



2023 Business Plan



The background is a photograph of a modern, two-story building with large glass windows and a flat roof. The building is illuminated from within, and the sky is a deep twilight blue. In the foreground, there is a sidewalk and a row of planters with green and yellow foliage. Several geometric shapes are overlaid on the image: a blue hexagon in the bottom left, a white hexagon in the middle left, a white hexagon in the top right, a solid blue hexagon in the middle right, and a blue line forming a hexagonal shape on the far right. A stylized blue logo, resembling a stylized 'S' or a wave, is visible on the upper left corner of the building.

Our Mission

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

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A decorative graphic consisting of two vertical lines, one white and one brown, extending upwards from a grey hexagon. The hexagon contains the number '01' in white.

01

Hyundai
Motor Group
Metaplant
America &
Suppliers

Workforce

Workforce Study

Contribute to a regional workforce study and comprehensive strategic plan conducted by Wadley Donovan Gutshaw Consulting designed to identify the labor supply challenges facing existing employers and develop initiatives that will minimize the exposure to existing and future labor supply shortfalls.



Conduct workforce study and comprehensive strategic plan

The scope of the study will include:

1. **Market Analysis:** Desktop research that defines the current resident workforce resources within the region's labor shed area and statistically identifies the labor market strengths, weaknesses, opportunities, and threats.
2. **Immediate Needs & Challenges:** The above market analysis is to be supplemented through field-based interviews with regional stakeholders, soliciting first-hand insights into the immediate workforce needs and challenges.
3. **Strategic Workforce Plan:** Based on results of the above two tasks WDGC will develop a Strategic Workforce Development Plan that addresses the region's critical labor requirements with recommended initiatives that will support an accommodating pipeline of future talent. Addressed will be the necessary funding and staffing levels to implement the plan and the identification of potential financial resources outside of the regional stakeholder contributions.
4. **Regional Workforce Marketing:** A marketing plan will be developed to attract targeted requisite skills into the Savannah regional workforce. Preferred targeted areas will be identified with validating documentation that supports the Savannah region's competitive attraction to those considering potential relocation or expansion.

Tasks 1 and 2 will specifically address:

1. The workforce requirements and skill demands by Hyundai Motor Group Metaplant America (HMGMA), existing industry, and new industry entering the market (including HMGMA suppliers).
2. Benchmark salary expectations for the new skills in demand.
3. Training programs that will be required to fulfill the new labor demands (from high schools, technical colleges or four-year institutions).

Workforce Director

Hire and manage Savannah Harbor-Interstate 16 Corridor Joint Development Authority (Savannah JDA) workforce director. The workforce director will be responsible for the implementation of the workforce study to address the workforce needs of the Savannah JDA region.

HMGMA & Suppliers

Business Retention and Expansion

Coordinate with the workforce director to implement the workforce study to support existing industries within Chatham County.

Infrastructure

- Manage the Savannah JDA infrastructure needs that are a part of the HMGMA contract between Hyundai Motor Group, the Savannah JDA and the State of Georgia to include but not limited to roads, services and utilities.
- Partner with the City of Savannah on the regional force main into Bryan County to support initial HMGMA wastewater needs.
- Work with Georgia Department of Transportation to identify, plan and enhance product(s) related to the Westside of Chatham County.
- Support Savannah JDA Project Director on preparation and development of HMGMA site.

Suppliers

- Market and attract Tier I, Tier II and Tier III HMGMA suppliers to Chatham County.
- Support HMGMA suppliers that select Chatham County with infrastructure improvements and operation implementation to meet their timelines to serve HMGMA.

Grants

- Assist Allen-Smith Consulting in the administration and management of the HMGMA REBA grants.
- Promptly respond to HMGMA REBA drawdowns.
- Manage and execute HMGMA supplier grants for infrastructure improvements.

Marketing

- Develop and execute strategic market plan that keeps target audiences informed of HMGMA and HMGMA supplier news and progress.
- Respond and manage media relations for Savannah JDA in regards to HMGMA and HMGMA suppliers selecting Chatham County.



02

Business Development

02.




Business Development

Business Retention and Attraction efforts are the primary responsibilities of SEDA's business development 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

	2022 Actual <small>*as of 12.7.2022</small>	5 year average (2017-2021)
 Expansions/Announcements	10	16
 New Job Opportunities	9,263	1,471
 Capital Investment	\$5,684,352,200	\$472,166,285

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

Existing Industry & Workforce Initiatives

	2022 Actual <small>*as of 12.7.2022</small>	2023 Target
 Existing Industry Visits	72	85
 Referrals	305	300
 Local/Regional/State Meetings	54	50
 Economic Development for Educators	3	3

Business Development

Business Attraction



New Projects

2022 Actual
*as of 12.7.2022

72

5-year average
(2017-2021)

83



Prospect Visits

86

58

Lead Generation Activities



Local/Regional/State
Networking & Outreach

2022 Actual
*as of 12.7.2022

137

2023 Target

110



Consultant/Broker
Outreach

16

15



Conferences/Tradeshows

29

12



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.
- Coordinate with Savannah JDA Workforce Director to implement workforce study to support existing industries within Chatham County (see HMGMA & Suppliers section for details).
- 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 and strengthen 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.
- Work with marketing to generate new and innovative BRE content.



85 existing industry visits



300 referrals



50 local, regional, statewide meetings

Workforce Initiatives

- Continue work that improves and/or creates strong 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, apprentice programs and other community and/or SEDA-led initiatives through speaking engagements/sponsorships in the community.
- Identify and visit cities that operate high-functioning Workforce Initiatives and other training programs where we could learn and implement best practices.

Business Development

- Host Economic Development for Educators annually, in partnership with the 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

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.
- 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
 - 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

- 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 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.
 - Create a local checklist for Foreign Direct Investment projects in Chatham County. Specifically, continue to support HMGMA suppliers as they integrate into Chatham County.
 - Coordinate with research to 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.
- 
- Promptly respond to project RFI's
- 
- Perform fiscal impact analyses on active final-stage projects

Regional Business Development

- Market Savannah JDA as appropriate. Continue participation with the Greater Savannah Regional Alliance and Greater Georgia.

Product Development

Savannah Chatham Manufacturing Center

- Host GDEcD and/or site selectors with focus on Savannah Chatham Manufacturing Center (SCMC).
- Continue to market SCMC to targeted audiences such as HMGMA and Gulfstream suppliers.
- Partner in the construction of additional road and utility infrastructure in Phase II to support the full build-out of the park to support companies that have selected SCMC.

Rockingham Farms Industrial Park

- Support the completion of the infrastructure needs.

Bloomingtondale

- Assist in completing product development through the extension of water and sewer service to support growth along the Jimmy DeLoach Connector.

Other Product Development

- Coordinate with Chatham County to develop strategy for TSPLOST.
- Support the SEDA Board of Directors' decision regarding the further development of Site 8 in Crossroads Business Center as a premier location for manufacturing or office attraction.
- Support and contribute to the Savannah MSA West Chatham Master Drainage Study and implementation to support sustainable growth in West Chatham County.

- 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.



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 to move to the Savannah region.
- Support marketing to proactively generate content for K-12 and university educational institutions.

Innovation & Technology

For some of our key focus industries, Savannah is 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:

1. Creative Technologies
2. Logistics and Advanced Manufacturing Technology/Innovation

Creative Technologies

The Creative Coast

- SEDA will continue sponsorship of The Creative Coast (TCC).
- SEDA will maintain active board seat on TCC.
- 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.
 - GRIT/Geekend Conference.
 - Publish startup activity metrics (jobs, investment, revenue) on thecreativecoast.org.
 - Launch the Bridge Fund.
 - ChooseSAV.com as a place for remote workers and entrepreneurial firms to learn about Savannah.



**Active board seat
on The Creative
Coast board**

Logistics and Advanced Manufacturing Technology/Innovation

Savannah Logistics Innovation Center

SEDA will support the Savannah Logistics Innovation Center (SLIC) in partnership with Georgia Southern University, Savannah State University and others by:

- Maintain active board seat on SLIC.
- Fund SLIC at an appropriate level to be meaningful and engage Plug and Play Savannah location.
- Work with SLIC to develop incentives, marketing collateral and to promote the “Logistics Technology Corridor.”
- Continue to develop relationships with the Augusta Cyber Center, Chamber and partners in conjunction with the corridor regarding lobbying on behalf of “Tech Corridor Incentives.”
- Work with SEDA staff and board of directors to further adjust SEDA's technology incentives to best support business considering a location in Chatham County.
- 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.



**Promote Logistics
Technology
Corridor**

Business Development

- Work with Plug and Play to launch/support the logistics and technology accelerator program. Leverage accelerator program in the future to recruit go-to-market stage companies in logistics technology to the area.
- Work with SLIC 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 go through the program).
- Attend logistics technology industry lead generation events including:
 - COI Georgia Logistics Summit
 - Future of Logistics Conference
- Support Plug and Play in the growth and development of the Savannah based team.
- Attend Plug and Play Silicon Valley Summit. Consider potential partnership with Georgia Department of Economic Development Atlanta and/or international offices.
- Visit up to two target cities that might be good for logistics tech and advanced manufacturing recruitment:
 - Chattanooga, TN
 - Peachtree Corners, GA



Support Plug and Play initiatives and local growth team



Attend two logistics technology industry events



Visit two target cities for logistics innovation recruitment



03

World Trade Center Savannah

03

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 (WTCA), 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

	2022 Actual <small>*as of 12.7.2022</small>	2023 Target
 Partner/Sponsor Revenue*	\$238,000	\$245,000
 Foreign-Trade Zone Revenue	\$228,500	\$240,000

*Includes City of Savannah

Economic Development Outcomes

	2022 Actual <small>*as of 12.7.2022</small>	5 year average (2017-2021)
 Trade Service Projects	83	53.6
 Trade Service Hours	501	468.4
 Inbound & Outbound Delegations	10	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 \$240,000 in revenue through partners/sponsorships.
- Communicate with each partner and understand their goals/needs.



\$245,000 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.



Savannah Gateway Regional Showcase

Foreign-Trade Zone (FTZ)

- Promote and grow active participation in FTZ 104 to generate \$240,000.
- Support existing operators with challenges and growth opportunities.
- Participate in and host FTZ educational courses.
- Create video and FTZ 104 logo.



Support annual outbound missions



\$240,000 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.
- Host and support inbound/outbound missions with Ireland.



Inbound & outbound missions with Ireland



Research, Trade Services and FDI Support

- Perform customized research specific to partners and/or other World Trade Centers within the partner's timeline, goals and objectives.
- Maintain country briefing and protocol sheets for partners and board members.

Inbound/Outbound Delegations

- Host, support and/or develop inbound/outbound mission opportunities for established businesses looking to expand/sell internationally.
- Annual outbound international trade missions:
 - Ghana (WTCA General Assembly)
 - Ireland

Global Education and Networking Programs

- Design, plan and execute a minimum of eight programs, marketable by Nov. 1 annually to focus on quality, relevance and attendance/interest and adjust based on the needs of the region.



**Eight Global
Education
Programs**

Community Development

- Focus on sponsorship opportunities, exposure and partner lead development.
- Continue to educate the region and create more engagement of products and services through speaking engagements and meetings.
- Identify relevant community organizations and 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.
- Send bi-monthly briefing.
- Send Thanksgiving mailer to partners and board of directors.



**Host Prosperity
Through Trade
Luncheon**

Board Relations and Participation Standards

- Maintain active regional board of directors focused on the mission.

World Trade Centers Association Network

- Utilize WTCA Board of Director position to advocate for improvement of the brand and network.
- 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.
- Engage interns in professional opportunities provided by staff.
- Promote employment opportunities to graduated interns.



04

Savannah Regional Film Commission

04

Savannah Regional Film Commission

The Savannah Regional Film Commission (SRFC), 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

Economic Development Outcomes



Direct Spend

2022 Actual
*as of 12.7.2022

\$205,451,288

5 year average
(2017-2021)

\$89,183,530



Professional Productions

102

79



Location Packages Created

87

113

- 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 Bonus Local Crew Incentive with professional accounting support.
 - 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.
- ✓ Maximize local economic impact
- ✓ Promote and administer Savannah Incentives

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 and 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.



05

Marketing, Strategy, Research & Grants

Marketing, Strategy, Research & Grants

- 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 2023 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.
 - Updates to SEDA website(s).
 - "Made in Savannah" videos.
- 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 strategic market plan that keeps target audiences informed of HMGMA and HMGMA supplier news and progress.
- Plan and execute SEDA Annual Meeting and other events.
- Plan and execute SEDA Board of Directors retreat.



Two media trips



40 press releases



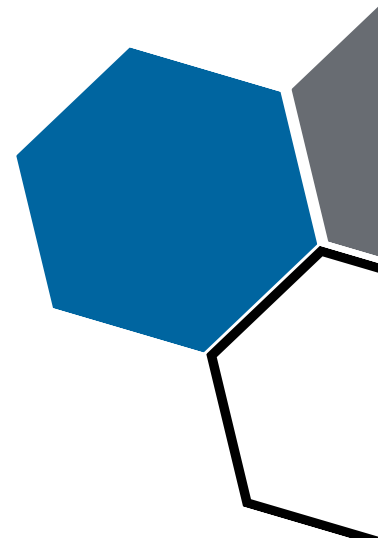
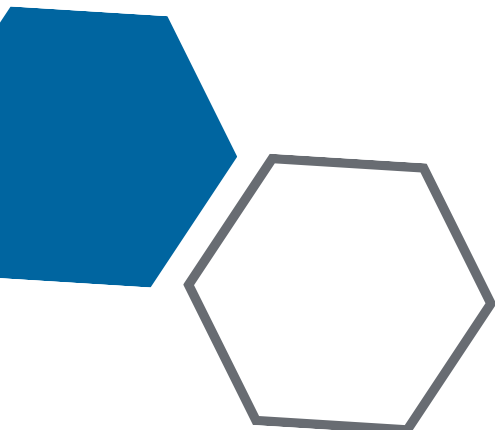
15 blog posts



HMGMA progress marketing plan



SEDA Annual Meeting





Request for Information

2022 Actual
*as of 12.7.2022

21

5 year average
(2017-2021)

13

- Support Business Development through:
 - Promptly responding to project RFIs, client/partner needs and requests and internal data requests.
 - Performing fiscal impact analyses for incentivized projects.
 - Managing the Project Verification process.
 - Researching and pursuing award and grant opportunities.
 - Track and report on 5-year averages and other historical SEDA data for benchmarking and the annual business plan.
- 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.
 - Continuing education in Salesforce, Grants, C2ER Research Analysis and Presentation, Esri and other areas.
 - Continuing to cultivate a regional research partnership approach.



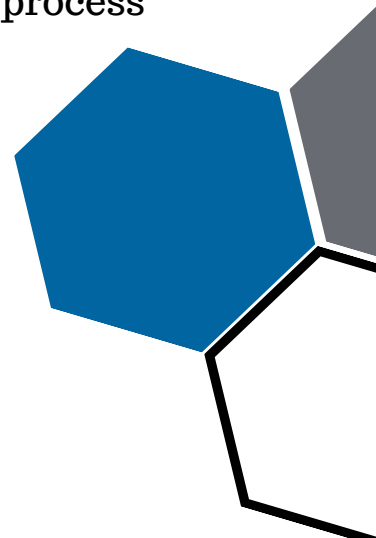
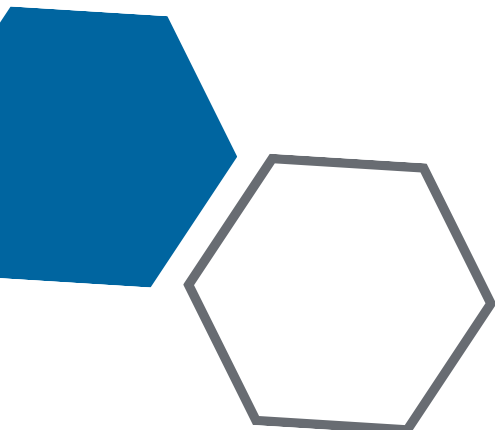
100 percent of
RFIs completed



100 percent of all
incentivized
projects have a
LOCI performed



100 percent of all
incentivized
projects go
through
verification
process

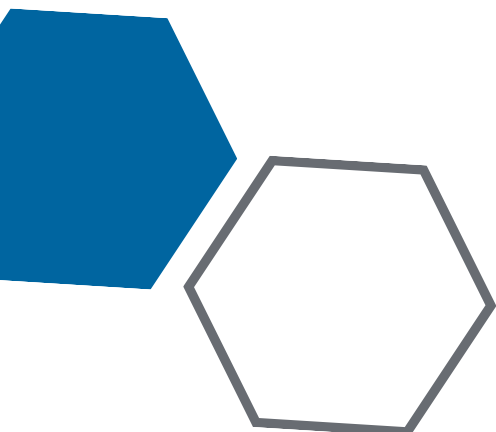


Marketing, Strategy, Research & Grants

- Make strategic advances for the community through
 - Working with community partners to improve the product that is the Savannah region.
 - 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.



**Three COLI price
collections
annually**



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

06

Finance, Property & Administration

Finance, Property & Administration

- Oversee annual financial audit.
- Manage finances consistent with budget.
- Manage development construction and funding:
 - American Second Harvest/Cares Act
 - Veterans Parkway Interchange / bond financed
 - Crossroads Site 8/SEDA financed
 - SCMC roadway and utility extension; water tower/various
 - Bryan County Megasite/HMGMA state and county grants
- Management of new and existing lease agreements.
- Management of office building.
- Management of properties held for development.
- Host annual and monthly board meetings.
- Ensure new SEDA board members and staff receive economic development training class.

