



2016 Business Plan

SEDA's Mission

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 | 2015 Actual (as of 12.16.2015) | 5 year Average (2011-2015YTD) |
|--------------------------------------|---------------------------------------|--------------------------------------|
| Expansions/Announcements | 17 | 14 |
| New Jobs | 667 | 692 |
| Capital Investment | \$204,700,000 | \$168,946,000 |

Attraction

| Economic Development Outcomes | 2015 Actual (as of 12.16.2015) | 3 Year Average* (2013-2015YTD) |
|--------------------------------------|---------------------------------------|---------------------------------------|
| New Projects | 76 | 76 |
| Prospect Visits | 55 | 47 |

*Records only tracked past three years.

- 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 meetings and events.
 - 15 consultant and broker outreach efforts.

| Lead Generation Activities | 2015 Actual (as of 12.16.2015) | 2016 Target |
|------------------------------------------------------------|---------------------------------------|--------------------|
| Local/Regional/State Networking and Outreach Opportunities | 108 | 110 |
| Consultant/Broker Outreach | 14 | 15 |
| Conferences/Tradeshows | 11 | 12 |

- Develop and maintain a database of relevant community information including available properties, demographics, workforce data and other information pertinent to Savannah's competitive advantages.
- Promote Savannah to targeted industries through participation in industry-specific tradeshows, conferences and events, as well as customized communications efforts.
 - Attend 12 conferences and tradeshows.
 - Targeted list:
 - GA Foreign Trade Conference
 - Janus Forum
 - IEDC Federal Forum
 - Georgia Logistics Summit
 - SEDC Meet the Consultants
 - SEUS Japan
 - SEUS Canada
 - Paris Air Show
 - SIOR
 - IAMC Spring
 - GEDA Spring
 - Area Development Consultant's Forum
 - NSSF Shot Show
 - SEDC Annual
 - GEDA Fall
 - IAMC Annual
 - SIOR Fall
 - NBAA
 - Gulfstream Supplier and Operator's Conference 2016
 - SpeedNews Aerospace Conferences
 - Site Selector's Guild Conference
 - Area Development Conference

Retention

| Lead Generation Activities | 2015 Actual (12.16.2015) | 2016 Target |
|-------------------------------|--------------------------|-------------|
| Existing Industry Visits | 108 | 110 |
| Local/Regional/State Meetings | 43 | 42 |

- 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 each existing business' challenges.
 - Provide referrals to academia, human resources, community organizations and economic development professionals

| Economic Development Outcome | 2015 Actual (12.16.2015) | 3 Year Average (2013-2015YTD) |
|-------------------------------------|---------------------------------|--------------------------------------|
| Referrals | 287 | 292 |

*Records only tracked past three years.

- 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.
- Increase the number of partners and the depth of services available to established businesses.
- Explore the creation of a local expansion job creation credit for established businesses creating under 15 jobs.

Other Business Development

- Continue to develop land development strategy.
- Continue regional partnership with the Savannah Harbor-Interstate 16 Corridor Joint Development Authority, Greater Savannah Regional Alliance and Savannah Gateway.

Aerospace Manufacturing

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

World Trade Center Savannah

Board of Directors

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

Partners

- Generate \$140,000 in revenue thru 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 \$155,000.
- Participate in and host FTZ educational courses.
- Participate in Georgia Foreign Trade Conference, Georgia Economic Developers Association, GA Logistics Summit and NAFTAZ Conferences.

| Goal | 2015 Actual (12.16.2015) | 2016 Target |
|----------------------------|-----------------------------|-------------|
| Partnership Revenue | \$189,150 | \$190,000 |
| Foreign Trade Zone Revenue | \$150,000 | \$155,000 |

EB-5

- Secure approval through the United States Citizenship and Immigration Services to designate Savannah World Trade Center for investment as a regional center.
- 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 SEDA's business development efforts in target countries.
- Based on the interest of our regional partners, support trade missions to Germany, Canada (Centralia), and Israel.
- Host delegation from WTC Winnipeg and regional guests for Savannah Music Festival.
- Support the efforts of the GACC for their annual meeting in Savannah.
- Receive and promote our region to any and all inbound business delegations.
- Promote international trade shows and conferences. (Such as: SEUS Canada, SEUS Japan, CFIT)

Global Education

- Plan and/or sponsor 10 Global Educational Programs.
- Promote country/industry specific programs through inbound delegations as they arise.
- Identify global educational course topics and markets.

| Goal | 2015 Actual (12.16.2015) | 2016 Target |
|---------------------------|-----------------------------|-------------|
| Global Education Programs | 18 | 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 five month internships three times per year.
- Promote employment opportunities to graduated interns.

Marketing and 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 Music Festival
- Design and launch web site, partner resources, SEO and monitor analytics.
- Maintain presence on social media and other media outlets.
- Maintain presence in the WTCA Newsletter.
- Give the World Trade Center Savannah presentation to a minimum of 12 regional entities.
- Sponsor International Business of the Year Award.

WTCA

- Pursue hosting the WTCA General Assembly in Savannah.
- 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.

Emerging Industries

Business Attraction Project Management

- Develop and implement 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.
- Develop and maintain close-working relationships with allied organizations including leaders of target industries, investors, the Georgia Department of Economic Development, The Creative Coast, Technology Association of Georgia, SCAD, GT, GSU, ASU and SSU, etc.
- Call on Atlanta-based allies and participate in lead generation activities in Atlanta at least six times per year.
- Identify opportunities to co-sponsor industry events for lead generation and strategic position of Savannah as a location for business relocation.
- Participate in professional organizations including:
 - Georgia Game Developers Association
 - Technology Association of Georgia
 - Association for Computing Machinery Special Interest Group for Computer Graphics and Interactive Technique
- Identify and attend four relevant industry conferences and events including:
 - Game Developers Conference
 - Electronic Entertainment Expo (E3)
 - Southern Interactive Entertainment Conference (SIEGECon)
 - SIGGRAPH
- Facilitate, plan and host at least 10 prospect visits in 2016.
- 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.

Business Creation and Mentoring

- Contract with The Creative Coast to advance the creative and technical community, mentor entrepreneurs and attract capital for innovation, business creation, job creation and growth.
- Determine clear metrics and monitor progress by meeting at least quarterly.
- Maintain presence on The Creative Coast board of directors with staff and board representation.
- Support and promote The Creative Foundry.

Entertainment Production Attraction

- Continue product development for industry in the region (infrastructure, training programs, services, and support of the Savannah Film Office).
- Promote and administer Savannah Entertainment Production Incentives with professional accounting support.
- Working with marketing, continue to develop the website, promotional materials, gifts and advance the Film Savannah brand.
- Promote Savannah at strategic film and television marketing festivals, events, and conference:
 - American Film Market
 - Sundance
 - Locations Expo
- Cultivate and maintain relationships with key production executives and companies.
- Work closely with the Savannah Film Office to advance these efforts.

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.
- In partnership with Visit Savannah and to be identified organizations, research, develop and create joint branding campaign.
- Develop and publish dynamic content on SEDA, WTCSav and Film Savannah website as well as social media outlets to drive traffic and increase visits to website.
- Create a comprehensive advertising plan that evaluates current print advertising effectiveness and shifts toward online advertising, Search Engine Optimization (SEO) and social media platforms.
- Create dynamic video content:
 - Overall Savannah video.
 - Specific, short video content covering specific industries or attributes.
- Create SEO strategy for WTCSav and Film Savannah.
- 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 prospect/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 partners including but not limited to Savannah Graduates, Coastal Georgia Indicators Coalition and the SCCPSS Engagement Guiding Coalition for the purposes 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.)

Finance, Property and Administration

- Hold finance committee meetings.
- Oversee annual financial audit and ensure compliance with GASB Statement No. 77, Tax Abatement Disclosures, new requirements.
- Manage finances consistent with Budget.
- Manage investment accounts consistent with Board approved Investment Policy.
- Hold property committee meetings as needed.
- Pursue property development opportunities utilizing SPLOST 6 funding.
- Pursue extending lease agreements for WTC Savannah building.
- Ensure new SEDA board members and staff receive economic development training class.
- Host retreat for Board of Directors.