



2018 Business Plan

SEDA's Mission

To help create, grow and attract jobs opportunities and investment in the Savannah region.

Business Development

- Market Chatham County while working with new and existing industries to facilitate the creation of new job opportunities and increase capital investment.
- Maximize lead generation activities to drive growth in new projects and prospect visits.

Economic Development Outcomes	2017 Actual (as of 12.12.2017)	Five-year average (2012-2016)
Expansions/Announcements	19	15
New Jobs	1,056	849
Capital Investment	\$494,081,000*	\$212,246,485

*Includes Entertainment Production economic spend.

Attraction

Economic Development Outcomes	2017 Actual (as of 12.12.2017)	Four-year average* (2013-2016)
New Projects	67 [^]	76 [^]
Prospect Visits	59 [^]	47 [^]

*Records only tracked past four years.

[^] Includes Business Attraction and Creative Technologies.

Lead Generation Activities	2017 Actual (as of 12.12.2017)	2018 Target
Local/Regional/State Networking and Outreach Opportunities	104	110
Consultant/Broker Outreach	16	15
Conferences/Tradeshows	17	12

- 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.

- Develop and maintain a database of relevant community information including available properties, demographics, workforce data and other information pertinent to Savannah’s competitive advantages.
- Promote Savannah to targeted industries through participation in industry-specific tradeshows, conferences and events, as well as customized communications efforts.
 - Attend 12 conferences and tradeshows.
 - Targeted list:
 - Shot Show
 - IAMC Spring
 - Site Selectors Guild Annual Conference
 - SIOR Spring
 - Gulfstream Aerospace Suppliers Conference
 - Georgia Logistics Summit
 - GEDA Spring
 - IEDC Annual Conference
 - GEDA Annual Conference
 - IAMC Fall Forum
 - NBAA
 - SEUS Japan
 - SIOR Fall
 - SEDC Annual Conference
 - SEDC Meet the Consultants
 - Consultant Connect ECONOMIX
 - Women in Economic Development Conference
 - Area Development Consultants Forum
 - GAMA
 - Advanced Economic Development Leadership

Retention

Goal	2017 Actual (as of 12.12.2017)	2018 Target
Existing Industry Visits	112	80*
Referrals	282	215
Local/Regional/State Meetings	44	30

*Numbers reflect a reduction from previous year, based on an expected 12-week maternity Leave of Absence of BRE Director.

- Proactively engage and build meaningful relationships with existing industries for the purpose of business retention and growth.
 - 80 existing industry visits

- Collaborate with local, regional and state organizations to provide a customized response for a solution to individual business' needs.
 - 215 referrals to academia, human resources, community organizations and economic development professionals
- Facilitate and participate in local, regional and state working groups, committees and teams to raise awareness of industry challenges and create unique solutions to workforce, permitting, supply chain and expansion issues.
 - 30 Local, Regional, Statewide meetings
- Increase the number of partners and the depth of services available to established businesses.
- Explore solutions to industry-wide concerns such as transportation and training.
- Increase number of communications shared with industry contacts, serving as a reminder of how SEDA's BRE department can support individual companies.
- Continue advocacy for the manufacturing and distribution industries in areas of concern, i.e. the desire for a Level 4 Freeport exemption (e-commerce goods) and implementation of Level 3 exemption as voted on by Savannah and Garden City.

Aerospace Manufacturing

- In coordination with marketing, develop and execute strategy targeting the aerospace industry.

Creative Design and Technologies

Goal	2017 Actual (as of 12.12.2017)	2018 Target
New Projects	10	20
Prospect Visits	10	10

- Generate 20 new qualified projects.
- Facilitate, plan and host at least 10 prospect visits.
- Continue to advance aggressive, proactive marketing and business development plan that attracts established, revenue generating creative production, design and technology prospects to Savannah for successful location and operation.
 - Administer and strategically promote the incentive plan for Creative Design and Technology Sector
- Initiate Creative Technology Board Committee to advance related initiatives.
- Work closely with SCAD to advance SCAD+ partnership.

- Create a local industry committee of technology and creative design professionals with the overall goal of creating an actionable strategy to be implemented by SEDA project manager. After delivering an area strategy, this committee will meet on an as-needed basis.
- Develop and maintain close-working relationships with allied organizations including leaders of target industries, investors, the Georgia Department of Economic Development, Creative Coast, Georgia Game Developers Association, SCAD, GT, GSU, ASU and SSU, etc.
- Call on Atlanta-based allies and participate in lead generation activities in Atlanta at least six times per year.
- Sponsor industry events for lead generation and strategic positioning of Savannah as a location for business relocation including:
 - Sponsorship of Awards for two GameJams
 - One industry Hackathon focused on technology solutions for local economic pillars such as logistics or tourism.
 - Awards for ATDC Startup Bootcamp Winners
 - One E-Sports Event
- Strategic memberships to professional organizations including:
 - Georgia Game Developers Association,
 - Advance Technology Development Center
 - International Game Developers Association
- Attend four relevant industry conferences and events including:
 - Game Developers Conference
 - Electronic Entertainment Expo (E3)
 - SIGGRAPH
 - DigSouth
- In partnership with state, industry, and local allies, create an impactful presence for at Industry Conferences that includes exhibition booths and more focused lead-generation.
- Manage prospect tracking to insure continuous response and follow-up.
- Insure database of sites, buildings, existing industry lists, demographics and data collected is informed by and meeting the needs of these target industries.
- Respond to inquiries insuring timeliness, effectiveness and accuracy of information provided.

Savannah Manufacturing Center

- Evaluation certificates, landscaped entry road, interior road system, water/sewer system, fire hydrants, power substation and fiber optics completed.
- Video highlighting opportunities of Savannah Manufacturing Center.
- Marketing materials including web presence and printed materials.

Other Business Development

- Continue promotion of the Regional Joint Development Authority with Chatham, Bulloch, Bryan and Effingham. Continue participation with the Greater Savannah Regional Alliance and Greater Georgia.

- Continue to attend programs and conferences that allow staff opportunities to continue their education and knowledge of economic development.

World Trade Center Savannah

Goal	2017 Actual	2018 Target
Partnership Revenue	\$195,000*	\$205,000*
Foreign Trade Zone Revenue	\$157,500	\$167,500

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

Partners

- Generate \$205,000 in revenue thru partners/investors, including City of Savannah at Founding Partner of \$50,000.
- Focus on trade missions, facilitating FDI opportunities and bringing WTCSav programs into regional counties.
- Focus on sponsorship opportunities, exposure and lead development for private businesses with a goal of securing \$6,000
- Separate WTCSav investment partners from sponsorship partners
- Offer networking events for partners at a WTCSav partner location in Savannah and throughout the region.

City of Savannah Partnership

- Maintain contractual partnership plan 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 international arm for all international business matters pertaining to the City of Savannah.
- Help elevate the City of Savannah on an international stage.

Foreign-Trade Zone

- Promote and grow active participation in FTZ 104 to generate \$167,500.
- Participate in and host FTZ educational courses.
- Participate in Georgia Foreign Trade Conference, Georgia Economic Developers Association, GA Logistics Summit and NAFTA Conferences.
- Using list of identified importers, target companies in the region using one-to-one approach.
- Explore a reduced fee for 3PLs.

Global Education and Networking Programs

- Continue to focus on quality, relevance and attendance/interest and adjust based on the needs of the region.
- Work closely with economic development partners to offer programs in partner counties.
- Include networking opportunities.

Research, Trade Services and FDI Support

- Perform research specific to partners and/or other World Trade Centers.
- 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.

Target Countries

- Continue to expand and improve "How Savannah Connects to the World" database, providing in-depth data and forecasting information on new and existing target countries.
- Continue utilizing identified target countries in the proactive efforts and strategic planning of WTCSav and its partners' initiatives.
- Plan the next review for the August 2018 Board Retreat.

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.

Inbound Delegations

- Continue to support business development efforts in Target Countries:
- As part of continued efforts with identified target country, host delegation of companies from Germany and regional guests for Savannah Gateway Regional Showcase April 2018.
- As part of continued effort with identified target country, host delegation of companies from Ireland in early 2018.
- Promote our region to any and all inbound business delegations.
- Offer WTCSav partners personal opportunities to connect with inbound business delegations.

Outbound Trade Missions for Established Businesses and Economic Development Authorities

- Continue to support business development efforts in Target Countries.
- As part of continued efforts with identified target country, organize trade mission to Ireland in fall 2018 for established businesses interested in trade opportunities with and through Ireland.
- Utilize outbound trade mission opportunities to work with established businesses looking to expand/sell internationally
- Explore and pursue trade shows/missions collaboration with the Georgia Department of Economic Development.
- Support outbound trade and business development missions for partner economic development authorities to help facilitate FDI opportunities.

World Trade Centers Association Network

- Attend World Trade Centers Association General Assembly and Member Seminar to personally connect to the network of 300+ World Trade Centers and more than 1 million businesses and advance the brand in which we have invested.
- Utilize Chairman Scott Center's participation as WTCA Board of Director to advocate for continued improvement of the brand and network.

Savannah World Trade Center for Investment (EB-5)

- Design and promote a commission system for qualified lead generation
- Coordinate one-to-one contact/interaction with brokers/bankers
- Attend EB-5 Industry Conference to advance understanding and network

Board Relations and Participation Standards

- Led by WTCSav Board Member and measured by an appointed fellow board member, create board participation standards to keep track of the following:
 - Connections made with county leadership
 - Attendance at WTCSav board meetings and events
 - Sponsorship or partnership support
 - Connections made with new FTZ104 prospect/client
 - Connections/introductions to leads through email introductions, phone calls and/or bringing prospects to WTCSav events

Marketing & Public Relations

- Participate in and promote the region and WTCSav thru local, state, national and international conferences and events. Including the following:
 - GDEcD International Reps Visit
 - State of the Port, Savannah
 - GEDA, Savannah

- Savannah Gateway Regional Showcase (SMF)
 - GA Logistics Summit
- Utilize new web site, partner resources, SEO and monitor analytics.
- Maintain presence on social media and other media outlets.
- Maintain presence in the WTC
- Continue to educate the region and create more regional engagement of WTCsav's products and services through speaking engagements and meetings.
- Signature Event: Host an annual, signature event to:
 - Answer partner requests for more networking opportunities
 - Offer greater recognition of partners
 - Present regional, international award(s)
 - Expand and grow WTCsav audience
 - Bring awareness of WTCsav purpose, strategy and services

Brand and Facilities Agreements

- Explore signage/flags along Hugh Tracy Blvd and/or Wayne Shackelford Blvd.
- Explore branding agreements with other Hutchinson Island properties.

Internship Program

- Promote through regional schools (Armstrong, College of Coastal GA, Georgia Southern, SCAD, Savannah State, Savannah Tech and South) through professors, career fairs and speaking opportunities.
- Maintain system and continue to streamline the year round program, offering 5-month internships 3 times per year.
- Promote employment opportunities to graduated interns.

Savannah Area Film Office

- Maximize local economic impact from entertainment productions by actively recruiting film, television, and commercial projects to the Savannah area. Encourage productions to utilize local businesses and employ local crew and work closely with production staff to increase local spend.
- Cultivate, maintain, and establish new relationships with key production executives, major studios, and independent companies in order to recruit productions to the Savannah area.
- Educate the community about the role of the Savannah Area Film Office and the benefits of film production through meetings and presentations for community groups, local educational institutions, and county-wide government agencies. Communicate regularly with key stakeholder groups on current issues, events, and plans through meetings, special events and email updates.

- Promote the Savannah area at strategic film and television marketing festivals, events, and conferences such as, but not limited to:
 - Sundance Film Festival
 - Locations Expo
 - Georgia Night in LA
 - Toronto International Film Festival
 - AFCI Cineposium
 - Georgia Dinner in New York
 - Producers Guild of America – New York Conference
 - Savannah Film Festival
 - American Film Market

- 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.

- Promote and administer Savannah Entertainment Production Incentives, including Project Incentives and Workforce Incentives, with professional accounting support.

- Sponsor and promote local crew training workshops and classes.

- Utilize Reel-Scout™ to develop and maintain a database of local Savannah area crew, support services, and film-friendly locations. Promote and grow the list of film locations and vendors.

- Collaborate with local, regional, and state organizations, such as Savannah Film Alliance, Savannah Women in Film and Television, Savannah Filmmakers, Georgia Film Academy and the Georgia State Film Office.

- Facilitate, plan, and host location scouts for productions considering the Savannah area.

- Provide onsite assistance to productions working in the Savannah area to ensure success for the production and to minimize disruptions to residents and businesses.

- 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 area.

- Maintain Savannah Area Film Office website and social media accounts and distribute local production news.

- Focus on ongoing needs for future growth and development of the Savannah area's film industry, including but not limited to:
 - Launch a regular direct flight from Los Angeles, California to Savannah, Georgia
 - 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
 - Advancing our outreach to businesses and support services to create local film-friendly vendors while encouraging established production vendors to expand to our region

Marketing

- Manage and execute SEDA messaging and communications with a consistent voice and clear positioning through all departments, activities and efforts.
- Work internally on proactive sales and marketing efforts and goals.
- Develop and publish dynamic video and digital content on SEDA, WTCSav and Film Savannah websites as well as social media outlets to drive traffic and increase visits to the websites.
- Develop and execute marketing campaign for creative technologies.
- Send quarterly newsletter to target audiences.
- Develop and maintain strategic media relationships on local, regional and national level.
 - Two media visits.
 - Significant announcements and news pushed to media outside Savannah area.

Research and Workforce Development

- 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 while assisting the Film office with their bi-annual report to the County.
- 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:
 - Salesforce
 - Grants
 - C2ER Research Analysis and Presentation
 - 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.

Finance, Property and Administration

- Host Annual and scheduled board meetings.
- Ensure new SEDA board members and staff receive economic development training class.
- Host retreat for SEDA Board of Directors.
- Manage finances consistent with budget.
- Hold finance committee meetings.
- Oversee annual financial audit.
- Hold property committee meetings as needed.
- Manage development of newly acquired property.
- Extensive review of WTCSav building lease agreements.