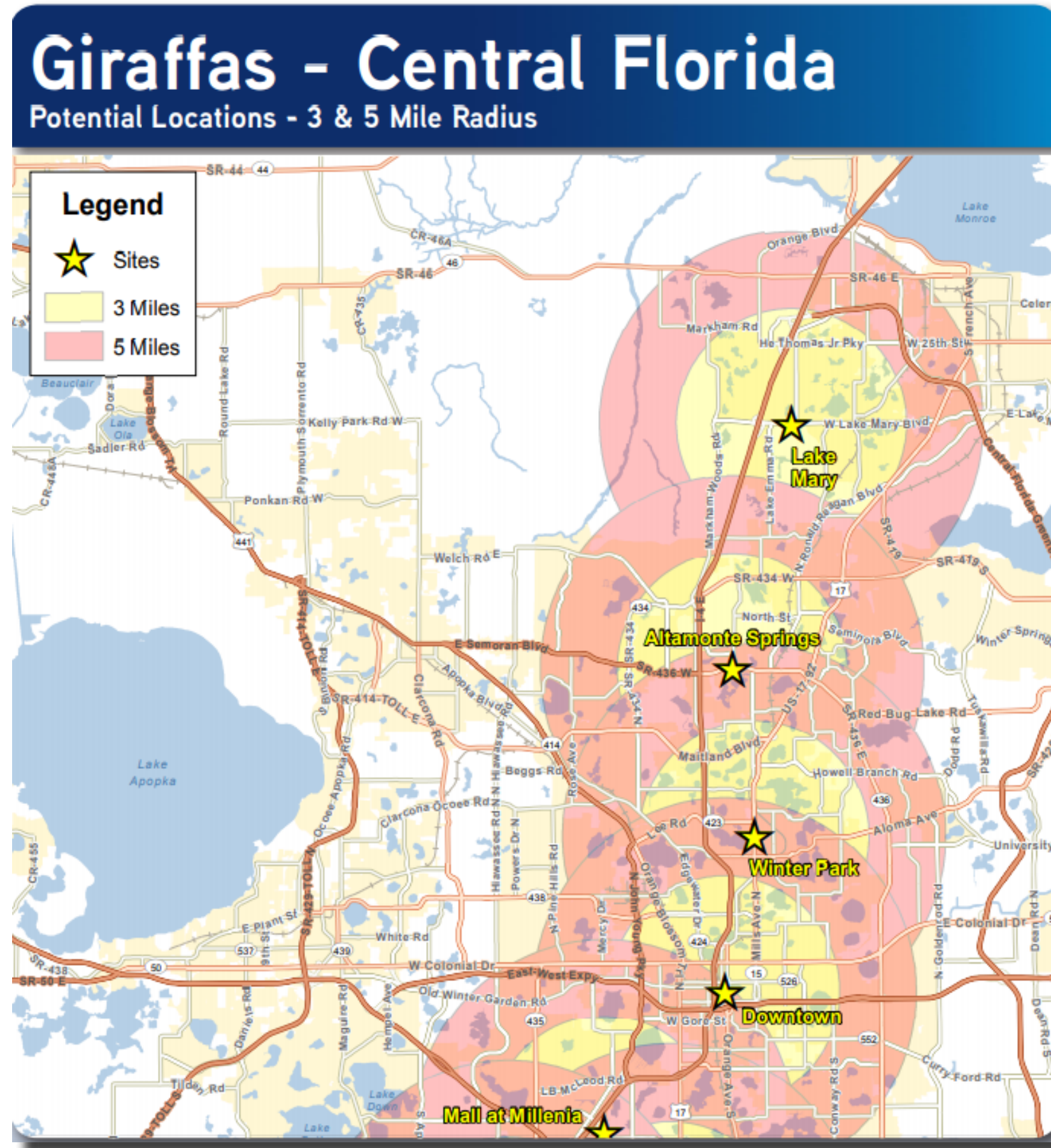
**SAMPLES OF WORK.**

Accelerating success.

# CUSTOM DEMOGRAPHIC MAPS

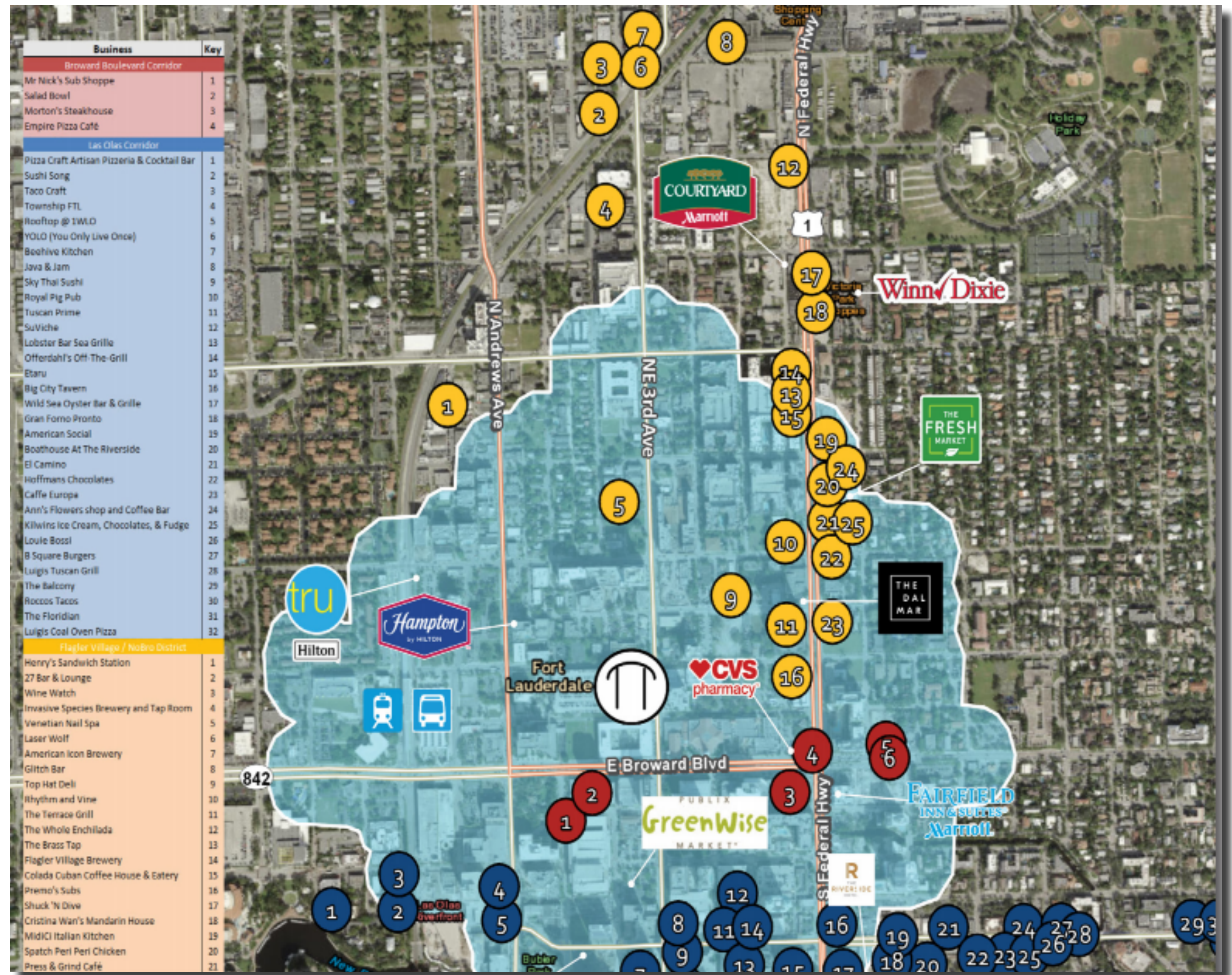


# RADIUS AND SITE SELECTION MAPS





# AREA AMENITIES AND WALK TIME RADIUS

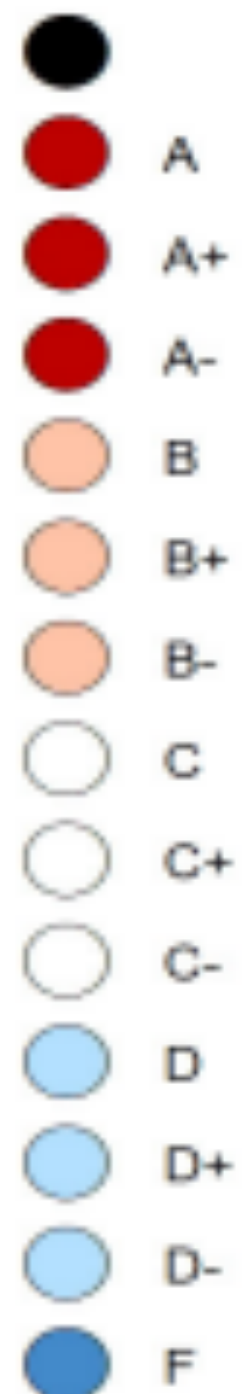


Accelerating success.

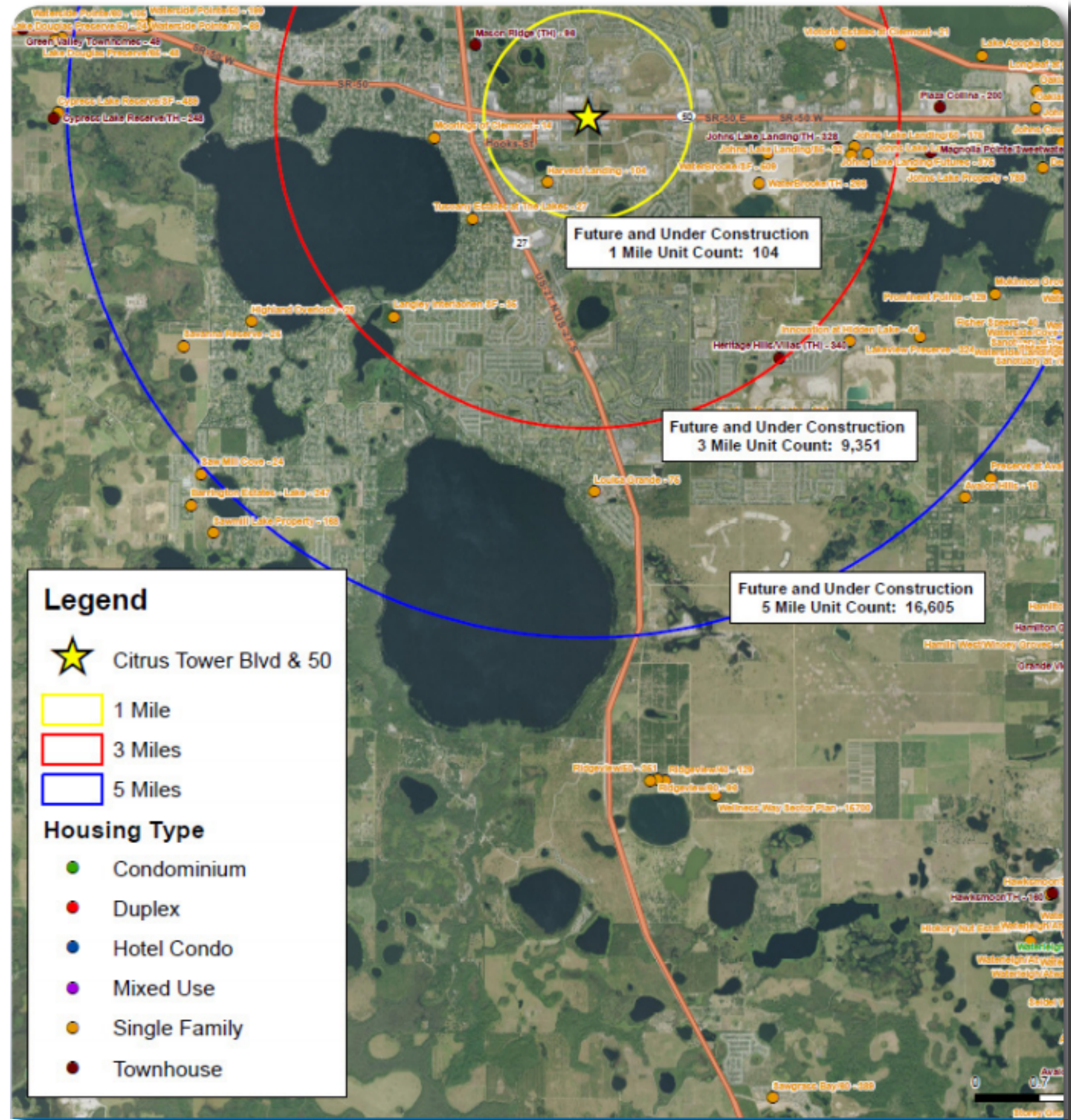
# RESTAURANT/RETAIL SALES MAP

## Legend

Restaurant Sales  
Market Grade



# NEW HOUSING DEVELOPMENT MAP



**PROPOSED FEE  
STRUCTURE. COMPETITIVE  
& TRANSPARENT.**

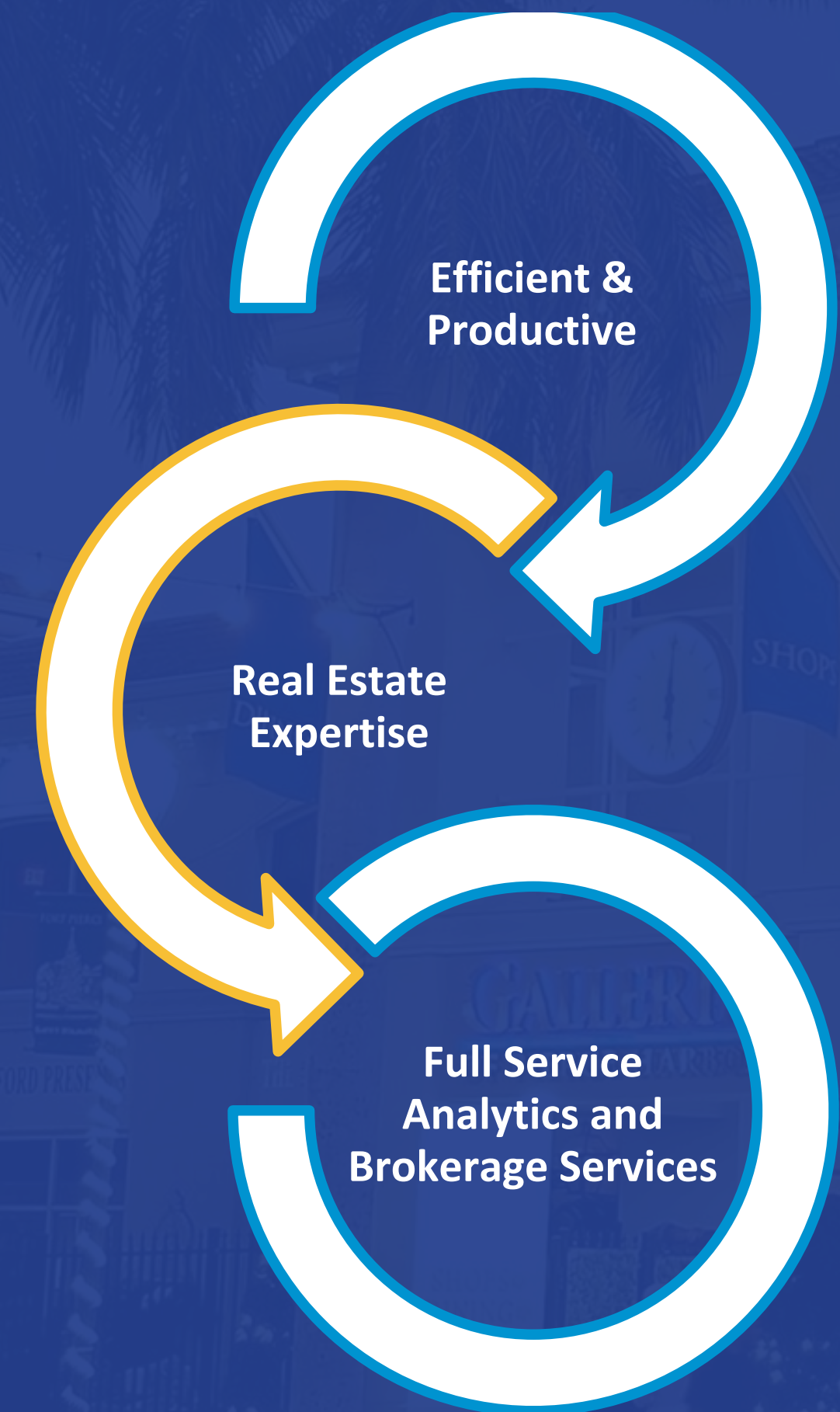
Accelerating success.

# FEE STRUCTURE

The opportunity to partner with the City of Fort Pierce is a top priority to Colliers. Our competitive pricing structure reflects this but still allows us to provide senior-level talent and outstanding services and resources to exceed the City's expectations.

## PROPOSED FEE STRUCTURE

A Comprehensive Market and Retail Feasibility Study	<b>\$12.5K</b>
Retail Strategy Plan for the Community Redevelopment Area and Other Commercial Corridors	<b>\$10.5K</b>
Implementation of Retail Recruiting Plan	<b>\$5K</b>





THANK YOU  
FOR THE  
OPPORTUNITY

QUESTIONS?