



# 2019 Business Plan

## **SEDA's Mission**

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

## Business Development

- Market Chatham County region 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	2018 Actual (as of 12.5. 2018)	Five-year average (2013-2017)
Expansions/Announcements	13	17 <sup>^</sup>
New Job Opportunities	1,906	954 <sup>^</sup>
Capital Investment	\$389,262,000	\$280,560,685 <sup>^</sup>

<sup>^</sup> Includes Business Attraction and Creative Technologies

## Attraction

Economic Development Outcomes	2018 Actual (as of 12.5. 2018)	Five-year average (2013-2017)
New Projects	77	75 <sup>^</sup>
Prospect Visits	50	49 <sup>^</sup>

<sup>^</sup> Includes Business Attraction and Creative Technologies

Lead Generation Activities	2018 Actual (as of 12.5. 2018)	2019 Target
Local/Regional/State Networking and Outreach Opportunities	73	110
Consultant/Broker Outreach	12	15
Conferences/Tradeshows	18 <sup>^</sup>	12

<sup>^</sup> Includes Business Attraction and Creative Technologies

- 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 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

## Retention

Goal	2018 Actual (as of 12.5.18)	2019 Target
Existing Industry Visits	68	110
Referrals	201	290
Local/Regional/State Meetings	32	40

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

- Collaborate with local, regional and state organizations to provide a customized response for a solution to individual business' needs.
  - **290** 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.
  - **40** Local, Regional, Statewide meetings
- Increase the number of partners and the depth of services available to established businesses.
- Work with partners to explore solutions to industry-wide concerns such as retention of workforce, 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.
- Focus on creating or strengthening business partnerships between employers and our K-12 school system.

### **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.

### **Aerospace Manufacturing Industry**

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

### **Savannah Manufacturing Center**

- Evaluation certificates, 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.

## Creative Technologies

Goal	Actual 2017	Target 2018	Actual 2018	Target 2019
New Projects	15	20	3	20
Prospect Visits	10	10	6	10
Conference and Trade Shows	4	4	3	8
Existing Industry Visits	N/A	N/A	73	150
Local/Regional/State	N/A	6	61	100
Announcements/Expansions	3	N/A	1	4
New Job Opportunities	7	N/A	20	100
Capital Investment	\$365,000	N/A	\$250,000	\$1 million

- Activate Creative Technologies Board Committee.
- Continue to develop ecosystem through ecosystem meetings and partnerships with SCORE, SBDC, SBAC, SCAD, Georgia Southern University, Savannah State University, Savannah Tech, City of Savannah and other organizations that support entrepreneurship in the Savannah region.
- Develop tech workforce through supporting TechSAV, OpenSavannah, Hackathons, Coding Bootcamps and other programs through support of Creative Coast.
- 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 and She Hustles.
- Support SCAD+ through programmatic support of current cohort, as well as individual coaching for alumni.
- Launch Creative Coast Startup Bootcamp to re-activate the top of the "funnel" and curate concept stage entrepreneurs.
- Develop a mentor program at the Creative Coast to support the Creative Coast Startup Bootcamp and entrepreneurs in the community.
- Through Creative Coast, 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.
- Via Creative Coast, launch an angel network or fund.
- Launch a marketing campaign highlighting the Tier2 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.
- Leverage marketing campaign to promote incentives.

### Media/Digital Industry

- Maintain relationships with Atlanta allies, investors and startups in both digital and logistics industries.
- Continue to develop relationships with the Charleston Digital Ecosystem - DigSouth, Digital Corridor and Harbor EC.
- Planned trips/events for lead generation in media/digital industry:

- DIGSouth
  - Collision Conference
  - 36/86
  - NextGen Talks
  - Venture Atlanta
- Identify and visit up to two target cities that could be good for media/digital industry recruitment.

### **Logistics Tech/Advanced Manufacturing**

- Continue to lead Logistics Technology Corridor Task Force.
- Work with task force to grow “corridor” to larger footprint, identify resources/assets, develop incentives and marketing collateral.
- Continue to develop relationships with the Augusta Cyber Center, Chamber and partners in conjunction with the corridor.
- Continue to develop the plan/launch 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.
- 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.
- Attend logistics technology industry lead generation events including:
  - COI Warehouse Technology Event
  - RILA Conference
  - COI Inland Port Technology Event
  - North American Supply Chain Conference
  - COI Coastal Logistics Event
- Identify and visit up to two target cities that might be good for logistics tech and advanced manufacturing recruitment.

### **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.
- 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 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
  - AFCI Week
  - South by Southwest Film Festival
  - Georgia Night in LA
  - Toronto International Film Festival
  - AFCI Cineposium
  - Georgia Dinner in New York
  - Producers Guild of America – New York Conference & LA Conference
  - Savannah Film Festival
  - American Film Market
  - International film festivals, industry conferences, expos and events as appropriate
- 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.
- 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; Georgia Production Partnership; Georgia Screen Entertainment Coalition; 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

- 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

## World Trade Center Savannah

Goal	2018 Actual	2019 Target
Partnership Revenue	\$186,500*	\$195,000*
Foreign Trade Zone Revenue	\$168,750	\$180,000

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

## Partners

- Generate \$195,000 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.
- Separate WTCSav investment partners from sponsorship partners.
- 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.

## 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 \$180,000.
- 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 expansion of FTZ ASF service area.
- City host for the 2019 NAFTA Spring Conference.
- Create video and expand existing content on web site.

### **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 countries.
- Include networking opportunities.

### **Research, Trade Services and FDI Support**

- Perform research specific to partners and/or other World Trade Centers, and Target Countries.
- 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 on new and existing target countries.
- Continue utilizing identified target countries in the proactive efforts and strategic planning of WTCsav and its partners' initiatives.
- Conduct Target Countries research every two years or as economic trends demand.
- 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 (ex: SEUS-Japan, German-American Society)
  - 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.

- Explore expanded access of geothinQ.

### **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 Ireland and regional guests for Savannah Gateway Regional Showcase April 2019.
- Promote our region to any and all inbound business delegations.
- Offer WTCSav partners & board members personal opportunities to connect with inbound business delegations.
- Host international/domestic site selectors for economic development partners.
- Revamp process for greater ROI and revenue.

### **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 in 2019 for established businesses interested in trade opportunities.
- 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.
- Complete Accreditation Process.

### **Savannah World Trade Center for Investment (EB-5)**

- Explore potential of hiring consultant or broker to focus on qualified lead generation and who operates and has expertise in banking, finance, real estate fields.
- Regular one-to-one contact/interaction with brokers/bankers.
- Attend EB-5 Industry Conference to advance understanding and network.

### **Board Relations and Participation Standards**

- Mission Driven Board 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 & reports to the board
- Attendance at WTCSav 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
  - GA Logistics Summit
  - NAFTA Conferences
- Regular one-to-one contact/interaction with brokers/bankers.
- Explore potential of hiring consultant or broker to focus on qualified lead generation and who operates and has expertise in banking, finance, real estate fields.
- Utilize new web site, partner resources, SEO and monitor analytics.
- Create ppt presentations for each audience; inbound international delegates & local partners.
- Send monthly briefings (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.
- Generate "We Are International Trade" videos using small businesses from the region.
- 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.
- 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
  - Sponsor dynamic & relevant guest speaker

## Internship Program

- Promote through regional colleges/universities through professors, career fairs and speaking opportunities.
- Maintain system and continue to streamline the year-round program, offering internships 3 times per year; Fall, Spring & Summer.
- Promote employment opportunities to graduated interns.
- Addition of Film Internship with support from Savannah Film office.

## Marketing

- Manage and execute SEDA messaging and communications with a consistent voice and clear positioning through all departments, activities and efforts.
- Develop and launch new SEDA website.
- Work internally on proactive sales and marketing efforts and goals.
- Develop and publish dynamic video and digital content to drive traffic to websites and increase engagements.
- Develop Creative Technologies campaign and marketing plan that highlights creative technology entrepreneurs, larger corporations, incentives and other parts of the ecosystem that position Savannah as an ideal location for technology/entrepreneurs.
- Send quarterly newsletter to target audiences and submit op-eds bi-annually.
- 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.
- 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.
- 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.

## **Finance, Property and Administration**

- Oversee annual financial audit.
- Manage finances consistent with budget.
- Hold finance committee meetings.
- Development and management of SEDA owned and controlled properties.
- Management of new and existing lease agreements.
- Hold property committee meetings as needed.
- Host Annual and bi-monthly board meetings.
- Ensure new SEDA board members and staff receive economic development training class.