

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

Agenda

Thursday, September 28, 2017
1:00 PM

San Diego Unified Port District
Board Room
3165 Pacific Highway
San Diego, California 92101

Board of Directors

Robert H. Gleason, Chair (SDCRAA)
David Graham, 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 March 29, 2017 board meeting.
2. **DISCUSS FORMAT OF MINUTES**
3. **WTCSD 2017 WORK PLAN AND BUDGET STATUS REPORT**
Presented by Nikia Clarke, Executive Director, World Trade Center San Diego
4. **REVIEW AND APPROVE DRAFT WORK PLAN FOR 2018**
Presented by Nikia Clarke, Executive Director, World Trade Center San Diego
5. **REVIEW AND APPROVE DRAFT BUDGET FOR 2018**
Presented by Nikia Clarke, Executive Director, World Trade Center San Diego
6. **DISCUSS THE CONTENT AND FORMAT OF THE 2017 ANNUAL REPORT**
Presented by Nikia Clarke, Executive Director, World Trade Center San Diego

7. DISCUSS ANNUAL ELECTION OF OFFICERS/BOARD COMPOSITION

Presented by Robert Gleason, Chair, WTC San Diego Board of Directors

8. PRESENTATION OF TRADE SERVICES DELIVERY OF WTC BOGOTA AND WTC LIMA

Presented by Bella Heule, Chief Marketing Officer & Vice President, San Diego Unified Port District

9. PROPOSE AND APPROVE DATE FOR WTC SAN DIEGO BOARD MEETING

Adjournment

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

Wednesday, March 29, 2017
12:00 P.M.
San Diego Unified Port District
Board Room
3165 Pacific Highway
San Diego, California 92101

Call to Order: Board Member Gleason called the special meeting of the Board of Directors of the World Trade Center San Diego, Inc. to order at 12:09 p.m., on Wednesday, March 29, 2017, in the Board Room of the San Diego Unified Port District, 3165 Pacific Highway, 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. APPROVAL OF MINUTES:**
RECOMMENDATION: Approve the Minutes of the November 14, 2016 Board meeting.

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

- 2. APPROVAL OF 2017 WORK PLAN, BUDGET AND CURRENT STATUS REPORT**

Nikia Clarke, Executive Director, World Trade Center (WTC) San Diego, addressed the Board and presented the 2017 Work Plan and Budget. Ms. Clarke discussed the WTC Workstreams which included the Export Pipeline, FDI Attraction and Retention and Global Identity. Ms. Clarke also discussed the upcoming Mayoral Trade Missions.

Bella Heule, Vice President, Public Policy, San Diego Unified Port District, provided an update on the Port of San Diego launching a new brand as part of a comprehensive marketing strategy.

ACTION: Moved by Board Member Merrifield and Seconded by Board Member Graham to approve the 2017 Work Plan and Budget. Motion carried unanimously.

3. FORM 700 COMPLIANCE DISCUSSION

Dave Catalino, Deputy General Counsel, San Diego Unified Port District addressed the Board and discussed the current filing requirements of Statement of Economic Interests – Form 700. Mr. Catalino presented a recommendation to include World Trade Center employees,

ACTION: Moved by Board Member Merrifield and Seconded by Board Member Gleason directing further discussions with staff. Motion carried unanimously.

4. APPROVAL OF PROPOSED DATE FOR WTC SAN DIEGO BOARD MEETING

ACTION: Moved by Board Member Gleason and Seconded by Board Member Merrifield approving September 21, 2017 at 9:00 AM for the next WTC San Diego Board Meeting. Motion carried unanimously.

5. FISCAL STRUCTURE OF WORLD TRADE CENTER SAN DIEGO, INC.

The Board discussed establishing an ad hoc committee to provide recommendations of assigning cost responsibilities with relation to applicable activities, including related travel expenses

ACTION: Moved by Board Member Gleason and Seconded by Board Member Merrifield establishing an ad hoc committee. Motion carried unanimously.

Adjournment: The meeting was adjourned at 1:29 p.m.

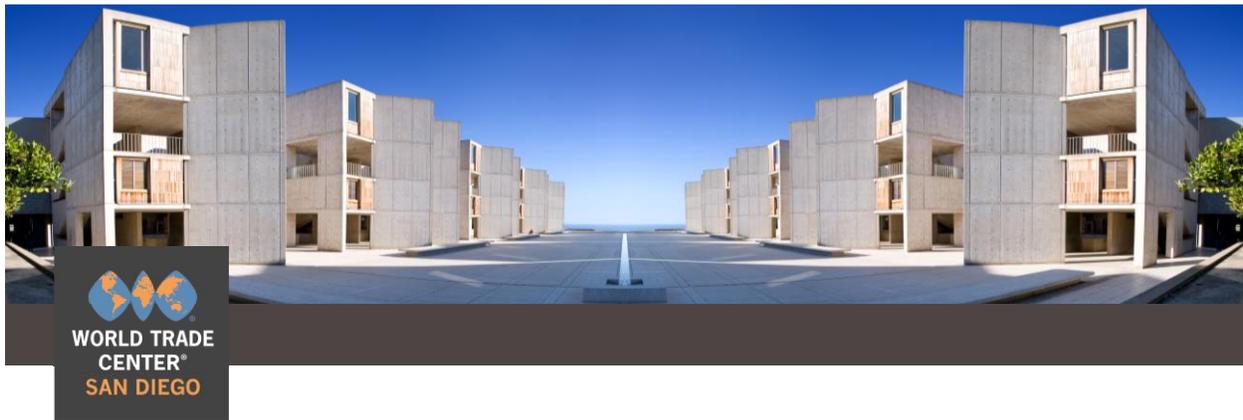
APPROVED BY A MOTION OF THE WORLD TRADE CENTER SAN DIEGO, INC.
BOARD THIS ____ DAY OF _____, 2017.

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

ATTEST:

Laura Nicholson
Deputy District Clerk
San Diego Unified Port District

draft



World Trade Center San Diego 2018 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.

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 2018, WTC San Diego will wrap up year three of the MetroConnect export program, launch a priority industry track, and systematize regional export expertise via a website buildout of resources, contacts and fast facts for companies looking to go global.

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 partners and assets. In 2018, WTC will complete a market prioritization research effort with the Brookings Institution to drive the next phase of regional trade and investment planning, work in partnership with the San Diego Regional Airport Authority on priority route service development projects, and further expand the reach and functionality of the protocol network website (discoversdbiz.com) in order to streamline opportunities for inbound delegations and connect them to the regional economy.

Global Identity: Enhancing the San Diego region's reputation and visibility nationally and globally around talent, R&D capacity, innovation and livability underpins investment retention and attraction efforts as well as global connectivity goals. In 2018, WTC will lead two outbound trade missions in partnership with its Founding Partners, launch a San Diego Global Business Report, and leverage the San Diego: Life. Changing. Brand in order to create a suite of marketing materials in multiple languages and upgrade its web presence. Global Business Report that will launch in Q1 of 2018 and serve as an external facing document that synthesizes key metrics, facts and anecdotes around San Diego's global economy.

Export Pipeline: 2018

Tactics

- Complete the Execution of MetroConnect Year Three and Launch Year Four
 - Continue program support of the (15) participating companies selected in 2017 and launch a new cohort later in the year, focused on priority industry verticals (likely defense)
 - Execute Year Four on a condensed level in order to integrate into OEA programming and build up sectoral expertise
- Provide trade education for San Diego SMEs
 - Launch export resources network as part of the overarching EDC website overhaul
 - Deliver (3) targeted workshops on export and international sales subjects
 - Execute outreach and provide export services to local defense technology community, based on learnings and case studies from MetroConnect Year 4
- Facilitate trade show/trade mission participation for San Diego companies
 - Integrate companies into relevant, heavy-hitting tradeshow abroad, namely BioJapan (Yokohama) and the Farnborough International Airshow (Farnborough,UK) – latter is part of OEA programming

Outputs

- 15 company case studies (for Year 3 cohort)
- 5 company success stories, to be repurposed for marketing materials
- Export resources content launch

Metrics

- (25) export company projects
- \$10m+ in new international sales
- (5-10) San Diego companies in trade shows with industry prioritization alignment

FDI Attraction & Retention: 2018

Tactics

- Participate in Brookings Institution Global Cities Initiative; market prioritization project
 - Started in 2017, San Diego's participation in the latest project from the Brookings' Global Cities Initiative will allow the WTC team to analyze and confirm which specific industries and global markets the organization should be focusing efforts around
 - Early research confirms activities should align with biotech (precision medicine and advanced manufacturing specifically) as well as defense (aerospace, etc.)
 - **This research will serve as a baseline for all core programming throughout 2018**
- Expand protocol network website
 - Build out current portal at www.discoversdbiz.com to include all core San Diego industries and additional companies in order to streamline foreign delegation requests and experiences
 - Provide proactive programming around target conventions WEST 2018 (Feb); Exponential Medicine (November)
- Build strategic partnerships with target markets
 - Support international route service development
 - Provide launch programming for new 2018 flight (Lufthansa, others TBD)
 - Execute additional mission travel for preliminary research purposes (Australia, Scandinavia, the Netherlands)

Outputs

- Finalized Brookings market prioritization study
- Comprehensive protocol/foreign delegation website buildout
- 1 international flight launch event

Metrics

- (10) FDI company projects
- (25) foreign delegations personally hosted and (100+) stewarded via the protocol network website
- (1) new global connection (consular office/international flight)
- (2) new markets identified for 2019 programming

Global Identity: 2018

Tactics

- Leverage EDC's Life. Changing. Campaign
 - Integrate translation capabilities into current www.sdlifechanging.org site for purposes of global outreach and FDI activities
 - Execute a paid and earned campaign in target markets to increase San Diego's international visibility
 - Secure international media placements
- Create suite of new WTC San Diego marketing materials for in-person distribution
 - WTC San Diego Services Brochure (what we do and how we help)
 - Revamp of InvestSD brochures to target specific sectors and include FDI case studies
 - Biotech
 - High-Tech/Aerospace
 - Translate all new materials into Mandarin, Japanese and Spanish
- Lead two international trade missions (one new market development, one mature market maintenance)

Outputs

- Enhanced Life. Changing. website
- New marketing collateral products
- 2 international trade missions

Metrics

- At least 20% of website traffic derived from international sources
- (75) international companies/organizations equipped with WTC San Diego marketing material
- (5) placements in top-tier international media

World Trade Center San Diego 2017 Work Plan

Export Pipeline

FDI Attraction & Retention

Global Identity

1) Export Pipeline

A. MetroConnect Program

- ❖ Q1 Activities
 - Continue support of (15) companies participating in Year 3 cohort
 - Lead (2) social/networking events for all current and past MetroConnect participants
 - Ensure all relevant companies are aware of latest CalCompetes round and provide walk thrus of submission process
- ❖ Q2 Activities
 - End of program KPI's submitted and finalists selected – 4/30
 - MetroConnect Grand Prize – Pitchfest & Demo Day – 5/15
- ❖ Q3 Activities
 - Hand select group of local defense/high-tech companies to participate in MetroConnect Year 4
 - Focus will be on a smaller cohort with specific industry alignment and needs
 - Invite companies to participate and confirm cohort
 - Kick-off event with elected officials announcing the new cohort – 8/1
 - Onboarding meetings with each participating company and buildout of curated strategies based on individual need
- ❖ Q4 Activities
 - Continue support of (5-10) companies participating in Year 4 cohort; final number will be based on fundraising success

B. Export Resources + Additional Company Support

- ❖ Q1 Activities
 - Serve on advisory council for The Maritime Alliance Export Initiative – assistance in recruiting and vetting companies
 - Consolidate list of export resources around San Diego County – trade orgs, governmental teams, services providers, etc.
- ❖ Q2 Activities
 - Finalize export resources list and integrate into the WTC San Diego section of the San Diego Regional EDC Website
 - Promote new information and site buildout via SEO, social media and digital marketing channels
- ❖ Q3 Activities

- Provide companies with information on ICEP grants delivered by GO-Biz – goal of (3) companies benefitting
- ❖ Q4 Activities
 - Execute series of export workshops for defense-related companies
 - BIS Regulations
 - SPAWAR Commercialization Process
 - Pivoting from Defense to International Commercial Contracts

C. Trade Show + Mission Participation

- ❖ Q3 Activities
 - Participation in Farnborough International Airshow (July 16-22) with relevant defense companies looking to export
- ❖ Q4 Activities
 - Participation in BioJapan (November 2018) with relevant companies looking to export

2) FDI Attraction & Retention

A. Brookings Institution Global Cities Initiative

- ❖ Q1 Activities
 - Assignment #2 due to Brookings – Deep dive analysis of global locations sharing similar or complementary activities for purposes of potential economic partnerships and benefits
- ❖ Q2 Activities
 - Assignment #3 – Further assessment of potential global metro partners based on cultural metrics (historical linkages, political systems, industry regulations, immigrant populations)
- ❖ Q3 Activities
 - Delivery of final report to Brookings and recap event in Washington, D.C. with (7) other participating metros

B. Expand Protocol Network

- ❖ Q1 Activities
 - Launch newest iteration of www.discoversdbiz.com, complete with inclusion of all major San Diego industries and companies. Companies will be added throughout the year and connected with foreign delegations via an automated selection and backend communication process
 - Integrate site into content/materials for 2018 WEST in February (tradeshow focused on sea military affairs, products, and industry)
- ❖ Q3 Activities
 - Assess delegation input information and reach out to high-level groups primed for investment in the region; deliver white-glove programming and services (will occur throughout the year)
- ❖ Q4 Activities

- Integrate site into content/materials for Exponential Medicine in November (tradeshow focused on groundbreaking biotech research and precision medicine)

C. Build Strategic Partnerships with Target Markets

- ❖ Q1 Activities
 - Travel to Routes 2018 Asia in Brisbane for route development support and market exploratory
 - Work with SDCRAA & SDTA on China route service and market entry strategy (ongoing priority in 2018)
- ❖ Q2 Activities
 - Attend World Trade Center Association General Assembly 2018 in Leeuwarden, Netherlands (April)
 - Attend SelectUSA Investment Summit in Washington, D.C. (June)
 - Lead outbound company mission to Farnborough Air Show (July)
 - Execute side trips to WTC Dublin and Glasgow while in UK (tent.)
- ❖ Q3 Activities
 - Coordinate launch event for Lufthansa inaugural flight with German American Chamber of Commerce and other partners
- ❖ Q4 Activities
 - Japan – Trade Mission with Biocom (TBD)
 - Attendance at BioJapan (November)
 - Company delegation (San Diego, CA pavilion)
 - Outline proactive missions for 2019
 - Tier 1: China, Germany, Australia, Netherlands
 - Tier 2: Switzerland, Korea, Sweden, Norway

3) Global Identity

A. Life. Changing. Campaign

- ❖ Q1 Activities
 - Integrate translation capabilities into current site for purposes of international utilization
 - Supplement current San Diego company toolkit with translated materials for international outreach
- ❖ Q2 Activities
 - Execute paid search campaign for purposes of increasing global engagement with new website
 - Create promotional card to drive traffic to site (suitable for handout purposes at tradeshow)

B. WTC Marketing & Thought Leadership

- ❖ Q1 Activities
 - Launch of new San Diego Global Business Outlook (external facing annual report, will be wrapped into WTC San Diego annual report)

- Development and translation of WTC Services brochure
- Revamp of InvestSD brochures with new focus on priority industries for FDI
- ❖ Q2 Activities
- ❖ Q4 Activities
 - Begin development of 2018 WTC San Diego Global Business Outlook

C. Media Relations

- ❖ Q1 Activities
 - Continue WTC San Diego monthly newsletter and integration with WTCA marketing channels
- ❖ Q2 Activities
 - One to three San Diego Stories in international media
- ❖ Q3 Activities
 - One to three San Diego Stories in international media

4) 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 16, 2018
 - June 15, 2018
 - September 21, 2018
 - December 14, 2018

2. World Trade Center San Diego Board

- ❖ Present WTC work plan and outcomes for Board approval at least twice each year, as directed by WTCSD Inc.

3. Founding Partner Staff Support

- ❖ Execute monthly 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 TRADE EVENTS

- ❖ Q1 Events
 - **WEST 2018 in San Diego** (February 6 – 8)
 - **Routes Asia 2018 in Brisbane, Australia** (March 18 - 20)

- ❖ Q2 Events
 - **WTCA General Assembly in Leeuwarden, Netherlands** (April 22 – 27)
 - **Brookings Global Cities Meeting in Washington, D.C.** (May TBD)

- ❖ Q3 Events
 - **Lufthansa Inaugural Flight in San Diego** (June TBD)
 - **SelectUSA in Washington, D.C.** (June 20 – 22)
 - **Farnborough International Airshow in Farnborough, UK** (July 16 – 22)

- ❖ Q4 Events
 - **WTC Annual Conference in New York, NY** (October)
 - **Trade Mission to Yokohama/Tokyo @ BioJapan** (October TBD)
 - **Exponential Medicine in San Diego** (November TBD)

GLOBAL COMPETITIVENESS COUNCIL

WHAT:

The Global Competitiveness Council (GCC) is a group of senior business, academic, government, and civic partners that drives a comprehensive regional global engagement strategy and seeks to position San Diego as a thought leader on issues related to trade, investment, and competitiveness. The GCC advises on WTC San Diego programming; generates public support, financial resources, and coordination mechanisms for the broader initiative; and issues periodic trade and investment policy recommendations on behalf of the region.

WHEN:

The GCC meets every three months on Fridays from 2:00 – 3:30 PM.

The schedule for 2018 is:

- March 16, 2018
- June 15, 2018
- September 21, 2018
- December 14, 2018

WHO:

<u>San Diego County Regional Airport Authority Appointee:</u>	Kimberly Becker [Hampton Brown]
<u>Unified Port of San Diego Appointee:</u>	Bella Huele [Stephen Schafer]
<u>City of San Diego Appointee:</u>	David Graham [Erik Caldwell]
<u>San Diego Regional Economic Development Corp. Appointee:</u>	Mark Cafferty
<u>World Trade Center San Diego Appointee:</u>	Nikia Clarke
<u>Trade Organization Appointees:</u>	Kerri Kapich, San Diego Tourism Authority Cindy Gompper-Graves, South County EDC Fabienne Perlov, San Diego Diplomacy Council

Industry/University Partners:

Dana Alligood, Bank of America	Magda Marquet, Alma Life Sciences (CHAIR)
Ken Behan, Systran Technologies	Jim Perkins, Procopio
Kim Benson, Zenaida Global	Garry Ridge, WD-40 Company
Rick Cooper, Manta Instruments	Monique Rodriguez, Qualcomm
Peter Cowhey, UC San Diego	Steve Shewmaker, Cubic Transportation Systems
Mark Field, ThermoFisher	David Weitz, Takeda Pharmaceuticals
Kristina Kim, Samsung	Tim West, JPMorgan Chase
Pablo Koziner, Solar Turbines	Barbara Wight, Taylor Guitars
Andrew Lee, ESET	Jim Zortman, Northrop Grumman

COMMUNICATIONS PLAN

The World Trade Center Communications plan focuses on 1) activating WTC San Diego's three workstreams, 2) engaging our target audience, and 3) delivering key messages about the region and EDC.

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 knowledge of WTC San Diego services and role with local businesses
2. External: Increase San Diego's global connectivity and international presence

WTC San Diego will undertake the following strategies and tactics to achieve the strategic goals:

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 but will likely focus on FDI in biotech and the international commercialization of defense technologies, per our areas of focus
 - **International Media:** placement targets in outlets include *The New York Times* and *The Economist* as well as in-market, high-profile targets like the Financial Times (UK) and Japan Times
 - **Local Media:** placement targets include *San Diego Business Journal*, *UT San Diego* and KPBS. Topics will be around core programming like MetroConnect, company success stories and international trade missions

Owned Channels

- **Website:** WTC San Diego will update and build out the relevant section of the EDC website in order to deliver export information and resources to local SME's. The team will also translate and leverage the SD: Life. Changing. website in order to promote the "Why San Diego?" story to international stakeholders and potentially utilize as an effective tool around FDI activity
- **WTC San Diego Services Brochure:** New piece of collateral will highlight key services of WTC San Diego, the organization's benefit to the region, opportunities to engage and case studies

- **InvestSD Brochure:** WTC San Diego will overhaul this particular piece of collateral and produce several versions that cater to specific, high-priority industries in an effort to provide an increasingly curated FDI pipeline. All resulting materials will be translated into Mandarin, Japanese and Spanish

- **Social Media:** WTC San Diego will leverage Facebook, LinkedIn and Twitter to increase local brand awareness and deliver positive messages about trade.
 - The team may look into small social media buys (\$200-\$500) in order to promote WTC San Diego services and content once relevant materials are launched/created

- **Newsletters:**
 - Monthly Bulletin – News about WTC San Diego and San Diego’s international reach goes out to subscribers monthly.
 - WTC San Diego will also continue its development of the San Diego Global Business Outlook – an externally facing annual report that tracks ongoing international connectivity and strength around the region

WTC SAN DIEGO BUDGET	2017	2018
Program Revenue		
License Holder Fees (Port, Airport, City) agreement*	150,000	75,000
Airport for route service support (in addition to license fee sponsorship)	25,000	12,500
City of SD for WTC staff and global identity program	150,000	62,500
County of San Diego grant (collateral)	14,000	0
San Diego Regional EDC	582,485	525,652
(*public funds committed through 6/30 only) Total Revenue	921,485	675,652
Programming Expenses		
Staffing		
Staff (3.5 FTE)		292,172
Support (10% Comms/Operations)		35,000
Staffing Total (*License holder funds applied here)	355,625	327,172
Export Pipeline Initiatives		
MetroConnect Grants & Grand Prize		140,000
MetroConnect Event Programming		10,000
Trade Education Services: Seminars & Exhibit fees		10,000
Defense Trade & Export Consultant		15,000
Export Pipeline Total	210,000	160,000
FDI Initiatives		
Japanese Market Consultant		30,000
Overseas Investor Receptions		10,000
Incoming Delegation Receptions		10,000
Research		15,000
Protocol Network Website Buildout		20,000
FDI Total	58,000	85,000
Global Identity Initiatives		
Brand campaign and int'l media relations		20,000
Global Identity Total	220,000	20,000
Business 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	43,360	62,480
Marketing & Communications Support		
Brochures/Collateral/Website		25,000
Translation Services		10,000
Meetings/Catering Including GCC and partner activities		4,000
Gifts		2,000
Mar/Com Support Total	34,500	41,000
Total Expenses	921,485	675,652

