

ANNEXES

Sep 4 – Sep 7, 2019

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ANNEX 1



World Energy Cities Partnership 2019 Working Meeting Officers Committee Meeting Minutes The Houston Club – 13:30 – 16:00

Member Cities Present:

Richard Sweetnam - Aberdeen, UK

Camilo Morales - Barranquilla, Colombia

Ziyad Al-Swaidan - Dammam, Saudi Arabia

Shafi Alkhaldi - Dammam, Saudi Arabia

Haibin Li - Daqing, China

Susanne Nordenbaek - Esbjerg, Denmark

Thomas Reil - Esbjerg, Denmark

Nancy Phillips - Halifax, Canada

Christopher Olson - Houston, USA

Filipe Cesar - Luanda, Angola

Kidi Caetano - Luanda, Angola

Elizabeth Lawrence - St John's, Canada

Birger Haraldseid - Stavanger, Norway

Thomas Pommier - General Secretariat

Observers:

Rikako Nakanishi - Kobe, Japan

Yuko Hirohata - Kobe, Japan

Mami Nakao - Kobe, Japan

I. Welcome and Call to Order – Nancy Phillips, Halifax

Ms. Nancy Phillips called the meeting to order at 13:30.

II. AGM Update – Richard Sweetnam, Aberdeen

Mr. Richard Sweetnam gave an update on plans for the 2019 AGM in Aberdeen (Sept. 4-7), explaining that Aberdeen City Council was working in collaboration with the tourism agency, national development agencies, and other agencies. The theme chosen for the AGM was: “From Alternative to Mainstream – Towards a 21st Century Energy Mix.” In this context, innovation and advanced technologies would also be a focus.

Mr. Sweetnam presented the final design of the WECP booth at Offshore Europe and encouraged fellow member cities to book the space for presentations or meetings by emailing wecp@aberdeencity.gov.uk. He added that proposals for panel sessions could also be submitted at that address.

Mr. Sweetnam pointed that all information regarding the AGM and the program of events would be available at www.wecpaberdeen2019.com. He asked that delegates register as soon as possible (online registration will close 2 weeks prior to the event), and reminded delegates with visa requirements to let the team know.

III. Minutes – Nancy Phillips, Halifax

Ms. Nancy Phillips called on members to check the “2018 AGM – Officers Committee Meeting Minutes” for errors, omissions, or comments.

Ms. Phillips asked if the \$10,000 allocated to the Marketing & Communications Committee for improvements to the WECP website had been utilized.

Mr. Thomas Pommier responded that the allocation had not been utilized, yet. The Secretariat felt that improvements to the website should be postponed until ongoing conversations about a renewed focus and direction for WECP concluded.

Ms. Phillips called for approval of the “2018 AGM – Officers Committee Meeting Minutes.”

All approved.

IV. Secretariat Updates – Christopher Olson, Houston

a. Committees

Mr. Christopher Olson opened the discussion on committees and the committee structure. He said that some committees seemed to be struggling to stay active, and pointed that keeping inactive committees alive put an unnecessary burden on the Secretariat and on officers from the member cities.

Mr. Thomas Reil agreed with Mr. Olson’s assessment. He offered an example, as chair of the Marketing & Communications Committee: once the project of designing a new logo and website had come to an end and the Secretariat had naturally taken over implementation, it became difficult for the committee to play an active role.

Mr. Richard Sweetnam agreed that the value of the committees should be re-assessed. He expressed his opinion that activity should focus on energy, as the common denominator between member cities, and added that he saw economic development related projects as the most valuable.

Ms. Elizabeth Lawrence also agreed with Mr. Olson’s assessment of the committee structure. She shared that the same issues with committee structures had come up at the local level in St John’s, with efforts to maintain committees – and attendance at committee meetings – taking most of the work.

Ms. Lawrence suggested that a project-based, opportunity-focused structure could be adopted. This would allow WECP members to form project teams on a voluntary basis, and move on to different projects after completion.

Ms. Nancy Phillips, supporting Ms. Lawrence’s suggestion, proposed that the current committees be dissolved in favor of a project-based structure. She added that current efforts to foster linkages between the innovation ecosystems of member cities could constitute the first project.

Ms. Phillips asked that the Secretariat consult with committee chairs absent from the meeting, so that their opinions could be taken into consideration.

Mr. Olson asked that the proposal to replace the current committee structure by a project-based structure be presented to the Board of Directors the next day.

All in favor.

b. Marketing & Communications Internship Program

Mr. Thomas Pommier explained that the proposal for a rotating internship program, discussed at the 2018 AGM in Kuala Lumpur, was still under works. Aberdeen had provided a draft proposal and the Secretariat was working with them to finalize it. The intern position would be hosted by the President city and would support marketing and communication activities.

Mr. Christopher Olson said that the plan was based on the pilot carried out in Halifax. The next President city could bring on a paid intern for communications (e.g. social media, day-to-day maintenance of the WECP website, etc...). Cost would be shared and the internship would be co-managed with the Secretariat.

Ms. Nancy Phillips asked that a budget be allocated for the program, now, so that the proposal could be approved electronically, ahead of the AGM in Aberdeen.

Mr. Pommier reminded the group that funds remaining from a previous allocation to the Marketing & Communications Committee had been used to support the pilot project in Halifax. WECP's participation in the cost of the 8-months internship had amounted to USD 11,870 (or ~78% of total cost, as per pay slips). He proposed that an annual budget of USD 18,000 be allocated. The expectation should be for WECP to fund 75% of the intern's compensation, with a cap at USD 18,000/yr.

Mr. Pommier also raised the question of the length of the internship. He asked if the internship should be offered for a 2-year period, 1 year, or a few months.

Mr. Richard Sweetnam responded that the proposal should make funds available for up to 2 years, coinciding with the length of term of the WECP Presidency, and allow flexibility for the President city to manage the internship program through those 2 years.

Ms. Susanne Nordenbaek agreed and added that the President city should be responsible for the hiring process. She expressed her opinion that the longer an intern could stay, the better. The goal should be to fill this position on a continuous basis.

Ms. Nordenbaek added that it is important to keep this project moving forward, so as not to lose momentum.

Ms. Elizabeth Lawrence urged Aberdeen and the Secretariat to ensure that specific roles and responsibilities be well defined, so as not to create overlap or redundancy with other WECP staff positions.

Mr. Richard Sweetnam asked that the allocation of USD 18,000/yr for this program be requested from the Board of Directors the next day.

All in favor.

c. CERAWeek 2019

Mr. Christopher Olson explained that CERAWeek is an executive-level, oil and gas and energy conference for thought leaders, which is held in Houston every year. Topics of focus in 2019, in addition to oil and gas, were nuclear energy, renewable energy, hydrogen, mobility, and innovation.

Mr. Olson reported that 8 member cities attended CERAWeek 2019, with Mayors, city executives, and executives from the innovation ecosystems participating as speakers. He noted that the conference provided WECP with a lot of recognition and visibility, at close to no cost. In fact, based on attendance fees, the total value of the partner agreement between WECP and CERAWeek could be estimated at around USD 40,000 per city.

Mr. Olson added that feedback from the CERAWeek team and from attendees had been very positive, and that CERAWeek would like to expand the program, with more Mayors participating in 2020.

Ms. Nancy Phillips reported that participation in CERAWeek had been beneficial for Halifax. Mayor Mike Savage spoke on the Mayors' panel about the future of energy cities, and had the opportunity to meet with the CEOs of major companies, including ABB, which allowed the city to advance its agenda regarding wind energy developments.

Ms. Phillips added that \$40,000 was a consequent investment, and that Halifax would never have been able to participate without the partner agreement negotiated by WECP with CERAWeek. And stated that although Halifax had not taken advantage of the Agora passes in 2019, the city intended to bring start-up companies in 2020.

Mr. Richard Sweetnam reported that Aberdeen also had great success at the conference. The CEO of the Oil and Gas Technology Centre (OGTC) joined the delegation and also participated as a speaker. He added that CERAWeek offered a significant opportunity to bring attention to WECP and its member cities.

Mr. Birger Haraldseid was also positive on Stavanger's participation in CERAWeek, and said he was impressed by the Innovation Agora, where the Mayors' various interventions were held.

Mr. Haraldseid also noted that it might be difficult for some Mayors to come to Houston for both CERAWeek in March and OTC in May. However, he expressed his opinion that more could be achieved at CERAWeek, in terms of furthering a city's agenda, because it offered the opportunity to speak directly with decision-makers.

Mr. Camilo Morales shared an anecdote on this subject, explaining that participation in CERAWeek allowed Barranquilla to meet with the Colombian Minister of Energy, and to raise awareness at the national level about Barranquilla's membership in WECP. He also noted that interactions with government and industry players at CERAWeek were likely to bring more investments to Barranquilla's energy sector.

Mr. Thomas Pommier noted that Calgary had reported having the opportunity to meet with Microsoft executives, which they also saw as a significant benefit from attending CERAWeek.

Ms. Elizabeth Lawrence said St John's had chosen not to participate in 2019. However, based on the feedback from members who attended, the city was likely to participate in the future.

Ms. Susanne Nordenbaek agreed that CERAWeek offered an important opportunity for WECP member cities to interact with the global energy industry, reminding the group that cities compare and compete to attract people and companies (e.g.: livability, etc...). She added that member cities should take advantage of CERAWeek to explain why they are part of WECP, and entice major companies to join in and share more knowledge and information on how cities can benefit from working together with the private the sector.

Ms. Phillips stated that the board should seek feedback from the Mayors who participated in CERAWeek, but that the consensus among officers seemed to be that WECP should move forward with expanding the partnership with CERAWeek and re-evaluate in May 2020.

All agreed.

d. **Strategy Review**

Mr. Christopher Olson thanked Halifax for their lead in advancing efforts to redefine WECP's strategy. He said he had reviewed the strategic plan produced in 2017, and paraphrasing from it, concluded that WECP would benefit from deciding what it wanted to be and what it wanted to do. He pointed that the global economy and the energy infrastructure were changing, and asked if the members would want WECP to be a leading voice in this transformation. He added that, based on comments about CERAWeek, there seemed to be an appetite for WECP to be more outward-facing and to focus on innovation, which would allow the Mayors to use WECP as a platform to interact with both the industry and the public on energy-related topics.

Mr. Olson asked for Ms. Nancy Phillips input.

Ms. Nancy Phillips expressed her opinion that development and innovation professionals needed to hear from cities, on issues in which cities play an important policy or regulatory role, such as autonomous vehicles, for example. She asked if WECP should focus on oil and gas, or take a broader perspective including renewables and other forms of energy, as well as innovation in the sector.

Mr. Camilo Morales supported the idea that WECP should broaden its perspective on energy, including oil and gas, as well as renewable and other resources.

Mr. Richard Sweetnam stated that both inward and outward-facing activities were important. WECP should allow member cities to project a certain image internationally, but recognizing that global events impact the future of our cities, WECP should also help bring an international perspective to the member cities.

Ms. Elizabeth Lawrence expressed her opinion that WECP should take a more global approach and be less internally focused. She stressed the importance for WECP to help member cities get a sense of their global impact.

Mr. Sweetnam said that the endorsement from WECP had been an important part of the development of an economic path for Aberdeen and the region.

Mr. Birger Haraldseid highlighted the importance of recruiting other member cities, with the aim to increase WECP's reach into other areas of the energy sector.

Ms. Phillips stated that input from board members would be requested the next day, and a conversation would be had regarding WECP's strategy going forward.

All agreed.

e. **Staffing (in camera)**

Ms. Nancy Phillips asked that all staff members, including note-takers, leave the room.

V. Membership Committee – Thomas Pommier, Secretariat

Mr. Thomas Pommier presented the Membership Report Card. He reported on payment of membership fees, and followed up on conversations in October 2018 about cities that had fallen out of good standing:

- **Calgary:** The Secretariat was able to reconnect, Calgary paid its 2018 membership fee and Mayor Nenshi participated in CERAWeek. Recent discussion with Ms. Robin Bews (EDC) led to the idea that WECP member cities could support each other when bidding to host international conferences such as the World Petroleum Congress (WPC) or the World Energy Congress (WEC).
- **Doha:** The Secretariat had not heard no updates from Doha on the Ministry of Municipalities' decision regarding the city's membership in WECP. Doha had not paid its 2019 membership fee.
- **Karamay:** The city was absent at both meetings in 2018, and had not paid its 2019 membership fee.
- **Villahermosa:** Membership fees from 2016 and 2017 were pardoned at the last board meeting. Villahermosa was present at the last meeting and had paid its 2018 membership fee. The 2019 membership fee had not been paid, yet.
- **Kobe:** The city would be presenting its formal membership application the next day. A vote would not take place until the AGM in Aberdeen.

Mr. Christopher Olson reported conversations with – and potential interest from – Ulsan, South Korea. He said Ulsan is home to one of the largest manufacturing facilities in South Korea, owned by Hyundai.

Mr. Thomas Reil reported that a mayoral trade mission from Esbjerg to Ulsan was planned for the following week, and asked if Ulsan had approached Houston about WECP.

Mr. Olson responded that Ulsan initially sought a Sister City relationship with Houston, but that conversations about WECP seemed to have piqued the Mayor's curiosity.

Mr. Camilo Morales reported similar conversations with Salvador da Bahia, Brazil.

Mr. Olson noted that although a number of cities have expressed interest in WECP, a discussion needed to be had on the impact of WECP's renewed focus and direction on the membership growth plan and on membership criteria.

Mr. Pommier pointed that the Membership Criteria policy had been added to the agenda package for members to review.

VI. Finance Committee – Thomas Pommier, Secretariat

Mr. Thomas Pommier presented the Unaudited Financial Statements for the Year Ended December 31, 2018. He stated that, overall, expenses had been kept within budget (\$144,266 of actual expenses vs. \$144,000 of budgeted expenses) and reported on items of significance:

- The 2018 period concluded on an actual deficit of \$9,317 (vs. budgeted surplus of \$10,000). This is due to:

- Receivables of \$32,000, of which \$8,000 had already been recovered and \$8,000 more were expected to be recovered. The other \$16,000 were not expected to be recovered due to doubts as to Doha's continued membership.
- The Secretariat raised \$10,000 less in sponsorship than budgeted.
- Moneys from the Restricted Fund were used to cover overage and expenses that had not been budgeted :
 - \$1,827 were used to cover overages from working meeting expenses (\$580 due to additional transportation cost to bus delegates from venue to venue; and \$1,642 due to additional costs for the reception).
 - \$4,642 that had not been budgeted were used to cover Secretariat travel expenses for for the courtesy visit to Doha.

VII. Meeting Adjourned



ANNEX 2

World Energy Cities Partnership 2019 Working Meeting Board of Directors Meeting Minutes The Houston Club – 15:00 – 16:45

Member Cities Present:

Lord Provost Barney Crockett - Aberdeen, UK

Richard Sweetnam - Aberdeen, UK

Camilo Morales - Barranquilla, Colombia

Mayor Fahad Al-Jubair - Dammam, Saudi Arabia

Mayor Mohamad Aljasim - Dammam, Saudi Arabia

Ziyad Al-Swaidan - Dammam, Saudi Arabia

Saleh Alqarni - Dammam, Saudi Arabia

Shafi Alkhaldi - Dammam, Saudi Arabia

Vice Mayor Zhenjiang Gong - Daqing, China

Jianbang Zhang - Daqing, China

Chuanxue Yan - Daqing, China

Haibin Li - Daqing, China

Mayor Jesper Frost Rasmussen - Esbjerg, Denmark

Rikke Vestergaard - Esbjerg, Denmark

Susanne Nordenbaek - Esbjerg, Denmark

Thomas Reil - Esbjerg, Denmark

Mayor Mike Savage - Halifax, Canada

Nancy Phillips - Halifax, Canada

Andrew F. Icken - Houston, USA

Christopher Olson - Houston, USA

Sharifa Zaida - Kuala Lumpur, Malaysia

Mayor Danny Breen - St John's, Canada

Elizabeth Lawrence - St John's, Canada

Councilor John Peter Hernes - Stavanger, Norway

Birger Haraldseid - Stavanger, Norway

Thomas Pommier - General Secretariat

Observers:

Vice Mayor Hidetoshi Terasaki - Kobe, Japan

Rikako Nakanishi - Kobe, Japan

Yuko Hirohata - Kobe, Japan

Mami Nakao - Kobe, Japan

- I. **Welcome and Call to Order – Mayor Mike Savage, Halifax**
Mayor Mike Savage called the meeting to order at 3:15 p.m.

- II. **Minutes – Mayor Mike Savage, Halifax**
Mayor Mike Savage introduced the “2018 AGM – Board of Directors Meeting Minutes” for approval.

All approved.

- III. **Secretariat Updates – Christopher Olson, Houston**

- a. **Strategy review**

Mr. Christopher Olson thanked Halifax for their lead in advancing efforts to redefine WECP's strategy. He gave an overview of his observations on the current status of WECP and on the

2018-2022 Strategic Plan developed by MariNova Consulting Ltd. and Halifax Global Inc. (HGI) in 2017. He mentioned in particular the fact that the plan itself stated: “It would be useful for WECP to clarify exactly what the organization stands for and what its platform/messaging should be.” Identifying this lack of clarity as an obstacle to the success of the organization, Mr. Olson suggested WECP’s purpose, mission, and vision be redefined, and the Strategic Plan revised accordingly.

He also reported his observation that keeping inactive committees alive was putting an unnecessary burden on the Secretariat and on officers from the member cities, and suggested WECP should transition to a more flexible, project-based structure.

All in favor.

b. CERAWeek 2019

Mr. Christopher Olson recognized Mr. Thomas Pommier for his central role in developing the partnership with CERAWeek, negotiating the agreement, and ensuring the delivery of a successful program.

He explained that CERAWeek was an executive-level, oil and gas and energy conference for thought leaders, which was held in Houston every year. Topics of focus in 2019, in addition to oil and gas, were nuclear energy, renewable energy, hydrogen, mobility, and innovation.

Mr. Olson reported that 8 member cities attended CERAWeek 2019 – with Mayors, city executives, and executives from the innovation ecosystems participating as speakers – and that feedback from the CERAWeek team and from attendees had been very positive. CERAWeek hoped to expand the program, with more Mayors participating in 2020.

He noted that the conference provided WECP with a lot of recognition and visibility, at close to no cost, and emphasized that there was an estimated \$40,000 benefit to each WECP city which participated in the conference. He argued in favor of a continued and ongoing partnership with CERAWeek.

Mr. Andrew Icken agreed that CERAWeek offered a lot of benefits for WECP and provided WECP Mayors with a global platform to engage energy leaders and discuss issues affecting their cities. He clarified that CERAWeek brought together executive-level energy leaders for all forms of energy and added that, after seeing significant growth in attendance and programming in 2019, the conference was expected to keep growing.

Lord Provost Barney Crockett shared his personal experience at CERAWeek. He confirmed that the conference provided a very high-level global policy forum with opportunities to meet key leaders from various governments, as well as from large energy and technology companies.

He also insisted on the importance of WECP’s partnership with CERAWeek as the first organization to bring the voice of cities to the conference. Continued presence of WECP Mayors at CERAWeek would be beneficial to WECP and its member cities.

Lord Provost Crockett also addressed budgetary challenges and the dilemma for cities which might need to choose between CERAWeek and the Offshore Technology Conference (OTC). He stated that if he had to choose, he would choose to participate in CERAWeek.

Mr. Camilo Morales also shared his experience, stating that CERAWeek provided Barranquilla with the opportunity to meet with the Colombian Minister of Energy, as well as with a number of high-level energy executives.

Mr. Birger Haraldseid noted that CERAWeek had become more internationally-focused than in previous years, which he saw as a positive development. He also praised the quality of programs at the Agora –CERAWeek’s innovation forum – and expressed his hope that Stavanger would be able to continue participating in CERAWeek.

Mayor Jesper Frost Rasmussen explained that, although Esbjerg had not participated in CERAWeek 2019, conversations with fellow WECP Mayors convinced him to participate in 2020. He expressed his opinion that both CERAWeek and OTC offered benefits, reiterated his desire to participate in CERAWeek in future years, but also indicated that it would be challenging for Esbjerg to travel to Houston twice every year.

Mayor Mike Savage shared his own experience, noting that he had been very impressed by the conference. He noted that CERAWeek was a future-oriented conference, that it was very well organized and that it attracted the highest level of C-suite executives from major companies. Although he agreed that there were benefits to visiting OTC, he expressed his opinion that CERAWeek had more to offer and his desire to strengthen WECP’s partnership with IHS Markit’s conference.

Mayor Savage noted that, although he did not intend for WECP to cease activities during OTC, a conversation would need to be had on whether the annual Working Meeting of WECP should be moved to coincide with CERAWeek.

All were in favor of continuing the partnership with CERAWeek.

c. **Staffing (in camera)**

Mayor Savage asked all individuals not officially representing their city at the table to temporarily leave the room. Mr. Thomas Pommier, Mr. Jose Carrillo, and Ms. Alexandra Krus left the room.

Proceedings were not recorded.

d. **Committees**

Ms. Nancy Phillips informed members that committees would be eliminated in favor of a more ad-hoc, project-based structure.

Mayor Mike Savage commented on the great work that committees had produced in the past and thanked everyone for their contribution.

IV. Membership Committee – Thomas Pommier, Secretariat

Mr. Thomas Pommier presented the Membership Report Card. He reported on payment of membership fees, and followed up on conversations in October 2018 about cities that had fallen out of good standing:

- **Calgary:** The Secretariat was able to reconnect, Calgary paid its 2018 membership fee and Mayor Naheed Nenshi participated in CERAWEEK 2019. Recent discussion with Ms. Robin Bews (Calgary Economic Development) led to the idea that WECP member cities could support each other when bidding to host international conferences such as the World Petroleum Congress (WPC) or the World Energy Congress (WEC).
- **Doha:** The Secretariat had not received any updates from Doha on the Ministry of Municipalities' decision regarding the city's membership in WECP. Doha had not paid its 2019 membership fee.
- **Karamay:** The city was absent at both meetings in 2018, and had not paid its 2019 membership fee, yet.
- **Villahermosa:** Membership fees from 2016 and 2017 were pardoned at the last board meeting. Villahermosa was present at the last meeting and had paid its 2018 membership fee. The 2019 membership fee had not been paid, yet.
- **Kobe:** The city would be presenting its formal membership application the next day. A vote would not take place until the AGM in Aberdeen.

All accepted the Membership Report Card as presented.

Lord Provost Barney Crockett expressed his intention to invite other cities to observe the 2019 AGM in Aberdeen, and his desire to revive plans for membership growth in the near future. We should promote WECP as a positive group that cities want to join.

Mayor Jesper Frost Rasmussen reported conversations with – and interest from – Ulsan, South Korea. A trade mission from Esbjerg to Ulsan was planned for the following week to sign an MoU and help Ulsan develop an offshore wind industry.

V. Finance Committee – Thomas Pommier, Secretariat

Mr. Thomas Pommier presented the Unaudited Financial Statements for the Year Ended December 31, 2018. He stated that, overall, expenses had been kept within budget (\$144,266 of actual expenses vs. \$144,000 of budgeted expenses) and reported on items of significance:

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- \$4,642 that had not been budgeted were used to cover Secretariat travel expenses for the courtesy visit to Doha.

VI. AGM Committee – Lord Provost Barney Crockett, Aberdeen

Lord Provost Barney Crockett presented plans for the 2019 AGM in Aberdeen (Sept. 4-7), in parallel with the SPE Offshore Europe Conference & Exhibition which would be the first event held at the brand-new P&J Live conference center. Offshore Europe was expecting over 1,000 exhibitors and a stand had been designed for WECP to have presence on the exhibition floor. The theme chosen for the AGM was: “From Alternative to Mainstream – Towards a 21st Century Energy Mix.” In this context, innovation and the role of oil and gas in a low carbon future would also be a focus.

Lord Provost Crockett announced that the AGM website was live at wecpaberdeen2019.com and encouraged everyone to register as soon as possible.

Mr. Camilo Morales asked about Business to Business (B2B) activities.

Ms. Nancy Phillips asked about potential meeting opportunities for academics interested in attending.

Mr. Richard Sweetnam responded that a match-making service was being arranged to facilitate meetings based on the potential matching interests of visiting and local delegates.

Mayor Mike Savage reminded member cities that WECP would be seeking applications from member cities interested in hosting the 2020 AGM.

Mayor Fahad Al-Jubair responded that Dammam would be interested in hosting the AGM in November 2020.

VII. President and Vice President elections

Mayor Mike Savage reminded member cities that, although Lord Provost Barney Crockett had already been nominated to take over the Presidency of WECP in 2020, the organization was still seeking nomination for the Vice Presidency.

VIII. Membership application: Kobe, Japan

Vice Mayor Hidetoshi Terasaki presented [Kobe’s application](#) on behalf of Mayor Kizō Hisamoto. He said that Kobe was the 6th largest city in Japan, both by population and by GDP. Kobe’s economy was built around heavy industries, such as shipbuilding and steelworks, but it had also become the largest medical cluster in Japan. He explained that Kobe was now committed to establishing a hydrogen supply chain, with a demonstration project underway (Hydrogen Smart City Kobe Initiative Project):

- Project leads
 - HySTRA
 - Iwatani

- Kawasaki Heavy Industries
- Shell Japan
- J-Power
- Collaboration with CarbonNet Project
 - Liquefied hydrogen would be produced in Australia through gasification of brown coal
 - CO2 emissions from the production process would be captured and stored underground
 - The hydrogen would then be shipped to Kobe with the world's first liquid hydrogen freight ship
 - Mixed hydrogen/natural gas turbines and 100% hydrogen gas turbines to co-generate heat and electricity for the city.
 - Promotion of hydrogen fuel-cell vehicles.
 - Hydrogen fueling stations.

Concluding his presentation, Vice Mayor Terasaki thanked the Board of Directors and expressed his wish that Kobe would become the first Japanese member of WECP.

Mayor Mike Savage thanked everyone for their presence and recognized the staff and volunteers for their hard work.

IX. Meeting Adjourned

ANNEX 3



Strategic Plan

2020-2025

September 7, 2019

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Strategic Plan Overview

The global energy system is undergoing a rapid transformation, under pressure to address climate change and reduce emissions of greenhouse gases (GHG) while demand for energy continues to increase. For the World Energy Cities Partnership (WECP) to serve as a platform to increase the visibility of its member cities and strengthen their image as energy capitals - both within the energy sector and with the public – the transition to more sustainable energy production must be at the center of the organization’s activities.

The local economies of most WECP member cities have historically been dependent on the oil and gas industry. Cities have independently recognized the need to diversify their economic base and become more resilient to downturns in the oil and gas market. While the oil and gas industry has and will continue to play a significant role in the economic development of WECP member cities, as the global energy marketplace changes WECP cities have the expertise, knowledge, and infrastructure to play a central role in new energy industries. The WECP can support member cities in taking leadership in advancing this global energy transition, which will allow member cities to preserve their status as energy capitals while projecting the image of forward-thinking cities.

In May 2019, the Secretariat presented a review of the 2018-2022 Strategic Plan, recognizing that the plan itself stated: “It would be useful for WECP to clarify exactly what the organization stands for and what its platform/messaging should be.” The Board of Directors agreed that this lack of clarity around the WECP’s purpose and mission was an obstacle to the success of the organization and hindered its cohesive growth.

The Board agreed that in the current energy context WECP would focus on being a leading voice in the global energy transition. This would increase WECP’s relevance to the energy industry and allow the organization to differentiate from other international organizations of cities.

This updated Strategic Plan for the period 2020-2025 reflects these decisions and seeks to guide WECP's continued growth and engagement. The strategies in this plan expand upon the data gathered by MariNova Consulting Ltd. and Halifax Global Inc. (HGI) in 2017, and include members deliberations and lessons learned since then. Discussions among WECP member cities centered around accomplishing the following:

- Grow the WECP brand (and by proxy each of the member cities' brands).
- Give mayors of WECP cities a more central and visible role.
- Develop projects and programs to create measurable impact on the transition towards more sustainable energy production while building local economies.

FRAMEWORK

To achieve these broad goals, the WECP purpose, mission, and vision statements are:

Purpose Statement

"We connect energy cities to foster sustainable energy production for the benefit of global communities."

Mission Statement

"Our mission is to foster the world's energy transition by facilitating international economic partnerships for our member cities."

Vision Statement

"We aim to become a world-renowned platform for cities leading the transition to more sustainable energy production."

Objectives, strategies, and action plans

- Objective 1 - Increasing the credibility and visibility of WECP
 - Objective 2 - Maintaining member cities' status as energy capitals
 - Objective 3 - Supporting member cities' efforts related to the energy transition
 - Objective 4 – Increase, document, and promote collaboration and partnerships among WECP member cities on a range of economic development activities related to the energy sector.
-

The following four strategies were identified as areas of focus, to ensure the goals and objectives of WECP are achieved:

- Strategy 1 - Partner with expert organizations to develop and/or support projects advancing the energy transition
- Strategy 2 - Partner with recognized conferences to provide high-level public speaking opportunities
- Strategy 3 - Increase online branding and communication efforts
- Strategy 4 - Grow membership in a selective and intentional manner

Each of the strategies are covered in a separate section of the plan. In total, the strategies are supported by 16 measurements and 29 action plan items with responsibilities and due dates noted.

This 5-year strategic plan will be the activity framework used to ensure that Purpose, Mission and Vision statements are achieved.

1. Strategy #1 – Partner with expert organizations to develop and/or support projects advancing the energy transition

OVERVIEW

The activities of WECP and its member cities should have a measurable impact on the move towards more sustainable energy production. Undertaking and delivering on ambitious projects and/or programs will bolster WECP’s credibility, and successes will serve to promote the organization and the member cities involved.

Carefully selected partner organizations will also lend credibility to WECP and, through collaboration, increase its ability to implement suggested projects and programs.

While some projects/programs may entail significant engagement from member cities, advancing these projects/programs is also likely to produce long-term economic development benefits for participating member cities.

Target expert organizations

A list of target expert organizations will be discussed and approved by the Board of Directors. The Secretariat will then develop the outreach plan and oversee the negotiation of individual partnership agreements.

Several potential target organizations include:

- [MIT Energy Initiative](#)
- [IHS Markit](#)
- [Oil and Gas Climate Initiative \(OGCI\)](#)
- [International Energy Agency \(IEA\)](#)
- [International Renewable Energy Agency \(IRENA\)](#)

MEASUREMENTS

- Rate of success (*number of partnership agreements signed vs. target number*)
- Number of projects/programs identified
- Number of projects/programs adopted
- Number of projects/programs carried out
- Number of cities participating
- Number of corporate partners involved in implementation
- Project/program specific measurements to be determined

ACTION PLAN

#	Description	Who	When
4-1	Identify expert organizations to partner with	Secretariat + Officers Committee + Board of Directors	Oct. 30, 2019
4-2	Develop outreach plan	Secretariat	Nov. 31, 2019
4-3	Negotiate partnership agreement(s)	Secretariat	Mar. 31, 2019
4-4	Work with partners to deliver recommendations for projects and/or programs advancing the energy transition	Secretariat	TBD with partner organizations
4-5	Communicate recommendations to member cities	Secretariat	TBD
4-6	Set up project groups with member cities interested in pursuing projects	Secretariat + Officers Committee	TBD (<i>depending on individual project/program timeline</i>)
4-7	Provide support in implementing projects	Secretariat + Project Committees	TBD (<i>idem</i>)
4-8	Provide coordination for programs	Secretariat + Project Committees	TBD (<i>idem</i>)
4-9	Share project/program updates and best practices	Project Committees	TBD (<i>idem</i>)

2. Strategy #2 – Partner with internationally recognized conferences to provide high-level public speaking opportunities

OVERVIEW

At the May 2019 Working Meeting, mayors who participated in CERAWeek 2019 reported on the benefits of the partnership agreement with IHS Markit’s flagship energy conference. The general consensus was that CERAWeek offered a significant opportunity to bring attention to WECP and its member cities, as well as a rare opportunity for Mayors to meet with high-level executives from multinational companies, non-profits, and international governments.

The focus of this strategy is to increase the visibility of WECP and its member cities within the energy sector by providing high-level public speaking opportunities to mayors, as well as to relevant city executives and energy innovators, during some of the most influential energy forums.

Additionally, participating in such high-level conferences will offer opportunities for economic development officers to network with decision-makers in both public and private sectors. These conferences also offer opportunities to garner support in the advancement of projects and programs identified as part of Strategy #1.

By leveraging its ability to engage mayors from around the world, WECP is positioned to negotiate advantageous agreements with multiple high-level energy conferences. However, success in maintaining fruitful relationships with these conferences will be dependent on member cities’ participation, especially from the mayors.

As a second part of this Strategy, member cities can support one another’s bids to host some of the conferences identified in Strategy #2.

Target conferences

Considering the cost of travelling and the significant difficulty, for mayors in particular, to find time to participate in such conferences, a limited list of select conferences will be agreed upon on a yearly basis. Preference should be given to high-level policy forums, especially those which attract a high concentration of ministerial delegations and CEOs of multinational corporations. WECP should also strive to rotate its public engagements between different regions of the world.

Examples:

- [CERAWeek](#) – Held every year in Houston (March)
- [World Economic Forum](#) – Held every year in Davos-Klosters (January)
- [Clean Energy Ministerial \(CEM\)](#) – Held every year in CEM’s member countries
- [International Renewable Energy Conference \(IREC\)](#) – Held every 2 years in REN21’s member countries
- [IEA Greenhouse Gas Control Technologies \(GHGT\)](#) conference – Held every 2 years in IEA GHG’s member countries
- [World Petroleum Congress \(WPC\)](#) – Held every 3 years in WPC’s member countries
- [World Energy Congress \(WEC\)](#) – Held every 3 years in WEC’s member countries

MEASUREMENTS

- Rate of success (*number of agreements signed with conferences per year vs predetermined target number*)
- Number of mayors and other stakeholders participating as speakers

ACTION PLAN

#	Description	Who	When
1-1	Identify conferences to partner with	Secretariat + Officers Committee + Board of Directors	Oct. 30, 2019
1-2	Develop outreach plan	Secretariat	Dec. 31, 2019
1-3	Develop plan to support member cities bids to host major energy conferences	Secretariat	Dec. 31, 2019
1-4	Negotiate partnership agreements	Secretariat	TBD and on-going (<i>depending on dates of partner conferences</i>)
1-5	Develop brand positioning plan(s)	Secretariat	TBD (<i>idem</i>)
1-6	Identify speakers (mayors, city executives, innovators, etc...)	Secretariat + Officers Committee + Board of Directors	TBD (<i>idem</i>)
1-7	Coordinate speaking opportunities with member cities	Secretariat + Officers Committee	TBD (<i>idem</i>)
1-8	Coordinate WECP presence at partner conferences	Secretariat	TBD (<i>idem</i>)

3. Strategy #3 – Increase online branding and communication efforts

OVERVIEW

Although the composition of the audience will vary depending on the platform, where Strategy #2 focuses on increasing visibility within the energy sector Strategy #3 targets a broader audience. WECP will focus on increasing the online visibility of WECP, using social media (Facebook, Twitter and LinkedIn) and the WECP website.

By promoting sustainable energy advances in member cities through the successes of policies, innovations and businesses, WECP can contribute to fostering the image of its member cities as forward-thinking leaders in all aspects of the energy sector.

With plans for the opening of an additional Secretariat staff position under way and the Marketing & Communications internship program already in place, the Secretariat will be able to maintain daily activity on social media throughout the year.

Increased engagement from member cities (Mayors, officers, etc...) will also be necessary to amplify the reach of WECP social media posts, especially at the local level, and produce a multiplier effect.

Social Media

The Secretariat will work with the Marketing & Communications intern to continue to screen local and international news, curate articles, and create new content to:

- strengthen the WECP brand as an organization dedicated to fostering the world's energy transition
- promote the leadership of member cities in advancing the transition towards more sustainable energy production
- and contribute to maintaining member cities' status as energy capitals.

Posts will be framed to highlight WECP and its member cities, with a focus on the following areas:

- Policy
 - Highlight the mayors’ leadership in implementing policies and initiatives aimed at advancing the energy transition
 - City policies aimed at accelerating the use of renewable energy, increasing energy efficiency, facilitating research and development of clean energy technologies, promoting investment in clean energy infrastructure and technologies, increasing energy access, etc...
 - Signed MoUs and partnership agreements
 - Sustainable infrastructure projects
- Innovation
 - Innovative enterprises and research with potential to advance the energy transition
 - Signed MoUs and partnership agreements
- Business
 - Investments by energy companies
 - Private sector successes in advancing more sustainable practices
 - Signed MoUs and partnership agreements

Website

The website will be revised to match the renewed mission of WECP and will be populated with new content as projects and programs are developed. It will serve primarily as a source of information for anybody seeking to learn more about WECP, its members cities, and their activities in advancing the energy transition.

The “Events” page will be revised to enable visitors to easily search by theme (e.g. Oil; Gas; CCUS; Offshore Technology; Wind; Solar; Clean Tech; etc...) and by location (e.g. continent; country; state; city.). The “Events” page will also be regularly advertised on social media to draw traffic to the website.

MEASUREMENTS

- Social Media
 - Followers (*net gain and comparison to peer organizations*)
 - Likes
 - Shares
 - Replies/Mentions
 - Comments
- Website
 - Traffic
 - Visitor engagement
 - Bounce rate

ACTION PLAN

#	Description	Who	When
2-1	Develop Marketing and Communications internship program	Secretariat + Presidency	Sep 30, 2019
2-2	Promote member cities efforts and successes on social media year-round	Secretariat + Intern	Ongoing (<i>on a daily basis M-F</i>)
2-3	Assess the current state of the website and the pertinence of current pages	Secretariat + Intern	Oct. 30, 2019
2-4	Reorganize the website, revise messaging to match renewed mission, and populate with new content	Secretariat + Intern	Nov. 30, 2019
2-5	Work with AbleSense to make necessary web design revisions to the website: <ul style="list-style-type: none"> - Make “Events” page more SEO and user friendly - Add ability to add/remove cities from map without coding - Make the website fully editable by Secretariat - Etc... 	Secretariat + Intern	Dec. 31, 2019
2-6	Identify energy events to add to the “Events page and promote “Events” page on social media	Secretariat + Intern + Officers Committee	Constant (<i>on a regular basis TBD</i>)

4. Strategy #4 – Grow membership selectively and intentionally

OVERVIEW

Member cities see value in WECP as a “label” which supports their status as energy capitals. To strengthen the credibility of this “label” and enhance its value, it is imperative that membership in WECP be deliberate and highly selective. WECP will renew its “Membership Growth Plan,” identify specific target cities for recruitment, and develop a pro-active outreach plan. The direct and active involvement of mayors in reaching out to their counterparts in target cities will be critical to the success of Strategy #4.

MEASUREMENTS

- Success rate of recruitment efforts (*number of target cities seeking membership vs. number of target cities in “Membership Growth Plan”*)

ACTION PLAN

#	Description	Who	When
3-1	Remove “Become a Member” page on website	Secretariat	Sep. 15, 2019
3-2	Edit “Bylaws” to remove non-profit and corporate memberships	Secretariat	Sep. 30, 2019
3-3	Identify target cities	Secretariat + Officers Committee + Board of Directors	Sep. 30, 2019
3-4	Update “Membership Growth Plan”	Secretariat	Nov. 15, 2019
3-5	Edit “Membership Application Process” policy to make procedure for candidate cities outside the “Membership Growth Plan” more selective	Secretariat	Nov. 15, 2019
3-6	Develop outreach plan	Secretariat + Officers Committee + Board of Directors	Dec. 31, 2019

Way Forward

For over two decades, WECP has actively sought opportunities to exchange and engage in activities which strengthen multilateral ties for our member cities. This revised strategic plan embodies our commitment to continue this work for our member cities. Although the future of the energy industry comes with its challenges, our intent is straightforward: WECP will continue to grow and adapt in order to strengthen our organization and the economic positions of our member cities within the energy field. This plan sets us on a trajectory for deepening our global impact and improving every aspect of our organization. As we implement this plan, we anticipate seeing essential benefits:

- Integration of Effort and Resources:** Through this strategic plan, WECP will better align our diverse resources, partnerships, and strategies in an integrated and collective way. We will continue to benefit from the wide variety of perspectives brought to this organization by the diverse representatives and delegates chosen by our member cities, and we will reap new benefits as the number of our member cities and partner organizations - and the resources they bring to the table - grows.

- **Extensive Connections with Influential Energy Leaders:** By increasing our presence at and involvement with international energy conferences, WECP will be better able to meaningfully connect its members with a greater number of high-level energy decision makers around the world. This will open opportunities for further development in energy-related economic activities.
- **Support from the Global Energy Community:** The more WECP aligns its activities with global benchmarks – such as the Sustainable Development Goals (SDGs) - the more highly it will be regarded by the international community as a distinguished and well-equipped organization working to economically enhance the lives of businesses and citizens alike.

We see this plan as a dynamic road map – one that provides a clear direction for the next five years, but also describes how we will continue to evolve as the energy sector continues its transformation. As we implement the specific action plans listed in this strategic plan, we invite input and feedback from key partners to continually improve and refine our strategies and tactics. Additionally, our new, more focused purpose, mission, and vision statements will collectively serve as a compass for our staff and our members as we navigate our way into the future.

ANNEX 4

OPERATIONS OFFICER & BOARD ADVISOR

Reporting Location: 901 Bagby St., 4th Floor, Houston TX 77002

Workdays & Hours: Monday – Friday 8:00 AM to 5:00 PM* *Subject to change

About the World Energy Cities Partnership (WECP)

The World Energy Cities Partnership (WECP) is a global association of cities which serve as regional hubs for the global energy sector and share a long-term vision of leading the transition to more sustainable energy production. Our mission is to foster the world's energy transition by facilitating international economic partnerships for our member cities

About the Board of Directors and the Secretariat

The Board of Directors is composed of the mayors of each member city. The Board members are supported by a group of “officers,” one per board member, who help prepare meetings and facilitate decision making.

The City of Houston serves as the Permanent Secretariat for the WECP, and staff members are embedded within the Mayor's Office of Trade and International Affairs (MOTIA). The Secretariat is responsible for carrying out the decisions of the board with the support of member cities' “officers.” The Staff positions report to the Director, MOTIA, in coordination with the Chief Development Officer.

About the position

Reporting to the Permanent Secretariat, this position is responsible for developing and implementing the WECP's Strategic Plan with member city “officers” and representatives from partner organizations. This position combines the vision necessary to develop strategies and partnerships with the delivery of supporting a high-performing Board.

Specific responsibilities include:

- Develop strategic plans, oversee and coordinate their implementation;
- Identify, initiate, develop and nurture partnerships aligned with WECP's mission and strategic plans;
- Represent WECP internally and with external stakeholders; serve as primary contact to external stakeholders such as representatives of partner organizations;
- Collaborate with member city “officers” to propose opportunities for individualized participation for board members (e.g. targeted new member recruiting, event participation, media opportunities, project/program endorsements, etc.);
- Plan, organize, and execute all Board meetings and events;
- Manage budgets and oversee financial duties of the organization;
- Oversee the creation and amendments of all governance documents (e.g., bylaws, Board policies, reports, briefing notes, correspondence, and other material).

QUALIFICATIONS

- A self-starter who is able to independently and effectively deliver multiple projects;
- Ability to professionally maintain neutrality, composure and effectiveness under pressure and changing conditions;
- Confident and comfortable in communicating with high profile individuals in-person, via phone, email and mail;
- Strong interpersonal skills, including excellent judgement, tact, and political acumen;
- Ability to negotiate partnership agreements and influence stakeholders using a variety of styles, act with discretion, and maintain confidentiality;
- Commitment and ability to work in a networked organization, with multiple stakeholders at different levels;
- Ability to work across multiple stakeholders and time zones;
- Excellent verbal and written communication skills;
- Enthusiasm for his/her work and a passion for energy and sustainability issues.

ELIGIBILITY REQUIREMENTS

Candidates will be considered for the selection phase based on the following formal requirements to be fulfilled by the deadline for applications:

- **Education:** Bachelor's degree required (Master's preferred);
- **International Experience:** Experience working in an international environment, particularly across different cultures, languages and time zones;
- **Professional Experience:** At least 3 years professional experience. Experience supporting the Board of Directors in a non-profit organization is preferred. Experience advising on strategy and developing partnerships also preferred;
- **Languages:** Fluency in English required. Any other languages are a plus;
- **Place of Employment:** The place of employment is Houston, TX (USA). Applicants must be eligible for work in the United States of America. Travel required: 25% or less.

APPLICATION PROCEDURE

If interested, please send your CV and cover letter to:

...

Please, indicate 'Recruitment – WECP Operations Officer & Board Advisor' in the subject line. Candidates need to be in the possession of a valid work permit for this location.

ADMINISTRATIVE COORDINATOR

Reporting Location: 901 Bagby St., 4th Floor, Houston TX 77002

Workdays & Hours: Monday – Friday 8:00 AM to 5:00 PM* *Subject to change

About the World Energy Cities Partnership (WECP)

The World Energy Cities Partnership (WECP) is a global association of cities which serve as regional hubs for the global energy sector and share a long-term vision of leading the transition to more sustainable energy production. Our mission is to foster the world’s energy transition by facilitating international economic partnerships for our member cities

About the Board of Directors and the Secretariat

The Board of Directors is composed of the mayors of each member city. The Board members are supported by a group of “officers,” one per board member, who help prepare meetings and facilitate decision making.

The City of Houston serves as the Permanent Secretariat for the WECP, and staff members are embedded within the Mayor’s Office of Trade and International Affairs (MOTIA). The Secretariat is responsible for carrying out the decisions of the board with the support of member cities’ “officers.” The Staff positions report to the Director, MOTIA, in coordination with the Chief Development Officer.

About the position

Reporting to the Operations Officer and Board Advisor, this position is responsible for managing the day to day administration and logistics of the WECP. This includes oversight of the communications and marketing activities, as well as all administrative duties related to the organization. This position combines the creativity of developing new communications strategies with the delivery of supporting a high-performing Secretariat.

Specific responsibilities include:

- Serve as the primary staff contact for the Secretariat and member city “officers;”
- Draft well-designed and accurate reports, meeting minutes, correspondence, memos, spreadsheets, and other material;
- Assist with budget planning and accounting;
- Coordinate logistics and materials for Board meetings and events;
- Manage the organization’s online presence and ensure messaging is consistent with WECP’s mission, including daily social media activity as well as website content;
- Conceptualize communications and marketing strategies and coordinate their implementation;
- Draft new hard-copy communications and marketing material on a needs basis;
- In coordination with the Secretariat and WECP President, oversee the daily work-flow of the “Communications and Marketing Internship Program,” to include direct supervision of the intern located in a different city on a rotating basis;

QUALIFICATIONS

- An understanding of strategic communications;
- Ability to work independently as well as with colleagues;
- Ability to meet deadlines and accomplish work in order of priority;
- Discretion in preparing, disclosing and handling information of a confidential and/or sensitive nature;
- Detail oriented and highly organized when composing, typing, and proofing materials, establishing priorities and meeting deadlines;
- Commitment and ability to work in a networked organization, with multiple stakeholders at different levels;
- Ability to work across multiple stakeholders and time zones;
- Excellent verbal and written communication skills;
- Enthusiasm for his/her work and a passion for energy and sustainability issues.

ELIGIBILITY REQUIREMENTS

Candidates will be considered for the selection phase based on the following formal requirements to be fulfilled by the deadline for applications:

- **Education:** Bachelor's degree required (Master's preferred);
- **Languages:** Fluency in English required; other languages are a plus;
- **International Experience:** Experience working in an international environment is preferred, particularly working across different cultures, languages and time zones;
- **Professional Experience:** Prior experience managing communications and marketing in a non-profit organization is preferred;
- **Place of Employment:** The place of employment is Houston, TX (USA). Applicants must be eligible for work in the United States of America.

APPLICATION PROCEDURE

If interested, please send your CV and cover letter to:

...

Please, indicate 'Recruitment – WECP Administrative Coordinator' in the subject line. Candidates need to be in the possession of a valid work permit for this location.

ANNEX 5

Marketing & Communications Internship Program Proposal

Executive Summary:

- Background: In 2018, funds previously allocated to the Marketing & Communications Committee were used to support a pilot Marketing & Communications Intern position. The position was hosted by the Halifax Partnership which oversaw the hiring process and provided a mentor. The Marketing & Communications Intern reported directly to the Secretariat in Houston.
- Rationale for the proposal: The pilot was successful and yielded positive results, as measured through social media and website analytics. After discussion, the Officer's Committee recommended that a proposal be put forward to perpetuate the Marketing & Communications Intern position through a rotating internship program.
- Overview of the proposal: The internship would be hosted by the President city for a period coinciding with the President's term, at the discretion of the President. It would be the President city's responsibility to develop a proposal and a job description that is dedicated to supporting WECP marketing and communications activities. The President city would also be responsible for the hiring process, and for compliance with all relevant regulations (e.g. employment and labor laws, etc...). The host organization would provide a mentor, and the Secretariat would be responsible for the oversight and management of the position.
- Funding: This program would be co-funded by WECP (75%) and the President city (25%), with WECP's contribution capped at a maximum of \$18,000/year, to be allocated from the General Fund. The WECP would only fund those elements of the role that are directly attributable to WECP activity.
- 2019-2021 proposal: There is no current Marketing and Communications Intern and the WECP's communications activities have slowed as a result. In order to increase WECP's external communications capacity, and in advance of the anticipated handover of the Presidency to Aberdeen at the 2019 AGM (with the Aberdeen Presidency formally starting in January 2020), it is proposed that Aberdeen City Council should hire a Marketing and Communications Intern in the summer of 2019. Aberdeen will receive 2020 and 2021 funding for this position, and will be allocated up to \$9,500 to cover the cost of the internship program from June 14 to December 31, 2019 (ahead of the start of Aberdeen's presidency). This will enable the intern to support preparations for the AGM meeting in September and then the handover of Presidency during the autumn of 2019.
 - Overview of the intern's responsibilities (see attached job profile).

Detailed Proposals:

Program Structure and Procedures

- Opportunity to request funding to host the Marketing & Communications internship shall be limited to the Presidency, as part of an effort to support the execution of the Marketing and Communications Plan, and to support coordination between the Secretariat and Presidency of WECP.
- This opportunity shall be available to the Presidency for the full 2-year term of the Presidency.
- Should the Presidency decline hosting the internship, the City of Houston – as Secretariat – shall be allowed to hire an intern according to the same protocols as set out in this document.

Roles and responsibilities

- President city will ensure compliance of internship program with all relevant internal and external regulations. Among other things:
 - Demonstrate that the salary proposed is appropriate within the host market and that it represents an attractive opportunity.
 - Ensure that the intern has the same employment rights (e.g. holidays, flexible working provisions, benefits, etc...) as the rest of the host organization's employees.
- President city will oversee hiring process(es), so as to fill position throughout the length of term.
- President city will provide mentorship and secondary oversight.
- Secretariat will provide direct oversight, and ensure alignment with the Marketing and Communications Plan.
- President city shall ensure that the intern has access to all relevant organizational development and learning opportunities and that they are empowered to work closely with the President and Secretariat.
- President city shall, where possible, allow the Marketing and Communications Intern to attend at least one of the two WECP meetings per year. Travel costs can be included in the travel allocation given to the President.

Job description and work plan(s)

- President city to provide job description (based on internal and external regulations), including:
 - Description of host organization and of WECP.
 - Duties.
 - Qualifications.
 - Salary.
 - Number of hours/week
- President city and Secretariat to jointly provide work plan.

Funding

- Ratio of cost-sharing (based on number of hours/week listed in job description):
 - WECP=75%
 - President city=25%.
- Upper-limit of WECP contribution = USD 18,000/year.
- President city shall be responsible for full payroll until pay-slips have been provided to WECP.
- WECP contribution shall then be processed as a reimbursement.

ANNEX 6

World Energy Cities Partnership

Social Media and Website Report 2019

Twitter, Facebook, LinkedIn, Website

January - August 2019

Twitter

Definitions:

Engagement rate

- Measures the level of engagement a WECP post receives from its audience

Retweets

- The number of times a WECP post is forwarded/reposted by another Twitter user

Likes

- The number of times Twitter users showed appreciation for WECP tweets

Replies/Mentions

- The number of times a Twitter user tagged the WECP handle/username with the '@' symbol

Impressions

- The number of times WECP posts showed up in another Twitter user's timeline

(Jan 1 - April 1)

Engagement rate: 0.5%

Retweets: 79 (avg. 1 retweet/day)

Likes: 254 (avg. 3 likes/day)

Replies/Mentions: 3 (avg. 0/day)

Impressions: 771/day

^ NOTE: Includes special first-time event → (CERAWeek 2019: March 11 - March 15)

Engagement rate: 1.2%

Retweets: 71 (avg. 14/day)

Likes: 189 (avg. 38/day)

Replies/Mentions: 3 (avg. 1/day)

Impressions: 9.9K/day

(April 2 - July 1)

Engagement rate: 0.4%

Retweets: 19 (avg. 0/day)

Likes: 50 (avg. 1/day)

Replies/Mentions: 1 (avg. 0/day)

Impressions: 235/day

(July 2 - August 27)

Engagement rate: 1.1%

Retweets: 71 (avg. 1/day)

Likes: 163 (avg. 3/day)

Replies/Mentions: 3 (avg. 0/day)

Impressions: 681/day

OVERALL MONTHLY AVERAGES JAN - AUG 2019:

Engagement rate: 0.6%

Retweets: 21

Likes: 58

Replies/Mentions: 0.9

Impressions: 16.29K

New followers: 13

Our audience













Interests

Interest name	% of audience
Weather	99%
Science news	99%
Dogs	98%
Technology	97%
Space and astronomy	96%
Politics	95%
Government	92%
Commentary	92%
Tech news	90%
Education news and general info	89%

90% or more of our audience closely follows WECP interests: science news, politics, government, and tech news.




Country

■ Your followers
 ■ Organic audiences - Engaged

Country name	Comparison	Difference
Colombia	26%  78% 	52% less
Canada	21%  6% 	15% more
United States	18%  6% 	12% more
United Kingdom	9%  2% 	7% more
South Africa	4%  1% 	3% more
Australia	4%  0%	4% more
Norway	3%  0%	3% more
Malaysia	1% 1%	Equal
Denmark	1% 0%	1% more
Russia	1% 0%	1% more

Our top followers reside in Colombia, Canada, the United States, and the UK, respectively.

Top 3 Tweets

Tweets	Top Tweets	Tweets and replies	Promoted	Impressions	Engagements	Engagement rate
	WECP @Energy_Cities · Mar 14	“We have to create cities that are sustainable & resilient. And we have to do so in a way with smart regulation...Asking which energy source is the right one is not helpful. Thinking about the energy future and how that mix will transition over time is the way we have to go.” pic.twitter.com/SZKb6p63av		17,292	333	1.9%
		View Tweet activity				Promote
	WECP @Energy_Cities · Mar 13	“The city has to be willing to partner with the private and public sector. If we work collaboratively, we can accomplish some high quality goals...We can't do it by ourselves. We are all connected.” - @SylvesterTurner #CERAWeek19 #WECP #Houston pic.twitter.com/Z6brAefehG		10,878	227	2.1%
		View Tweet activity				Promote
	WECP @Energy_Cities · Mar 13	Wrapped up a successful day with a wonderful celebration! Thank you to everyone who joined our reception tonight and to @GHPartnership for hosting us. Looking forward to another day at #CERAWeek19 tomorrow! #WECP pic.twitter.com/p52zTMzM4B		5,531	126	2.3%
		View Tweet activity				Promote

Our most successful tweets largely revolved around our mayors, their take on energy cities, and their participation in events with our partner organizations.

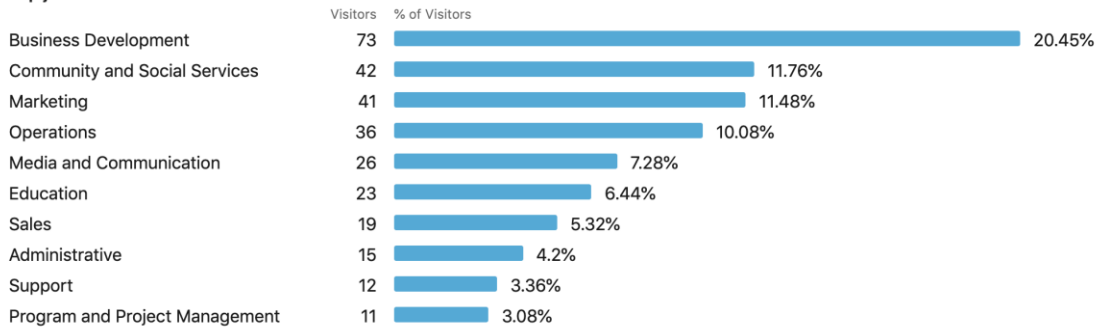
LinkedIn

(January 1 - August 11, 2019)

1) Visitor Demographics

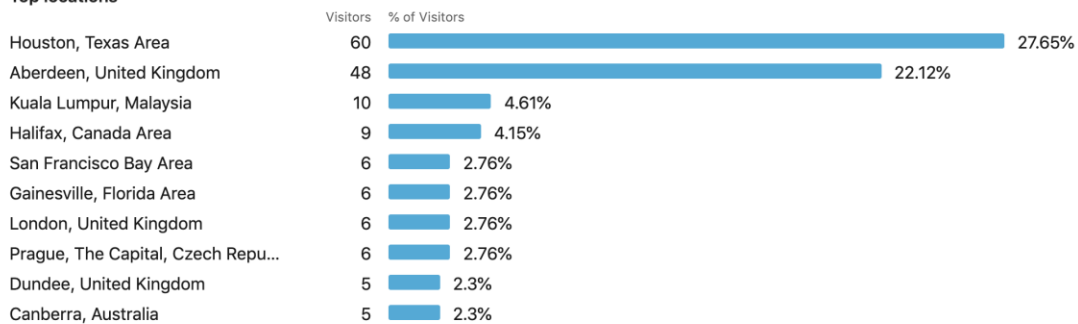
Visitor demographics ⓘ Time range: Jan 1, 2019 - Aug 11, 2019 ▼ Data for: Job function ▼

Top job functions



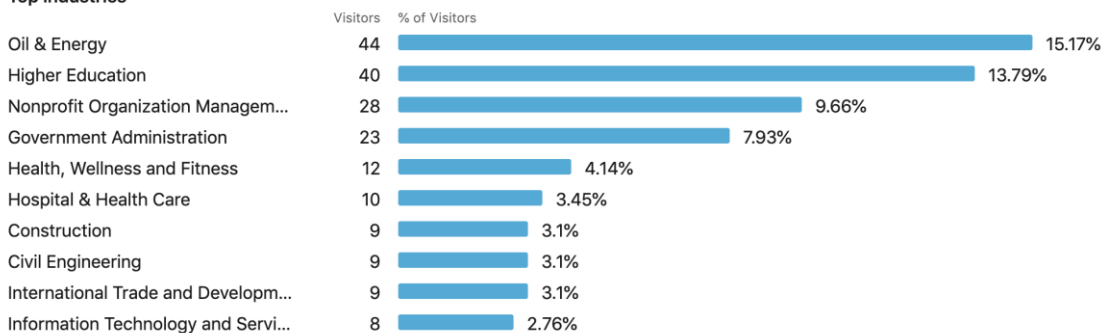
Visitor demographics ⓘ Time range: Jan 1, 2019 - Aug 11, 2019 ▼ Data for: Location ▼

Top locations



Visitor demographics ⓘ Time range: Jan 1, 2019 - Aug 11, 2019 ▼ Data for: Industry ▼

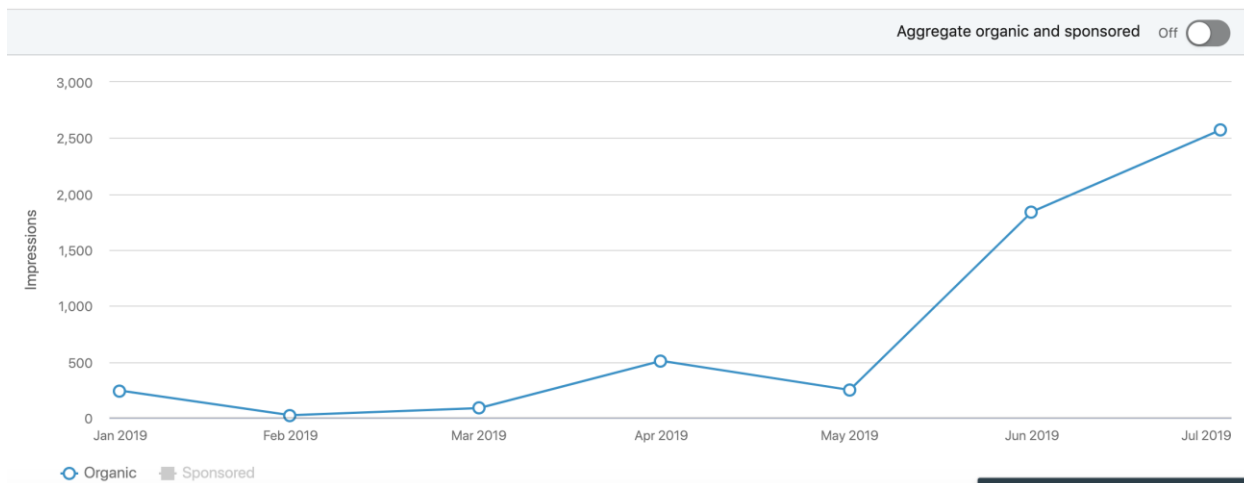
Top industries



The majority of those who visit our page on LinkedIn are business developers, reside in Houston and Aberdeen, and are in oil & energy / higher education.

2) Impressions

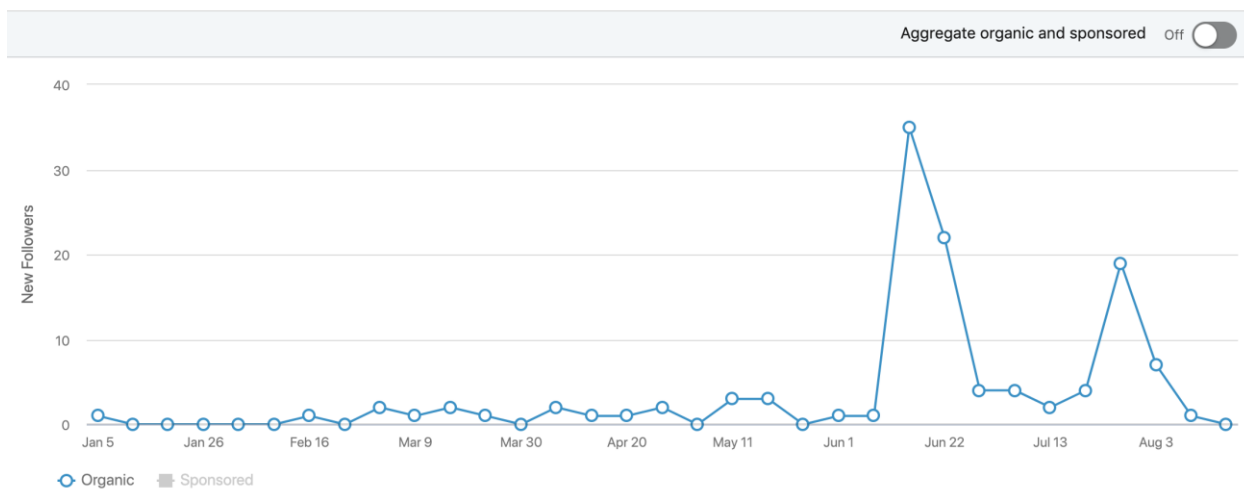
Update metrics ⓘ | Time range: Jan 1, 2019 - Aug 11, 2019 ▼ | Metric: Impressions ▼



The number of times WECP posts showed up in another LinkedIn user's timeline jumped significantly in June and continues to rise.

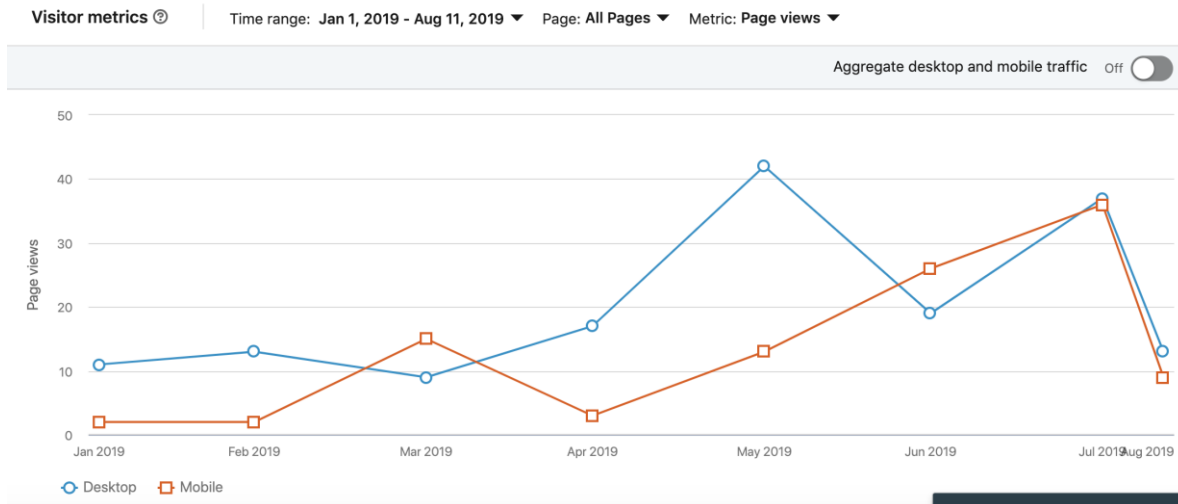
3) Followers

Follower metrics ⓘ | Time range: Jan 1, 2019 - Aug 11, 2019 ▼



Similarly, the number of new followers on LinkedIn skyrocketed in mid-late June.

4) Visitors



The number of views for our LinkedIn page peaked in May and is now on a downward trend.

5) Comparisons

Companies to track ⓘ Time range: Jan 1, 2019 - Aug 13, 2019

Company	Total followers	New followers	Number of updates	Engagement rate
World Energy Cities Partnership <small>Your company</small>	359	124	63	4.16%
Energy Cities	1,638	312	56	5.63%
Central Scotland Green Network	142	11	0	-
Halifax Jazz Festival	19	18	3	12.5%
Halifax Pride	48	18	0	-
Halifax Citadel Society	62	13	0	-
World Petroleum Congress	243	61	0	-
24th World Energy Congress	418	384	188	5.09%

Facebook

(January 1 - August 13, 2019)

Total page followers as of 8/13/2019: 294

This number jumped at the beginning of CERAWeek in March.

Total Page Followers as of Today: 294

Create Post



BENCHMARK
Compare your average performance over time.

Total Page Followers

Total page likes as of 8/13/2019: 279

This trend mirrors the one above.

Total Page Likes as of Today: 279

Create Post



BENCHMARK
Compare your average performance over time.

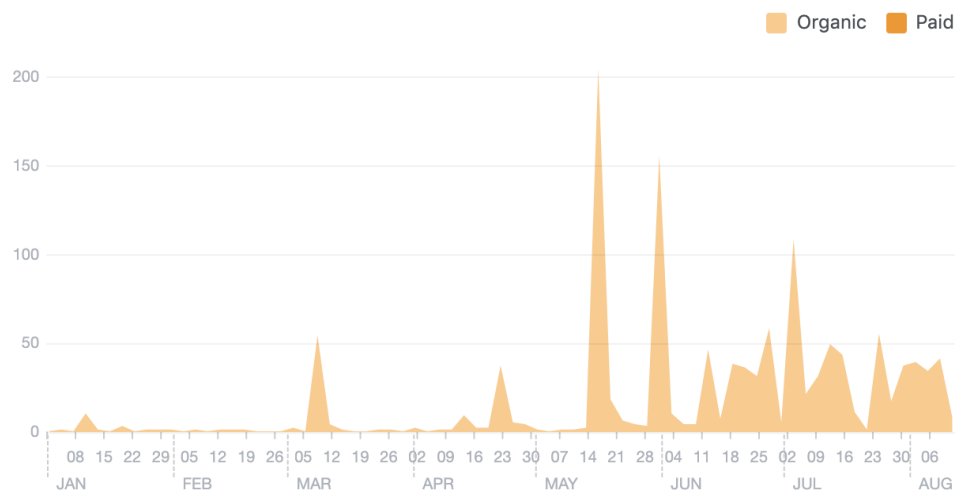
Total Page Likes

Post reach: High of 200 in mid-May

Post Reach

Create Post

The number of people who had your Page's posts on their screen. This number is an estimate and may not be precise.



BENCHMARK
Compare your average performance over time.

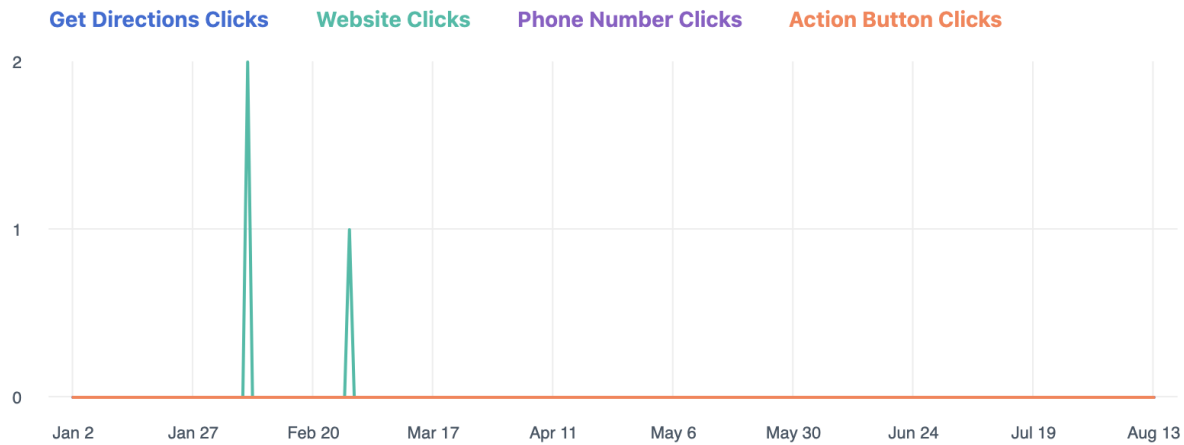
Organic

Paid

Total actions on page: NONE

There is little to no interaction with our Facebook content.

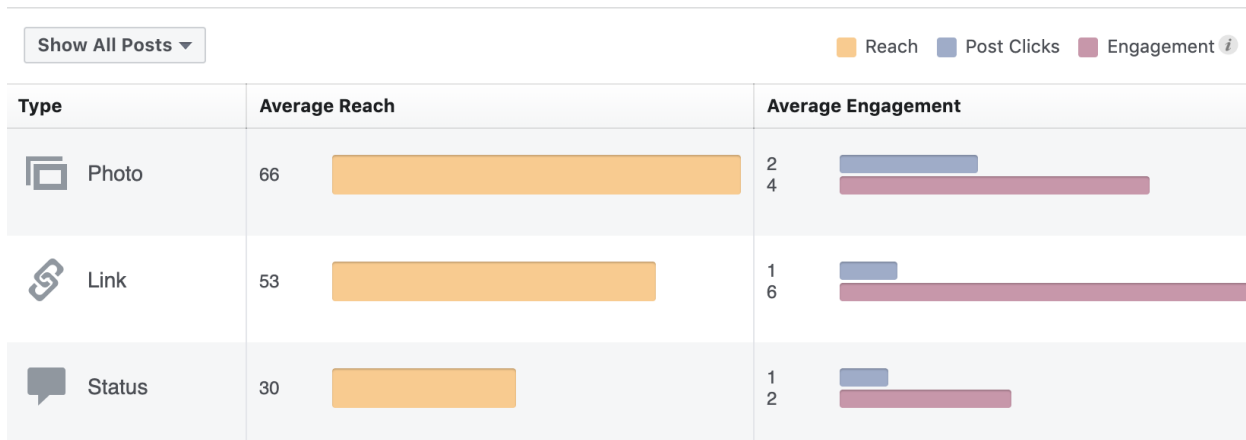
Total Actions on Page



Average reach & engagements by post type
















Facebook posts with links create the highest engagement rate for us, followed closely by those that includes photos.

The success of different post types based on average reach and engagement.



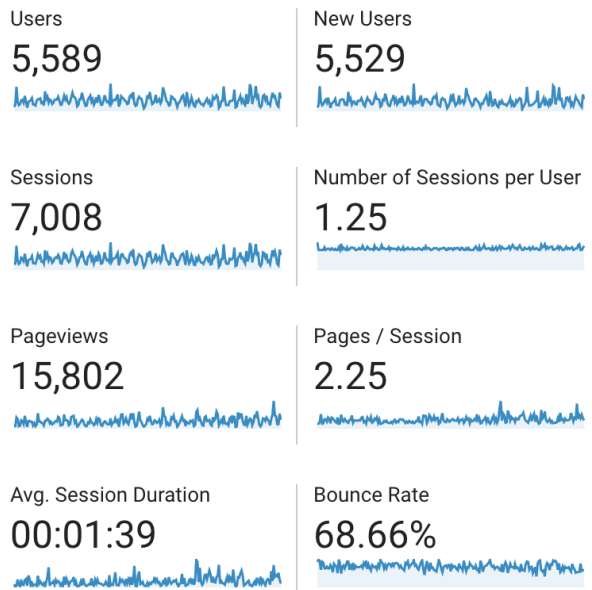
Comparisons

Below are a sample of posts from some organizations similar to WECP. Their levels of engagement per post are significantly higher than our own.

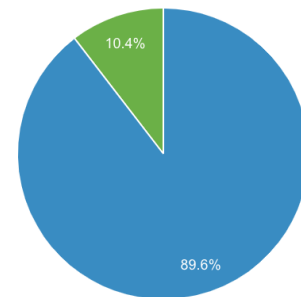
Page	Published	Posts This Week	Engagement
 Beyond Carbon	08/09/2019 9:55 AM	 79 – that is how many cities are looking to address consumption emissions around the world.	112 
 Beyond Carbon	08/12/2019 1:36 PM	 For the next four years, South Central Connecticut Regional Water Authority will power its operations	103 
 Rocky Mountain ...	08/08/2019 7:47 AM	 The United States' wind energy sector saw record wind capacity under construction or in advanced	114 
 C40 Cities	08/13/2019 2:12 AM	 Oslo is this year's European Green Capital and the municipality also wants to reduce car traffic overall	47 
 American Council...	08/13/2019 9:58 AM	 "The energy you don't use is almost unimaginable," says @AmoryLovins at #SummerStudy19. He says	27 

Website

January 1 - August 13, 2019



■ New Visitor ■ Returning Visitor



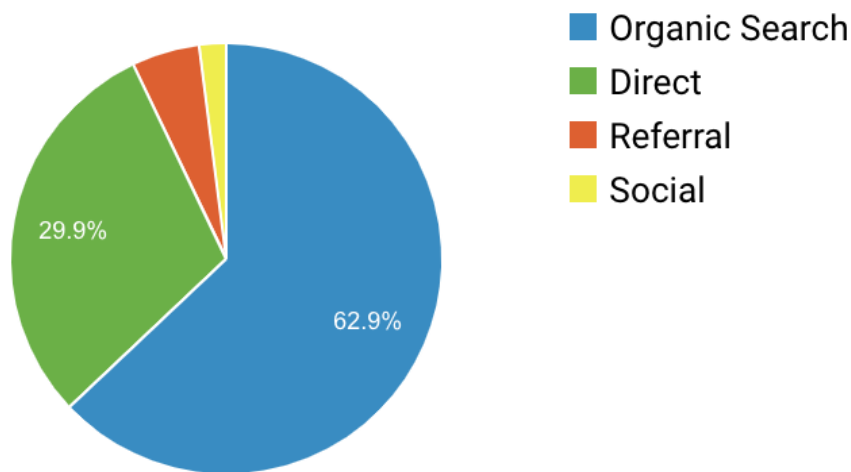
Pros: The vast majority of our visitors are new. Thousands of individuals have visited our site so far this year.

Cons: The average number of pages viewed on our website is 2, while the average duration of that viewing time is under 2 minutes. The majority of our visitors do not return to our site. Furthermore, over half of our users have single-page sessions with no interaction with the page (bounce rate).

	Country	Users	% Users
1.	United States	1,567	27.92%
2.	United Kingdom	603	10.74%
3.	Canada	440	7.84%
4.	Australia	281	5.01%
5.	Malaysia	209	3.72%
6.	India	199	3.55%
7.	Norway	148	2.64%
8.	China	132	2.35%
9.	Japan	124	2.21%
10.	France	120	2.14%

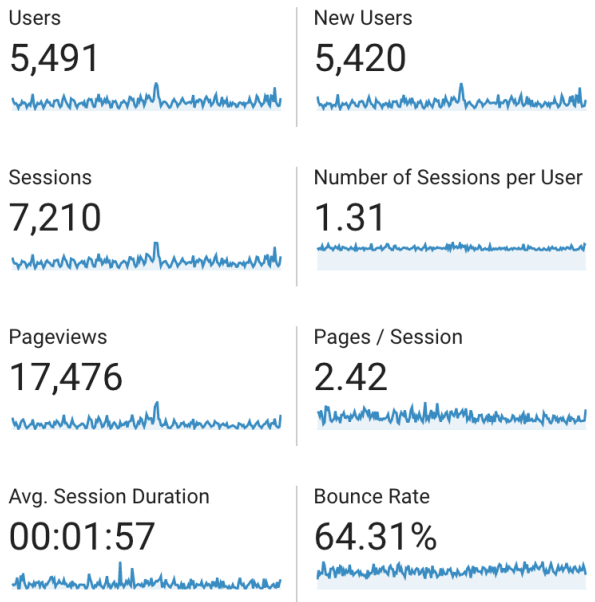
Similar to our LinkedIn page, the majority of our users reside in the United States and the UK.

Top Channels



The majority of our visitors find us through a unique search of their own with a search engine (i.e. Google). Nearly one-third of our visitors that arrive on our site do so either by typing our website URL into a browser directly or through a browser bookmark they have saved of our URL. **We need to dramatically increase traffic to our website from our social media accounts.**

Comparisons to Last Year (Jan - Aug 2018)



None of these metrics are significantly different from the same timeframe this year (Jan - Aug 2019).

Country	Users	% Users
1. United States	1,246	22.56%
2. Malaysia	513	9.29%
3. Canada	344	6.23%
4. United Kingdom	332	6.01%
5. France	256	4.64%
6. South Korea	238	4.31%
7. Australia	220	3.98%
8. Colombia	183	3.31%
9. India	171	3.10%
10. Nigeria	136	2.46%

[view full report](#)

Last year, the majority of our website visitors resided in the United States, Malaysia, Canada, and the UK.

Overall Conclusions

- Significant findings
 - Many of our social media stats increased for the better during #CERAWeek2019
 - Brought more positive attention to WECP and to our mayors.
 - Audiences across all social media channels are not engaging with our posts.
 - Many of our visitors are currently residing in Europe and North America.
 - Most visitors of our website only view one page and don't stay on the site for very long.
 - Furthermore, not many individuals are regularly visiting the site for information on WECP.
 - Post visuals increase engagement.
- Next steps
 - Create more content geared towards countries other than the US and the UK
 - Want to build a diverse audience to extend our global reach
 - Make specific social media plan to promote our events page on a regular basis
 - This will direct more traffic to our website, may increase the length of an average session
 - Speak with website editors; discuss desired changes
 - Our numbers will change for the better once these take place
 - Goals: elongate sessions of viewers by at least 20 seconds, increase the number of returning users by at least 15%, lower the bounce rate by at least 10%
 - Consider running social media ads that either a) link to our site's 'About Us' page, or, 2) link to our events page
 - Underlying goals should be to increase our number of post views and website traffic

ANNEX 7

WORLD ENERGY CITIES PARTNERSHIP REPORT CARD 2015 - 2019

	2015 May Meeting	2015 AGM Rio	2016 May Meeting	2016 AGM Cape Town	2017 May Meeting	2017 AGM Halifax	2018 May Meeting	2018 AGM Kuala Lumpur	2019 May Meeting	2019 AGM Aberdeen
Aberdeen	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Atyrau	✓	✗	✗	✓	✓	✗	✓	✗	✗	
Barranquilla						✓	✓	✗	✓	
Calgary	✓	✓	✓	✓	✗	✗	✗	✗	✗	
Cape Town	✗	✓	✓	✓	✗	✓	✗	✓	✗	
Dammam	✓	✓	✓	✗	✓	✓	✓	✓	✓	
Daqing	✓	✓	✗	✓	✓	✓	✓	✓	✓	
Doha	✗	✓	✗	✗	✗	✗	✗	✗	✗	
Dongying	✓	✓	✗	✓	✗	✗	✓	✓	✗	
Esbjerg	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Halifax	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Houston	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Karamay	✓	✓	✓	✗	✓	✗	✗	✗	✗	
Kuala Lumpur	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Luanda	✓	✗	✓	✓	✗	✗	✓	✗	✓	
Perth	✓	✗	✓	✓	✓	✓	✗	✓	✗	
St. John's	✓	✗	✗	✗	✓	✓	✓	✗	✓	
Stavanger	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Villahermosa	✗	✗	✓*	✗	✗	✓	✗	✓	✗	

City was not a member of the WECP at that time.

* A representative was sent outside of the official city representation.

Outstanding membership fees

2017	Doha (representing a total of \$8,000)
2018	Dammam, and Doha (representing a total of \$16,000)
2019	Barranquilla, Calgary, Dammam, Doha, Halifax, Karamay, and Luanda (representing a total of \$56,000)

ANNEX 8

World Energy Cities Partnership Budgeted Statement of Operations (Unaudited) For the Year Ending December 31, 2020

	Budget 2020			Budget 2019				Forecast to December 31, 2019			
	General Fund	Restricted Fund	Total	General Fund	Committee Funds	Restricted Fund	Total	General Fund	Committee Funds	Restricted Fund	Total
REVENUES											
Membership fees	160,000		160,000	152,000			152,000	151,673			151,673
Sponsorship		18,500	18,500			16,000	16,000			13,500	13,500
Miscellaneous								20,000			20,000
	160,000	18,500	178,500	152,000	-	16,000	168,000	171,673	-	13,500	185,173
EXPENSES											
Ad-Hoc Committee Expenses											
Ad-Hoc Strategy											
Economic Development					20,000		20,000		20,000		20,000
Communications									11,870		11,870
Membership											
Annual General Meeting and other travel											
Host city expenses	10,000		10,000	10,000			10,000	10,000			10,000
Travel - President	10,000		10,000	10,000			10,000	10,000			10,000
Travel - Secretariat	15,000		15,000	10,000		5,000	15,000	9,037			9,037
Working Meeting											
Board Meetings		1,000	1,000	10,000			10,000	10,000		427	10,427
Luncheon		9,000	9,000								
Transportation		1,500	1,500	3,000			3,000	1,065			1,065
Reception		7,000	7,000	15,000			15,000	6,590			6,590
CERAWeek											
Transportation	1,500		1,500								
Reception	1,000		1,000								
Administrative services				40,000			40,000	40,000		9,744	49,744
Operations Officer & Board Advisor	55,000		55,000								
Administrative Coordinator	40,000		40,000								
Marketing & Communications Intern	18,000		18,000								
Accounting	7,500		7,500	7,500			7,500	4,298			4,298
Insurance	1,000		1,000	1,000			1,000	646			646
Marketing - general	2,000		2,000	2,000			2,000	791			791
Office supplies	2,000		2,000	2,000			2,000	1,931			1,931
Miscellaneous	500		500	500			500	500		876	1,376
Membership dues - City of Houston		8,000	8,000			8,000	8,000			8,000	8,000
	163,500	26,500	190,000	96,000	20,000	13,000	129,000	88,267	31,870	19,048	139,185
Surplus for the period	(3,500)	(8,000)	(11,500)	56,000	(20,000)	3,000	39,000	83,406	(31,870)	(5,548)	45,988
Accumulated surplus, beginning of the year	227,289	42,933	270,222	135,578	35,000	48,592	219,170	130,540	45,214	48,481	224,234
Accumulated surplus, end of period	223,789	34,933	258,722	191,578	15,000	51,592	258,170	213,945	13,344	42,933	270,222

World Energy Cities Partnership Projected Balance Sheet December 31, 2020 (Unaudited)

	Projected 2020	Projected 2019	Actual 2018
Assets			
Current			
Bank	258,722	270,222	222,405
Receivables	-	-	32,000
Prepaid expenses	-	-	-
	258,722	270,222	254,405
Liabilities and Deferred Revenue			
Current			
Payables and accruals	-	-	30,014
Deferred membership fees	-	-	-
	-	-	30,014
Accumulated Surplus			
Operating	223,789	213,945	130,696
Committee	-	13,344	45,214
Restricted	34,933	42,933	48,481
	258,722	270,222	224,391
	258,722	270,222	254,405
Receivables-Outstanding membership fees and sponsorship	-	-	-
Prepaid	-	-	-
Payables and accruals	-	-	-