

Agenda

**MEETING OF THE BOARD OF DIRECTORS
OF WORLD TRADE CENTER SAN DIEGO, INC.**

Agenda

Thursday, November 14, 2019

9:00 AM

Port of San Diego
Don L. Nay Port Administration Boardroom
3165 Pacific Hwy.
San Diego, CA 92101

Board of Directors

Robert H. Gleason, Chair (SDCRAA)
Erik Caldwell, Secretary (City of San Diego)
Marshall Merrifield, Treasurer (SDUPD)

CALL TO ORDER

ROLL CALL

NON-AGENDA PUBLIC COMMENT

Each individual speaker is limited to two (2) minutes

REPORTS AND ACTION ITEMS

1. APPROVAL OF MINUTES

RECOMMENDATION: Approve the Minutes of the May 29, 2019 Board meeting.

2. AMENDMENT OF BYLAWS OF THE WORLD TRADE CENTER SAN DIEGO, INC.

RECOMMENDATION: Adopt a Resolution (a) establishing the principal offices for the transaction of business of the World Trade Center San Diego, Inc. and (b) amending the bylaws of the World Trade Center San Diego, Inc. to designate where official records shall be maintained.

3. STATUS UPDATE ON 2019 WORKPLAN

Dr. Nikia Clarke, Executive Director, World Trade Center San Diego

4. REPORT ON GERMANY TRADE MISSION

5. INFORMATIONAL ITEM: GLOBAL COMPETITIVENESS COUNCIL

6. UPDATE ON LICENSE HOLDER DELIVERABLES

7. DISCUSS 2019 ANNUAL REPORT

8. REVIEW AND ADOPT 2020 WORKPLAN

BOARD COMMENTS

ADJOURNMENT

1. Approval of Minutes

DRAFT
**MEETING OF THE BOARD OF DIRECTORS
OF WORLD TRADE CENTER SAN DIEGO, INC.**

Minutes

Wednesday, May 29, 2019

9:00 AM

Port of San Diego
Don L. Nay Port Administration Boardroom
3165 Pacific Hwy.
San Diego, CA 92101

Call to Order: Chair Gleason called the meeting of the Board of Directors of the World Trade Center San Diego, Inc. to order at 9:09 a.m., on Wednesday, May 29, 2019, in the Port of San Diego's Don L. Nay Port Administration Boardroom, 3165 Pacific Hwy, San Diego, CA 92101.

Roll Call:

Present: Board Members: Erik Caldwell, Robert H. Gleason, Marshall Merrifield
Absent: Board Members: None

Non-Agenda Public Comment: None

Reports and Action Items

1. APPROVAL OF MINUTES

RECOMMENDATION: Approve the Minutes of the December 17, 2018 special Board meeting.

ACTION: Moved by Board Member Caldwell and seconded by Board Member Merrifield to approve staff's recommendation. Motion carried unanimously.

Board Workshop

2. ELECTION OF OFFICERS

ACTION: Moved by Board Member Caldwell and seconded by Board Member Merrifield to maintain the current Board Officer appointments. Motion carried unanimously.

3. STATUS UPDATE ON 2019 WORKPLAN

Dr. Nikia Clarke, Executive Director, World Trade Center San Diego provided informational presentation which included: State of Trade--2017 Top Five Industries by

Real Exports, and 2018 Goods Imports data; State of Investment—2017 FOE Jobs in San Diego data; Outcomes relating to Export Pipeline, Foreign Investment, and Global Identity; Partner Contract Highlights--completed and upcoming; and upcoming WTCSD events for the next three quarters.

Dr. Clarke also distributed new collateral material developed to promote foreign investing in San Diego.

Chair Gleason asked if it would be possible to include/track foreign inbound tourism numbers in the data as well, and he requested that future presentations show comparisons to prior periods.

Dr. Clarke then introduced the new WTC Director Jesse Gipe to the Board.

Dr. Clarke provided information regarding Germany Trade Mission October 21 – 25. Dr. Clarke explained that the delegation will visit three cities: Frankfurt, Stuttgart, and Munich. The cross-cutting theme of the companies to be visited during Trade Mission is disruptive technology.

Board Comment

Chair Gleason requested the following items to be provided in advance of the next WTSD meeting:

- Update on 2019 Workplan
- Update on license holder deliverables
- Adopting the 2020 Workplan
- Draft of the 2019 Annual Report

Board Member Caldwell requested that an information item regarding the Global Competitiveness Council (GCC) be added as part of the agenda.

Chair Gleason also requested the following materials be provided to the Board in advance of the November meeting and have copies available to the public:

- Board Presentation
- Annual Progress Report
- 2020 Workplan
- Global Competitiveness Council materials

Chair Gleason expressed desire to maintain good public record and ability to show progress, accomplishments, and return on investment for license holders based on work done by WTCSD. Chair Gleason asked that those records should include all meeting materials, all reports of the WTCSD (quarterly and annual), and all materials for the Global Competitiveness Council.

Elizabeth Alonso, General Counsel, Port of San Diego, will draft a resolution to define roles and responsibilities for records relating to the World Trade Center Board of Directors meetings.

Adjournment: The meeting adjourned at 10:15 a.m.

APPROVED BY A MOTION OF THE WORLD TRADE CENTER SAN DIEGO, INC. BOARD THIS _____ DAY
OF _____, 2019.

ROBERT H. GLEASON
CHAIR
WORLD TRADE CENTER SAN DIEGO, INC.
BOARD OF DIRECTORS

ATTEST:

TONY R. RUSSELL
DIRECTOR, BOARD SERVICES/AUTHORITY CLERK

2. Amendment of Bylaws

DATE: November 14, 2019

SUBJECT:

RESOLUTION (A) ESTABLISHING THE PRINCIPAL OFFICES FOR THE TRANSACTION OF BUSINESS OF WORLD TRADE CENTER SAN DIEGO, INC. (CORPORATION) AND (B) AMENDING THE BYLAWS OF THE CORPORATION

BACKGROUND

World Trade Center San Diego, Inc. (Corporation) was incorporated on October 29, 2015 pursuant to the Articles of Incorporation for World Trade Center San Diego, Inc. filed in the Office of the Clerk of the San Diego Unified Port District (Port) as Document No. 64239 (Articles). The specific and primary purpose of the Corporation is to provide for the management of the rights and obligations, granted through a license issued to the Port, the San Diego County Regional Airport Authority (Airport Authority), and the City of San Diego (City, together with the Port and Airport Authority, the License Holders) by the World Trade Center Association, Inc. for the benefit of the residents and businesses located within the jurisdictional boundaries of the License Holders. Each of the License Holders is represented in the Board of Directors (BOD) for the Corporation, with the Chair of the Board representing the Airport Authority, the Secretary representing the City, and the Treasurer representing the Port.

The Bylaws of the Corporation were adopted on November 15, 2019 (Bylaws). The Corporation produces and retains various corporate records, which include originals of (1) the organizational documents of the Corporation consisting of the Articles, Bylaws, Conflict of Interest Code, and correspondence with the Secretary of State of California (collectively, the Organizational Documents); (2) the Form 700 forms that each member of the BOD is required to complete on an annual basis (Form 700); (3) filings and communications with the Internal Revenue Service and Franchise Tax Board (collectively, the Tax Documents); (4) financial statements and books of and records of accounts of the properties and business transactions of the Corporation (collectively, the Financial Documents); and (5) agenda packets of the BOD and minutes of the various BOD meetings (collectively, Board Meeting Related Materials). The Organizational Documents, Form 700, Tax Documents, Financial Documents, and Board Meeting Related Materials, are collectively referred to as, the Corporate Records.

The current Bylaws do not specify a location where the originals of the Corporate Records are to be retained. At the May 29, 2019 BOD meeting, the BOD directed counsel to the Corporation to return with a proposed resolution for the BOD's consideration that sets forth the location where the various Corporate Records are to be stored and maintained. The Bylaws may be amended with the prior written consent of the members and by approval of the majority of the BOD. If adopted by the BOD, the attached resolution (Attachment B) (Resolution) would amend the Bylaws to designate the location where originals or copies of the various Corporate Records are to be retained by the Corporation. The sections to be amended are the following and would be amended as reflected in Exhibit B to the Resolution (Attachment B): (1) Section 9.3.2 (Secretary) – The originals of the Organizational Documents and Board Meeting Related Materials would be retained

by the Airport Authority, (2) Section 9.3.3 (Treasurer) – The originals of the Financial Documents would be retained by the Port, and (3) Section 11.1 (Maintenance of Corporate Records) – The originals of the Organizational Documents and Board Meeting Related Materials would be kept at the offices of the Airport Authority, the originals of the Form 700 forms, Financial Documents, and Tax Document would be kept at the offices of the Port. Each of the License Holders may elect in their own discretion to maintain copies of any of the Corporate Records that such License Holder is not required to keep in original form pursuant to the Bylaws.

The current Bylaws provide that the principal office for the transaction of business may be established at any place or places within the County of San Diego as the BOD from time to time fixes by Resolution. Since the formation of the Corporation, the BOD has not adopted a resolution specifying the location of the principal office(s) for the Corporation. The attached Resolution proposes to designate the locations for the principal offices for the transaction of the Corporation's business as (1) San Diego County Regional Airport Authority, 3225 N Harbor Dr, San Diego, CA 92101; and (2) San Diego Unified Port District, 3165 Pacific Highway, San Diego, CA 92101.

PREPARED BY:

Elizabeth C. Alonso
Deputy General Counsel, San Diego Unified Port District

Amy Gonzalez
General Counsel, San Diego County Regional Airport Authority

RESOLUTION xxxx

RESOLUTION (A) ESTABLISHING THE PRINCIPAL OFFICES FOR THE TRANSACTION OF BUSINESS OF WORLD TRADE CENTER SAN DIEGO, INC. (CORPORATION) AND (B) AMENDING THE BYLAWS OF THE CORPORATION

WHEREAS, World Trade Center San Diego, Inc. (Corporation) was incorporated on October 29, 2015 pursuant to those certain Articles of Incorporation for World Trade Center San Diego, Inc. filed in the Office of the Clerk of the San Diego Unified Port District (Port) as Document No. 64239 (Articles); and

WHEREAS, the specific and primary purpose of the Corporation is to provide for the management of the rights and obligations, granted through a license issued to the Port, the San Diego County Regional Airport Authority (Airport Authority), and the City of San Diego (City, together with the Port and Airport Authority, the License Holders) by the World Trade Center Association, Inc. for the benefit of the residents and businesses located within the jurisdictional boundaries of the License Holders; and

WHEREAS, on November 19, 2015, the Bylaws of the Corporation (Bylaws) were adopted and are attached hereto as Exhibit A; and

WHEREAS, the principal office for the transaction of business of the Corporation may be established at any place or places within the County of San Diego as the Board of Directors (BOD) shall from time to time fix by Resolution; and

WHEREAS, the BOD desires to designate the principal offices for the transaction of business of the Corporation; and

WHEREAS, the Bylaws may be amended with the prior written consent of the members and by approval of the majority of the BOD; and

WHEREAS, the Corporation does not have any members; and

WHEREAS, each of the License Holders is represented in the BOD, with the Chair of the Board currently represented by the Airport Authority, the Secretary currently represented by the City, and the Treasurer currently represented by the Port; and

WHEREAS, the Corporation currently retains originals of the organizational

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documents of the Corporation consisting of the Articles, Bylaws, Conflict of Interest Code, and correspondence with the Secretary of State of California (collectively, the Organizational Documents); and

WHEREAS, the Corporation currently retains originals of the Form 700 forms that each member of the BOD is required to complete on an annual basis (Form 700); and

WHEREAS, the Corporation currently retains originals filings and communications with the Internal Revenue Service and Franchise Tax Board (collectively, the Tax Documents);

WHEREAS, the Corporation currently retains originals of financial statements and books of and records of accounts of the properties and business transactions of the Corporation (collectively, the Financial Documents); and

WHEREAS, the Corporation currently retains originals of the agenda packets of the BOD and minutes of the various BOD meetings (collectively, Board Meeting Related Materials); and

WHEREAS, the Organizational Documents, Form 700, Tax Documents, Financial Documents, and Board Meeting Related Materials are collectively referred to as, the Corporate Records; and

WHEREAS, the Bylaws must be amended to designate where originals or copies of the various Corporate Records shall be retained.

NOW, THEREFORE, BE IT RESOLVED by the majority of the Board of Directors (Board) of the World Trade Center San Diego, Inc. (Corporation), as follows:

- (1) The principal offices for the transaction of business of the Corporation shall be: (1) San Diego County Regional Airport Authority, 3225 N Harbor Dr, San Diego, CA 92101; and (2) San Diego Unified Port District, 3165 Pacific Highway, San Diego, CA 92101.
- (2) The Bylaws of the Corporation are hereby amended as set forth in Exhibit B attached hereto and incorporated by reference, and except as expressly amended, all terms, covenants, and conditions of said Bylaws shall remain in full force and effect.

XXXX

APPROVED AS TO FORM AND LEGALITY:
CO-COUNSEL

Thomas A. Russell, San Diego Unified Port District General Counsel

Amy Gonzalez, San Diego County Regional Airport Authority

PASSED AND ADOPTED by the Board of Directors of the World Trade Center San Diego, Inc., this [___] day of November 2019, by the following vote:

XXXX

Exhibit A

Bylaws of World Trade Center San Diego, Inc.

(See attached.)

BYLAWS
OF
WORLD TRADE CENTER SAN DIEGO, INC.

ARTICLE I NAME

Section 1.1 The name of this Corporation is the WORLD TRADE CENTER SAN DIEGO, INC.

ARTICLE II OFFICES

Section 2.1 Principal Office. The principal office for the transaction of business of the Corporation may be established at any place or places within the County of San Diego, State of California as the Board of Directors shall from time to time fix by Resolution.

Section 2.2 Other Offices. The Board may at any time establish branch or subordinate offices at any place or places where the Corporation is qualified to do business.

ARTICLE III PURPOSES

Section 3.1 General Purpose. This Corporation is a nonprofit public benefit corporation and is not organized for the private benefit of any person. It is organized under the California Nonprofit Public Benefit Corporation Law exclusively for public, charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"). This Corporation shall hold and may exercise all such powers as may be conferred upon a nonprofit corporation under the laws of the State of California, and as may be necessary or convenient to the administration of the business of the Corporation and the achievement of its specific purposes.

Section 3.2 Specific Purposes. The specific and primary purpose of this Corporation is to provide for the utilization and management of the rights and obligations of the San Diego Unified Port District, the San Diego County Regional Airport Authority and the City of San Diego (the "License Holders"), under a License granted by the World Trade Center Association, Inc., for the benefit of the residents and businesses located within the jurisdictional boundaries of the License Holders.

ARTICLE IV NONPARTISAN ACTIVITIES

Section 4.1 Political Activities. This Corporation has been formed under the California Nonprofit Public Benefit Corporation Law for the purposes described above, and it shall be nonprofit and nonpartisan. No substantial part of the activities of this Corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and this Corporation shall not participate in or intervene in any political campaign (including the publishing or distributing of statements) on behalf of, or in opposition to, any candidate for public office.

Section 4.2 Other Prohibited Activities. The Corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes described in Article III.

ARTICLE V DEDICATION OF ASSETS

Section 5.1 Property Dedicated to Nonprofit Purposes. The property of this Corporation is irrevocably dedicated to public, charitable and educational purposes. No part of the net income or assets of the Corporation shall ever inure to the benefit of any of its Directors or Officers, or to the benefit of any private person, except that the Corporation is authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III.

Section 5.2 Distribution upon Dissolution. Upon the dissolution or winding up of the Corporation, its assets remaining after payment, or provision for payment, of all of its debts and liabilities, shall be distributed to the License Holders in proportion to their percentage ownership in the License at the time of such dissolution; and if not, to a nonprofit fund, foundation or corporation which is organized and operated exclusively for public, charitable and educational purposes and which has established its tax exempt status under Section 501(c)(3) of the Code.

ARTICLE VI MEMBERS

Section 6.1 Members. This Corporation shall have no members within the meaning of section 5056 of the California Nonprofit Corporation Law. Any action that would otherwise require approval by a majority of all members or approval by the members shall require only approval of the Board of Directors.

Section 6.2 Meetings. There shall be no meetings of members. The persons constituting the Board of Directors may, at any given time and from time to time, act as in their capacity as members pursuant to section 6.1 of this Article VI, at meetings of the Board of Directors held pursuant to these Bylaws.

ARTICLE VII BOARD OF DIRECTORS

- Section 7.1 Number and Qualifications. The authorized number of Directors of this Corporation shall be three (3). Each of the License Holders shall be entitled to appoint one Director, to serve one or more terms as set forth in this Article VII. In exercising its rights with respect to its appointed Director, the Port District shall act through its Board Chair as designator; the Airport Authority shall act through its Board Chair as designator, and the City shall act through its Mayor as designator.
- Section 7.2 Terms; Successors. Each Director shall serve at the pleasure of his or her appointing License Holder, and shall serve until removed or replaced with a successor Director by the appointing License Holder.
- Section 7.3 Vacancies. A vacancy or vacancies on the Board of Directors shall be deemed to exist on the occurrence of any of the following: the death, resignation or removal of a Director. Upon such vacancy, the appointing License Holder for the vacant Director position shall promptly act to appoint a new Director to complete the unfinished term, if any. Until such vacancy is filled, the remaining two Directors may take all actions necessary and proper to continue to operation of the business of the Corporation, provided that no action may be taken on behalf of the Corporation without the concurrence of both remaining Directors.
- Section 7.4 Powers. Subject to the provisions of the California Nonprofit Corporation Law and any limitations in the Articles of Incorporation or these Bylaws, the business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors. The Board of Directors may delegate the management of the day-to-day operation of the business of the Corporation to any other person or persons, management company or committee, provided that the activities and affairs of the Corporation shall be managed and all corporate powers exercised under the ultimate direction of the Board of Directors.
- Section 7.5 Regular Meetings. A regular meeting of the Board of Directors shall be held not less than twice per calendar year, for the purpose of transacting the business of the Corporation. Regular meetings of the Board of Directors shall be noticed and conducted in compliance with the requirements of the Brown Act. Regular and special meetings shall also be conducted in accordance with Robert's Rules of Order to the extent they do not conflict with requirements of the Brown Act.
- Section 7.6 Special Meetings. A special meeting of the Board of Directors may be called by any two Directors. Special meetings shall be noticed and conducted in compliance with the Brown Act.

- Section 7.7 Quorum. A quorum for the transaction of Corporation business shall consist of a majority of the Directors then in office (but in any event not fewer than two Directors) and present at a noticed meeting.
- Section 7.8 Meetings by Telephone or Similar Communication Equipment. Subject to the requirements and limitations of the Brown Act, all meetings of the Board of Directors may be conducted by telephone or similar communications equipment permitted by the California Nonprofit Corporation Law. Cal. Corp. Code section 5000 et seq.
- Section 7.9 Action by the Board. Every act or decision done or made by a majority of the Directors present at a meeting that has been duly noticed and at which a quorum is present shall be an act of the Board of Directors. The Board may not take any action by unanimous written consent, without a meeting and without prior notice as required by applicable law and these Bylaws.
- Section 7.10 Adjournment. A majority of the directors present, whether or not constituting a quorum, may adjourn any meeting to another time and place. Notice of the time and place of holding an adjourned meeting shall be given in compliance with the Brown Act.
- Section 7.11 Compensation. Directors may not receive compensation from the Corporation for their services, but may be reimbursed for reasonable expenses incurred in the performance of their duties.

ARTICLE VIII COMMITTEES

- Section 8.1 Board Committees. The Board may, by resolution adopted by a majority of the Directors then in office, create one or more Board Committees, including an executive committee, to serve at the discretion of the Board. Such committees may exercise such powers as are delegated by the Board, to the extent permitted by applicable law and Board resolution.
- Section 8.2. Advisory Committees. The Board may create one or more advisory committees to serve at the pleasure of the Board of Directors. Appointments to such advisory committees need not, but may be, Directors. The Board of Directors shall set the terms for the qualification, appointment, reappointment and discharge of advisory committee members. All actions of such advisory committees shall require ratification by the Board of Directors before being given effect.

ARTICLE IX OFFICERS

Section 9.1 Officers. The officers of this Corporation shall be a Chair; a Secretary; and a Treasurer or Chief Financial Officer, (or both). All of the Officers shall be selected from among the Directors.

Section 9.2 Election of Officers. The Officers shall be elected by the Board of Directors at the annual meeting of the Corporation for a term of one year, and each shall serve at the discretion of the Board until a successor is elected. Officers may be elected for consecutive terms.

Section 9.3 Responsibilities of Officers.

9.3.1 Chair of the Board. The Chair shall be a Director and shall preside at meetings of the Board of Directors and exercise and perform such other powers and duties as may from time to time be assigned to him or her by the Board of Directors or prescribed by these Bylaws.

9.3.2 Secretary. The Secretary shall attend to the following:

- (a) *Bylaws.* The Secretary shall certify and keep or cause to be kept at the principal office of the Corporation the original or a copy of these Bylaws as amended to date.
- (b) *Minute Book.* The Secretary shall keep or cause to be kept at the principal office a book of minutes of all Board meetings and actions containing all information required for compliance with the Brown Act, including the time and place of meeting, whether regular or special, the Board members present and the record of the proceedings.
- (c) *Notices, Seal and Other Duties.* The Secretary shall give, or cause to be given, notice of all meetings of the Board required by the law or Bylaws to be given. The Secretary shall keep the seal of the Corporation in safe custody, and shall have other powers and perform such other duties as may be prescribed by the Board of Directors or Bylaws.

9.3.3 Treasurer.

- (a) *Books of Account.* The Treasurer shall keep and maintain adequate and correct books of and records of accounts of the properties and business transactions of the Corporation. The Treasurer shall send to the Directors such financial statements and reports as a required to be given by law, by these Bylaws, or by Board action.
- (b) *Financial Reports.* The Treasurer shall prepare and certify, or cause to be prepared and certified, the financial statements to be included in any required reports.
- (c) *Deposits and Disbursements.* The Treasurer shall deposit, or cause to be deposited, all money and valuables in the name and to the credit of the

Corporation with depositories designated by the Board.; shall disburse, or cause to be disbursed the funds of the Corporation as directed by the Board; shall render upon request an account of all of his or her transactions as Treasurer and of the financial condition of the Corporation; and shall have other powers and perform other duties as prescribed by the Bylaws or Board action.

- (d) *Bond.* If required by the Board, the Treasurer shall give the Corporation a bond in the amount and with the surety or sureties specified by the Board for faithful performance of all of the duties of his office and for restoration to the Corporation of all of its books, papers, vouchers, money and other property of every kind in his or her possession or under his or her control on his or her death, resignation, retirement or removal from office.

ARTICLE X INDEMNIFICATION

Section 10.1 Right of Indemnity. To the fullest extent permitted by law, the Corporation shall indemnify any present or former Director or Officer of the Corporation, as that term is defined in Section 5238 of the California Nonprofit Corporation Law, against all expenses, judgments, fines, settlements and other amounts actually and reasonably incurred by them in connection with any "proceeding," as that term is defined in Section 5238 and including an action by or in the right of the Corporation, by reason of the fact that the person is or was a person described in that Section.

Section 10.2 Insurance. The Corporation shall have the right to purchase and maintain insurance to the fullest extent permitted by law on behalf of its Officers, Directors and other agents, against any liability asserted against or incurred by any such Officer, Director or agent in such capacity or arising out of the Officer's, Director's or agent's status as such.

ARTICLE XI RECORDS AND REPORTS

Section 11.1 Maintenance of Corporate Records. The Corporation shall keep at its principal place of business the original or a copy of its Articles of Incorporation and Bylaws; adequate and correct books, records of account, and other financial information; and written minutes of the proceedings of the Board and committees of the Board.

Section 11.2 Inspection by Directors and Members. Every Director and every Member (whether through a Director or other authorized representative) shall have the absolute right at any reasonable time to inspect the Corporation's books, records and documents of every kind. The inspection may be made in person or through the Director or Member's attorney or agent. The right of inspection includes the right to make copies of such documents.

Section 11.3 Independent Audit and Annual Report. The Corporation shall cause an independent annual financial audit and annual report to be sent to the Directors within 120 days after the close of the Corporation's fiscal year and shall cause the independent annual audit and annual report to be presented to any or all of the Members' governing bodies upon request, within six months of the close of the Corporation's fiscal year. If required by the California Nonprofit Integrity Act, the audit and annual report will also be provided to the California Attorney General. The audit and report shall contain the following information, in appropriate detail, for the fiscal year:

- (a) The assets and liabilities of the Corporation as of the end of the fiscal year.
- (b) The principal changes in assets and liabilities, including trust funds.
- (c) The revenue or receipts of the Corporation, both unrestricted and restricted to particular purposes.
- (d) The expenses or disbursements of the Corporation for both general and restricted purposes.
- (e) A statement of any transaction (i) to which the Corporation, its parent or subsidiary was a party, (ii) involving more than \$50,000 or which was one of a number of transactions with the same person involving, in the aggregate, more than \$50,000, and (iii) in which any Director or Officer (an "interested person") had a direct or indirect material financial interest. The statement shall include a brief description of the transaction, the names of the interested persons involved, their relationship to the Corporation, the nature of their interest in the transaction, and the amount (if known) of the interest.
- (f) Any indemnifications or advances aggregating more than \$10,000 paid during the fiscal year to any Officer or Director, unless the indemnification has already been approved by the Directors.

ARTICLE XII CONFLICTS OF INTEREST

Section 12.1 Transactions with Interested Directors. The Corporation shall ensure that any transaction involving a potentially interested Director shall comply with the requirements of section 5233 of the California Nonprofit Corporation Law.

Section 12.2 License Holders' Conflict of Interest Codes. Each Director shall, in addition to assuming the duties of loyalty imposed by the California Nonprofit Corporation Law, adhere to and be governed by the conflict of interest code designated for that the Director by his or her appointing License Holder.

ARTICLE XIII GENERAL MATTERS

Section 13.1 Fiscal Year The fiscal year of this Corporation shall commence on July 1 and conclude on the immediately following June 30.

Section 13.2 Budget. Prior to the commencement of each fiscal year, the Board shall adopt a budget setting forth the estimates capital, operating and other expenditures required in connection therewith, and estimated receipts from, the activities of the Corporation for such fiscal year

Section 13.3 Authority to Execute Documents. Contracts and other instruments may be executed by such persons as are designated by resolution of the Board, for general or specific purposes, as empowered to enter into such contracts or instruments on behalf of the Corporation.

Section 13.4 Construction and Definitions. Unless otherwise stated in these Bylaws, all terms used herein are governed by the provisions of the California Nonprofit Corporation Law.

Section 13.5 Compliance with California Public Records Act. The Corporation shall comply with and be subject to the provisions of the California Public Records Act, Cal. Gov. Code section 6250 *et seq.*, including all obligations and exemptions applicable to "local agency" thereunder.

Section 13.6 Compliance with Nonprofit Integrity Act. The Corporation shall comply with applicable provisions of the California Nonprofit Integrity Act of 2004. Cal. Gov. Code Section 12850 *et seq.*

ARTICLE XIV AMENDMENTS

Section 14.1 New, Amended or Repealed Bylaws. New Bylaws may be adopted, and these Bylaws may be amended or repealed, with the prior written consent of the Members and by approval of the majority of the Directors.

ACTION BY INCORPORATOR

OF

WORLD TRADE CENTER SAN DIEGO, INC.

The undersigned, being the incorporator of World Trade Center San Diego, Inc, a California nonprofit public benefit corporation (the Corporation), and acting pursuant to the provisions of section 5134 of the California Corporations Code, hereby takes the following actions and adopts the following resolutions:

ADOPTION OF BYLAWS

RESOLVED, that the form of Bylaws attached to this Action as Exhibit "A," be and hereby are adopted as the Bylaws of the Corporation.

APPOINTMENT OF BOARD OF DIRECTORS

RESOLVED, that the following individuals be, and they hereby are, appointed as directors of the Corporation, effective as of the date hereof:

Robert H. GUSTAFSON _____
San Diego County _____
Regional Airport Authority _____

MARSHALL MERRIFIELD _____
SAN DIEGO UNIFIED PORT DISTRICT _____

RESIGNATION OF INCORPORATOR

RESOLVED, that the undersigned, having appointed the board of directors of the Corporation, hereby resigns as the incorporator of the Corporation, effective as of the date hereof.

IN WITNESS WHEREOF, the undersigned has executed this Action, effective as of the
19th day of NOVEMBER, 2015.


_____, Incorporator
Thomas A. Russell

Exhibit B

Amended Terms of Bylaws of World Trade Center San Diego, Inc.

1. Section 9.3.2 of the Bylaws is hereby deleted in its entirety and replaced with the following:

“9.3.2 Secretary. The Secretary shall attend to the following:

- (a) *Bylaws*. The Secretary shall certify and keep or cause to be kept at the offices of the San Diego County Regional Airport Authority located at 3225 N Harbor Dr., San Diego, CA 92101 (Airport Authority Office) the original of these Bylaws as amended to date. The Secretary shall also keep or cause to be kept at the Airport Authority Office the originals of any other organizational documents of the Corporation, including without limitation, the Articles of Incorporation, the Conflict of Interest Code, and any filings on behalf of the Corporation with the Secretary of State of California.
- (b) *Minute Book*. The Secretary shall keep or cause to be kept at the Airport Authority Office an original book of minutes of all Board meetings and actions containing all information required for compliance with the Brown Act, including the time and place of meeting, whether regular or special, the Board members present and the record of the proceedings.
- (c) *Notices, Seal and Other Duties*. The Secretary shall give, or cause to be given, notice of all meetings of the Board required by the law or Bylaws to be given. The Secretary shall keep the seal of the Corporation in safe custody, and shall have other powers and perform such other duties as may be prescribed by the Board of Directors or Bylaws.”

2. Section 9.3.3 of the Bylaws is hereby deleted in its entirety and replaced with the following:

“9.3.3 Treasurer.

- (a) *Books of Account*. The Treasurer shall keep and maintain adequate and correct original books of and records of accounts of the properties and business transactions of the Corporation at the offices of the San Diego Unified Port District located at 3165 Pacific Highway, San Diego, CA (Port Office). The Treasurer shall send to the Directors such financial statements and reports as are required to be given by law, by these Bylaws,

or by Board action. The originals of such financial statements and reports shall be kept and maintained at the Port Office.

- (b) *Financial Reports.* The Treasurer shall prepare and certify, or cause to be prepared and certified, the financial statements to be included in any required reports. The original of such financial statements shall be kept and maintained at the Port Office.
- (c) *Deposits and Disbursements.* The Treasurer shall deposit, or cause to be deposited, all money and valuables in the name and to the credit of the Corporation with depositories designated by the Board; shall disburse, or cause to be disbursed the funds of the Corporation as directed by the Board; shall render upon request an account of all of his or her transactions as Treasurer and of the financial condition of the Corporation; and shall have other powers and perform other duties as prescribed by the Bylaws or Board action.
- (d) *Bond.* If required by the Board, the Treasurer shall give the Corporation a bond in the amount and with the surety or sureties specified by the Board for faithful performance of all of the duties of his office and for restoration to the Corporation of all of its books, papers, vouchers, money and other property of every kind in his or her possession or under his or her control on his or her death, resignation, retirement or removal from office.”

3. Section 11.1 of the Bylaws is hereby deleted in its entirety and replaced with the following:

“Maintenance of Corporate Records. The Corporation shall keep at the Airport Authority Office those corporate records designated under Section 9.3.2 of the Bylaws. The Corporation shall keep at the Port Office those corporate records designated under Section 9.3.3 of the Bylaws. The Corporation shall also keep at the Port Office the originals of the Form 700 forms prepared by each of the Directors on an annual basis and any filings made on behalf of the Corporation with the Franchise Tax Board or Internal Revenue Service. Each of the License Holders may elect in their own discretion to maintain copies of any of the corporate records that such License Holder is not required to keep in original form pursuant to these Bylaws.”

3. Status Update on 2019 Workplan

See Staff Presentation for Information

4. Report on Germany Trade Mission

See Staff Presentation for Information

5. Informational Item: Global Competitiveness Council



WORLD TRADE CENTER[®]
SAN DIEGO

Global Competitiveness Council Meeting

Friday, March 15, 2019
2:00 – 3:30 PM

Takeda Research
Training Room- 1st floor
9625 Towne Centre Dr, San Diego, CA 92121

- 1. Welcome and Introduction of new Chair and Vice Chair**
Nikia Clarke, Executive Director, WTC San Diego
- 2. Welcome by new Chair**
Matt Cole, President, Cubic Transportation Systems
- 3. WTC Updates**
Nikia Clarke, Executive Director, WTC San Diego
- 4. Metroconnect Presentations**
AtYourGate- CEO, Dave Henninger
PKL Services Inc- Director of Asia BD/Strategic Analysis, Paul Callan
- 5. The growing software cluster in Tijuana amidst a shifting policy framework**
Mark Field, CTO & VP of Software Services, Thermo Fisher Scientific
- 6. Discussion** (*Cheltenham House Rules apply*)
Moderated by Nikia Clarke, Executive Director, WTC San Diego
- 7. Announcements**
- 8. Adjourn**

Next Meeting:

June 21, 2019 | 2:00- 3:30 PM
Location: TBD



Global Competitiveness Council Meeting

Friday, June 21st, 2019
2:00 – 3:30 PM

CBRE
Board Room

4301 La Jolla Village Drive Suite 3000 | San Diego CA 92122

- 1. Welcome by Chair**
Matt Cole, President, Cubic Transportation Systems
- 3. WTC Updates**
Nikia Clarke, Executive Director, WTC San Diego
- 4. MetroConnect Presentations**
Ben Weinreib, EDDY Pump
David Carta, Telearis
- 5. US Navy Role in Enforcing International Trade Norms**
Tai Ming Chung, UC San Diego, School of Global Policy and Strategy
Cpt. (Ret.) Scott Tait
- 6. Discussion** (*Chatham House Rules apply*)
Moderated by Nikia Clarke, Executive Director, WTC San Diego
- 7. Announcements**
- 8. Adjourn**

Next Meeting:

Friday, September 13 | 2:00- 3:30 PM
Location: TBD



WORLD TRADE CENTER®
SAN DIEGO

Global Competitiveness Council Meeting

Friday, September 13, 2019
2:00 – 3:30 PM

Corporate Alliance San Diego

9540 Towne Centre Drive, Suite 150, San Diego 92121

- 1. Welcome by Chair**
Matt Cole, President, Cubic Transportation Systems

- 2. Emerging Markets: Opportunities in Latin and South America**
John Reeves, Executive Director of Strategic Initiatives, Viasat
Barbara Wight, CFO, Taylor Guitars

- 3. Discussion (*Chatham House Rules apply*)**
Moderated by Nikia Clarke, Executive Director, WTC San Diego

- 4. WTC Updates and MetroConnect Year Four Outcomes**
Nikia Clarke, Executive Director, WTC San Diego
Lucas Coleman, Manager, WTC San Diego

- 5. Adjourn**

Next Meeting:

December 13, 2019 | 2:00- 3:30 PM

Location: TBD

6. Update on License Holder Deliverables



WORLD TRADE CENTER SAN DIEGO REPORT - Q1 2019

KEY CLIENT WORK

Market Research for SAN– WTC aggregated public and internally-tracked economic data on business connectivity between San Diego and two prospective direct flight destinations. This information aided San Diego County Regional Airport Authority in making the business case for a new potential route to Asia.

WTC assists green manufacturer – A Japanese maker of alternative paper and plastic products reached out to WTC in search of local manufacturing partners. WTC connected the company with contract manufacturers in the region that would allow the company to localize its operations.

Business Incentive Support – WTC advised two MetroConnect companies in submitting California Competes Tax Credit applications. Both companies moved on to Phase II of the application with a final decision from the California Competes Tax Credit Committee expected in April.

Market Research for Port of San Diego – WTC compiled country profiles for several target countries in advance of the Port's business development trip to Asia. Country profiles provide country-specific economic data and as well as information on cultural customs and etiquette.

HIGHLIGHTS

Export Pipeline

WTC & Procopio Host Data Privacy Workshop: WTC San Diego teamed up with Elaine Harwell, senior counsel at Procopio, to host a roundtable on a topic that has generated much confusion, interest, and anxiety over the past year – data privacy.

In 2018, the European Union introduced the General Data Protection Regulation (GDPR), the first data privacy law of its kind. This workshop covered the basics of GDPR and California's version of the regulation, the California Consumer Privacy Act (CCPA) of 2018, to ensure that companies understand their responsibilities and comply with the law.



FDI Attraction & Retention

City of Yokohama delegation: WTC hosted officials from the City of Yokohama to discuss Yokohama's Life Innovation Platform, a government initiative to connect industry and academic leaders from around the world to advance the life sciences. The meeting served as a follow up to the 2018 Japan Trade Mission where the two cities commemorated 60+ years of their sister city relationship.

Germany Trade & Invest: In September 2018, Germany Trade & Invest (GTAI) coordinated the visit of a cardiovascular medical technology delegation from Eastern Germany. As a follow-up to that visit, and in preparation for WTC's upcoming trade mission to Germany, GTAI representatives came to San Diego for a group planning session. Moving forward, the GTAI team will be a key partner in planning and executing programming in-market and will continue partnering with the WTC team to bring German companies to the San Diego region. The next delegation from Germany will come to San Diego in Q1 2020 with a focus on life sciences and healthcare.



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SAN DIEGO



WORKSTREAM HIGHLIGHTS CONTINUED

Italian delegation: Following this year's Consumer Electronics Show (CES), the second largest trade show in the United States, a 30-person delegation from Italy visited San Diego to learn about the region's tech and consumer electronics industry. WTC hosted the delegation and provided information on the San Diego economy and WTC services.



Oceanology International 2019: WTC supported The Maritime Alliance in hosting a reception for Oceanology International, a maritime and bluetech conference which comes to San Diego every two years. The conference itself was attended by 2,700 people.



Global Identity and Thought Leadership

African Investment Roundtable: WTC hosted consulate representatives from Ethiopia, Zambia, and South Africa to discuss investment opportunities with San Diego business leaders. The day was broken into several sessions that touched on key industries and sectors primed for growth as well as those with vulnerabilities. Local attendees included the City of San Diego, EDC, Cleantech San Diego, LunaDNA, Takeda Research, Viasat, and several MetroConnect 2018 companies. The day was comprised of three roundtables: Life Sciences and Tech, Economic Development and Tourism, and Energy, Infrastructure, and Transportation. This event was a follow-up to the September 2018 roundtables WTC attended in New York City during the United Nations General Assembly Week.



Trade Missions: WTC invited attendees from the 2018 Japan trade mission back for a reunion gathering in Solana Beach. The reunion allowed participants to follow up on conversations that were had in-market and raised awareness for WTC's upcoming trade mission to Germany. The 2019 Germany trade mission will take place **July 8 - 12** and will focus on the life sciences, tech, and advanced manufacturing, with stops in Munich and Frankfurt, where San Diego has a direct flight via Lufthansa. For more information, please reach out to Lucas Coleman at LC@sandiegobusiness.org.



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WORLD TRADE CENTER SAN DIEGO REPORT- Q2

KEY CLIENT WORK

Market Research for Port of San Diego

WTC created a report that highlights the variety of activities offered to commercial cruise attendees in the San Diego region. This report will be utilized to attract home ports and visitations calls from cruise lines.

Takeda Opening Celebration

Takeda, a patient-focused, values-based, R&D-driven global biopharmaceutical company, celebrated the opening of its new San Diego research center, located squarely in the city's life sciences ecosystem. WTC conducted outreach to elected officials and the wider business community for the grand opening of Takeda's state-of-the-art research center in UTC. The opening of the 165,000 sq/ft. facility reaffirms San Diego's position as a hub for drug discovery technologies and transformative medicines.

Market Research for SAN

WTC produced market research on San Diego's connectivity to Latin America for the San Diego County Regional Airport Authority. SDCRAA and Copa Airlines are exploring the possibility of a direct flight to Panama City. SDCRAA, WTC, and San Diego Tourism Authority hosted a community luncheon with Copa and other business leaders to demonstrate the broad community interest in a South American route.

Viasat Connects with Safaricom

WTC brokered an introduction between Carlsbad based, Viasat and Kenya's largest telecom company Safaricom, to explore a collaboration that could expand satellite WiFi coverage in East Africa. This meeting was a direct result of follow up from an African delegation that WTC hosted earlier this year.

WORKSTREAM HIGHLIGHTS

Export Pipeline

EDDY Pump in Latin America- Through the MetroConnect program, EDDY Pump accessed language translation software developed by program sponsor SYSTRAN. EDDY Pump leveraged this technology and supplemental marketing support to tailor it's message in Latin American markets, leading to a \$2 million contract with Barrick Gold Corporation in the Dominican Republic.

MetroConnect
SAN DIEGO

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JPMORGAN CHASE & CO.

Telaeris Entered French Market- Telaeris participated in a trade mission to the South of France together with the Port of San Diego and WTC. Telaeris, a MetroConnect company, signed an agreement with Aix-en-Provence-based electronic tracking company Copernic to have eight Copernic employees trained to sell their enterprise technology.

WTC Hosted MetroConnect Workshop- SYSTRAN, a translation software company with over 50 years' experience in machine translation, hosted a workshop for MetroConnect companies to learn more about how software can help small businesses connect with their global customers.



WORKSTREAM HIGHLIGHTS CONTINUED

FDI Attraction & Retention

WTC Attends 2019 SelectUSA- WTC staff attended the SelectUSA Investment Summit, dedicated to promoting foreign direct investment in the United States. At the conference, WTC met with more than a dozen companies looking to enter California, and made new contacts with ambassadors and government officials from target markets around the world.



WTC Welcomes Six Delegations to San Diego- In Q2, WTC hosted six delegations, and over 130 individuals from Singapore, China, South Korea, Algeria, Burundi, Republic of Congo, Uganda, South Africa, Rwanda, Senegal, Nigeria, Kenya Niger and Burkina Faso. Delegations included a South Korean Bluetech Delegation, Beijing Investment Promotional Bureau and Experience America.

Irish Business Forum- WTC, in partnership with South County EDC, produced research outlining the existing trade and FDI activity with Ireland in preparation for an Irish business forum attended by Consul General Robert O'Driscoll.



Global Identity and Thought Leadership

French Trade Mission- WTC, along with the Port of San Diego, joined Biocom, Tijuana EDC, and French-American Chamber of Commerce on a trade mission to the South of France in support of an MOU between San Diego and Southern France around life sciences and maritime technology.

WTC and SD Regional Chamber of Commerce Ambassador Breakfast at USD- WTC and the San Diego Regional Chamber of Commerce organized a breakfast and panel discussion with Solar Turbines and ResMed for 40 ambassadors, from the Experience America Delegation. The program is led by the United States Department of State to encourage foreign ambassadors to learn about American culture, history and industry.

Trade Missions

World Trade Center San Diego will be leading a 2019 trade mission to Germany from October 21st - 25th. WTC has inked partnerships with a number of private and public organizations in Germany, in preparation for the trip. High-profile local leaders across industry, government and academia will participate in an agenda focused on the future of urban mobility, precision medicine and fintech. #SDinGermany



WORLD TRADE CENTER SAN DIEGO REPORT- Q3

KEY CLIENT WORK

Market Research for SAN

WTC created a report highlighting trade and investment flows between San Diego, Australia and New Zealand. This report will be utilized by San Diego County Regional Airport Authority in attractions efforts for a nonstop flight to the Southwestern Pacific.

Unmanned Systems into San Diego

Unmanned Life, a London-based autonomy-as-a-service company developing a platform to deploy and manage fleets of vehicles, robots, and drones, is considering San Diego for its U.S. expansion. WTC provided information on the San Diego region and its strengths in unmanned systems and wireless communications.

Software Expansions to Tijuana

WTC offered consultative services to GAP Intelligence and ShipCalm, two companies considering expansion into the Cali Baja region. WTC led a tour of Tijuana's tech cluster and brokered introductions to key public and private sector partners.

Life Sciences Expansion

Inventia Life Science is an Australian company focusing on the development, manufacture, and sale of equipment and reagents for advanced medical research by means of 3D bioprinting. WTC met with ILS to discuss a potential expansion into San Diego.

WORKSTREAM HIGHLIGHTS

Export Pipeline

MetroConnect Year 4 Results-

WTC collected final KPIs from the 20 companies that participated in Year 4 of the MetroConnect export assistance program. These 20 companies collectively posted the best results to date for the program, including a net increase of \$69M in export sales, 10 new facilities overseas, and 367 new international contracts. The Grand Prize PitchFest event will take place on the afternoon of November 13 at the Alexandria at Torrey Pines.



Port, Borders & Trade Event-

WTC partnered with the Port of San Diego, Port of Long Beach and Norman Krieger on the Port, Borders & Trade event. The event focused on trade and logistics between the Southern California and two of our most important trading partners – Mexico and China. WTC sponsored a booth for the Port of San Diego and secured a speaking role for a port representative during the program.





WORKSTREAM HIGHLIGHTS CONTINUED

FDI Attraction & Retention

WTC Welcomes Four Delegations to San Diego- In Q3, WTC hosted four delegations, and more than 60 individuals from Australia, China, and Mexico. Delegations included U.S. Political Institutions and a UC San Diego's School of Global Policy and Strategy program, which brought more than 25 government officials.

WTC Acquires FDI Data Tool- WTC acquired fDi Markets, a Financial Times platform, that provides the most comprehensive online database of crossborder greenfield investments. WTC will use this tool to better inform its strategy and programming.

Cali Baja FDI Strategy- WTC hosted a group of private and public sectors professionals from Tijuana, Mexico to discuss an FDI strategy for the Cali Baja mega-region.



© 2018 fDi Markets | A service from the Financial Times Ltd.



Global Identity and Thought Leadership

WTC Joins California-China Trade & Invest Network (CTIN) - The California Governor's Office of Business and Economic Development (GO-Biz) announced the expansion of the China Trade & Investment Network (CTIN), a multi-organizational partnership focused on expanding the state's trade and investment efforts in China. WTC, along with other EDOs across California have joined this network in an effort to advance the California and China trade relationship.



WTC and Regional Chamber Welcome Australian Ambassador- WTC and the San Diego Regional Chamber of Commerce hosted a business roundtable briefing with Australian Ambassador Joe Hockey. Local business leaders engaged in discussions with the Ambassador regarding the US/Indo-Pacific international trade landscape and the U.S.- Australian trade and investment relationship.



Trade Missions

World Trade Center San Diego will be leading a 2019 trade mission to Germany from October 21st - 25th. WTC has partnered with a number of private and public organizations in Germany, in preparation for the trip. High-profile local leaders across industry, government and academia will participate in an agenda focused on the future of urban mobility, precision medicine and technology. #SDinGermany

7. Discuss 2019 Annual Report

Annual Report 2019



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SAN DIEGO



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WORLD TRADE CENTER® SAN DIEGO

Dear Friends of WTC,

Thank you for making 2019 another remarkable year for World Trade Center (WTC) San Diego. In 2019 we made significant progress toward our goals of increasing San Diego's global identity and connectivity while helping more firms expand internationally.

San Diego is one of the few places in this country where exports are growing at a faster rate than the economy as a whole, largely due to the life changing goods and services that our knowledge intensive economy produces and sends around the world. In 2019, our fourth cohort of small, high growth San Diego companies graduated from our MetroConnect export accelerator program. MetroConnect 4 was our most successful cohort yet; 20 companies increased their exports by a total of \$69 million, sold their products and services in 67 countries, and added 97 new employees in San Diego. One of the stated goals of the WTC is to cultivate a pipeline of export ready firms, and via MetroConnect, that pipeline grows larger and more diverse every year.

The last couple years have been difficult for the United States in terms of foreign investment, with inbound flows dropping significantly due to rising protectionism, and uncertainty in global markets, total reported foreign investment into San Diego for 2019 was 42.1 million. . WTC San Diego hosted delegations and ambassadors from around the world in partnership with the San Diego Regional Chamber of Commerce, South County EDC, San Diego Airport Authority, City of San Diego, Port of San Diego, and BIOCUM, among others to support inbound investment, and to tell the story of our regional competitiveness.

We also traveled internationally to tell that story in the markets that matter most to San Diego. This year, WTC San Diego gathered 25 business, civic, and elected leaders to travel to Frankfurt, Stuttgart, and Munich, Germany. The trade mission, led by Congressman Scott Peters (CA-52) and leadership from our Founding Partners, leveraged our direct flight provided by Lufthansa to highlight existing connectivity between our regions and facilitate new partnerships. Over four days, our delegates participated in 13 events attended by more than 200 German business and political leaders. On the eve of Brexit, it was clear that our expressed commitment for the United States to maintain close connectivity to Europe was a welcome message, and Germany will be an increasingly important partner in the years ahead.

With the election of Governor Gavin Newsom, WTC San Diego has worked to establish global trade as a priority for the state. The appointment of LG Kounalakis as special representative on trade and international affairs, and the doubling of the global trade and investment team within the Governor's Office of Business and Economic Development signals this administration's increased focus on elevating California's visibility as a leader on trade and global competitiveness. The work conducted this year has generated significant momentum for better state-wide partnerships on trade and foreign investment that WTC San Diego will build on in 2020.

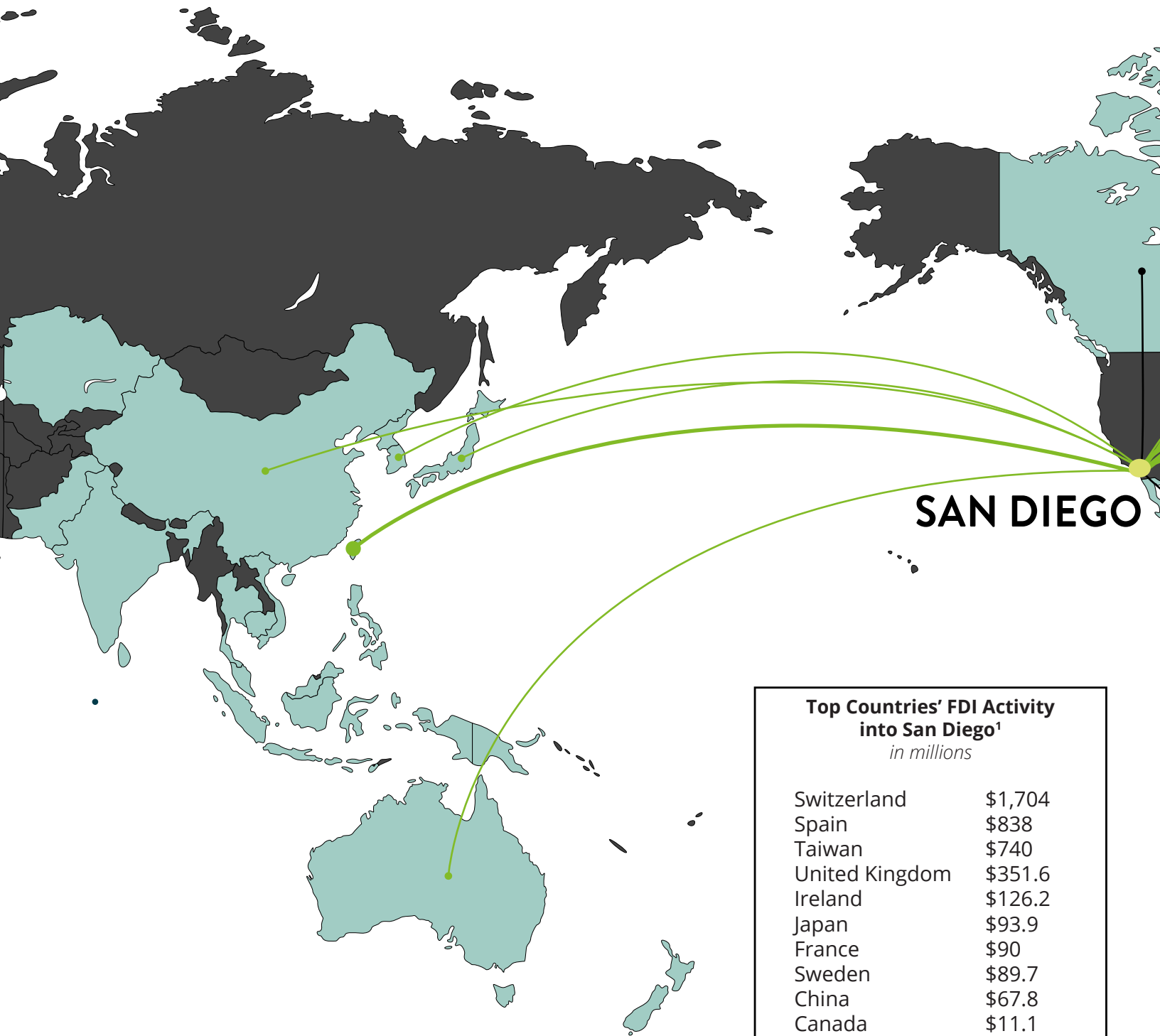
With increased pressures on global markets and supply chains, it is increasingly important for leaders at the metro level to articulate a compelling data-driven vision of our place within the global economy and collaboratively execute on a strategy that keeps us ahead of the curve. If we can do this together, as we have for the past four and a half years, I do not doubt that we can build upon our recent successes, position San Diego as a global hub for entrepreneurship and innovation, and ultimately create more opportunities for San Diegans here at home.

Sincerely,

Nikia R. Clarke, Ph. D.
Executive Director
World Trade Center San Diego



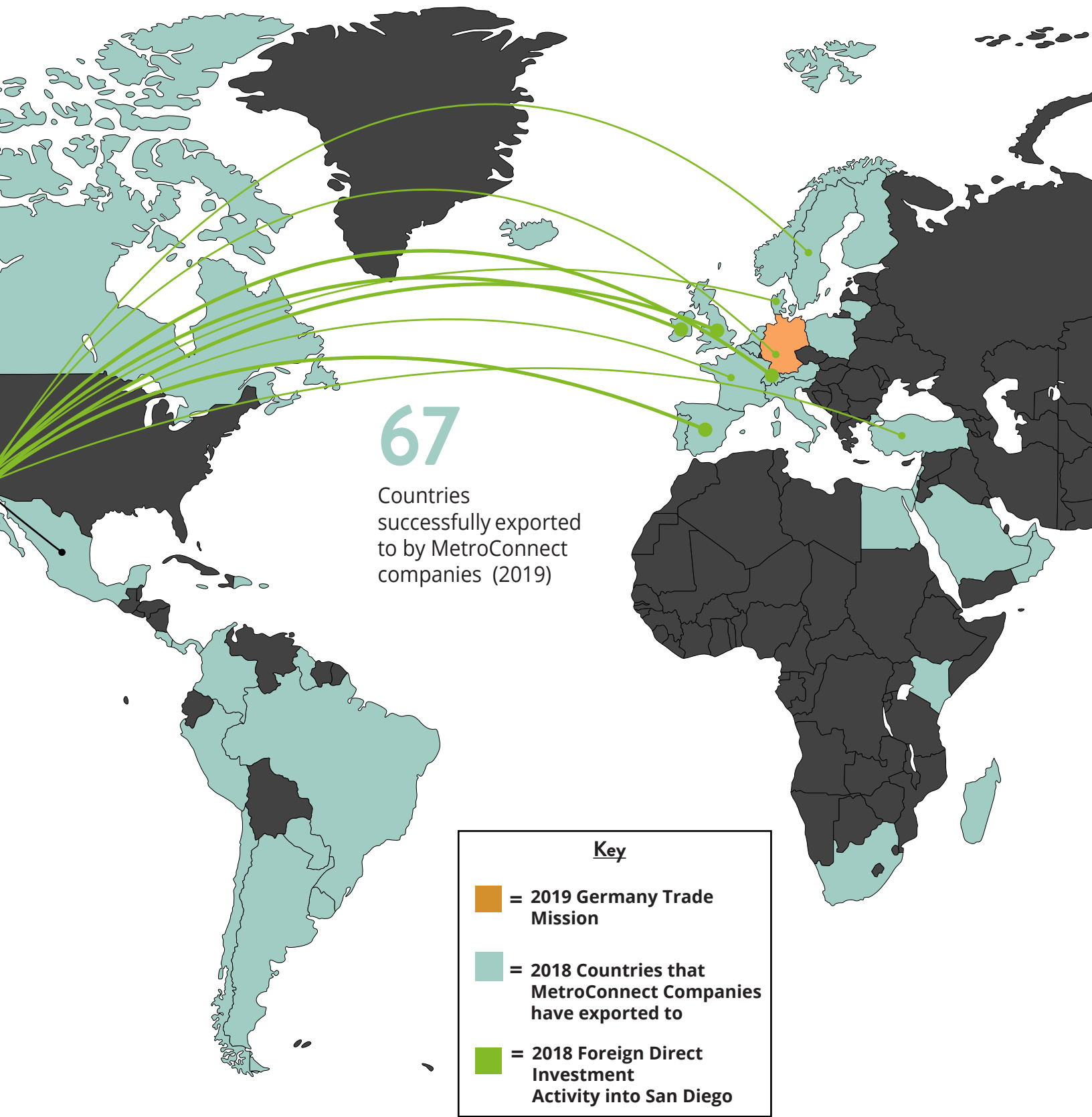
A YEAR IN REVIEW



SAN DIEGO

| Top Countries' FDI Activity into San Diego ¹ <i>in millions</i> | |
|---|---------|
| Switzerland | \$1,704 |
| Spain | \$838 |
| Taiwan | \$740 |
| United Kingdom | \$351.6 |
| Ireland | \$126.2 |
| Japan | \$93.9 |
| France | \$90 |
| Sweden | \$89.7 |
| China | \$67.8 |
| Canada | \$11.1 |
| Australia | \$10.6 |
| Germany | \$8.4 |
| Denmark | \$6.3 |
| Turkey | \$3.2 |

¹ Reported, fDi Markets, 2018
Reported, Pitchbook Data, 2018



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EXPORT PIPELINE

Cultivating a pipeline of globally competitive local firms boosts exports, strengthens industry clusters that draw foreign investment, and generates impact throughout the regional innovation ecosystem.

METROCONNECT: AN EXPORT ASSISTANCE PROGRAM

MetroConnect, the flagship program of WTC San Diego, provides small and medium-sized companies with the resources necessary to engage in global markets. Underwritten by JPMorgan Chase & Co., MetroConnect awards companies with matching funds, connects them with relevant export-oriented partners and resources, and arranges specialized workshop programs to increase their knowledge and awareness of global export trends and regulations. At the end of the program four companies are invited to pitch their global expansion plans and outcomes for a \$35,000 grand prize.

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JPMORGAN CHASE & CO.

sponsored by



Year 4 Cohort

In 2019, 20 local companies were selected to participate in WTC San Diego's MetroConnect export assistance program. Launched in 2015, MetroConnect is a region-wide export assistance program operated by WTC San Diego, in which local companies are selected through a competitive application process. The MetroConnect program arms local, export-ready businesses with the tools they need to access international markets and take advantage of new business development opportunities overseas. Participants were equipped with a \$10k grant and programmatic resources over the course of a year with the goal of helping them access international markets and boost their exports.

Year 4 Companies

Aira
Allett
Arctic Zero
AtYourGate
Bitchin' Sauce

Cloudbeds
Conectric Networks
Dr. Bronner's
Eddy Pump Corp
Epitope Diagnostics

Hookit
IPS Group
Raveon Technologies
Scientist.com
Telaeris

• • • Defense Track • • •

KULR Technology Corp.
LRAD Corporation
MRP Training Solutions
PKL Services, Inc.
QCFI

Year 4 MetroConnect Program Key Performance Indicators

20

companies engaged

\$200K

in grants awarded

369

new contracts signed

97

new jobs

\$69.6M

in new export sales

10

new overseas facilities

Year 4 Cohort Grand Prize Event

In November, WTC San Diego concluded the fourth year of the program with a grand prize event, attended by 200+ international business professionals from the San Diego region, featuring keynote speaker Barbara Wight, CFO of Taylor Guitars and guest speaker Bud Colligan, Sr. Advisor for International Affairs and Trade, Governor's Office of Business and Economic Development. The event took place at The Alexandria in Torrey Pines and was followed by a reception where all participating MetroConnect companies had the opportunity to showcase their products.

Four companies – Bitchin' Sauce, Eddy Pump, LRAD Corporation, and Scientist.com – were selected by the judging panel to compete for the \$35,000 grand prize that would further support the company's' export activities. The winner of the 2019 MetroConnect Grand Prize Pitchfest was _____, congratulations!

Year 5 Cohort Launch

WTC San Diego is preparing for year 5 of MetroConnect Cohort and is currently considering applications for MetroConnect year 5. In preparation for year 5 cohort launch, WTC San Diego continues to meet with private and public sector partners to explore sponsorship opportunities that would fund the program through 2021.

Welcome our new MetroConnect sponsors



METROCONNECT: COMPANY SPOTLIGHT

Accessing International Markets

EDDY Pump in Latin America- MetroConnect year 4 company, EDDY Pump, is a homegrown engineering and manufacturing firm operating across several industries, including oil, mining, and energy. In order to succeed in a field where many of the opportunities exist overseas, it is critical for EDDY Pump to effectively target and sell to customers from around the world.

Through the MetroConnect program, EDDY Pump had access to language translation software developed by program sponsor SYSTRAN. EDDY Pump leveraged this technology and supplemental marketing support (paid for with program funds) to tailor its message in the Dominican Republic, Suriname, Argentina, Chile, and more. The company directed its remaining grant funds toward a pay-per-click campaign, which eventually resulted in meetings with industry giants such as Suncor and Barrick Gold Corporation. The WTC San Diego team also hosted numerous export education workshops and brokered introductions to experts in data privacy and foreign military sales.

EDDY Pump translated its Google PPC and Organic marketing campaigns to Spanish. This, in large part, led to discussions and a \$2 million contract with Barrick Gold Corporation (the world's second largest gold mining company) in the Dominican Republic. From there, the company inked a \$150K deal with Newmont Gold in Suriname. Leveraging the program's resources and WTC San Diego's global network, EDDY Pump revamped its international sales strategy and began aggressively targeting the UK, Papua New Guinea, the Chilean Navy, Canada, and more. The company added several team members to address these new international needs, with one being a direct introduction from the WTC San Diego team.

"The MetroConnect program, presented by JPMorgan Chase, has equipped our company with the tools to effectively market and sell our pump and dredging technology in countries all over the world. We have taken advantage of preferred rates with program partners and have also been connected with subject matter experts and incentive opportunities in excess of \$900K. Not only has the MetroConnect program opened our eyes as to what is needed to succeed internationally, it has led to more than \$5 million worth of contracts with some of the largest mining and energy companies in the world – and that has made our company stronger here at home and created an additional 10 jobs at our headquarters in San Diego."

Ben Weinrib, Executive Vice President

TRADE EDUCATION

WTC San Diego hosted 4 workshops geared towards small and medium-sized businesses seeking guidance around foreign regulations, assistance with trade compliance, and information on target markets.

WTC & Procopio Host Data Privacy Workshop

WTC San Diego teamed up with Elaine Harwell, senior counsel at Procopio, to host a roundtable on a topic that has generated much confusion, interest, and anxiety over the past year – data privacy. In 2018, the European Union introduced the General Data Protection Regulation (GDPR), the first data privacy law of its kind. This workshop covered the basics of GDPR and California's version of the regulation, the California Consumer Privacy Act (CCPA) of 2018, to ensure that companies understand their responsibilities and comply with the law.



Systran Language Translation Workshop

SYSTRAN, a translation software company with over 50 years' experience in machine translation, hosted a workshop for MetroConnect companies to learn more about how software can help small businesses connect with their global customers.



KEY CLIENT WORK

COMPANY SUPPORT

In 2019, WTC San Diego, in conjunction with EDC, supported **41** global projects. WTC San Diego prepared packets of economic information, facilitated access to new markets for exporters, and supported local companies in their search for foreign investment. Here are some examples:

Expanding Internationally

BrainCorp- Working directly with Brain Corp, a rapidly growing robotics company, WTC San Diego provided the team with data and connections into several European markets to help them evaluate and ultimately select an expansion site. Brain Corp in early 2019 was able to open its first office in Europe based in the Netherlands after evaluating several locations from the information provided by WTC San Diego staff.



Trade Mission

Telaeris Entered French Market- Telaeris participated in a trade mission to the South of France together with the Port of San Diego and WTC San Diego. Telaeris, a MetroConnect company, signed an agreement with Aix-en-Provence-based electronic tracking company Coppernic to have eight Coppernic employees trained to sell their enterprise technology.



Entering the U.S. Market

Unmanned Life – WTC San Diego met with London-based Unmanned Life, an autonomy-as-a-service company developing a platform to deploy and manage fleets of vehicles, robots, and drones. The company is considering San Diego for its U.S. expansion. EDC and WTC San Diego provided information on the region and its strengths in unmanned systems and wireless communications.



Life Sciences Company Support

Expansion to San Diego- Inventia Life Science is an Australian company focusing on the development, manufacture, and sale of equipment and reagents for advanced medical research by means of 3D bioprinting. WTC San Diego met with ILS to discuss a potential expansion into San Diego.

Founding Partner Profile

City of San Diego

The City of San Diego is one of 3 founding partners of WTC San Diego, with its aggressive climate action plan to cut emissions in half by 2035 and the commitment to developing the city as a testbed for smart technologies, the City of San Diego has made great strides towards becoming the greenest and the smartest city in the country. Telling this story across the globe bolsters the San Diego region's standing as a hub for innovation, collaboration, and investment. In addition to the city's partnership and support of WTC San Diego in 2019 it increased its support of local importers by dramatically growing the number of Foreign Trade Zone approved sites by 40% in 2019.

Since the first trade mission in 2017 to Vancouver and now to Frankfurt and Munich in 2019, the City of San Diego remains an integral supporter of WTC San Diego's trade missions abroad and overall trade and investment strategy. As part of the trade mission to Germany, the City of San Diego was connected to mobility and smart city technologies with a direct impact on San Diego. Several of the connections established through the networking and structured meetings in Germany have generated new opportunities that may lead to the adoption of unique technology solutions in San Diego.

[Key Deliverable – MetroConnect Program](#) | Since its inception in 2015, the City of San Diego has been an essential supporter of the MetroConnect program. In 2018, the City increased its commitment to the program and helped WTC San Diego expand its capabilities from 15 companies per cohort to 20 and extend the program timeline from eight months to sixteen months. The results of the increased support from the City of San Diego and improved programming has led to the most successful outcomes of any MetroConnect to date, with the companies securing a net increase of 98 employees over the course of the program.

Founding Partner Profile

Port of San Diego

The Port of San Diego is one of the three founding partners of WTC San Diego. With an economic impact of \$8.3 billion supporting 68,300 jobs, it is an indispensable cog in the regional economy. In 2018 the port began construction on a \$24 million redevelopment project at 10th Avenue Marine Terminal that will increase the cargo from 1 million metric tons in 2014 to 4.7 million metric tons by 2035. Infrastructure improvements to port facilities are just one of the many ways the Port of San Diego supports the regional economy.

Throughout 2019, WTC San Diego partnered with the Port of San Diego to support its efforts around cargo inducement, global connectivity, and community engagement. WTC San Diego developed a San Diego Cruise Tourism Research for the Port of San Diego to highlight the variety of day and nighttime activities offered in the San Diego region for the participation of commercial cruise guests and produced a country profile of Taiwan for Port staff in preparation for in-market meetings.

[Key Deliverable- Germany Trade Mission](#) | In October, WTC San Diego led a trade mission to Frankfurt, Stuttgart, and Munich, Germany. Alongside the formal Germany trade mission agenda, WTC San Diego and the Port of San Diego, planned several maritime focused modules. To increase imports of automotive OEMs, including Porsche, Mercedes Benz, and BMW, the Port of San Diego had the opportunity to meet with automotive manufacturers and promote the Port's cargo facilities. The results of these meetings have generated the potential for new import and export business for the Port's ro/ro facility.



FDI ATTRACTION & RETENTION

Maximize foreign investment opportunities for the region by building and institutionalizing linkages with strategic markets abroad, as well as better leveraging local companies, partners and assets.

FDI ATTRACTION & RETENTION

WTC San Diego Attends 2019 SelectUSA

WTC San Diego staff attended the SelectUSA Investment Summit, dedicated to promoting foreign direct investment in the United States. This year WTC San Diego staff participated, in partnership with the Governor's Office of Business and Economic Development (GO-Biz) International Affairs and Business Development team, to promote California and San Diego.

WTC San Diego staff met with over a dozen companies from Israel to China and the UK to Japan about their interests in California. Some of these companies are actively exploring expansion in California and were seeking information about San Diego's industries and incentives to inform their analysis of where to expand. As states and regions compete to attract foreign investment, increased coordination and collaboration across California helps us combat negative narratives and highlight the success of our economy.



ROUTE DEVELOPMENT

Support Direct Flight to Panama City, New Zealand & Australia

In 2019, WTC produced market research on San Diego's connectivity to Latin America for the San Diego County Regional Airport Authority. San Diego County Regional Airport Authority and Copa Airlines are exploring the possibility of a direct flight to Panama City. Additionally, WTC provided connectivity data to both the Australian and New Zealand markets.

INBOUND DELEGATIONS

African Investment Roundtable

WTC San Diego hosted consulate representatives from Ethiopia, Zambia, and South Africa to discuss investment opportunities with San Diego business leaders. The day was broken into several sessions that touched on key industries and sectors primed for growth as well as those with vulnerabilities. Local attendees included the City of San Diego, EDC, Cleantech San Diego, LunaDNA, Takeda Research, Viasat, and several MetroConnect 2018 companies. The day was comprised of three roundtables: Life Sciences and Tech, Economic Development and Tourism, and Energy, Infrastructure, and Transportation.



WTC San Diego and Regional Chamber Welcome Australian Ambassador

WTC San Diego and the San Diego Regional Chamber of Commerce hosted a business roundtable briefing with Australian Ambassador Joe Hockey. Local business leaders engaged in discussions with the Ambassador regarding the US/Indo-Pacific international trade landscape and the U.S.- Australian trade and investment relationship.

Experience America Ambassador Breakfast

WTC San Diego and the San Diego Regional Chamber of Commerce organized a breakfast and panel discussion with Solar Turbines and ResMed for 40 ambassadors, from the Experience America Delegation. The program is led by the United States Department of State to encourage foreign ambassadors to learn about American culture, history and industry.



Germany Energy Delegation

WTC San Diego hosted 15 cleantech companies with the German Energy Storage Association for a discussion of San Diego's new Community Choice Aggregation (CCA) plan with Erik Caldwell and Cody Hooven and two representatives from San Diego Gas and Electric. Several of the companies in attendance are actively looking to establish a US presence in San Diego.

Swedish UAS MOU

San Diego has been leading the country in the development of drone technology as one of ten locations selected for the FAA's Unmanned Aerial Systems Integrated Pilot Program (IPP). As a result, the region has become the focus of national and international attention. A Swedish delegation visited to form a partnership with San Diego that would allow companies engaged in either region's drone programs to collaborate on outcomes and projects. As a result of the meeting, WTC San Diego and Urban ICT Arena in Sweden have signed an MOU.

2019 FDI Program Key Performance Indicators

21

delegations
engaged

240+

foreign visitors
met

62

foreign
countries



Founding Partner Profile

San Diego County Regional Airport Authority

San Diego County Regional Airport Authority (SAN) is one of the three founding partners of WTC San Diego. SAN works to improve the region's connectivity with international and domestic markets. Studies show a clear link between global connectivity and increased foreign direct investment, with research suggesting that FDI increases by more than 33 percent in two years after the opening of new international airport routes. SAN has invested heavily in improving the airport's ability to service both international and domestic customers and achieved a significant milestone in 2018 when it opened the newly constructed Terminal 2, a 130,000 sq ft facility five times larger than the previous terminal. In 2019 SAN continued to make strides to improve airport access by advancing plans for a \$3 billion redevelopment of Terminal 1.

Throughout 2019, WTC San Diego partnered with SAN to support its efforts around route development and international partnerships. WTC San Diego led a trade mission to Frankfurt and Munich, Germany, with Congressman Scott Peters, SAN, and 25 civic and business leaders. In Germany, WTC San Diego and SAN met with Lufthansa, Fraport, LabMunich, and highlighted the region's continued support for its direct flight between San Diego and Frankfurt. Additionally, SAN leadership participated in a panel discussion on the impacts that unmanned aerial vehicles will have on the future of airports and commercial aviation.

WTC San Diego assisted with ongoing route development by providing data on global connectivity between San Diego and several key global markets, including existing FDI and export data for Latin America, Australia, and New Zealand.

Key Deliverable – Lufthansa Kickoff Event | WTC San Diego joined SAN to host a kickoff event in San Diego, highlighting the Lufthansa flight in preparation for the Germany trade mission.

GLOBAL IDENTITY

Enhance the San Diego region's reputation and visibility in order to underpin investment retention and attraction efforts as well as global connectivity goals.

RESEARCH

Invest in SD revamp- WTC San Diego conducted market research among WTC San Diego's stakeholders to determine what data would resonate the most with international businesses. After compiling new data, the team produced a new Invest in SD brochure to help partners communicate San Diego's strengths to a global audience.

The Invest in SD brochure is now available in German, French, Japanese, Chinese, Korean and Spanish.



BI-NATIONAL FOCUS

Tijuana is helping San Diego's software companies grow- EDC's Trade and Competitiveness in North America study launched in 2018 identified the innovation economy as a growing industry in San Diego County, Imperial County, and Baja California—otherwise known as Cali Baja. According to the study, by 2020, 51% of total trade within Cali Baja will take place in the service sector, not in commodities. This growth creates a service sector that creates opportunities within San Diego and Tijuana for cross-border collaboration.

To further support this trend, WTC San Diego worked with the Economic Development (EcoDev) team at San Diego Regional EDC to take over all Mexico expansion projects. Typically EcoDev had in the past worked directly with San Diego companies looking to build manufacturing or software operations in TJ. Now that work will be led by WTC San Diego. In 2019, WTC San Diego offered consultative services to tech companies considering expansion into Tijuana, Baja California. To help the company's executives understand the Tijuana tech ecosystem, WTC San Diego coordinated visits to various locations and facilitated introductions to key public and private sector partners. Within 2019, several large technology companies engaged as confidential clients with WTC San Diego have begun to expand their presence in Tijuana to leverage the growing tech scene to support their San Diego teams.

FRENCH TRADE MISSION

WTC San Diego, along with the Port of San Diego, joined Biocom, Tijuana EDC, and French-American Chamber of Commerce on a trade mission to the South of France in support of an MOU between San Diego and Southern France around life sciences and maritime technology.

CALIFORNIA'S GLOBAL STRATEGY IN CHINA

The trade relationship between California and China is one of the largest in the world, with two-way trade valued at \$177 billion in 2018. This year, WTC San Diego took part in the Advisory Committee that formed California's global strategy in China along the California Governor's Office of Business and Economic Development (GO-Biz).

From this committee, GO-Biz announced the expansion of the China Trade & Investment Network (CTIN), a multi-organizational partnership focused on expanding the state's trade and investment efforts in China. WTC San Diego, along with other EDOs across California, have joined this network in an effort to advance the California and China trade relationship.





SAN DIEGO TRADE MISSION- GERMANY

WTC San Diego, and Congressman Scott Peters, led a delegation of 20+ senior business, academic, and government leaders from San Diego to Frankfurt, Stuttgart, and Munich, Germany. With increased access to the German Market provided by Lufthansa direct flight to Frankfurt, this mission was designed to provide an opportunity for companies to connect with key international business contacts and represent San Diego on the global stage to foster collaboration and investment in the San Diego region. The trade mission to Germany was programmed around the themes of intelligent mobility, smart cities, and precision health – three sectors that are vital to the future of San Diego’s economy.

Why Germany?

Disruptive technologies are converging to transform nearly every industry: from healthcare to manufacturing to transportation to communications. San Diego and Germany—with world-class expertise in AI, precision health, 5G, mobility, and data science—are on the cutting edge of both the development and deployment of these technologies. German firms already employ 2,700 San Diegans; the introduction of non-stop San Diego-Frankfurt service aboard Lufthansa and a shift in economic power resulting from Brexit means that Germany will become an increasingly important trade and investment partner for the region.

Sponsored by



Lufthansa

Delegates Represented

Alexandria Real Estate Equities, Inc.
 City of San Diego
 Cubic Transportation Systems
 General Atomics Aeronautical
 Systems Inc.
 Mitsubishi Electric North America

Pasha Automotive Services
 Port of San Diego
 Qualcomm
 San Diego Association of Governments
 San Diego County Regional Airport Authority
 San Diego Regional Economic Development Corporation

San Diego State University
 Takeda Pharmaceuticals U.S.A., Inc.
 UC San Diego
 U.S. House of Representatives (CA-52)
 U.S. Marine Corps
 World Trade Center San Diego

SAN DIEGO



◇◇◇◇ Highlights ◇◇◇◇

FRANKFURT



Brexit, Europe & the Global Financial System

As home to the European Central Bank and a robust financial sector, Frankfurt plays a crucial role in the European financial system. Framed by the moving target of Brexit, senior officials at the ECB guided a conversation that explored how changing trading dynamics and Brexit are impacting the calculations of global firms.

House of Logistics and Mobility & Cubic Transportation Systems

This module explored Frankfurt's and the broader RMV approach to mobility, which has been aided by San Diego-based Cubic Transportation Systems. Framed by Frankfurt's forward-thinking approach to smart cities, this conversation analyzed how mobility-as-a-service has adapted for the digital age, and discussed the region's growth impact in years to come.

Reception hosted by U.S. Consul General Patricia Lacina & American Chamber of Commerce in Germany

Hosted by U.S. Consul General Patricia Lacina, in collaboration with the American Chamber of Commerce in Germany (AmCham), the reception featured 65 senior business and political leaders, and other VIP invites from the Frankfurt region, interested in pursuing business opportunities in San Diego.

SAN DIEGO



◇◇◇◇ Highlights ◇◇◇◇

MUNICH



BioM: Precision Health in Bavaria

Munich is looking to lead the way when it comes to precision health, mirroring the San Diego story. This module explored different strategies each region has taken to develop and propel its precision health initiatives. Delegates received an in-depth overview of DigiMed, BioM's venture in P4 medicine (predictive, preventive, personalized, participatory) and were able to share some insights of how Universities and industry have partnered in San Diego to create the robust industry that exists today.

Takada & Evotec Announcement

At a reception attended by more than 20 CEO's of Bavarian biotech and lifesciences companies, Dave Weitz, Head of Takeda California and Global Research Externalization, TakedaCalifornia and Werner Lanthaler, CEO of Evotec announced a new partnership between Takeda & German-based Evotec. The partnership will be lead through Takeda's San Diego office and will increase the companies ability to help their client's with drug discovery and development.

BMW Autonomous Vehicles & Qualcomm

Delegates learned about BMW's partnership with Qualcomm, which leverages their 5G technology to create a cellular vehicle-to-vehicle communication network. Following the discussion, the delegates toured BMW's advanced manufacturing facility. BMW is spearheading the "factory of the future," where technology, big data, and cutting-edge manufacturing techniques coalesce to deliver seamless products that move millions of customers across the globe.

Tour of IBM Watson IoT Industry Lab

IBM Watson IoT Lab is the only division of IBM not headquartered in the United States. IBM selected Munich to leverage the facility as the testing ground for its most advanced center for AI and the Internet of Things. During the tour, the delegation explored use cases for IoT, including the company's work leveraging big data to increase efficiencies and mitigate climate change at one of the world's biggest ports. Following the tour, the delegation participated in a discussion over lunch highlighting San Diego's smart city & transportation initiatives.

WTC SAN DIEGO STAKEHOLDERS

WTC SAN DIEGO BOARD OF DIRECTORS

Robert Gleason, Chair

Immediate Past Board Chair
San Diego County Regional Airport Authority

Marshall Merrifield, Treasurer

Commissioner
Port of San Diego

Erik Caldwell, Secretary

Deputy Chief Operating Officer, Smart and Sustainable Communities
City of San Diego

History

In 1994, the City of San Diego, Port of San Diego and San Diego County Regional Airport Authority came together in order to found WTC San Diego. The function of this new organization was to develop, maintain and strengthen trade and investment ties for the San Diego region.

Over the 22 year history of the organization, the founding partners' leadership supported WTC San Diego in its mission to successfully assist companies going global. In 2015, the Founding Partners re-launched WTC San Diego as an affiliate of San Diego Regional EDC. With and through the guidance and direction of the founding partners, WTC San Diego works to:

- (1) Build an export pipeline of companies
- (2) Attract and retain foreign investment in San Diego
- (3) Strengthen San Diego's global identity and position it as a destination for investment

Founding Partners



GLOBAL COMPETITIVENESS COUNCIL

The Global Competitiveness Council (GCC) is a group of senior business, academic, government and civic partners that oversee WTC San Diego's execution of the Go Global San Diego initiative advise on programming, generate public support, coordinate mechanisms for the broader initiative and issue periodic trade policy recommendations on behalf of the region. The GCC met quarterly in 2019.

FOUNDING PARTNER APPOINTEES

Kimberly Becker, President & CEO
San Diego County Regional Airport Authority

Mark Cafferty, President & CEO
San Diego Regional EDC

Randa Coniglio, President & CEO
Port of San Diego

Nikia Clarke, Executive Director
WTC San Diego

Erik Caldwell, Interim Deputy Chief Operating Officer, Smart and Sustainable Communities
City of San Diego

COUNCIL MEMBERS

Matt Cole, President- Chair
Cubic Transportation Systems

Kristina Kim, General Counsel
Seltzer Caplan McMahon Vitek

Ken Behan, Vice President Sales & Marketing- Vice Chair
SYSTRAN

Jen Landress, Senior Vice President & COO
Biocom

Mark Ballam, Managing Director
San Diego State University (CIBER)

Kathy Lynch, Vice President of Government Affairs
Illumina

Kim Benson, President & CEO
Zenaida Global

Magda Marquet, Founder & Co-CEO
Alma Life Sciences

Carla Cabrera, Director of Sales for North America
Hainan Airlines

David Pasquini, Consul, Government and Business Affairs
UK Government Office

Eric Carr, Senior Vice President of System Operations
Cubic Global Defense

Takatoshi Oda, Account Manager and Passenger Sales
Japan Airlines

Rick Cooper,
MANTA Instruments

Jim Perkins, COO
Procopio

Mike Corbo, COO & Executive Vice President
Mitsubishi Electric US

Fabienne Perlov, Executive Director
San Diego Diplomacy Council

Peter Cowhey, Dean of the School of Global Policy & Strategy
UC San Diego

Randy Pruitt, Director of Construction & Facilities
Stone Brewing Co.

Mario Cugini, CEO
Foxfury

Bo Reed, Senior Corporate Counsel
Solar Turbines

Audie De Castro, Philippine Honorary Consul of San Diego
San Diego Consular Corps

Garry Ridge, President & CEO
WD-40 Company

Flory Ellis, Director of Global Expansion
Northrop Grumman

Monique Rodriguez, Senior Director of Government Affairs
Qualcomm

Debbie Espe, Executive Director
Retina World Congress

Aaron Ryan
JPMorgan Chase

Mark Field, Vice President of Software
Insulet

Kiana Sabet, New Business and SME Account Manager
Lufthansa

Paul Flynn, Vice President of International Market Development
Dexcom

Rene Sanchez, Global Logistics & Senior Manager
TaylorMade

Jorge Goytortua, President & CEO
Cross Border Xpress

Jason Strohm, worldwide Vice President and General Manager
BD

David Hester, Kyocera Mexicana President
Kyocera

David Weitz, Head of Takeda CA and Global Research Externalization
Takeda Pharmaceuticals

Richard Howe, Senior Director Corporate Communications
BioMed Realty

Barbara Wight, CFO
Taylor Guitars

Kerri Kapich, COO
San Diego Tourism Authority

Zach Zimmerman, CEO
Forge Therapeutics

*This report and programming are made possible by the leadership
and collaboration of the WTC San Diego Founding Partners*

The City of
SAN DIEGO



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wtcsandiego.org



WORLD TRADE CENTER®
SAN DIEGO

8. Review and Adopt 2020 Workplan



WTC SAN DIEGO PRIORITIES 2020

Attracting foreign investment and supporting exporting firms maximizes the region's competitive advantage and powers broad economic development priorities. World Trade Center San Diego (WTC) cultivates a pipeline of export-ready firms, maximizes foreign direct investment (FDI) opportunities, and enhances San Diego's connectivity to the markets that matter most

WORKSTREAMS

Export Pipeline: Cultivating a pipeline of globally competitive local firms boosts exports, strengthens the industry clusters that draw foreign investment, and generates impacts throughout the regional innovation ecosystem. WTC provides export consulting to companies, supports the Port of San Diego's trade and maritime priorities, and executes the MetroConnect export program in partnership with the City of San Diego. To date, 65 companies have completed MetroConnect, leading to more than \$85m in new international sales and 269+ new jobs in the region.

FDI Attraction and Retention: Maximizing foreign investment opportunities requires building and institutionalizing linkages with strategic markets abroad, as well as better leveraging local companies, founding partners, and other regional assets. WTC hosts 20+ high priority foreign delegations from strategic markets annually, and proactively assists foreign companies with San Diego expansion and M&A aftercare.

Global Connectivity: Enhancing the San Diego region's reputation and visibility globally requires developing, maintaining, and strengthening bi-lateral relationships and partnerships with complementary markets around the world. WTC leads and partners on high impact trade missions to priority markets, supports San Diego County Regional Airport Authority on international route service development, and pursues thought leadership opportunities to position the San Diego region as a global innovation hub.



2020 WORK PLAN

A.) Export Pipeline

1. MetroConnect

- ❖ Provide direct support to 15 companies in current cohort leading to \$6m+ in new international sales
- ❖ Steward 65 alumni companies and provide appropriate engagement opportunities
- ❖ Finalize and fund sustainability plan for MetroConnect year five

2. Trade Education & Outreach

- ❖ Expand vetted service provider directory for export, trade and market research support
- ❖ Deliver 3-5 targeted workshops/seminars on export and trade topics
- ❖ Execute export roundtables, and trade research product in partnership with Port of San Diego as specified in contract

B.) FDI Attraction & Retention

1. Delegation Support

- ❖ Partner with City of San Diego's International Affairs Board on delegation management and Global City partnerships
- ❖ Connect inbound delegations to founding partners where appropriate and beneficial
- ❖ Prioritize support for 20 inbound high-level trade missions

2. Global company support

- ❖ Provide soft landing & expansion services to five client companies
- ❖ Develop proactive FDI strategy leading to 25 qualified leads
- ❖ Develop FDI case studies and testimonials as communication and reporting assets
- ❖ Use new data tools to track FDI deal flow in real time and provide foreign investment data and trends as required

C.) Global Identity

1. Trade Missions

- ❖ Lead one sector specific trade mission to a target market focused on small and medium sized businesses
- ❖ Partner on 2-3 additional targeted trade delegations in priority markets and industries, and/or in support of founding partner priorities



- ❖ Participate in WTCA global gatherings where relevant and create engagement opportunities for founding partners with WTCA network

2. Route Service Development

- ❖ Travel internationally as necessary in support of SDCRAA route service objectives
- ❖ Consolidate economic and market research packets to strengthen business case for new flights as needed
- ❖ Steward relationships with airlines and provide engagement opportunities with business community

3. Thought Leadership

- ❖ Release an updated Go-Global Strategy for 2025 leveraging new research, recommendations, and partner feedback
- ❖ Using new data tools, develop country profiles to priority markets that can be readily accessed by founding partners and businesses
- ❖ Produce monthly Global Brief newsletter and increase readership by 15 percent
- ❖ Publish relevant op-eds on importance of international engagement and provide public relations and media support to exporting and investing companies

D.) Administration of the License

4. Governance

- ❖ Convene quarterly meeting of the Global Competitiveness Council (GCC) to report on WTC activities and advise on WTC strategy
- ❖ Report on WTC work plan to WTC San Diego Board of Directors twice annually, or as directed by WTCSA Inc.

5. Founding Partner Staff Support

- ❖ Execute regular schedule of meetings with founding partner staff leadership to set priorities, coordinate activities, and discuss GCC governance
- ❖ Respond to founding partner staff requests for research and other business management and professional services support specified in individual founding partner contracts as needed
- ❖ Feature City, Port, and Airport as "Founding Partners" of WTC San Diego in marketing materials and trade and investment-related events

6. Reporting

- ❖ Prepare quarterly reports of WTC activities
- ❖ Submit monthly activity reports as specified in invoicing requirements for individual founding partner contracts
- ❖ Generate annual report of WTC activities, outcomes, and strategic vision in December of each year.



CALENDAR OF EVENTS

❖ Q1 Events

- WTC @ CES Las Vegas (Feb 7-10)
- Mobile World Congress Barcelona (Feb 24-27)
- WTC General Assembly Taipei (March 1-4) *tent.*
- MetroConnect Year 5 Program Launch (March TBD)

❖ Q2 Events

- SelectUSA in Washington, D.C. (June 1-4)
- BIO San Diego (June 8-11)

❖ Q3 Events

- Farnborough International AirShow (July 20-24)
- UN General Assembly (Sep 15-22)
- SME Trade Mission (TBD)

❖ Q4 Events

- GoGlobal Strategy Relaunch (October TBD)

| WTC SAN DIEGO BUDGET 2020 | |
|---|------------------|
| Program Revenue | |
| License Holder Fees (Port, Airport, City) agreement* | \$150,000 |
| Airport for route service support (in addition to license fee) | \$25,000 |
| City of SD for MetroConnect program | \$40,000 |
| San Diego Regional EDC | \$500,866 |
| Total Revenue | \$715,866 |
| Programming Expenses | |
| Staffing | |
| Staff (40% Exec Director; 100% Director; Manager & Coordinator) | \$361,386 |
| Support (10% Comms/Operations) | \$36,000 |
| Staffing Total (*License holder fees applied here) | \$397,386 |
| Export Pipeline Initiatives | |
| MetroConnect Grants & Grand Prize | \$150,000 |
| MetroConnect Event Programming | \$20,000 |
| Trade Education Services & Seminars | \$10,000 |
| Export Pipeline Total | \$180,000 |
| FDI Initiatives | |
| Outbound Missions: trade show fees & investor events | \$20,000 |
| Incoming Delegation Support | \$10,000 |
| Research, reporting & data tools | \$20,000 |
| FDI Total | \$50,000 |
| Trade Mission Travel | |
| Hotel (48 nights) | \$15,360 |
| Per Diem (meals and ground transport) | \$5,120 |
| Flights (4 int'l trips/12 flights) | \$42,000 |
| Travel Total | \$62,480 |
| Marketing & Communications Support | |
| Brochures/Collateral/Website | \$10,000 |
| Translation Services | \$10,000 |
| Meetings/Catering Including GCC and partner activities | \$4,000 |
| Gifts | \$2,000 |
| Mar/Com Support Total | \$26,000 |
| Total Expenses | \$715,866 |

