

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

**Agenda**

Monday, July 18, 2016  
2:00PM

San Diego International Airport  
SDCRAA Administration Building – Third Floor  
Tuskegee Conference Room  
3225 N. Harbor Drive  
San Diego, California 92101

**Board of Directors**

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

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**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 March 4, 2016 board meeting.

**2. REPORTS AND UPDATES CONCERNING FORMATION AND GOVERNANCE DOCUMENTS**

**3. APPROVAL OF REVISED 2016 WORK PLAN AND RECEIVE CURRENT STATUS REPORT**

RECOMMENDATION: Approve the revised 2016 work plan  
Presented by Nikia Clarke, Director, World Trade Center San Diego

**4. PRESENTATION OF 2015 WTC SAN DIEGO ACTIVITIES AND DEVELOPMENT OF ANNUAL REPORT TEMPLATE**

Presented by Nikia Clarke, Director, World Trade Center San Diego

**5. DISCUSSION OF MEMBERSHIP OF GLOBAL COMPETITIVENESS COUNCIL AS OUTLINED IN 2016 WORK PLAN**

**6. DISCUSSION OF ETHICS CODE / CONFLICT OF INTEREST POLICY**

**7. APPROVAL OF PROPOSED DATES AND LOCATION OF REGULAR WTC SAN DIEGO BOARD MEETINGS**

RECOMMENDATION: Approve dates and location of 2017 WTC San Diego Board Meetings  
Presented by Hampton Brown, Director, Air Service, SDCRAA

**Adjournment**

**ITEM 1: APPROVAL OF MINUTES**



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

**DRAFT Minutes**

Friday, March 4, 2016

San Diego International Airport

Tuskegee Room

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**Call to Order:** Board Member Merrifield called the first regular meeting of the Board of Directors of World Trade Center San Diego to order at 8:06 a.m., Friday, March 4, 2016, in the Tuskegee Conference Room of the San Diego International Airport, SCRAA Administration Building, 3225 N. Harbor Drive, San Diego, CA 92101.

**Roll Call:**

Present: Board Members: Robert H. Gleason, David Graham, Marshall Merrifield  
Absent: Board Members: None

**Public Comment:** None

**Reports and Action Items**

**1. Report on status of corporate formation and adoption of bylaws of World Trade Center San Diego (WTCSD):**

David Catalino presented a report on the Letter of Intent, Articles of Incorporation and Bylaws of WTCSD.

**Action: Moved by Board Member Merrifield and seconded by Board Member Gleason to adopt the bylaws of World Trade Center San Diego. Motion carried unanimously.**

**2. Election of Officers for 2016:**

a. Election of Chairman:

**Action: Moved by Board Member Merrifield and seconded by Board Member Graham to elect Board Member Gleason as Chair. Motion carried unanimously.**

b. Election of Secretary:

**Action: Moved by Chair Gleason and seconded by Board Member Merrifield to elect Board Member Graham as Secretary. Motion carried unanimously.**

- c. Election of Treasurer/Chief Financial Officer:

**Action: Moved by Board Member Graham and seconded by Chair Gleason to elect Board Member Merrifield as Treasurer/Chief Financial Officer. Motion carried unanimously.**

3. **Approval of form of corporate seal and principal office address:**

**Action: Moved by Chair Gleason and seconded by Board Member Merrifield to approve the seal and to use the Port of San Diego address as the office address. Motion carried unanimously.**

4. **Appointment of attorneys, accountants; and procurement of insurance; direction to staff:**

The Board concurred to use each agency's attorney and through the agreement with the Economic Development Corporation each member will be covered by their agency's insurance. The Board also concurred to employ an outside accountant as needed.

5. **Establishment of WTCSD bank account; direction to staff:**

The Board concurred that there is currently no need to establish a bank account for WTCSD.

6. **Consideration of ethics code/conflict of interest policy; direction to staff:**

The Board requested that staff come back with a recommendation regarding an ethics code.

**Action: Moved by Chair Gleason and seconded by Board Member Merrifield that each member is to list the WTCSD as an additional agency on their Form 700 and file it with the Port District. Motion carried unanimously.**

7. **Status of approval of License Management Agreement with Contractor; approval of Assignment to WTCSD:**

**Action: Moved by Chair Gleason and seconded by Board Member Merrifield to give the Chair the authority to sign the agreement and to approve assignments to WTCSD. Motion carried unanimously.**

8. **Presentation regarding Global World Trade Centers Association (Bella Heule)**

Bella Heule provided a presentation on the Global World Trade Centers Association.

9. **Presentation by WTCSD contractor, San Diego Economic Development Corporation (EDC) on Proposed 2016 WTCSD Work Plan, and on Global Competitiveness Council and its relationship to WTCSD; direction to staff and EDC:**

Chair Gleason requested a summary of 2015 activities be prepared and recommended that some of the day-to-day routine items be added to the work plan and that each organizations staff member update their respective Directors.

Board Member Merrifield requested a calendar of upcoming trips and conferences.

Board Member Graham suggested including cultural tourism in the discussions.

Chair Gleason requested that the work plan be updated to include the additional items suggested by the Board.

**10. Approval of WTCSD 2016 Work Plan and Budget**

Board Member Merrifield suggested including Cal State San Marcos, UCSD and USD in the research.

**Action: Moved by Board Member Merrifield and seconded by Board Member Graham to approve the 2016 work plan as amended and the budget; requested that the updated work plan be presented at the next meeting. Motion carried unanimously.**

Chair Gleason requested that staff research any administrative requirements associated with the Global Competitive Council and requested a current roster of council members.

**11. Establishment of schedule of regular meetings**

The Board agreed to meet quarterly and requested that the next meeting be scheduled in May or June. Chair Gleason requested updates on the revised work plan, frame work going forward regarding financials, and any requirements associated with Global Competitive Council.

**Adjournment:** The meeting was adjourned at 10:02 a.m.





**ITEM 2: REPORTS AND UPDATES CONCERNING FORMATION AND  
GOVERNANCE DOCUMENTS**



**ITEM 3: APPROVAL OF REVISED 2016 WORK PLAN AND RECEIVE  
CURRENT STATUS REPORT**





## World Trade Center San Diego 2016 Priorities

Export Pipeline

FDI Attraction & Retention

Global Identity

**Mission:** Cultivate a pipeline of export-ready firms, maximize foreign direct investment (FDI) opportunities, and enhance San Diego's international identity in order to boost the region's global fluency and competitiveness.

**Why:** The current economic climate is characterized by growing flows of capital, technology and talent between international metros. Attracting foreign investment and supporting exporting firms maximizes the region's competitive advantage and will power broad economic development, benefiting both WTC San Diego Founding Partners (Port, Airport and City) as well as the region as a whole.

### WORKSTREAMS

**Export Pipeline:** Cultivating a pipeline of globally competitive local firms will boost exports, strengthen the industry clusters that draw foreign investment, and generate impacts throughout the regional innovation ecosystem. In its pilot year, the MetroConnect (MC) prize demonstrated the impact potential of the challenge grant model in driving export-ready firms to internationalize successfully. In year two, WTC San Diego will broaden support programming for MetroConnect firms, enhance available resources and education services for internationalizing SMEs, and highlight export opportunities presented by Founding Partner programs and facilities.

**FDI Attraction and Retention:** Maximizing foreign investment opportunities for the region requires building and institutionalizing linkages with strategic markets abroad, as well as better leveraging local companies, partners, and assets. WTC San Diego will support at least three outbound delegations to target key investment markets in 2016, coordinating with Founding Partner investment and route development objectives. WTC San Diego will also increase coordination mechanisms for hosting incoming delegations with the deployment of a regional protocol network, and develop recommendations for post-M&A aftercare for foreign firms.

**Global Identity:** San Diego is characterized by a strong innovation sector and high quality of life. However, the region's visibility in international rankings, indices and media does not reflect its highly competitive assets in terms of talent, R&D capacity, innovation, and livability. WTC San Diego will work through a regional brand alliance to amplify visibility in target markets, and launch a global marketing campaign—including a Founding Partner branded suite of Invest San Diego collateral. WTC San Diego will also provide local opportunities for global dialogue, like the quarterly Global Forum in partnership with UCSD.



## World Trade Center San Diego 2016 Work Plan

Export Pipeline

FDI Attraction & Retention

Global Identity

### I. Export Pipeline

#### 1. MetroConnect Prize

- ❖ Q1 Activities
  - Confirm MetroConnect 2016 Judges and determine eligibility and criteria for 2016 cohort
- ❖ Q2 Activities
  - Select MetroConnect 2016 cohort
  - Launch calendar of MC trade services and networking events
  - Outreach visits to 2016 cohort companies
- ❖ Q3 Activities
  - Outreach visits and project work with 2016 cohort
  - Start weekly blog series highlighting 2016 company export activities
- ❖ Q4 Activities
  - MetroConnect Grand Prize – PitchFest & Export Demo Day

#### 2. Trade Education Services

- ❖ Q1 Activities
  - Release of Export Roadmap
- ❖ Q2 Activities
  - Export Fair: Introduction to San Diego export services- in partnership with ITA, CITD, service provider network and others.
- ❖ Q3 Activities
  - Trade Education Workshop: Fundraising & Financing Opportunities – with Qualcomm Ventures
  - Trade Education Workshop: Export Compliance –with Taylor Guitars
  - Trade Education Workshop: International Traffic in Arms Regulations and Export Administration Regulations (ITAR/EAR) regulations overview – with Dentons

#### 3. Trade Missions

- ❖ Q1 Activities
  - London, England & Toulon, France; water technology trade mission in partnership with City of San Diego and The Maritime Alliance
- ❖ Q2 Activities
  - Tokyo, Japan: Asian cybersecurity trade mission in partnership with U.S. Commercial Service
- ❖ Q4 Activities
  - Yokohama, Japan: BIO Japan in partnership with Biocom, CONNECT & UCSD



## II. FDI Attraction & Retention

### 1. Outbound Missions

- ❖ Q1 Activities
  - Tokyo, Japan: NanoTech 2016 in partnership with UC San Diego Jacobs School of Engineering
  - Tokyo, Nagoya, & Osaka, Japan: SelectUSA Roadshow
  - Sydney, Australia & Auckland, New Zealand: in partnership with Airport Authority
  - Cannes, France: MIPIM in partnership with City of San Diego, The Maritime Alliance, and Greater San Diego Association of Realtors
- ❖ Q2 Activities
  - Stockholm, Sweden: Global Cities Forum with the Brookings Institution
  - London, England: Innovation exchange
  - SelectUSA Summit in Washington D.C. – in partnership with State of California and City of San Diego
- ❖ Q3 Activities
  - Farnborough Air Show & London, England
  - Tokyo, Japan: Launch of UC San Diego's office in Tokyo at Mitsui

### 2. Inbound Delegations

- ❖ Q1 Activities
  - Saitama Prefecture, Japan; medical devices
  - Kanji Yamanouchi, Embassy of Japan in Washington D.C.
  - India; reporter tour in coordination with SD Diplomacy Council
  - Yokohama, Japan; best practices tour
- ❖ Q2 Activities
  - SelectSD Japanese delegation traveling from SelectUSA Summit
  - Fifth America's Competitiveness Exchange (ACE V); Latin America
  - Costa Rica Port Authority
  - Southern France: Eurobiomed and Region Provence-Alpes-Cote d'Azur
- ❖ Q3 Activities
  - Singapore: National Research Foundation – Permanent Secretary – seeking to improve health & economic capture, strengthen research and enterprise
- ❖ Q4 Activities
  - Southern France: Eurobiomed and Region Provence-Alpes-Cote d'Azur
  - Gothenburg, Sweden: Medical device companies

### 3. Research

- ❖ Q2 Activities
  - FDI market assessment – partnered with LAEDC
  - TPP study release
- ❖ Q3 Activities
  - TPP Roundtable with Secretary of Commerce Penny Pritzker

### 4. Merger & Acquisition Aftercare Program

- ❖ Q3 Activities
  - Outreach & Interviews
- ❖ Q4 Activities
  - Release recommendations



## 5. Protocol Network

- ❖ Q1 Activities
  - Best practices research and creation of draft recommendations in partnership with City and Mayor's Office
  - Release draft document for review by pilot partners
  - Convene group of partners for launch of three-month pilot program
  - Consular Corps Outreach: Mexico, Canada, & Israel
- ❖ Q2 Activities
  - Manage 3 month pilot protocol network program
  - Integrate feedback and expand network
  - Consular Corps Outreach: China, Germany, & Japan
- ❖ Q3 Activities
  - Consular Corps Outreach: United Kingdom, France, & Mexico
  - Reconvene pilot program partners and review challenges, opportunities, and strategies for expansion of initiative
- ❖ Q4 Activities
  - Consular Corps Outreach: Singapore, Sweden

## III. Global Identity

### 1. Brand Alliance

- ❖ Q1 Activities
  - San Diego Global Forum: Latin America – in partnership with UCSD
  - Release of Invest San Diego brochure, English & Japanese
- ❖ Q2 Activities
  - San Diego Global Forum: Japan or South Korea – in partnership with UCSD
  - Release of Invest San Diego materials in Chinese & Spanish
- ❖ Q3 Activities
  - San Diego Global Forum in partnership with UCSD
  - Convene Brand Alliance working group
  - Industry & region profiles for Invest San Diego tool kit
- ❖ Q4 Activities
  - San Diego Global Forum in partnership with UCSD
  - Launch MadeInSD week branding initiative with MFG Day

### 2. Global Rankings

- ❖ Q2-4 Activities
  - Begin rankings visibility work with the Brookings Institution

### 3. Media Relations

- ❖ Q1 Activities
  - Familiarization tour with media company
  - Launch WTC San Diego monthly newsletter and international calendar of events
- ❖ Q2 Activities
  - One to three San Diego Stories in international media
- ❖ Q3 Activities
  - One to three San Diego Stories in international media





## Administration of the License

### 1. Global Competitiveness Council (GCC)

- ❖ Convene quarterly meeting of GCC to report on WTC activities and advise on WTC strategy
  - March 11, 2016
  - June 10, 2016
  - September 9, 2016
  - December 9, 2016

### 2. World Trade Center San Diego Board

- ❖ Report on WTC work plan at least twice each year, as directed by WTCSD Inc.

### 3. Founding Partner Staff Support

- ❖ Establish 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

### 4. Reporting

- ❖ Prepare quarterly reports of WTC activities and submit to Board and founding partner staff
- ❖ 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 INTERNATIONAL EVENTS – THIRD & FOURTH QUARTER, 2016**

- **Farnborough Air Show & Outbound Mission to London** (July 11-15)
- **Export Compliance Workshop with Taylor Guitars** (July 15)
- **Launch of UC San Diego's Tokyo office** (July 26)
- **Global Forum: Trans-Pacific Partnership Roundtable with Secretary of Commerce Penny Pritzker** (August 3)
- **Fundraising & Financing Workshop with Qualcomm Ventures** (August 16)
- **Launch of expanded Protocol Network** (August 25)
- **MetroConnect Happy Hour: International marketing** (September 21)
- **Global Cities Initiative Summit in Washington D.C.** (September 28)
- **BioJapan with Biocom, UC San Diego, & CONNECT** (October 14-17)
- **Swedish American Chamber Delegation: Life Sciences & Cleantech** (October 31-  
November 4)
- **MetroConnect Grand Prize PitchFest** (November 15)
- **WTC Annual Report release** (December 10)



**GLOBAL COMPETITIVENESS COUNCIL**

**WHAT:**

The Global Competitiveness Council (GCC) is a group of senior business, academic, government, and civic partners that will oversee World Trade Center San Diego (WTC San Diego) implementation of the Go Global regional trade and investment initiative. GCC members include representatives from each of the WTC San Diego license holders, former WTC Board members, Go Global initiative research partners and funders, as well as leadership from some of the region's most globally engaged companies. The GCC will advise on WTC San Diego programming, help to generate public support, financial resources, and coordination mechanisms for the broader initiative; and issue periodic trade and investment policy recommendations on behalf of the region.

**WHEN:**

The GCC meets every three months on the SECOND FRIDAY of the month from 2:00 – 3:00 PM at San Diego Regional EDC's office (530 B St. 11<sup>th</sup> Floor San Diego, CA 92101).

The schedule for 2016 is:

- Friday, March 11, 2016 – from 1:30 to 2:30 PM
- Friday, June 10, 2016 – from 2:00 to 3:00 PM
- Friday, September 9, 2016 – from 2:00 to 3:00 PM
- Friday, December 9, 2016 – from 2:00 to 3:00 PM

**WHO:**

San Diego County Regional Airport Authority Appointee:

Unified Port of San Diego Appointee:

City of San Diego Appointee:

San Diego Regional Economic Development Corp. Appointee:

World Trade Center San Diego Appointee:

Industry/University Partners:

Thella Bowns [or as assigned]

Randa Coniglio [or as assigned]

David Graham [or as assigned]

Mark Cafferty

Nikia Clarke

Kim Benson, Zenaida Global

Peter Cowhey, UC San Diego – School of GPS

Brennon Crist, JPMorgan Chase & Co.

Mark Field, Thermo Fisher

Cindy Gompper-Graves, South County EDC

Pablo Koziner, Solar Turbines [Craig Anderson]

Shelley Lyford, Gary & Mary West Foundation

Magda Marquet, Ajinomoto Althea

Julian Parra, Bank of America Merrill Lynch

Monique Rodriguez, Qualcomm

David Schultz, Quantum Design

Steve Shewmaker, Cubic Transportation Systems

Joe Terzi, San Diego Tourism Authority

David Weitz, Takeda Pharmaceuticals

Barbara Wight, Taylor Guitars

Jim Zortman, Northrop Grumman

Fabienne Perlov, San Diego Diplomacy Council



## COMMUNICATIONS STRATEGY

The Marketing & Communications plan focuses on activating WTC San Diego's three workstreams , engaging our target audience, and delivering key messages about the region and WTC San Diego.

### TARGET AUDIENCE

1. Internal: companies in San Diego looking to export and/or do business abroad; local investors; policy makers (regional)
2. External: potential foreign investors or talent outside the region (global identity), policy makers (national), Think-tanks and economic thought leaders

### GOALS

1. Internal: Increase WTC San Diego brand visibility in San Diego
2. External: Increase San Diego's visibility as a hub for innovation and entrepreneurship

### TACTICS

1. Earned Channels:
  - **Media Placements:** WTC San Diego will leverage both local and national media to increase awareness for events and for thought leadership exercises. National media will be used to bolster the Global Identity workstream.
    - **Op-Eds:** placed locally (e.g. San Diego Business Journal) to increase brand awareness. Topics of op-eds will vary based on events and global topics of interests (e.g. Brexit, a trade mission or MetroConnect Prize). Op-eds could be authored by GCC members or staff.
    - **International Media:** placement targets in outlets include *The New York Times* and *The Economist*. The goal is not to get WTC San Diego's name in international print but to bolster the region's global identity with stories about various topics including smart cities, genomics and more.
    - **Local Media:** placement targets include *San Diego Business Journal* and KPBS. Topics will be itched around upcoming WTC San Diego events and though leadership opportunities to trade missions.
  - **International Rankings:** WTC San Diego seeks to improve the region's visibility on strategic, data-driven rankings where the region has a legitimate claim to international leadership. These rankings are used are used by economic thought leaders, reporters and companies to gather information on target investment areas. These include CITIE, Mercer and other rankings, as necessary.



## 2. Owned Channels

- **Social Media:** WTC San Diego will leverage Facebook, LinkedIn and Twitter to increase local brand awareness and deliver positive messages about trade.
- **Website:** WTC San Diego has refreshed the Go Global San Diego website to include more information about WTC San Diego services and offerings. Pending funding, WTC San Diego plans to add sections that line up with the three workstreams and build out a library that will act as a resource for companies looking to go global.
- **Blog:** WTC San Diego is pushing out content via EDC's blog. Topics range from international trade missions to MetroConnect winners.
- **Newsletters:**
  - Monthly Bulletin – News about WTC San Diego and San Diego's international reach goes out to subscribers monthly.
  - WTC San Diego will also integrate international news into EDC's "Good News of the Week"

### Other Strategies:

- **Brand Alliance:** In order to tell San Diego's story effectively abroad, the region must build a coalition at home. WTC will launch a Brand Alliance Working Group in 2016. The brand alliance will develop a cohesive set of messaging and tools (collateral; digital assets) to position the region as a global economic leader.
- **Leveraging MetroConnect Winners:** WTC San Diego will leverage the 15 MetroConnect winners as a way to illustrate to local stakeholders why going global matters.
- **Brand Refresh:** World Trade Center San Diego has integrated the WTCA guidelines while also developing a distinct San Diego identity.



**WTC SAN DIEGO BUDGET 2016**

<b>Program Revenue</b>	<b>Budget</b>	<b>Actual</b>	<b>YTD 6/30</b>
License Holders (Port, Airport, City) agreement*	\$150,000	\$150,000	\$75,000
JPMorganChase MetroConnect Grant	\$240,000	\$235,000	\$235,000
City of San Diego for Trade Manager & Brand Alliance		\$87,500	\$0
San Diego Regional EDC	\$475,900	\$398,500	\$275,900
<b>Total Revenue</b>	<b>\$865,900</b>	<b>\$871,000</b>	<b>\$585,900</b>
<b>Programming Expenses</b>			
<b>Staffing</b>			
Staff (Director + Trade Manager (starts 7/1) + Coordinator)	\$166,000	\$233,000	\$83,000
Support (15% Comms/Operations)	\$40,000	\$40,000	\$20,000
<b>Staffing Total (*License holder funds applied here)</b>	<b>\$206,000</b>	<b>\$273,000</b>	<b>\$103,000</b>
<b>Export Pipeline Initiatives</b>			
MetroConnect Prize program and grants	\$240,000	\$235,000	\$82,000
Trade education services and seminars (summer2016)	\$50,000	\$5,000	\$0
<b>Export Pipeline Total</b>	<b>\$290,000</b>	<b>\$240,000</b>	<b>\$82,000</b>
<b>FDI Workstream Initiatives</b>			
Outbound Missions: Registration and Exhibit Fees (4)	\$16,000	\$16,000	\$7,310
Overseas Investor Receptions (4)	\$10,000	\$7,500	\$3,000
Incoming Delegation Receptions	\$5,000	\$15,000	\$11,712
Research	\$30,000	\$20,000	\$5,000
Consultants	\$15,000	\$10,000	\$0
<b>FDI Total</b>	<b>\$76,000</b>	<b>\$68,500</b>	<b>\$27,022</b>
<b>Global Identity Initiatives</b>			
Brand Alliance	\$25,000	\$25,000	\$0
International Media Relations Retainer & Reporter visits	\$166,000	\$150,000	\$44,482
Indices and Rankings research & filing fees	\$10,000	\$10,000	\$0
Global Forum with UCSD (4x Event Receptions)	\$10,000	\$10,000	\$5,000
<b>Global ID Total</b>	<b>\$211,000</b>	<b>\$195,000</b>	<b>\$49,482</b>
<b>Business Mission Travel</b>			
Hotel (40 nights)	\$10,000	\$16,000	\$12,000
Per Diem (40 days)	\$2,400	\$8,000	\$5,000
Flights (8x Int. Airfare for 1pax)	\$28,000	\$36,000	\$24,833
<b>Travel Total</b>	<b>\$40,400</b>	<b>\$60,000</b>	<b>\$41,833</b>
<b>Marketing &amp; Communications Support</b>			
WTCSD trade show booth/display kit	\$10,000	\$7,500	\$1,000
Brochures/Collateral/Website	\$20,000	\$20,000	\$11,000
Translation Services	\$10,000	\$5,000	\$1,000
Meetings/Catering	\$1,500	\$1,000	\$120
Gifts	\$1,000	\$1,000	\$400
<b>Mar/Com Support Total</b>	<b>\$42,500</b>	<b>\$34,500</b>	<b>\$13,520</b>
<b>Total Expenses</b>	<b>\$865,900</b>	<b>\$871,000</b>	<b>\$316,857</b>



# WORLD TRADE CENTER SAN DIEGO REPORT - Q2 2016

## Key Client Work

**Condor Airlines** – WTC San Diego and EDC supported the efforts of San Diego County Regional Airport Authority to bring Condor’s nonstop service to Frankfurt. WTCSD prepared a package that included research related to economic ties between Germany and San Diego, and company case studies. Condor will commence seasonal service beginning Summer 2017, joining British Airways and Japan Airlines as the region’s third nonstop international flight.

**DB Orthodontics** – WTC San Diego assisted the England-based medical supply company with its opening of a North American HQ in San Diego. DB Orthodontic’s senior leadership traveled to San Diego to view office space and receive information on immigration for employees moving to San Diego. WTCSD provided an introduction to the U.S. Department of Commerce and other resources.

## Workstream Highlights

**Export Pipeline** – The MetroConnect application period closed on May 2 with 73 San Diego companies applying for the program. The judging panel – which includes representatives from Applied Membranes, Biocom, Qualcomm Ventures, SDSU, Taylor Guitars, and others – and WTC San Diego announced the selection of the 15 companies at the June 30 launch event at the University Club. More than 150 people attended the event, which also included a Global Services Expo that exposed the cohort to export services from throughout the San Diego region. These companies represent the cleantech, life sciences, ICT, craft brewing and maritime industries and range in all sizes from five to 200 employees and \$10,000 to \$5 million in revenue.



WTC San Diego hired Lauren Lindner, previously at Qualcomm Ventures, to work with each of the 15 MetroConnect one-on-one in order to support their international strategies.

**FDI Attraction & Retention** – WTC San Diego traveled to Stockholm, Sweden to participate in a Brookings/ JPMorgan Chase Global Cities Forum. San Diego joined the Global Cities Initiative (GCI) almost four years ago, led by WTC San Diego’s founding partners – the City of San Diego, San Diego International Airport and the Port of San Diego. Stockholm is now joining the GCI and drafting its own internationalization strategy. Joined by four other GCI representatives, WTC San Diego spoke on panels and participated in working groups convened by Brookings, the Stockholm Chamber of Commerce and CONNECT Sweden to share San Diego’s experience of building a data-driven trade and investment strategy backed by a regional coalition of partners. In addition to the GCI forum, the trip helped lay the foundation for key economic ties between the San Diego and Stockholm regions.

Additionally, WTC San Diego traveled to Washington D.C. and hosted a booth in partnership with the City of San Diego at the SelectUSA Summit. The booth attracted nearly 40 international companies and investors that communicated interest in the San Diego region. These interests ranged from learning about the city’s concentration of innovation-based industries, San Diego’s climate action plan and the region’s growing talent pool.

In conjunction with the SelectUSA Summit, Nikia Clarke, executive director of WTC San Diego, was appointed to the Investment Advisory Council (IAC) by Secretary of Commerce Penny Pritzker. The IAC will advise the Secretary on the development and implementation of strategies and programs to attract and retain foreign direct investment in the U.S. and on ways to support the U.S. in remaining the world’s preeminent recipient of foreign direct investment.

### Q2 Metrics

# of delegations hosted: 7

# of media hits: 34

# of people reached: 143 million





## Workstream Highlights Continued

**Global Identity** – WTC San Diego and EDC have embarked on an effort to tell San Diego’s “innovation + quality of life” story to national and international media. Some recent highlights of these efforts include:

- **Worth:** San Diego was featured in the June edition of *Worth Magazine*. In addition to a six-page editorial feature on the cross-border economy, an extensive eight-page spread featured San Diego innovation and global highlights, with information on the Port, Airport, and others. The print edition will be seen by more than 310,000 readers
- **Forbes:** San Diego was featured as one of the “Top 10 software and tech hotspots” in *Forbes*. The research referenced in the study was conducted by EDC. *Forbes* reaches more than 45 million individuals monthly.
- **Mashable and CNBC:** San Diego’s startup ecosystem made national headlines. EDC SVP Sean Barr spoke to *Mashable* about San Diego’s innovation economy; *CNBC* featured EDC’s talent study and focused on other tech companies in the region. Combined, the two publications reach 35.6M visitors.



*Worth Magazine's San Diego insert*



**ITEM 4: PRESENTATION OF 2015 WTC SAN DIEGO ACTIVITIES AND  
DEVELOPMENT OF ANNUAL REPORT TEMPLATE**



**WORLD TRADE  
CENTER  
SAN DIEGO**

**2015 – 2016  
ANNUAL REPORT**



**WORLD TRADE CENTER®  
SAN DIEGO**





# A REGIONAL FRAMEWORK

## **Rationale for a regional global strategy**

In an increasingly integrated world economy, more strategic global economic engagement will prove crucial to San Diego's sustained economic competitiveness. Despite the region's size and geography, San Diego does not live up to its export potential. The benefits of exporting abroad are clear, however only a small fraction of companies, particularly small- and medium-sized enterprises (SMEs), actually export. While San Diego is the 17th largest metro area by GDP and population in the United States, the region ranks 61st in export intensity (percent of GDP exported abroad). Ongoing urbanization and the growing middle class across the globe ensure that export markets will continue to grow. Similarly, global FDI has increased more than five-fold between 1991 and 2011 to more than \$25 trillion, but San Diego ranks 49th among the 100 largest metros in the share of employees in foreign-owned firms. Building upon these global trends, the rationale for San Diego taking a more deliberate approach to global engagement is compelling.

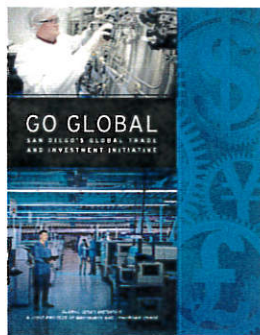
## **Development of a regional global strategy**

San Diego's participation in the Global Cities Initiative (GCI) began in 2012 when the Brookings Institution selected San Diego as one of eight metro areas to participate in the Metropolitan Export Exchange program. GCI is a joint project of the Brookings Institution and JPMorgan Chase & Co. to increase metro areas' global fluency and economic

engagement. The effort culminated locally in the release of the *Global San Diego Export Plan* in early 2014, and the formation of the Global Competitiveness Council to champion international efforts. Following the release of the export plan, Brookings announced San Diego would be part of the Metro Foreign Direct Investment (FDI) Pilot, the second phase of the GCI. The cohort of six metros – including Seattle, San Antonio, Minneapolis-St. Paul, Portland, Columbus, and San Diego – represents the first U.S. regions to develop global trade and investment plans, including both exports and FDI. The process in San Diego was led by a core team with representatives from WTC San Diego and each of its Founding Partners – City of San Diego, Port of San Diego, and San Diego County Regional Airport Authority – San Diego Regional EDC, Biocom, Qualcomm, UC San Diego, and the Governor's Office of Business and Economic Development.



## **Launch of a regional trade and investment strategy and re-launch of WTC San Diego**



After three years of development and with input from more than 350 businesses in San Diego, more than 30 regional partners launched the Go Global San Diego Initiative on March 11, 2015. This trade and investment initiative was created help the region increase its global competitiveness by growing jobs through increased exports, enhancing the region's global identity, and strengthening connections to global markets that matter most to the region's competitiveness.

After the release, the Founding Partners restructured WTC San Diego and relaunched it in late 2015 with a revitalized mandate. Operating as an affiliate of San Diego Regional EDC, its main mission is to build on a regional legacy of trade services provisions in order to execute this comprehensive trade and investment initiative. This strategic move effectively unifies the global engagement priorities of the region under the WTC banner, and positions San Diego to compete on the global stage.



# WORLD TRADE CENTER PRIORITIES

## 2015-2016

### **PRIORITY #1: EXPORT PIPELINE**

Cultivating a pipeline of globally competitive local firms will boost exports, strengthen the industry clusters that draw foreign investment, and generate impacts throughout the regional innovation ecosystem. In its pilot year, the MetroConnect (MC) prize demonstrated the impact potential of the challenge grant model in driving export-ready firms to internationalize successfully. In year two, WTC San Diego will broaden support programming for MetroConnect firms, enhance available resources and education services for internationalizing SMEs, and highlight export opportunities presented by Founding Partner programs and facilities.

### **PRIORITY #2: FDI ATTRACTION & RETENTION**

Maximizing foreign investment opportunities for the region requires building and institutionalizing linkages with strategic markets abroad, as well as better leveraging local companies, partners, and assets. WTC San Diego will support at least three outbound delegations to target key investment markets in 2016, coordinating with Founding Partner investment and route development objectives. WTC San Diego will also increase coordination mechanisms for hosting incoming delegations with the deployment of a regional protocol network, and develop recommendations for post-M&A aftercare for foreign firms.

### **PRIORITY #3: GLOBAL IDENTITY**

San Diego is characterized by a strong innovation sector and high quality of life. However, the region's visibility in international rankings, indices, and media does not reflect its highly competitive assets in terms of talent, R&D capacity, innovation, and livability. WTC San Diego will work through a regional brand alliance to amplify visibility in target markets and launch a global marketing campaign—including a Founding Partner branded suite of Invest San Diego collateral. WTC San Diego will also provide local opportunities for global dialogue, like the quarterly Global Forum in partnership with UC San Diego.

# PRIORITY #1: EXPORT PIPELINE

## **MetroConnect: Execute an export assistance program**

MetroConnect is the flagship program of World Trade Center (WTC) San Diego that provides SMEs the resources they need to engage in global markets. In 2015, WTC San Diego launched MetroConnect with overwhelming success, receiving more than 60 applications in its pilot year. 15 companies were chosen to participate in the program and received \$10,000 grants each. Each company received company support services from WTC and EDC to assist with their global expansions. Below are key results from MetroConnect year one.



presented by  
JPMORGAN CHASE & CO.

	Total # of grants awarded		Total \$ of grants awarded
	<b>15</b>		<b>\$200,000</b>
Total # new contracts signed	Total \$ of new sales generated	Total # of new operations/offices	Total # of countries engaged
<b>14</b>	<b>\$1.5 million</b>	<b>3</b>	<b>17</b>

In 2016, WTC San Diego launched MetroConnect for its second year and received 73 applications, of which 15 were chosen to participate. In response to the feedback from year one, WTC hired a new trade & investment manager to work with each company one-on-one with their international strategies and broadened the support programming with new partnerships with local companies. Below are some of the workshops and services these companies will provide in year two:



Hosting an export compliance workshop



JAPAN AIRLINES

Providing discounted direct flights to Tokyo



Offering free access to translation software & consultation services



Hosting a fundraising & financing workshop

## **Trade Missions: Execute a high impact trade mission to a key trade and investment market**

In 2016, WTC San Diego conducted a trade mission to England and France in coordination with The Maritime Alliance and the City of San Diego. This group of ten water technology companies attended Oceanology International - coming to San Diego in 2017 for the first time - as well as exploring export and expansion opportunities in the U.K. and Southern France.





## PRIORITY #2: FDI ATTRACTION & RETENTION

### **Outbound Missions: Support three missions to key international markets**

#### *Japan*

WTC traveled to Japan twice: first for the nanotech 2016 convention in Tokyo, in which it partnered with UC San Diego in hosting a Technology Symposium and investor reception; and second for the SelectUSA Roadshow in Tokyo, Nagoya, and Osaka. During these trips, WTC had touch points with more than 400 Japanese investors and met with Denso, Nitto Denko, and Takeda Pharmaceuticals to continue to build relationships with foreign companies in San Diego and their headquarters.

#### *Australia & New Zealand*

WTC traveled with the Airport Authority to Brisbane and Auckland to support route development efforts and meet with client companies to support growth abroad.

#### *SelectUSA Summit*

WTC traveled to Washington D.C. with the City of San Diego to attend the SelectUSA Summit, which brought more than 2,400 visitors from 70 international markets interested in investing in U.S. cities.

#### *Sweden*

WTC traveled to Stockholm for a GCI forum in order to speak on panels to share San Diego's experience with building a data-driven trade and investment strategy and lay the foundation for key economic ties.

#### *France*

WTC supported San Diego Association of Realtors' delegation at MIPIM, the world's largest residential and commercial real estate investment show, in France.

### **Inbound Delegations: Host 10 incoming delegations from foreign metros**



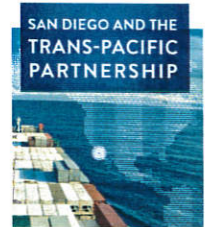
WTC San Diego hosted 13 foreign delegations from more than 30 countries. The delegations visited San Diego for many different reasons – from a Japanese delegation looking to meet with medical device companies in the region, to an Australian delegation lead by the U.S. American Chamber of Commerce seeking to learn about opportunities for investment and best practices, to a delegation led by the U.S. Economic Development Administration that brought more than 20 Latin American countries to San Diego to seek investment and partnership opportunities.





**Research: Position WTC San Diego as an authoritative and informative source for local trade and investment intelligence**

WTC San Diego, in partnership with UC San Diego, produced the “San Diego and the Trans-Pacific Partnership” study. The study focuses on the effects the TPP will have on the San Diego economy and will serve as a template for other metropolitan regions to duplicate.



**Protocol Network: Organize regional efforts to coordinate foreign delegations and schedule quarterly visits to Los Angeles for consulate outreach**

WTC San Diego and its core working group partners, the City of San Diego and Qualcomm, drafted a regional Protocol Network strategy. Based on best practices interviews with peer metros, and feedback from ten local partners, this network seeks to improve coordination mechanisms among regional partners, reduce replication of effort for network partners, and maximize the opportunities presented by foreign delegations. WTC launched a three month pilot in late March 2016 with a group of ten network partners to build and test coordinating infrastructure. This group consists of representatives from Biocom, City of San Diego, CONNECT, Office of City of San Diego Mayor Kevin Faulconer, Office of San Diego County Supervisor Ron Roberts – District 4, Port of San Diego, Qualcomm, San Diego Diplomacy Council, San Diego Regional Chamber of Commerce, and WTC San Diego.

WTC San Diego launched a quarterly calendar of consular outreach activities. In 2015-2016, WTC formalized working relationships with consulates from Japan, U.K., Israel, Canada, Germany, and China. As a result, Japan External Trade Organization and U.K. Trade and Investment have been integrated into MetroConnect programming and other activities, and WTC has been appointed lead agency for a new private sector secretariat under the California-China Trade and Investment MOU. This designation by the state enables San Diego to host vetted delegations.





## PRIORITY #3: GLOBAL IDENTITY

### **Brand Alliance: Align regional stakeholders and companies in order to amplify the San Diego story at home and abroad**

In order to tell San Diego's story effectively abroad, the region must build a coalition at home. WTC and EDC hosted a day-long workshop with the Brookings Institution in late 2015 to consolidate a global identity strategy. In 2016, WTC San Diego drafted a comprehensive global identity strategy and prepared to convene the first meeting of the Brand Alliance Working Group. The brand alliance will develop a cohesive set of messaging and tools (collateral and digital assets) to position the region as a global economic leader.



WTC San Diego released Invest San Diego collateral in English, Chinese, Japanese, and Spanish. This brochure highlights San Diego's strengths as a global innovation hub for international audiences.

In partnership with UC San Diego's School of Global Policy & Strategy (GPS), WTC San Diego hosted two Global Forums, which brought discussions revolving around trade and investment to the community at large; the first of which focused on trade with China, and the second on Latin America and the TPP.

### **Global Rankings: Gain visibility on data-driven indices**

WTC San Diego launched a pilot effort in partnership with the Brookings Institution to improve the region's visibility on strategic, data-driven rankings where San Diego has a legitimate claim to international leadership. WTC San Diego targeted four rankings used by economic thought leaders, reporters, and companies to gather information on target investment areas. Outreach began in mid 2016.

### **Media Relations: Secure San Diego-focused stories in top-tier publications**

WTC and EDC contracted with a media relations firm to assist with San Diego's presence in national and international media outlets. The firm traveled to San Diego and participated in a familiarization tour of the San Diego region. Early outcomes from these efforts include features on San Diego's startup ecosystem, border economy, technology industries, and global connectivity in publications such as Mashable, CNBC, Worth, Forbes, and others, reaching more than 809 million individuals globally.

**Mashable**



**Forbes**



# KEY CLIENT WORK

## Route Development

**Condor Airlines** – WTC San Diego and EDC supported the efforts of San Diego County Regional Airport Authority to bring Condor’s nonstop service to Frankfurt. WTC prepared a package that included research related to economic ties between Germany and San Diego, and company case studies. Condor will commence seasonal service beginning Summer 2017, joining British Airways and Japan Airlines as the region’s third nonstop international flight.

**Edelweiss Airlines** – WTC San Diego supported efforts of the San Diego Regional Airport Authority and the San Diego Tourism Authority to bring an additional nonstop service from San Diego to continental Europe. Edelweiss, a Swiss leisure carrier, announced in June that it will offer flights between San Diego and Zurich twice a week starting in 2017.

## Company Support

**Denso** – The Japanese auto parts supplier is conducting research in order to justify maintaining its North American research headquarters in Vista. WTC and EDC worked with the company’s local and Japanese leadership to understand its challenges and create a more engaged relationship with local and state government. As a result, the company will likely pursue the Cal Competes Tax Credit.

**Hydranautics-Nitto Denko** – The Japanese-owned water membrane manufacturer, located in Oceanside, is pursuing a partnership with a Vietnamese appliance manufacturer to expand its export opportunities to Southeast Asia. This Vietnamese firm is also seeking sites for its North American expansion. WTC is helping to facilitate this partnership by providing local market research and assisting with site selection efforts.

**GroundMetrics** – WTC San Diego assisted the oil and gas sensor technology company, also a MetroConnect 2016 cohort company, with researching possible grants offered by the Department of Energy. These grants will assist the company with its expansion into new markets in Southeast Asia, Latin America, and elsewhere.

**DB Orthodontics** – WTC San Diego assisted the England-based medical supply company with its opening of a North American HQ in San Diego. The company’s senior leadership traveled to San Diego to view office space and receive information on immigration for employees moving to San Diego. WTC provided an introduction to the U.S. Department of Commerce and other resources.

**AVACEN Medical** – WTC San Diego assisted the medical device manufacturer, also a MetroConnect 2016 cohort company, with translation requirements for its expansion into the European Union. In order to comply with localization of language in the E.U., WTC contacted multiple translation companies and conducted research to ensure AVACEN has the correct information for the shipping of its product to customers.

**Project Flower** – WTC San Diego provided the global technology company with a package of materials according to its search criteria – highlighting San Diego’s strengths in talent, software and biotech. The company is considering San Diego as the location for a southern California R&D facility, which would bring 500 jobs to the region.



# GLOBAL COMPETITIVENESS COUNCIL

The Global Competitiveness Council (GCC) is a group of senior business, academic, government, and civic partners that will oversee World Trade Center (WTC) San Diego's execution of the Go Global San Diego regional trade and investment initiative. GCC members include representatives from each of the Founding Partners of WTC San Diego, former WTC Board members, Go Global initiative research partners and funders, as well as leadership from some of the region's most globally engaged companies. The GCC will advise on WTC San Diego programming, help to generate public support, financial resources, and coordination mechanisms for the broader initiative; and issue periodic trade and investment policy recommendations on behalf of the region.

## **GCC Members**

*San Diego County Regional Airport Authority Appointee:*

Thella Bowns [or as assigned]

*Unified Port of San Diego Appointee:*

Randa Coniglio [or as assigned]

*City of San Diego Appointee:*

David Graham [or as assigned]

*San Diego Regional EDC Appointee:*

Mark Cafferty

*WTC San Diego Appointee:*

Nikia Clarke

*Industry/University Partners:*

Kim Benson, Zenaida Global

Fabienne Perlov, San Diego Diplomacy Council

Peter Cowhey, UC San Diego – School of GPS

Monique Rodriguez, Qualcomm

Mark Field, Thermo Fisher

David Schultz, Quantum Design

Cindy Gompper-Graves, South County EDC

Steve Shewmaker, Cubic Transportation Systems

Pablo Koziner, Solar Turbines

Joe Terzi, San Diego Tourism Authority

Shelley Lyford, Gary & Mary West Foundation

David Weitz, Takeda Pharmaceuticals

Magda Marquet, Ajinomoto Althea

Tim West, JPMorgan Chase & Co.

Julian Parra, Bank of America Merrill Lynch

Barbara Wight, Taylor Guitars

Jim Zortman, Northrop Grumman



# WHERE IN THE WORLD IS WTC SAN DIEGO?



## FOUNDING PARTNERS OF WTC SAN DIEGO:



**ITEM 5: DISCUSSION OF MEMBERSHIP OF GLOBAL COMPETITIVENESS  
COUNCIL AS OUTLINE IN 2016 WORK PLAN**







**GLOBAL COMPETITIVENESS COUNCIL**

**WHAT:**

The Global Competitiveness Council (GCC) is a group of senior business, academic, government, and civic partners that will oversee World Trade Center San Diego (WTC San Diego) implementation of the Go Global regional trade and investment initiative. GCC members include representatives from each of the WTC San Diego license holders, former WTC Board members, Go Global initiative research partners and funders, as well as leadership from some of the region’s most globally engaged companies. The GCC will advise on WTC San Diego programming, help to generate public support, financial resources, and coordination mechanisms for the broader initiative; and issue periodic trade and investment policy recommendations on behalf of the region.

**WHEN:**

The GCC meets every three months on the SECOND FRIDAY of the month from 2:00 – 3:00 PM at San Diego Regional EDC’s office (530 B St. 11<sup>th</sup> Floor San Diego, CA 92101).

The schedule for 2016 is:

- Friday, March 11, 2016 – from 1:30 to 2:30 PM
- Friday, June 10, 2016 – from 2:00 to 3:00 PM
- Friday, September 9, 2016 – from 2:00 to 3:00 PM
- Friday, December 9, 2016 – from 2:00 to 3:00 PM

**WHO:**

San Diego County Regional Airport Authority Appointee:

Thella Bowns [or as assigned]

Unified Port of San Diego Appointee:

Randa Coniglio [or as assigned]

City of San Diego Appointee:

David Graham [or as assigned]

San Diego Regional Economic Development Corp. Appointee:

Mark Cafferty

World Trade Center San Diego Appointee:

Nikia Clarke

Industry/University Partners:

Kim Benson, Zenaida Global  
 Peter Cowhey, UC San Diego – School of GPS  
 Brennon Crist, JPMorgan Chase & Co.  
 Mark Field, Thermo Fisher  
 Cindy Gompper-Graves, South County EDC  
 Pablo Koziner, Solar Turbines [Craig Anderson]  
 Shelley Lyford, Gary & Mary West Foundation  
 Magda Marquet, Ajinomoto Althea  
 Julian Parra, Bank of America Merrill Lynch  
 Monique Rodriguez, Qualcomm  
 David Schultz, Quantum Design  
 Steve Shewmaker, Cubic Transportation Systems  
 Joe Terzi, San Diego Tourism Authority  
 David Weitz, Takeda Pharmaceuticals  
 Barbara Wight, Taylor Guitars  
 Jim Zortman, Northrop Grumman  
 Fabienne Perlov, San Diego Diplomacy Council



**ITEM 6: DISCUSSION OF ETHICS CODE / CONFLICT OF INTEREST POLICY**



## **ITEM 7: APPROVAL OF PROPOSED DATES AND LOCATION OF REGULAR WTC SAN DIEGO BOARD MEETINGS**

Proposed dates and times for first (January) 2017 WTC San Diego Board Meeting:

Monday, January 23, 2017	09:00am or 2:00pm
Wednesday, January 25, 2017	09:00am or 2:00pm
Tuesday, January 31, 2017	09:00am or 2:00pm

Proposed dates and times for second (July) 2017 WTC San Diego Board Meeting:

Monday, July 10, 2017	09:00am or 2:00pm
Tuesday, July 11, 2017	09:00am or 2:00pm
Monday, July 17, 2017	09:00am or 2:00pm

Proposed location for both 2017 meetings:

San Diego International Airport  
SDCRAA Administration Building – Third Floor  
3225 N. Harbor Dr.  
San Diego, CA 92101

