



2017 Business Plan

SEDA's Mission

To help create, grow and attract jobs
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	2016 Actual	Five-year average (2012-2016)
Expansions/Announcements	16	15
New Jobs	1,026	849
Capital Investment	\$279,402,000*	\$212,246,000

*Includes Entertainment Production direct spend.

Attraction

Economic Development Outcomes	2016 Actual	Four-year average* (2013-2016)
New Projects	80^	77^
Prospect Visits	51^	47^

*Records only tracked past four years.

^Includes Business Attraction and Creative Technologies.

Lead Generation Activities	2016 Actual	2017 Target
Local/Regional/State Networking and Outreach Opportunities	101	115
Consultant/Broker Outreach	14	15
Conferences/Tradeshows	16	10

- 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 10 conferences and tradeshows.
 - Targeted list:
 - IAMC Spring
 - Site Selectors Guild Annual Conference
 - SIOR Spring
 - SpeedNews Aeospace Manufacturing/AeroAuto
 - Georgia Logistics Summit
 - GEDA Spring
 - IEDC Annual Conference
 - GEDA Annual Conference
 - IAMC Fall Forum
 - NBAA
 - SEUS Canada
 - SEUS Japan
 - SIOR Fall
 - SEDC Annual Conference
 - SEDC Meet the Consultants
 - Consultant Connect ECONOMIX
 - Women in Economic Development Conference
 - Area Development Consultants Forum

Retention

Lead Generation Activities	2016 Actual	2017 Target
Existing Industry Visits	111	115
Local/Regional/State Meetings	51	42

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

Economic Development Outcome	2016 Actual	2017 Target
Referrals	307	310

- Collaborate with local, regional and state organizations to provide a customized response for a solution to each existing business' challenges.
 - 292 referrals to academia, human resources, community organizations and economic development professionals
- Increase the number of partners and the depth of services available to established businesses.

Other Business Development

- Continue to develop land development strategy.
- Continue further development and operation of Savannah Harbor-Interstate 16 Corridor Joint Development Authority.

Aerospace Manufacturing

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

Creative Design and Technologies

- Continue to advance an 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 Creative Design and Technologies Incentive approved by SEDA in November 2016.
- Establish a Creative Technologies Board Committee to advance related initiatives.
 - Create a local industry committee of technologies and creative design professionals to provide actionable recommendations for SEDA to advance and grow the industry.

Economic Development Outcomes	Actual 2016	2017 Target
New Projects	10	15
Prospect Visits	7	10

- Facilitate, plan and host at least 10 prospect visits.

Lead Generation Activities	Actual 2016	2017 Target
Lead Generation	7	8
Conferences/Tradeshows	6	6

- Call on Atlanta-based allies and participate in lead generation activities in Atlanta at least six times a year.
- Attend six industry conferences and events including:
 - Game Developers Conference
 - Electronic Entertainment Expo (E3)
 - Orlando IX
 - Southern Interactive Entertainment Conference (SIEGECon)
 - SIGGRAPH
 - DigSouth
- Sponsor industry events for lead generation and strategic positioning of Savannah as a location for business relocation including:
 - Sponsorship of awards for three 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
- Develop and maintain close-working relationships with allied organizations including leaders of target industries, investors, the GDEcD, Creative Coast, Georgia Game Developers Association, SCAD, Ga Tech, GSU, ASU, SSU, etc.
- Work closely with local allies to develop low-barrier-to-entry coding and tech-related skills programs that create qualified workforce talent that is necessary to attract and grow Creative Technologies companies.
- Maintain strategic memberships and participation in professional organizations including:
 - Georgia Game Developers Association
 - Advance Technology Development Center
 - International Game Developers Association
- Pursue an opportunity to use U.S. Department of Commerce Public Works Grant funds to create a local innovation hub to strategically position Savannah as a location for business relocation and expansion.
- Manage prospect tracking to ensure continuous response and follow-up.
- Ensure 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 ensuring timeliness, effectiveness and accuracy of information provided.

World Trade Center Savannah

Board of Directors

- Support the development, continued evolution and progression of regional board.
- Host annual board retreat.

Partners

- Generate \$150,000 in revenue through partners/investors.

City of Savannah Partnership

- Maintain contractual partnership plan with the City of Savannah as a Founding Partner at the \$50,000 level.

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 NAFTAZ Conferences.
- Identify and target major importers in the region for the program.

Goal	2016 Actual	2017 Target
Partnership Revenue	\$192,575*	\$200,000*
Foreign Trade Zone Revenue	\$155,000	\$167,500

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

Savannah World Trade Center for Investment (EB-5)

- Advance Phase II of EB-5 to include marketing the first project with the Northern Rockies Regional Center.

Research and Trade Services

- 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.
- Identify potential partner and FTZ prospects.
- Perform research specific to partners and/or other World Trade Centers.
- Provide research and support for SEDA business development.
- Continue to manage and utilize the WTCA reciprocity desk.

Inbound/Outbound

- Continue to support business development efforts in Target Countries.

- Based on the interest of our regional partners, WTCsav will support trade missions to Germany, Canada and Ireland.
- Host delegation from Ireland and regional guests for Savannah Gateway Regional Showcase.
- Receive and promote our region to any and all inbound business delegations.
- Promote international trade shows and conferences, such as: SEUS Canada, SEUS Japan and CFIT.
- Explore and pursue trade shows/missions collaboration with the Georgia Department of Economic Development.
- Develop a fee schedule for planning/coordinating inbound missions.

Global Education

- Plan and/or sponsor 10 Global Educational Programs.
- Promote country/industry specific programs through inbound delegations.
- Identify global educational course topics and markets.
- Develop fee schedule for all programs.

Goal	2016 Actual	2017 Target
Global Education Programs	17	10

Intern 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 three times per year.
- Promote employment opportunities to graduated interns.

Marketing & Public Relations

- Participate in and promote the region and WTCsav through 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
- Create new web site, partner resources, SEO and monitor analytics.
- Maintain presence on social media and other media outlets.
- Maintain presence in the WTCA Newsletter.
- Sponsor International Business of the Year Award.

- Continue to educate the region and create more regional engagement of WTCsav's products and services through speaking engagements and meetings.

Brand and Facilities Agreements

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

WTCA

- Explore hosting the WTCA General Assembly.
- 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.

Savannah Area Film Office

- Meet/exceed 2016 local spend from Entertainment Productions in 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 countywide government agencies. Communicate regularly with key stakeholder groups on current issues, events and plans through meetings and a quarterly email update.
- Cultivate and maintain relationships with key production executives and companies in order to recruit productions to the Savannah area.
- Promote the Savannah area at strategic film and television marketing festivals, events, and conferences. Target list includes the following events:
 - Sundance Film Festival
 - Locations Expo
 - Georgia Night in LA
 - Big River Film Festival
 - AFCI Cineposium
 - Georgia Night in New York
 - Savannah Film Festival
 - American Film Market
- Serve as liaison between production companies and local municipalities and other government agencies (permitting offices, GDOT, DNR, law enforcement agencies, federal and state parks).
- Promote and administer Savannah Entertainment Production Incentives, including Production Incentives and Workforce Incentives, with professional accounting support.
- Encourage the growth and development of a sustainable local crew base, industry-supporting infrastructure, and production businesses.
- 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 friendly locations and vendors.
- Collaborate with local, regional, and state organizations, such as Savannah Film Alliance; Savannah Women in Film and Television; Savannah Filmmakers; and the Georgia Film Academy.
- Facilitate, plan and host location scouts for productions considering the Savannah area.
- Provide assistance to productions working in the Savannah area to ensure success.
- 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.
- Continue a strong relationship with the State of Georgia Film Office.

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.
- Create and launch new WTCSav website.
- Create and publish updated SEDA video.
- Develop and publish dynamic content on SEDA, WTCSav and Film Savannah websites as well as social media outlets to drive traffic and increase visits to the websites.
- 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 Savannah Area 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 WTCSav's target country analysis.
- Perform fiscal impact analyses of projects as necessary.
- Collect research and manage databases.
- Improve internal organization (\$-drive, Salesforce, etc.)
- Explore cultivating a regional research partnership and approach.

Finance, Property and Administration

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