



## 2022 Business Plan





# Our Mission

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

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01

# Business Development





01.




## Business Development

Business Retention and Attraction efforts are the primary responsibilities of SEDA's team. It is crucial that SEDA support and serve the existing business community, as their satisfaction and success is a leading indicator for those who we seek to recruit. Efforts for both retention and attraction should focus on listening to and meeting client needs and delivering exemplary customer service in all venues.



# Business Development

## Economic Development Outcomes

	2021 Actual <small>*as of 12.14.2021</small>	5 year average (2016-2020)
 Expansions/Announcements	14	16
 New Job Opportunities	1,870	1,302
 Capital Investment	\$782,985,494	\$354,163,186

Five-year average includes business attraction, business expansion and retention and innovation and technology.

## Existing Industry & Workforce Initiatives

	2021 Actual <small>*as of 12.14.2021</small>	2022 Target
 Existing Industry Visits	83	85
 Referrals	324	330
 Local/Regional/State Meetings	54	55
 Economic Development for Educators	1	3

# Business Development

## Business Attraction



New Projects

2021 Actual  
\*as of 12.14.2021

105

5 year average  
(2016-2020)

77



Prospect Visits

71

53

## Lead Generation Activities



Local/Regional/State  
Networking & Outreach

2021 Actual  
\*as of 12.14.2021

134

2022 Target

140



Consultant/Broker  
Outreach

18

20



In Person  
Conferences/Tradeshows

14

15



# Business Development

## Business Retention and Expansion

- 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.
- Collaborate with local, regional and state organizations to provide a customized response for a solution to individual business' needs.
- Represent SEDA through participation in or facilitation of local, regional and state working groups, boards and/or committees. SEDA's BRE team will raise awareness of industry challenges and address unique solutions to workforce, permitting, supply chain, community and expansion issues.
- 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 can support individual companies.



85 existing industry visits



300 referrals



50 local, regional, statewide meetings

## Workforce Initiatives

- 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, automation, transportation and training.
- Promote business education partnerships, GIFT, apprentice programs and other community and/or SEDA-led initiatives through speaking engagements/sponsorships in the community.
- Work with marketing to generate BRE content.
- Identify and visit cities that operate highly functioning Workforce Innovation and Opportunity Act boards and other training programs where we could learn and implement best practices.
- Host Economic Development for Educators annually, in partnership with Savannah Chatham County Public School System.
- Promote and advocate for early learning initiatives, like the East Savannah United project, Workforce Initiatives Fund and other initiatives.



Host Economic Development for Educators



# Business Development

## Lead Generation

- Continue to build strong relationships with statewide economic development project managers, site selection consultants and local, regional and national real estate brokers.
- Host two familiarization tours to target site consultants, brokers and state-level project managers:
  - Savannah Music Festival
  - Summer Boats and Bananas
- Explore participation in a regional (Savannah Harbor JDA, South Carolina Alliance & GPA) proactive lead generating effort to continue to attract companies from areas we consistently have success, i.e., California.
- Subscribe to LinkedIn Pro to help generate new attraction and expansion leads for Chatham County.
- Promote Savannah to targeted industries through participation in industry-specific tradeshows, conferences and events as well as customized communication efforts:
  - Industrial Asset Management Council (Spring and Fall)
  - Site Selectors Guild Annual Conference
  - NextGen Talks
  - Georgia Logistics Summit
  - Georgia Economic Developers Association (Spring and Fall)
  - International Economic Development Council Conference
  - National Business Aviation Association
  - SEUS Japan
  - SEUS Canada
  - Southern Economic Development Council Annual Conference and Meet the Consultants
  - Consultant Connect ECONOMIX
  - Women in Economic Development Conference
  - Area Development Consultants Forum
  - Advanced Economic Development Leadership
  - Select USA



110 local, regional and state networking outreach opportunities



15 consultant & broker outreach opportunities



Host two targeted familiarization site tours



Attend 12 conferences & tradeshows

## 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 and exploring meaningful opportunities to further incentivize business outside of property tax abatements.

- Promptly respond to project Requests For Information and client/partner needs and request.



**Promptly respond to project RFI's**

- Create a local checklist for Foreign Direct Investment projects in Chatham County.

- Coordinate with research department to perform fiscal impact analyses on active final-stage projects.



**Perform fiscal impact analyses on active final-stage projects**

- 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 JDA with Chatham, Bulloch, Bryan and Effingham. Continue participation with the Greater Savannah Regional Alliance and Greater Georgia.



**Savannah Harbor JDA Mega Site marketing**

- Host regional familiarization tour for site consultants to the Savannah region in conjunction with the Savannah Harbor JDA.

- Promote the recently acquired Savannah Harbor JDA Mega Site through marketing and business development efforts.

## Product Development

- Savannah Chatham Manufacturing Center
  - Host GDEcD and/or site selectors with focus on Savannah Chatham Manufacturing Center.
  - Ensure the successful recertification as a GRAD site.
  - Continue to market the SCMC to targeted audiences.
- Support the Savannah Harbor JDA in the site due diligence at the regional Savannah Harbor JDA Mega Site to proactively prepare for prospects.
- Support the SEDA Board of Directors' decision regarding the further development of Site 8 in Crossroads Business Center.
- Support the development of Rockingham Farms Industrial Park interchange.
- Assist in West Chatham/Bloomingtondale product development through the extension of water and sewer service support growth along the Jimmy DeLoach Connector.
- Support and contribute to the Savannah MSA West Chatham Master Drainage Study.
- 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 materials to illustrate the industrial assets in Chatham County.



**Aerospace  
manufacturing  
strategy**



**Develop  
aerospace  
incubator**

## Business Development Marketing

- Help create and collect shareable content including testimonials, stats, etc. for marketing.
- Develop content to visually demonstrate the success of local employers and educators.
- Develop an internal Chatham County marketing plan to retain talent and target individuals vacationing in Savannah.
- Support marketing to proactively generate content for K-12 and university educational institutions.

## Innovation & Technology

For some of our key focus industries, Savannah is still growing the “eco-system” to support these industries. Eco-system building is a combination of facilitating education and social programs, collaboration and storytelling. We do so by supporting partner organizations to do the “heavy lifting” in two key industries:

- Creative Technologies
- Logistics and Advanced Manufacturing Technology/Innovation

SEDA will support this activity through its continued sponsorship of the Creative Coast (TCC) by maintaining an active board seat on TCC and fund TCC at an appropriate level to be meaningful and develop appropriate programs.

- The Creative Coast programs include:
  - Eco-system meetings and guide
  - Entrepreneurship programs such as Idea Accelerator Bootcamp, lunchtime topics, etc.
  - Technology programs such as Girls Who Code, Coding Bootcamps, supporting TechSAV, Hackathons, etc.
  - 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 and She Hustles.
  - Re-launch the GRIT/Geekend Conference.
  - Publish Startup Activity Metrics (jobs, investment, revenue) on [thecreativecoast.org](http://thecreativecoast.org).
  - Launch the Bridge Fund.
  - ChooseSAV.com as a place for remote workers and entrepreneurial firms to learn about Savannah.
- SEDA will continue to:
  - Support student entrepreneurship initiatives in K-12 and local colleges working with SCAD, Georgia Southern University Savannah State University and others.
  - Continue to leverage Savannah Technology Workforce Incentive to attract more tech workers and get exposure that leads to technology companies relocating.



**Support student entrepreneurship at K-12 and university level**

## Logistics & Advanced Manufacturing Technology & Innovation

SEDA will support through its founding sponsorship of the Logistics Innovation Corporation (LIC) in partnership with Georgia Southern University, Savannah State University and others.

- Maintain active board seat on LIC.
- Fund LIC at an appropriate level to be meaningful and engage Plug and Play Savannah location.

# Business Development

- Work with LIC to develop incentives, marketing collateral and to promote the “Logistics Technology Corridor.”
- Complete site selection process and fully leverage remaining state funds.
- Continue to develop relationships with the Augusta Cyber Center, Chamber and partners in conjunction with the corridor regarding lobby on behalf of “Tech Corridor Incentives.”
- 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.
- Work with Plug and Play to launch/support a logistics and advanced manufacturing accelerator program in conjunction with key anchor companies. Intent is to be able to leverage accelerator program in the future to recruit go-to-market stage companies in logistics and advanced manufacturing technology to the area.
- Work with LIC and Plug and Play to actively recruit startups that attend Savannah Plug and Play program to open an office in Savannah (~20 companies per year).
- Attend logistics technology industry lead generation events including:
  - COI Georgia Logistics Summit
  - Future of Logistics Conference
- Identify and visit up to two target cities that might be good for logistics tech and advanced manufacturing recruitment.



**Promote Logistics Technology Corridor**



**Support Plug and Play initiatives**



**Attend two logistics technology industry events**



**Identify & visit two target cities for logistics innovation recruitment**

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02

# World Trade Center Savannah



02

## World Trade Center Savannah

World Trade Center Savannah is a proactive international business and trade development organization that exists to create jobs and attract investment by helping to facilitate foreign direct investment opportunities for the region and by helping regional businesses do business internationally.

We are a member of the World Trade Centers Association, a global association of more than 300 World Trade Centers in nearly 100 countries. The World Trade Centers Association network serves as an international ecosystem of global connections and integrated trade services. We achieve our goals by meeting the specific needs of our partners and clients.



# World Trade Center Savannah

## Economic Development Outcomes



Partner/Sponsor Revenue\*

2021 Actual  
\*as of 12.9.2021

\$230,092

2022 Target

\$231,000



Foreign-Trade Zone Revenue

\$221,212

\$230,000

\*Includes City of Savannah

## Economic Development Outcomes



Trade Service Projects

2021 Actual  
\*as of 12.9.2021

54

5 year average  
(2016-2020)

53.6



Trade Service Hours

485

468.4



Inbound & Outbound  
Delegations

9

18

## City of Savannah Partnership

- Maintain partnership as the Founding Partner at \$50,000 level.
- Serve as the support arm for all international business matters.
- Help elevate the City of Savannah on an international stage.



Maintain City of Savannah partnership

# World Trade Center Savannah

## Partners

- Generate \$231,000 in revenue through partners/sponsorships.
- Communicate with each partner and understand their goals/needs.



**\$231,000 in partner & sponsorship revenue**

## Regional Economic Development Outreach

- Host site selectors for economic development partners' Savannah Gateway Regional Showcase.
- Support annual outbound trade mission facilitating FDI opportunities.
- Bring WTCSav programs into regional counties.



**Savannah Gateway Regional Showcase**



**Support annual outbound missions**

## Foreign-Trade Zone

- Promote and grow active participation in FTZ 104 to generate \$230,000.
- Support existing operators with challenges and growth opportunities.
- Participate in and host FTZ educational courses.
- Create video and FTZ 104 logo.
- Participate in NAFTAZ national Board of Directors.



**\$230,000 in FTZ revenue**



## TradeBridge

- Support Ireland team including regional IDAs and businesses to explore trade and FDI opportunities in Southeast Georgia.
- Identify and support Georgia companies with interest in trade with and/or through Ireland.
- Partner to create web and social media presence in both countries.
- Establish year-long intern position for TradeBridge.
- Host and support inbound/outbound missions with Ireland.
- Host Ireland event in Savannah engaging all culture, business and education partners involved in TradeBridge.



**Marketing  
presence in both  
countries**



**Inbound &  
outbound  
missions with  
Ireland**

## Research, Trade Services and FDI Support

- Support all aspects of TradeBridge.
- Perform customized research specific to partners and/or other World Trade Centers within the partner's timeline, goals and objectives.
- Maintain online resources for partners and board members.

## Inbound/Outbound Delegations

- Host, support and/or develop inbound/outbound mission opportunities.
- Offer WTCSav partners and board members opportunities to connect.
- 2022 Outbound Mission to Ireland (partnership with GSU/TradeBridge).
- Utilize inbound/outbound trade missions to explore opportunities for established businesses looking to expand/sell internationally.
- Support SEUS-Canada – June 2022 Savannah.



**Support SEUS  
Canada**

## Global Education and Networking Programs

- Design, plan and execute a minimum of eight programs, marketable by Nov. 1.
- Continue to focus on quality, relevance and attendance/interest and adjust based on the needs of the region.
- Generate \$5,000 through attendance fees and/or sponsorships.



**Eight Global  
Education  
Programs**

## Community Development

- Focus on sponsorship opportunities, exposure and partner lead development.
- Identify and report monthly qualified partner leads.
- Connect potential partners with contacts and resources.
- Continue to educate the region and create more engagement of products and services through speaking engagements and meetings.
- Identify relevant community organizations & networking opportunities aligned with our goals and participate monthly.

## Marketing & Public Relations

- Host Prosperity Through Trade Luncheon.
- Participate in and promote WTCSav and the region at 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 and local partners.
- Send bi-monthly briefing.
- Continue social media strategy highlighting resources, activities, partners and relevant articles.



**Host Prosperity  
Through Trade**

## Marketing and Public Relations

- Maintain presence in the WTCA newsletter.
- Thanksgiving mailer to partners and board.
- Develop *Hot Topics* series with original content for social media promotion.

## Board Relations and Participation Standards

- Continue mission driven board led and by board members to solidify board participation standards.

## World Trade Centers Association Network

- Utilize WTCA Board of Director position to advocate for improvement of the brand and network.
- Receive WTCA accreditation.
- Participate in WTCA General Assembly and Member Seminar.



## Internship Program

- Conduct intern recruitment on each campus (or virtual) twice per year.
- Maintain year-round program, offering Fall, Spring and Summer.
- Create business etiquette program to present to each group.
- Promote employment opportunities to graduated interns.





03

# Savannah Regional Film Commission

03

## Savannah Regional Film Commission

The Savannah Regional Film Commission, an Association of Film Commissioners International certified Film Commission, is the central point of contact for entertainment production in our region. We promote the Savannah region as a premier film destination for motion picture, television and commercial productions.

Our office functions as a liaison between film companies and various municipalities in the Savannah region. We also provide location assistance and coordination with local crew and support services.



# Savannah Regional Film Commission



Direct Spend

2021 Actual  
\*as of 12.9.2021

\$113,148,372

5 year average  
(2016-2020)

\$78,727,545



Professional Productions

88

125



Location Packages Created

95

99

- 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.



**Maximize local  
economic impact**

- Promote and administer Savannah Entertainment Production Incentives.



**Promote and  
administer  
Savannah  
Incentives**

- 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 production companies in order to recruit productions to the Savannah region.

- 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.

# Savannah Regional Film Commission

- Sponsor and promote local crew training workshops, classes and information sessions.
- Promote the Savannah Region at strategic film and television marketing festivals, events and conferences such as, but not limited to:
  - Sundance Film Festival
  - Association of Film Commissioners International Week
  - South by Southwest Film Festival
  - Georgia Night in Los Angeles
  - Toronto International Film Festival
  - AFCI Cineposium
  - Producers Guild of America – New York Conference
  - SCAD Savannah Film Festival
  - American Film Market
  - International film festivals, industry conferences, expos and events as appropriate, such as Focus Production Conference in London.
- 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. Partner with the City of Savannah Special Events, Film & Tourism office to implement Eproval software to streamline film 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, businesses and film-friendly locations. Promote and grow the list of film locations and vendors.
- Maintain Savannah Regional Film Commission website and social media accounts. Update SRFC website as needed.



**Promote  
Savannah region  
at film festivals,  
events and  
conferences**



# Savannah Regional Film Commission

- Collaborate with local, regional and state organizations, such as Savannah Women in Film and Television; Savannah Filmmakers; Georgia Production Partnership; Georgia Screen Entertainment Coalition; Georgia State Film Office; Georgia Film Academy; Savannah Film Academy; Savannah College of Art and Design; Savannah State University and Georgia Southern University.
- Facilitate, plan and host location scouts for productions considering the Savannah region. Host Fam Tours for select group of industry professionals.
- 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 to Savannah.
  - Encourage development of purpose-built sound stage and supporting infrastructure.
  - Continue efforts to expand local crew base through education, training and relocation of Union and Guild members.
  - Continue outreach to businesses and support services to create local film-friendly vendors while encouraging established production vendors to expand to our region.



04

# Marketing



# 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 as outlined in each department throughout the 2022 business plan.
- Generate content to promote the Savannah brand to include videos, articles, social media, marketing materials, websites, business profiles, etc.
  - Send bi-monthly SEDA newsletter and WTCSav bi-monthly briefing.
  - Distribute op-eds, blogs and other content as appropriate.
- Develop and maintain strategic media relationships on local, regional and national level.
  - Significant announcements and news pushed to media outside Savannah market.
- Develop and execute marketing plan for Savannah Harbor JDA and Bryan County Mega-Site. To include new website, videos, promotional materials and more.
- Partner with Georgia Department of Economic Development and Georgia Chamber of Commerce to plan and execute Red Carpet Tour.
- Plan and execute SEDA Annual Meeting and other events.



**Two media trips**



**40 press releases**



**15 blog posts**



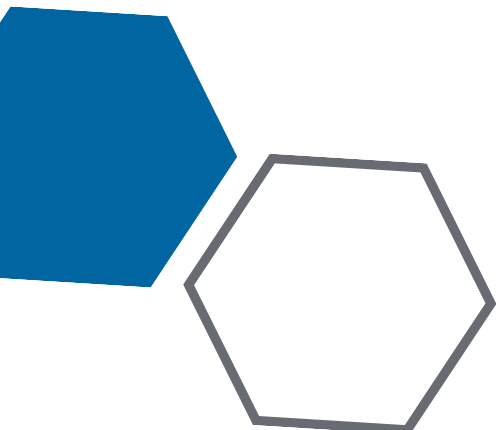
**Savannah JDA  
& Mega Site  
marketing plan**



**Red Carpet Tour**



**SEDA Annual  
Meeting**





05

# Strategy, Research, Grants & Partnerships

# Strategy, Research, Grants & Partnership



## Request for Information

2021 Actual  
\*as of 12.9.2021

21

5 year average  
(2016-2020)

13

- Support Business Development through:
  - Promptly responding to project RFIs and client/partner needs and requests.
  - Performing fiscal impact analyses for incentivized projects.
  - Managing the Project Verification process.
  - Exploring and piloting a LinkedIn strategy for lead generation.
  - Researching and pursuing award and grant opportunities.
- Support the organization through:
  - Monitoring and reporting progress towards annual goals for the SEDA and WTCSav teams.
  - Managing Salesforce by ensuring it is built properly to support each department of SEDA and WTCSav while educating and training all users.
  - Performing six strategic planning sessions with different departments to ensure we are advancing the right initiatives and using resources for the highest and best use.
  - Continuing education in Salesforce, Grants, C2ER Research Analysis and Presentation, Esri and other areas that will benefit the team.
  - Continuing to cultivate a regional research partnership and approach.



100 percent of  
RFIs completed



100 percent of all  
incentivized  
projects have a  
LOCI performed



100 percent of all  
incentivized  
projects go  
through  
verification  
process



## Strategy, Research, Grants & Partnership

- Make strategic advances for the community through
  - Supporting the implementation of the Propel Savannah plan.
  - Working with community partners to improve the product that is Savannah.
  - Identifying and addressing root cause issues with workforce development partners to advance opportunities that could have long-term positive impacts on workforce development in Chatham County (i.e. automation, childcare, etc.).
- Maintain and create content for marketing efforts through:
  - Providing scheduled data updates for content on the SEDA website, sales presentation and other marketing materials.
  - Maximizing the use of Esri, JobsEQ and other paid subscription tools to support the team.
  - Leading Savannah's participation in the Council for Community and Economic Research's Cost of Living Index three times per year.



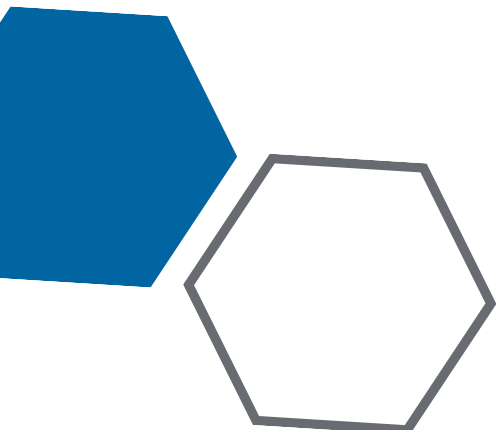
**Six departmental  
strategic  
planning sessions**



**Three COLI price  
collections  
annually**



**Pilot LinkendIn  
lead generation  
strategy**



A decorative graphic consisting of two vertical lines, one white and one grey, extending upwards from a grey hexagon. The hexagon contains the number 06.

06

# Finance, Property & Administration

# Finance, Property & Administration

- Oversee annual financial audit.
- Manage finances consistent with budget.
- Manage development construction and funding:
  - Bloomingdale water and sewer / GEFA Loan
  - Veterans Parkway Interchange / Bond Financed
  - American Second Harvest / Cares Act
- Management of new and existing lease agreements.
- Management of new office building.
- Host annual and monthly board meetings.
- Ensure new SEDA board members and staff receive economic development training class.

