2020 Business Plan

SEDA’s Mission
To help create, grow and attract new job opportunities and investment in the Savannah region.
### Business Development

<table>
<thead>
<tr>
<th>Economic Development Outcomes</th>
<th>2019 Actual (as of 12.3. 2019)</th>
<th>Five-year average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expansions/Announcements</td>
<td>18</td>
<td>17</td>
</tr>
<tr>
<td>New Job Opportunities</td>
<td>1,306</td>
<td>954</td>
</tr>
<tr>
<td>Capital Investment</td>
<td>$436,083,692</td>
<td>$280,560,685</td>
</tr>
</tbody>
</table>

Five-year average includes Business Attraction and Creative Technologies

### Existing Industry & Workforce Initiatives

<table>
<thead>
<tr>
<th>Existing Industry &amp; Workforce Initiatives</th>
<th>2019 Actual (as of 12.3.19)</th>
<th>2020 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Industry Visits</td>
<td>78</td>
<td>85</td>
</tr>
<tr>
<td>Referrals</td>
<td>276</td>
<td>300</td>
</tr>
<tr>
<td>Local/Regional/State Meetings</td>
<td>63</td>
<td>50</td>
</tr>
<tr>
<td>SEDA led Workforce Programs</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

### Business Attraction

<table>
<thead>
<tr>
<th>Economic Development Outcomes</th>
<th>2019 Actual (as of 12.3. 2019)</th>
<th>Five-year average</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Projects</td>
<td>80</td>
<td>75</td>
</tr>
<tr>
<td>Prospect Visits</td>
<td>47</td>
<td>49</td>
</tr>
</tbody>
</table>

Five-year average includes Business Attraction and Creative Technologies
<table>
<thead>
<tr>
<th>Lead Generation Activities</th>
<th>2019 Actual (as of 12.3. 2019)</th>
<th>2020 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local/Regional/State Networking and Outreach Opportunities</td>
<td>116</td>
<td>110</td>
</tr>
<tr>
<td>Consultant/Broker Outreach</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>Conferences/Tradeshows</td>
<td>16</td>
<td>12</td>
</tr>
</tbody>
</table>

Includes Business Attraction and Creative Technologies

**Existing Industry: Business Expansion & Retention**
- Continue to serve as the local connection for existing industries through face-to-face meetings. Identify opportunities and challenges that SEDA can help address, especially as it relates to business retention and growth.
  - **85** existing industry visits
- Collaborate with local, regional and state organizations to provide a customized response for a solution to individual business’ needs.
  - **300** referrals to academic, workforce development, economic development, and community partners
- Represent SEDA through participation in, or facilitation of local, regional and state working groups, boards, and/or committees. Through these efforts, SEDA’s BRE team will raise awareness of industry challenges and address unique solutions to workforce, permitting, supply chain, community and expansion issues.
  - **50** Local, Regional, Statewide meetings
- Increase the number of partners and the depth of services available to established businesses.
- Increase number of communications shared with industry contacts, serving as a reminder of how SEDA’s BRE department can support individual companies.

**Workforce Initiatives**
- Manage SEDA Workforce initiative which will directly strive to implement the Propel Savannah plan as it relates to workforce issues in the community.
- Focus on creating or strengthening business partnerships between employers and our K-12 school system.
- Work with partners to explore solutions to industry-wide concerns such as retention of workforce, transportation, and training.
- Sponsor a summer teacher “Externship” with SEDA to further develop meaningful ties between the school system, SEDA and Chatham County employers.
Lead Generation

- Continue to build strong relationships with statewide economic development project managers, site selection consultants and local, regional and national real estate brokers.
  - **110** local, regional and state networking and outreach opportunities.
  - **15** consultant and broker outreach opportunities.
- Host two familiarization tours to target site consultants, brokers, and state-level project managers.
  - Savannah Music Festival – Site Consultants
  - Summer Boats and Bananas – State Project Managers
- Promote Savannah to targeted industries through participation in industry-specific tradeshows, conferences and events, as well as customized communications efforts.
  - Attend approximately **12** conferences and tradeshows.
  - Targeted list:
    - IAMC Spring
    - Site Selectors Guild Annual Conference
    - NextGen Talks
    - Georgia Logistics Summit
    - GEDA Spring
    - IEDC Annual Conference
    - GEDA Annual Conference
    - IAMC Fall Forum
    - NBAA
    - SEUS Japan
    - SEDC Annual Conference
    - SEDC Meet the Consultants
    - Consultant Connect ECONOMIX
    - Women in Economic Development Conference
    - Area Development Consultants Forum
    - Advanced Economic Development Leadership
    - Select USA

Business Development Support Services

- Develop and maintain a database of relevant community information including available properties, demographics, workforce data and other information pertinent to Savannah’s competitive advantages.
- Continue to strengthen SEDA’s Business Development incentive offerings by outlining potential programs, updating guidelines to reflect current economic reality, and exploring meaningful opportunities to further incentivize business outside of property tax abatements.
- Promptly respond to project RFI's and client/partner needs and request.
- Create a local check-list for FDI Projects in Chatham County.
- Coordinate with research department to perform fiscal impact analyses on active final-stage projects.
• Help support the implementation of the Propel Savannah plan.
• Continue to attend programs and conferences that allow staff opportunities to continue their education and knowledge of economic development.

**Regional Business Development**

- Continue promotion of the Savannah Harbor-Interstate 16 Corridor Joint Development Authority with Chatham, Bulloch, Bryan and Effingham. Continue participation with the Greater Savannah Regional Alliance and Greater Georgia.
- Host regional familiarization tour for site consultants to the Savannah regional in conjunction with the JDA.

**Product Development**

- Savannah Manufacturing Center
  - Complete, landscaped entry road, interior road system, water/sewer system, fire hydrants, power substation and fiber optics completed.
  - Host GDEcD and/or site selectors in Savannah with focus on Savannah Manufacturing Center.
  - Marketing mailer specifically targeted to GDEcD and site selectors.
  - Marketing materials including web presence and printed materials.
- Aerospace Manufacturing Industry
  - In coordination with marketing, develop and execute strategy targeting the aerospace industry.
  - Develop incubator to attract aerospace suppliers by presenting a soft-landing location in Crossroads Business Center
- Develop additional maps to illustrate the industrial parks in Chatham County.

**Business Development Marketing**

- Help create and collect shareable content including testimonials, stats, etc. for social media and other marketing campaigns.
- Actively assist in the development of the new SEDA website to target the needs of business development, business retention and site consultants.
- Invest in narrative story-telling support in the development of updated presentation materials.
- Develop an internal Chatham County Marketing Plan to retain talent and target individuals vacationing to Savannah.
- Partner with the Chamber to integrate Chatham County employer’s significant anniversary awards into the Annual Chamber Business Expo.
- Development content to visually demonstrate the success of local employers and educators.
Creative Technologies
Community Building Eco-System Building Through the Creative Coast

- Leverage SEDA relationships to re-engage the Universities (Savannah State University, Georgia Southern University, SCAD, Savannah Technical College), Chambers of Commerce and for-profit entities in the Creative Coast Quarterly Ecosystem Meetings. **PROPEL SAVANNAH 2.1.1**
- Leverage SEDA relationships to lobby for stronger support from ATDC Savannah at Georgia Tech—Georgia’s Technology Incubator. **PROPEL SAVANNAH 2.3.2**
- Launch a program for Tier 2 creative technology entrepreneurs, companies at a minimum investment or revenue milestone to assist and recognize companies that are starting to scale. **PROPEL SAVANNAH 2.1.3**
- Continue to support the development of a tech workforce through supporting TechSAV, OpenSavannah, Hackathons, Coding Bootcamps and other programs.
  - Logistics Tech Corridor Incentives around student loan forgiveness.
  - SEDA Creative Technology Incentives for relocation of certain tech jobs.
- Develop programs that bring together the full stack of technology related workers, business leaders and creatives around innovation topics through programs like The Innovation Series, Innovation Awards, Geekend/GRIT and She Hustles. **PROPEL SAVANNAH 2.5.2**
- Continue to run Creative Coast Startup Bootcamp powered by ATDC, to re-activate the top of the “funnel” and curate concept stage entrepreneurs. **PROPEL SAVANNAH 2.3.1**
- Develop a mentor program at the Creative Coast to support the Creative Coast Startup Bootcamp and entrepreneurs in the community. **PROPEL SAVANNAH 2.3.1**

Storytelling about the Eco-System Through the Creative Coast

- Re-position thecreativecoast.org as a media publication reporting on the Innovation Economy in the region. Highlight Tier 2 creative technology entrepreneurs and interesting things going on in both education and larger corporations around innovation.
- Launch a PDF and database that documents resources/assets for entrepreneurs in the region. **PROPEL SAVANNAH 2.1.4**
- Publish Startup Activity Metrics (jobs, investment, revenue) on thecreativecoast.org. **PROPEL SAVANNAH 2.1.5**
- Launch a marketing campaign highlighting the Tier 2 creative technology entrepreneurs and larger corporations doing interesting things in tech via short targeted videos to start building the Savannah brand as a great place for technology/entrepreneurs. **PROPEL SAVANNAH 2.4.4**
- Leverage marketing campaign to promote Creative Technology incentives. **PROPEL SAVANNAH 2.4.4**
Fund entrepreneurial activity through the Bridge Fund / Creative Coast

- Launch the Bridge Fund. Formalize corporate structure; raise initial $2 million in seed funding and invest in at least 3 companies in 2020. PROPEL SAVANNAH 2.2.3

Media/Digital Industry

- Continue to develop relationships with the Charleston Digital Ecosystem - DigSouth, Digital Corridor and Harbor EC.
- Support SCAD Pro Ventures for Startup Week and Entrepreneurial activity.
- Planned trips/events for lead generation in media/digital industry:
  - DIGSouth
  - Collision Conference
  - 36/86
  - Venture Atlanta
- Identify and visit up to two target cities that could be good for media/digital industry recruitment.

Logistics Technology/Advanced Manufacturing

- Continue to lead Logistics Technology Corridor Task Force.
- Work with task force to develop incentives, marketing collateral and to promote the corridor.
- Complete the Innovation Hub Study and Site Selection Process. PROPEL SAVANNAH 2.1.6
- Launch a Logistics Tech Meetup to bring together tech workers in Logistics Industry.
- Continue to develop relationships with the Augusta Cyber Center, Chamber and partners in conjunction with the corridor.
- Continue to work with the Georgia Centers of Innovation, Metro Atlanta Chamber of Commerce and others to showcase Georgia as the leader in logistics technology at conferences and potential marketing campaign.
- Continue to investigate the opportunity to launch/support a logistics and advanced manufacturing accelerator program in conjunction with key anchor companies. Leverage accelerator program to recruit go-to-market stage companies in logistics and advanced manufacturing technology to the area. PROPEL SAVANNAH 2.3.6
- Attend logistics technology industry lead generation events including:
  - COI Georgia Logistics Summit
  - MODEX Conference
  - Future of Logistics Conference
- Identify and visit up to two target cities that might be good for logistics tech and advanced manufacturing recruitment.

Healthcare Technology

- Launch a HealthTech Meetup to bring together tech workers in Healthcare Industry.
Savannah Regional Film Commission

- Maximize local economic impact from entertainment productions by actively recruiting film, television and commercial projects to the Savannah region. Encourage productions to utilize local businesses and employ local crew and work closely with production staff to increase local spend.
- Promote and administer Savannah Entertainment Production Incentives, including the Production Incentive and the Workforce Incentive, with professional accounting support. PROPEL SAVANNAH 4.3.3.1
- Market the Savannah region through key media publications and outlets, both nationally and internationally.
- Cultivate, maintain, and establish new relationships with key production executives, major studios, and independent companies in order to recruit productions to the Savannah Region. PROPEL SAVANNAH 1.1.2.3
- Communicate regularly with the community and key stakeholder groups regarding the role of the Savannah Regional Film Commission and the benefits of film and television production through meetings, presentations, special events, email updates, and editorials. Sponsor and promote local crew training workshops and classes. PROPEL SAVANNAH 1.3.6
- Promote the Savannah Region at strategic film and television marketing festivals, events, and conferences such as, but not limited to:
  - Sundance Film Festival
  - AFCI Week
  - South by Southwest Film Festival
  - Georgia Night in LA
  - Toronto International Film Festival
  - AFCI Cineposium
  - Producers Guild of America – New York Conference & LA Conference
  - SCAD Savannah Film Festival
  - American Film Market
  - International film festivals, industry conferences, expos and events as appropriate. PROPEL SAVANNAH 1.1.2.1
- Serve as liaison between production companies and local municipalities and other government agencies such as permitting offices, GDOT, DNR, law enforcement agencies, federal and state parks. Assist with implementation of available industry standard technology to streamline municipality permitting process.
- Provide onsite assistance to productions working in the Savannah Region to ensure success for the production and to minimize disruptions to residents and businesses.
- Utilize Reel-Scout™ to develop and maintain a database of local Savannah Region crew, support services, and film-friendly locations. Promote and grow the list of film locations and vendors. Maintain Savannah Regional Film Commission website and social media accounts.
• Collaborate with local, regional, and state organizations, such as Savannah Film Alliance; Savannah Women in Film and Television; Savannah Filmmakers; Georgia Film Academy; Georgia Production Partnership; Georgia Screen Entertainment Coalition; and the Georgia State Film Office.
• Facilitate, plan, and host location scouts for productions considering the Savannah Region. Host Fam Tours for select group of industry professionals. **PROPEL SAVANNAH 1.1.2.8**
• Maintain Association of Film Commissioners International (AFCI) membership and participate in training programs for certification.
• Sponsor local film festivals and host screenings of productions filmed in the Savannah Region.
• Focus on ongoing needs for future growth and development of the Savannah Region’s film industry, including, but not limited to:
  ▪ Launch a regular direct flight from Los Angeles, California to Savannah
  ▪ Encourage development of purpose-built sound stage and supporting infrastructure in Chatham County
  ▪ Continue efforts to expand our local crew base through education, training, and relocation of Union and Guild members
  ▪ Continue the outreach to businesses and support services to create local film-friendly vendors while encouraging established production vendors to expand to our region
  **PROPEL SAVANNAH 1.1.5 & 4.1.6**

**World Trade Center Savannah**

<table>
<thead>
<tr>
<th>Goal</th>
<th>2019 Actual</th>
<th>2020 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner/Sponsor Revenue</td>
<td>$219,500*</td>
<td>$220,000*</td>
</tr>
<tr>
<td>Foreign Trade Zone Revenue</td>
<td>$206,875</td>
<td>$210,000</td>
</tr>
</tbody>
</table>

* Includes securing of City of Savannah at Founding Partner level of $50,000.

**City of Savannah Partnership**

• Maintain partnership with the City of Savannah as the Founding Partner at the $50,000 level.
• Communicate, educate and nurture the relationship with City staff and leadership re: the mission, services and value of WTCSav.
• Serve as the support arm for all international business matters pertaining to the City of Savannah.
• Help elevate the City of Savannah on an international stage. **PROPEL SAVANNAH 1.1.6**
Global Education and Networking Programs
- Continue to focus on quality, relevance and attendance/interest and adjust based on the needs of the region. PROPEL SAVANNAH 1.2.17
- Expand networking opportunities.
- Design, plan and execute a minimum of eight programs per year with at least one outside of Chatham County, marketable by October 15 annually.
- Partner with 2 EDA’s to host WTCSav presentations within their community.
- Generate $5,000 through attendance fees and/or sponsorships.

Research, Trade Services and FDI Support
- Perform research specific to partners and/or other World Trade Centers, and Target Countries. PROPEL SAVANNAH 1.2.1.4
- Continue to offer one-on-one guidance and detailed reports within the partner’s timeline.
- Provide research and support for SEDA and other economic development partners’ business development efforts.
- Provide country-specific protocol, company research and other customized services for economic development authorities hosting FDI prospects.
- Maintain online resources for partners and board members.

Target Countries
- Continue to expand and improve "How Savannah Connects to the World" database, providing in-depth data on new and existing target countries.
- Continue utilizing identified target countries in the proactive efforts and strategic planning of WTCSav and its partners’ initiatives.
- Utilize Target Countries to drive:
  - Drive GEP Themes, Guests, Speakers
  - Savannah Gateway Regional Showcase and other inbound delegations
  - Country briefings during Board Meetings
  - Social Media promotion
  - Engage with specific WTC locations
  - Proactivity with Target Country events and organizations
  - Briefing Books and Protocol Sheets available on WTCSav web portal

Regional Economic Development Outreach
- Advance presence in Coastal Georgia region through hosting in-person meetings and events outside of Savannah engaging the economic development leadership throughout the process.
- Host international/domestic site selectors for economic development partners. PROPEL SAVANNAH 1.1.2.8
Community Development

- Identify and report qualified partner leads gathered from research, connections, events, public presentations, GEPs and networking events monthly. **PROPEL SAVANNAH 1.2.1.1**
- Focus on sponsorship opportunities, exposure and lead development for private businesses.
- Connect potential partners with contacts and resources through warm introductions.
- Identify relevant community organizations & networking opportunities aligned with our goals and participate monthly. **PROPEL SAVANNAH 1.2.1.1**

Inbound Delegations

- Continue to support business development efforts in Target Countries.
- As part of continued efforts with identified target country, host a delegation for Savannah Gateway Regional Showcase Spring 2020.
- Promote our region to any and all inbound business delegations. **PROPEL SAVANNAH 1.1.6**
- Offer WTCSav partners & board members personal opportunities to connect with inbound business delegations.
- Continue to improve efforts for greater ROI and revenue generation.

Outbound Trade Missions for Established Businesses and Economic Development Authorities

- Continue to support business development efforts in Target Countries.
- Utilize outbound trade mission opportunities to work with established businesses looking to expand/sell internationally.
- Explore and pursue trade shows/missions in collaboration with the Georgia Department of Economic Development. **PROPEL SAVANNAH 1.1.2.1**
- Support outbound trade and business development missions for partner economic development authorities to help facilitate FDI opportunities.

WTCA Network

- Attend World Trade Centers Association General Assembly and Member Seminar to personally connect to the network of 300+ World Trade Centers.
- Utilize Scott Center’s WTCA Board of Director position to advocate for continued improvement of the brand and network.
- Complete Accreditation Process.

Partners

- Generate $165,000 in revenue thru partners/sponsorships.
- Meet with each partner and understand their goals/needs. **PROPEL SAVANNAH 1.2.1**
• Focus on trade missions, facilitating FDI opportunities and bringing WTCSav programs into regional counties. PROPEL SAVANNAH 1.1.6
• Offer networking events and cocktails hours for partners at a WTCSav partner location in Savannah and throughout the region.
• Promote monthly through news briefings and web site. PROPEL SAVANNAH 1.2.2.2

Foreign-Trade Zone
• Promote and grow active participation in FTZ 104 to generate $210,000.
• Participate in and host FTZ educational courses.
• Participate in Georgia Foreign Trade Conference, Georgia Economic Developers Association, State of the Ports, GA Logistics Summit and NAFTZ Conferences.
• Using list of identified importers, target companies in the region using one-to-one approach. PROPEL SAVANNAH 1.1.2.5
• Create video and expand existing content on web site.

Savannah World Trade Center for Investment (EB-5) PROPEL SAVANNAH 1.1.9
• Revisit the status and potential for more actively promoting the program every six-eight months.
• Explore attending an EB-5 Industry Conference to advance understanding and network.
• Continue to vet and respond to all leads and inquiries

Board Relations and Participation Standards
• Implement Mission Driven Board led and measured by WTCSav Board Member to create board participation standards.

Marketing & Public Relations
• Participate in and promote the region and WTCSav thru local, state, national and international conferences and events.
• Utilize web site, partner resources, SEO and monitor analytics.
• Create PowerPoint presentations for each audience; international delegates & local partners.
• Send monthly briefing (newsletter) to distribution list.
• Create and send monthly articles to local/regional media.
• Propose monthly television feature segment on City Span, the City of Savannah’s online news program, in partnership with the City of Savannah’s Public Information Office.
• Create social media strategy and calendar highlighting WTCSav resources, activities and partners.
• Maintain presence in the WTCA Newsletter.
• Send Thank you card and regional gift to partners/board for Thanksgiving.
- Continue to educate the region and create more regional engagement of WTCSav’s products and services through speaking engagements and meetings.
- Host Prosperity Through Trade Luncheon.

**Brand and Facilities Agreements**
- Explore opportunities at 906 Drayton St. for branding.

**Internship Program**
- Conduct intern recruitment on each campus twice per year through career fairs, class presentations and or professional development days. SSU, GSU Savannah & GSU Statesboro
- Maintain system and continue to streamline the year-round program, offering internships 3 times per year; Fall, Spring and Summer.
- Promote employment opportunities to graduated interns.

**Marketing**
- Manage and execute SEDA messaging and communications with a consistent voice and clear positioning through all departments, activities and efforts. PROPEL SAVANNAH 1.1.2
- Work internally on proactive sales and marketing efforts and goals as outlined throughout the 2020 business plan.
- Generate content to promote the Savannah brand to include videos, articles, social media posts, business profiles, etc. PROPEL SAVANNAH1.1.2.7
- Update WTCSav and SEDA newsletters. Send SEDA quarterly newsletter and WTCSav monthly newsletter to target audiences. Submit op-eds at least bi-annually or as appropriate PROPEL SAVANNAH 1.2.7 AND 1.3.7
- Update SEDA business development PowerPoint and sales kit.
- Develop and maintain strategic media relationships on local, regional and national level. PROPEL SAVANNAH 1.3
  - Three media visits.
  - Significant announcements and news pushed to media outside Savannah area.

**Research and Grants**
- Promptly respond to project RFI’s and client/partner needs and request.
- Provide scheduled data updates for content on the SEDA website, sales presentation and other marketing materials.
- Lead Savannah’s participation in the Council for Community and Economic Research’s Cost of Living Index three times per year and serve as a representative to the C2ER annual meeting.
- Research and pursue award and grant opportunities.
• Monitor and report progress on annual goals to the SEDA and WTCSav teams.
• Continue efforts with workforce development partners for the purpose of advancing opportunities for workforce development in Chatham County.
• Manage Salesforce by ensuring it is built properly to support each department of SEDA and WTCSav while educating and training all users.
• Continue education in:
  o Salesforce
  o Grants
  o C2ER Research Analysis and Presentation
  o Other
• Continue in the efforts to support WTC Savannah’s target country analysis.
• Perform fiscal impact analyses of projects as necessary.
• Collect research and manage databases.
• Improve internal organization (S-drive, Salesforce, etc.)
• Explore cultivating a regional research partnership and approach.
• Support all departments by addressing issues and identifying opportunities in order to meet organizational goals.
• Help create and collect shareable content including testimonials, stats, etc. for social media and other marketing campaigns.
• Help support the implementation of the Propel Savannah plan.
• Manage the Project Verification process.

**Finance, Property and Administration**

• Oversee annual financial audit.
• Manage finances consistent with budget.
• Hold finance meetings.
• Development & management of SEDA owned and controlled properties.
  • Savannah Manufacturing Center (open 2020)
  • World Trade Center Savannah at the Park
• Management of new and existing lease agreements.
• Hold property meetings as needed.
• Host Annual and monthly Board Meetings.
• Ensure new SEDA board members and staff receive economic development training class.