



October 1 - 4, 2017

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World Energy Cities Partnership

Agenda

Strategic Planning Meeting

10/01/2017 – 10:00 AM – 3:00 PM

Harbourfront Marriott – 1919 Upper Water St, Sable Room

- 10:00 Arrival
- 10:05 Welcome – Mike Savage, Mayor of Halifax
- 10:10 Review of Planning Process,
Input from Consultations, Survey and Research – Marinova and Halifax Global
- Plan Context
- 11:00 Goals and Strategies
- Choosing the focus for the next 5 years
- 12:20 - Lunch Break -
- 12:30 For each strategy
- Overview
 - Measurements & Benchmarks
 - Required Processes & People
 - Implementation Plan
- 14:30 Next Steps
- 15:00 Synopsis of key points of discussion and action items
- 15:05 Adjournment



World Energy Cities Partnership

Agenda

Committee Sessions

10/02/2017 – 1:30 PM – 3:30 PM

Discovery Centre – 1215 Lower Water St

- 13:30 – 14:00 Economic Development Committee – (Chair: Stavanger).....(see Annex 6)
- Pilot B2B Program: early assessment, lessons learned and future plans
 - City economic profiles
 - Houston Networking Reception
 - Sharing Best Practices: MIT REAP
 - Halifax
 - Stavanger
- 14:00 – 14:30 Environment Committee – (Chair: Cape Town).....(see Annex 8)
- Panel discussions: assessment, discussion and future plans
- 14:30 – 15:00 Education Committee – (Chair: Perth).....(see Annex 7)
- Directories: impact assessment, discussion and future plans
- 15:00 – 15:30 Communications Committee – (Chair: Esbjerg).....(see Annex 9 - 11)
- Website
 - Press
 - Success Stories
 - Promotion
 - Social Media



World Energy Cities Partnership
Agenda
Officers Committee Meeting
10/03/2017 – 1:30 PM – 3:30 PM
Nova Scotia College of Art & Design – 5163 Duke St

- 13:30 Arrival
- 13:35 Welcome – Nancy Phillips, Halifax
- 13:40 Minutes
- Houston 2017 Working Meeting minutes.....(see Annex 1)
- 13:45 Strategy – Nancy Phillips, Halifax
- Update and discussion of next steps.....(see Annex 3-5)
- 13:55 Reports on future plans by thematic committees
- Economic Development – (Stavanger).....(see Annex 6)
 - Education – (Perth).....(see Annex 7)
 - Environment – (Cape Town).....(see Annex 8)
 - Communications – (Esbjerg).....(see Annex 9 - 11)
- 14:35 Reports on future plans by organizational committees
- Membership – (Secretariat / Houston).....(see Annex 12)
 - Membership Standing Report
 - AGM – (Kuala Lumpur)
 - Overview of program for 2018 AGM
 - Finance – (Secretariat / Houston).....(see Annex 13 - 17)
 - Unaudited Financial Statements for the Third Quarter Ended September 30, 2017 and Forecast to December 31, 2017
 - Budget for the Year Ending December 31, 2018
- 14:55 Synopsis of key points of discussion; consolidation of Officer’s Report to Board of Directors
- 15:15 Adjournment



World Energy Cities Partnership

Agenda

Board of Directors Meeting

10/04/2017 – 1:15 PM – 3:30 PM

Halifax Council Chamber – 1841 Argyle St

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- 13:15 Arrival
- 13:20 Call to order – Mike Savage, Mayor of Halifax
- 13:25 Minutes
- Approval of Houston 2017 Working Meeting minutes.....(see Annex 2)
- 13:35 Committee Reports
- Ad-Hoc Strategy – (Halifax)(see Annex 3-5)
 - Economic Development – (Stavanger)(see Annex 6)
 - Education – (Perth)(see Annex 7)
 - Environment – (Cape Town).....(see Annex 8)
 - Communications – (Esbjerg)(see Annex 9 - 11)
 - Membership – (Secretariat / Houston)(see Annex 12)
 - Acceptance of Membership Standing Report
 - AGM – (Kuala Lumpur)
 - Presentation of program for 2018 AGM
 - Finance – (Secretariat / Houston).....(see Annex 13 - 17)
 - Approval of Unaudited Financial Statements for the Third Quarter Ended September 30, 2017 and Forecast to December 31, 2017
 - Approval of Budget for the Year Ending December 31, 2018
- 14:25 Voting on any other resolutions
- 14:35 Presentations by applicant cities
- Barranquilla, Colombia
 - Yenagoa, Bayelsa State, Nigeria
- 15:15 Closing Remarks / Adjournment

ANNEX 1



World Energy Cities Partnership 2017 Working Meeting Officers Committee Meeting Minutes Partnership Tower, 9th floor – 14:00 PM – 15:00 PM

Member Cities Present:

Matthew Lockley - Aberdeen, UK

Ziyad Al-Swaidan, Dammam, Saudi Arabia

Otto Jespersen - Esbjerg, Denmark

Tom Nielsen - Esbjerg, Denmark

Karsten Rieder - Esbjerg, Denmark

Thomas Reil - Esbjerg, Denmark

Nancy Phillips - Halifax, Canada

Zeljka Momirovic - Houston, USA

Oni Blair - Houston, USA

Mohit Bangia - Houston, USA

Haiyan Wang - Karamay, China

Shareen Madros - Kuala Lumpur, Malaysia

Azwan Shakur - Kuala Lumpur, Malaysia

Izzatul Aini binti Ibrahim - Kuala Lumpur, Malaysia

Daniel High - Perth, Australia

Elizabeth Lawrence - St John's, Canada

May Endresen - Stavanger, Norway

Birger Haraldseid - Stavanger, Norway

Matthew Shailer - General Secretariat

Thomas Pommier - General Secretariat

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

Ms. Nancy Phillips called the meeting to order at 14:00 and reminded officers that, at the 2016 AGM in Cape Town, the WECP adopted a set of Procedures and Rules of Order based on Robert's Rules of Order.

II. **Minutes**

Ms. Phillips introduced the “2016 AGM - Officers Committee Meeting Minutes” for approval.

All approved.

III. **Strategy – Nancy Phillips, Halifax**

Ms. Phillips gave a brief overview of the process leading to the selection of 4 proposals for each Vision Statement and Mission Statement.

Vision Statement proposals as follows:

1. *“Inspiring the world's leading energy cities to collaborate, innovate and build business partnerships for the social and economic welfare of citizens.”*
2. *“To be the world's leading city led collaboration for the sharing of innovation, best practice and partnerships across the energy value chain.” OR “To be the premier city-led collaboration for the sharing of innovation and best practice across all parts of the energy value chain.”*
3. *“To be the world's premier partnership that drives collaboration within global energy economies.”*
4. *“To be the world's premier forum linking local government and the energy sector.”*

Mission Statement proposals as follows:

1. *“Facilitating sector development and investment in the most significant energy cities of the world by responding to the fast paced change in an increasingly connected world.”*

2. *“Leading the dialogue between local government leaders and the global energy industry to foster the sustainable and inclusive growth of our economies through collaborations in business, innovation and education.”*
3. *“Shaping the future through dialogue, collaboration and furthering the shared interests of the world’s leading energy cities.”*
4. *“Collaborating through the partnership of world energy cities to adapt and respond to changing social, economic and environmental needs of global energy.”*

She went on to explain that Ms. Michelle Seale, Strategy Principal at EY Houston, would facilitate the strategy session at the board meeting so that the board may have an active discussion about these proposals and the future of the partnership.

Ms. Phillips also proposed that a full day be dedicated to strategic planning, at the 2017 AGM in Halifax, on Saturday, September 30. Mayors (or stand in representatives) should therefore arrive on or prior to Friday, September 29. She noted that the intent is to pay a consulting firm, using the \$15,000 allocated to the Ad-Hoc Strategy Committee at the 2016 Working Meeting in Houston, to help create a roadmap for the organization for the next 5 years.

IV. Committee Reports

a. Economic Development Committee – May Endresen, Stavanger

Ms. May Endresen noted that Halifax presented a business-to-business program plan to carry out at the AGM.

Ms. Phillips added that Halifax has worked with the Government of Nova Scotia to develop country profiles, which have been distributed for review and will be updated with any additions and/or edits from Member Cities. In light of comments at the committee session on Sunday, April 30, Halifax will prioritize the addition of a profile for the City of Halifax to the Canada profile. Member Cities are encouraged to use this city-specific profile as a template and to add their own city’s profile to other country profiles.

Mr. Birger Haraldseid then presented findings resulting from the Economic Indicators Survey. He noted the need to keep the survey simple and focused on a selective number of indicators, but also mentioned the need for guidelines to ensure that data gathered from Member Cities is comparable.

Ms. Endresen stated that the Economic Development Committee would not make a powerpoint presentation to the Board of Directors, presenting the highlights instead.

b. Education Committee – Daniel High, Perth

Mr. Daniel High reported the production of four directories (existing educational exchanges; energy related higher education and vocational programs; energy related research centers and programs; incubators and start-ups). He stated that the committee intends to continue mapping out the connections between organizations listed in the directories. Mr. High also noted that the directories were developed as tools to be used by Member Cities, as well as the public, to increase collaboration. To illustrate his comment, he mentioned that the active distribution and advertisement of the directories in Perth have already generated discussion between a start-up in Aberdeen and an incubator in Perth. The

committee will request that the Board of Directors consider these directories complete and approve their publication on the website.

c. Communications Committee – Thomas Reil, Esbjerg

Mr. Thomas Reil noted that the Communications Committee will be responsible for sharing the information about the new identity of the WECP once the vision and mission are confirmed. He also noted opportunities to share more information about the plans for Halifax. He requested additions to the success stories on the website.

Ms. Phillips noted the work of Mr. Thomas Pommier and the Secretariat to produce four banners (economy, sustainability, education, and community) and a backdrop with the new WECP logo.

Ms. Endresen asked for “energy” to have greater emphasis on the banners.

Ms. Phillips pointed that the backdrop does include energy and suggested a fifth banner could be produced.

Mr. Matthew Lockley commented that there is a lot of potential for Member Cities to promote the WECP but that promotional material and collaterals need to be shared with the Member Cities.

Ms. Phillips noted that Mr. Thomas Pommier and the Secretariat drafted a one-page collateral with information on the WECP that was submitted to the committee for review and discussion.

Mr. Reil suggested putting the design of the banners/marketing tools on the website to make it easier for cities to download and include guidelines for how to use them.

Mr. Matthew Shailer agreed that the secretariat should work with the committee on developing a set of guidelines in advance of sharing the design of the banners and backdrop with Member Cities.

Mr. Ziyad Al-Swaidan recommended that Member Cities continue to push out information on the WECP and create opportunities to talk about WECP with local businesses. Additionally, he suggested a monthly publication on all partnership activities to create media attention in different media sources.

Mr. Reil briefed on his city’s efforts to translate material on WECP and share information in Denmark. He noted this as a good way to share information with people in the Member Cities’ home countries, as well as to improve online searchability. He added that the WECP should be more active on social media.

Ms. Phillips took advantage of this last comment to brief her fellow officers on plans to rely on an intern to aid the development of communications efforts, especially efforts to grow online presence and social media activity. Ms. Phillips noted that the intern for this pilot project would come from the City of Houston’s existing internship program at no cost to WECP. She reiterated the need for success stories, as well as international energy-related events to share on the website, noting that engagement of all cities in submitting information is still vital to provide content for the website and for social media. Mr. Shailer suggested that connecting the Secretariat to Public Relations officers in Member Cities could help.

d. Membership Committee – Matthew Shailer, Secretariat

Mr. Shailer listed the cities that are currently not in good standing with the organization: Doha and Rio de Janeiro (paid membership fee but did not attend in 2016); Dammam, Luanda and Villahermosa (did not pay membership fee in 2016). He added that ten cities are still outstanding in their payment of the 2017 membership fee and reiterated that payment of membership fees should be remitted before January 31 of every year. Cities have a year to get back into good standing.

Mr. Al-Swaidan noted that Dammam’s 2016 membership fee was paid late in 2017 and that payment of the 2017 membership fee would be remitted before the AGM in Halifax.

Mr. Lockley pointed that Aberdeen has signed an MOU with Barranquilla, Colombia. Under this MOU, Aberdeen agreed to support Barranquilla’s application for membership in the WECP. Barranquilla has also sent a letter of intent to make its interest in acceding to WECP membership clear. He noted that Barranquilla, with the board’s approval, could participate in the Halifax 2017 AGM as an observer.

Mr. Shailer stated that the membership committee would be responsible for onboarding.

e. AGM Committee – Matthew Shailer, Secretariat

Mr. Shailer issued a call for bids for the 2018 AGM and noted that Kuala Lumpur expressed interest in hosting.

Mr. Phillips noted that the formal bid is due before June 1. She added that the WECP President and Vice-President would also change at the 2017 AGM in Halifax and encouraged interested cities to run.

f. Finance Committee – Matthew Shailer, Secretariat

Mr. Shailer presented the “Unaudited Financial Statements for the Year Ended December 31, 2016.” He noted that the WECP ended the year with a surplus of \$18,361 and an accumulated surplus of \$213,771.

Ms. Elizabeth Lawrence pointed that the WECP increased its membership fee from \$5,000 to \$8,000 in 2012¹ and cautioned that as a non-profit organization the WECP should be wary of accumulating surplus. She suggested that this issue should be included in the conversation around strategy plans.

Mr. Shailer noted that the surplus amount includes sponsorship funds (\$26,000 in 2016). He also noted that, until it was terminated in 2015, funds were allocated to the WECP Training Exchange Program. Since then, some funds have been allocated to committees but in much lower amounts. Some of the surplus funds could also be used for strategic consulting.

Ms. Phillips asked whether it would be prudent to use the funds to establish a risk register so that the organization be attune to any blind spots. She explained that a risk register could assign a number and weight to risks such as lack of engagement by mayors, etc. This is a good auditing and accounting practice. Ms. Phillips added that the Finance Committee could be responsible for developing standards and compiling a report for review at the AGM.

Ms. Lawrence requested to have a discussion about the objectives of the Annual Networking Reception. She explained that, while the reception has been a good event, she wondered whether the WECP should

¹ The membership fee was raised in the restructuring of the funding system for the Annual Networking Reception. Prior to 2013, the reception was funded through voluntary sponsorship from Member Cities.

host an alternative event during the Offshore Technology Conference (OTC). If the intent of the reception is for business-to-business networking, an alternative event could add value to the participants' experience.

Mr. Reil agreed in principle, especially given the availability of additional funds. He noted that most attendees at OTC would not know about the WECP and that a WECP presence at OTC could be an opportunity to market the organization.

Ms. Endresen recapitulated the two main issues the Annual Networking Reception faces:

- Lack of awareness of the WECP.
- Competition with OTC.

Mr. Azwan Shukor agreed that competition with OTC is a concern and supported the idea of a WECP presence at OTC.

Ms. Phillips asked whether the Communications Committee could look further into the question. She also asked whether other cities would join Houston, Esbjerg, and Halifax on the Communications Committee. Mr. Lockley (Aberdeen) and Ms. Lawrence (St. John's) volunteered.

Ms. Lawrence also suggested including marketing efforts as part of the committee's activities.

Ms. Phillips suggested that Marketing and/or Public Relations staff from Member Cities could be assets.

g. Environment – Nancy Phillips, Halifax

Ms. Phillips requested recommendations from the officers on further actions based on the Green Economy Best Practice report that was presented at the 2016 AGM in Cape Town and published on the website. The committee should aim for tangible outcomes.

Mr. High noted that he has shared the report with the City of Perth's sustainability team. He added that the City of Perth is developing a sustainability dashboard that could contribute to this effort.

V. Synopsis – Nancy Phillips, Halifax

Ms. Phillips recapitulated all decision items:

- The Officers Committee approved the "2016 AGM - Officers Committee Meeting Minutes."
- The Ad-Hoc Strategy Committee will seek approval to hold a strategic planning session on Saturday, September 30 at the 2017 AGM in Halifax. Discussion on competition with OTC will be taken under advisement during the strategic planning process.
- The Education Committee will seek approval from the Board of Directors for the four directories to be published on the website.
- The Communications Committee will seek approval from the Board of Directors for the name of the committee to be changed to Marketing and Communications Committee. Aberdeen and St John's will be added to the list of committee members.
- The Secretariat will select a City of Houston intern to work on a pilot project aiming at raising the online presence of the WECP. All Member Cities will share information with the Secretariat to provide content for website and social media publications.
- The Environment Committee will request that each WECP Officer share the Green Economy Best Practice report with the appropriate department within their respective city administrations.

- The Membership Committee will seek approval from the Board of Directors to invite the City of Barranquilla, Colombia to join the 2017 AGM in Halifax as an observer and will share the Membership Application Process policy with the membership.
- The Finance Committee will seek approval of the “Unaudited Financial Statements for the Year Ended December 31, 2016” and will work to produce a risk register.
- The Secretariat will update the membership on the process for nomination of candidates for the WECP Presidency and Vice-Presidency.

VI. Meeting Adjourned

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ANNEX 2



World Energy Cities Partnership 2017 Working Meeting Board of Directors Meeting Minutes Museum of Fine Arts of Houston – 15:00 PM – 17:30 PM

Member Cities Present:

Matthew Lockley - Aberdeen, UK

Vice Mayor Qinghua An - Daqing, China

Guoguang Liu - Daqing, China

Guanglong Huangfu - Daqing, China

Ming He - Daqing, China

Mayor Johnny Søtrup - Esbjerg, Denmark

Otto Jespersen - Esbjerg, Denmark

Tom Nielsen - Esbjerg, Denmark

Karsten Rieder - Esbjerg, Denmark

Thomas Reil - Esbjerg, Denmark

Mayor Michael Savage - Halifax, Canada

Nancy Phillips - Halifax, Canada

Andrew F. Icken - Houston, USA

Zeljka Momirovic - Houston, USA

Mohit Bangia - Houston, USA

Vice Mayor Hao Liang - Karamay, China

Hua Jiang - Karamay, China

Haiyan Wang - Karamay, China

Mohd Najib Mohd - Kuala Lumpur, Malaysia

Nurazizi bin Mokhtar - Kuala Lumpur, Malaysia

Azwan Shakur - Kuala Lumpur, Malaysia

Izzatul Aini binti Ibrahim - Kuala Lumpur, Malaysia

Lord Mayor Lisa Scaffidi - Perth, Australia

Daniel High - Perth, Australia

Mayor Dennis O'Keefe - St John's, Canada

Elizabeth Lawrence - St John's, Canada

Dep Mayor Bjørg Tysdal Moe - Stavanger, Norway

May Endresen - Stavanger, Norway

Matthew Shailer - General Secretariat

Thomas Pommier - General Secretariat

VII. **Presentation: "Urban Insights Diagnostic: Houston" – Scott Nyquist, McKinsey & Company**

Mr. Scott Nyquist started his presentation with a broad description of the actions McKinsey & Co. see as needed for the US economy to return to dynamic and inclusive growth. He listed closing the digital gap to help small businesses export; reinvesting in communities adversely impacted by trade shocks; investing in urban transportation infrastructure and affordable housing; fostering faster, more efficient and more affordable educational pathways; and ensuring a responsive regulatory approach to a rapidly changing energy sector to speed the allocation of capital to the most promising opportunities as top priorities. Mr. Nyquist then used Houston as an example of the analysis McKinsey & Co. can provide on cities, their strengths and opportunities for improvement. He listed a strong economy (comparatively high GDP, productivity and exports) lead by the energy and medical sectors and supported by world-class port and airport connectivity; comparatively low cost of living; leading innovative education institutions; a diverse demographic profile with improving inclusiveness; a vibrant small business community; low taxes, a favorable regulatory environment and unit labor costs as Houston's main strengths. He then pointed to opportunities to improve Houston's economic prosperity by fostering the growth of the manufacturing and life sciences sectors; improving its higher education offer and attractiveness to educated talents; devoting special attention to pre-K, K-12, STEM, and tertiary education; lowering income inequality and poverty rates; fostering higher R&D investment and venture capital funding; improving infrastructure connectivity to alleviate congestion costs; and addressing the unfunded municipal pension liability. The presentation was also an example of the implications such research can have for the WECP.

Lord Mayor Lisa Scaffidi asked that McKinsey & Co. be given more information on the WECP Education Committee as they may be able to help strengthen programs.

Mr. Andrew Icken spoke of a few incubator and accelerator programs Houston has looked at and spoke about how WECP members can share information on how to nurture the incubator environment from a city's perspective.

Mayor Johnny Sørtrup asked why the Austin, Texas incubator scene seems much stronger than that of Houston.

Mr. Nyquist answered that the University of Texas is more active in acquiring patents and is more active in promoting the start-up environment. He also stated the weather in Austin is more attractive.

Daniel High asked about the time frame for achieving economic diversification in a city.

Mr. Nyquist stated it takes decades.

Mayor Savage and Nancy Phillips commended on the innovation ecosystem of Halifax and the relationship the City of Halifax has developed with the City of Boston to promote this innovation ecosystem.

VIII. Welcome and Call to Order – Mike Savage, Mayor of Halifax

Mayor Savage called the meeting to order at 15:35 p.m.

IX. Minutes

Mayor Michael Savage introduced the "2016 AGM - Board of Directors Meeting Minutes" for approval.

Mr. Mohd Najib Mohd asked for the minutes to be amended to reflect that the video showcased was from Kuala Lumpur City Hall, not MPRC.

Lord Mayor Scaffidi made the motion to approve the minutes as amended; Mr. Mohd seconded the motion. All voted in favor of the motion; the motion passed.

X. Strategy Session – facilitated by Michelle Seale, EY

This session was about the vision and mission statements. Ms. Seale facilitated the discussion, asking board members to express comments and/or concerns. The first part of the discussion was about the vision statement. Several board members stated their preferences for one or the other of the following 4 vision statement proposals and commented on words they would like to see in the statement:

1. *"Inspiring the world's leading energy cities to collaborate, innovate and build business partnerships for the social and economic welfare of citizens."*
2. *"To be the world's leading city led collaboration for the sharing of innovation, best practice and partnerships across the energy value chain." OR "To be the premier city-led collaboration for the sharing of innovation and best practice across all parts of the energy value chain."*
3. *"To be the world's premier partnership that drives collaboration within global energy economies."*
4. *"To be the world's premier forum linking local government and the energy sector."*

After discussion and several variations, the following vision statement was agreed upon:

- ***“To be the world’s leading partnership of energy cities that drives collaboration, innovation, and sustainability to enhance the lives of our citizens.”***

Ms. Seale then moved the discussion towards the mission statement. Several members stated their preferences for one or the other of the following 4 mission statement proposals and commended on words they would like to see in the statement:

1. *“Facilitating sector development and investment in the most significant energy cities of the world by responding to the fast paced change in an increasingly connected world.”*
2. *“Leading the dialogue between local government leaders and the global energy industry to foster the sustainable and inclusive growth of our economies through collaborations in business, innovation and education.”*
3. *“Shaping the future through dialogue, collaboration and furthering the shared interests of the world’s leading energy cities.”*
4. *“Collaborating through the partnership of world energy cities to adapt and respond to changing social, economic and environmental needs of global energy.”*

After discussion and several variations, the following mission statement was agreed upon:

- ***“Provide a mayoral forum among energy cities to enhance collaboration with government, corporate, and academic leaders.”***

Mayor Dennis O’Keefe moved the motion to approve the vision and mission statements as agreed upon during the facilitated strategy session; Deputy Mayor Bjørg Tysdal Moe seconded the motion. All voted in favor of the motion; the motion passed.

Ms. Phillips commented that the 2017 AGM will include the next phase of the strategy process. She stated a discussion took place in the Officers Committee meeting to hire a strategy consultant to guide the WECP through the next steps.

Lord Mayor Scaffidi moved the motion to provide the Ad-Hoc Strategy Committee with a mandate to identify and hire a consultant, and to direct the consultant to ensure completion of the next steps by the AGM in Halifax; Deputy Mayor Moe seconded the motion. All voted in favor of the motion; the motion passed.

XI. Committee Reports

a. Economic Development Committee

Ms. May Endresen presented as chair of the Economic Development Committee. She noted that the committee has identified to main objectives:

- Increasing business to business activities.

Ms. Endresen mentioned the development of a pilot B2B program for the 2017 AGM in Halifax and the production of country profiles.

- Increasing knowledge sharing among Member Cities.

She provided a brief update on the data gathered through the Economic Indicators Survey and explained that there was difficulty in gathering data that is comparable across Member Cities. The committee will look at gathering country and city profiles to further refine the Economic Indicators Project.

b. **Education Committee**

Lord Mayor Scaffidi, chair of the Education Committee, presented the report of the committee, as well as the four directories that were produced:

- Existing educational exchanges;
- Energy related higher education and vocational programs;
- Energy related research centers and programs;
- Incubators and start-ups.

She encouraged Member Cities to keep these directories up to date and to use them to foster relationships across the network of cities.

Lord Mayor Scaffidi moved the motion to publish the directories on the WECP website; Deputy Mayor Moe seconded the motion. All voted in favor of the motion; the motion passed.

c. **Communications Committee**

Mr. Thomas Reil presented the committee report as chair of the Communications Committee. He mentioned in particular that the Officers Committee had discussed the use of a City of Houston intern for a pilot project aiming at growing the WECP's online presence.

Mr. Mohd asked that conferences and other events be promoted on the website by communicating information and promotional material to the Secretariat.

d. **Membership Committee**

Mr. Matthew Shailer presented the Membership Standing report card and stated that Doha, Rio de Janeiro, Luanda and Villahermosa are not in good standing for lack of attendance at meetings or non-payment of membership fee and that they have one year to resolve the issue. He also clarified the situation of Dammam which paid its 2016 membership fee in April 2017 and indicated that payment for 2017 would be remitted before the AGM in Halifax.

Mr. Matthew Lockley reported the signing of an MOU between the cities of Aberdeen and Barranquilla, Colombia. As part of this MOU, Aberdeen agreed to support Barranquilla's application to membership in the WECP and Mr. Lockley requested approval to invite Barranquilla to attend the AGM in Halifax as an observer.

Mr. Shailer noted that the Membership Application Process policy had been sent to the membership ahead of the meeting, and explained that the next step was for the Secretariat to receive a written statement of interest from Barranquilla. If received, the statement of interest, along with supporting documents, would be shared with the Membership Committee electronically for review and the committee would submit its recommendation to the board. If endorsed by the board, Barranquilla would be invited as an observer at the next board meeting and given the opportunity to formally present their application. The board would then decide whether to vote on Barranquilla's membership or to table the question. If the vote passes, Barranquilla will be able to formally join as a member at the next meeting.

e. **AGM Committee**

Ms. Phillips presented a promotional video of Halifax, restated that the 2017 AGM will be held in Halifax from September 30 to October 4, 2017, and reminded the members that registration and information are available online at <http://www.WECPHalifax2017.com>.

f. **Finance Committee**

Mr. Shailer presented the “Unaudited Financial Statements for the Year Ended December 31, 2016” and requested their approval.

Mayor O’Keefe moved the motion to approve the “Unaudited Financial Statements for the Year Ended December 31, 2016”; Deputy Mayor Moe seconded. All voted in favor; the motion was passed.

XII. General and Announcements

Mr. Mohd restated Kuala Lumpur’s interest in hosting the 2018 AGM and delivered a short presentation on the city. He noted that a draft bid had been produced and would be submitted to the Secretariat.

Mayor Savage commented on the need to nominate candidates to the presidency and vice-presidency of the WECP before the AGM in Halifax.

Mr. Shailer explained that candidates to both the presidency and vice-presidency must be nominated from among the Board of Directors by two fellow members of the board.

Mr. Lockley provided a statement by Lord Provost George Adam thanking the WECP members for their support during his time as Lord Provost of Aberdeen.

XIII. Meeting Adjourned

ANNEX 3

AD-HOC STRATEGY COMMITTEE REPORT

Ad-Hoc Strategy Committee Members:

Halifax, Canada (Chair)
Houston, USA
Aberdeen, UK
Calgary, Canada
Cape Town, South Africa

Dammam, Saudi Arabia
Karamay, China
Perth, Australia
Stavanger, Norway
Villahermosa, Mexico

Background

At the 2016 AGM, a new Purpose Statement was developed and approved, followed by a Vision Statement and a Mission Statement at the May 2017 Working Meeting in Houston:

- Purpose: *“Empowering the world’s leading energy cities by driving collaboration to build a better future.”*
- Vision: *“To be the world’s leading partnership of energy cities that drives collaboration, innovation, and sustainability to enhance the lives of our citizens.”*
- Mission: *“Provide a mayoral forum among energy cities to enhance collaboration with government, corporate, and academic leaders”.*

In May, the Board of Directors also voted to proceed with the selection and hiring of a consultant to develop a 5-year strategic plan. Subsequent to the WM, the Secretariat published a Request For Proposals (RFP). A total of 9 proposals were received. After thorough review, scoring and follow-up interviews, the Secretariat, with the support of the Presidency and Vice-Presidency, selected and hired Jim Frost, MariNova Consulting Ltd, and Andy Cutten, Halifax Global Inc.

Activity

Jim Frost and Andy Cutten started their research in the first days of August. They conducted phone interviews with as many WECP board members, officers and staff as possible and gathered additional insight through an online survey. Overall, 11/19 Member Cities participated.

Based on their research, as well as on insight from members and from the Secretariat, Jim and Andy drafted a Strategic Plan focused on building capacity and further professionalizing the Secretariat. This draft plan is intended to be discussed by the members on October 1, 2017. Please note that the Strategic Plan which will be presented is proposed only and all members will have the opportunity for input into the final plan.

Concurrently, the Secretariat proposes that the bylaws be revised to allow the WECP to hire a full-time Executive Director, independent of the City of Houston (Annex 4-5).

Board Action: Review and Discuss 5-year Strategic Plan for the WECP.

A decision from the board is requested on the motion presented in Annex 4.

Author: Thomas Pommier, Project Coordinator, World Energy Cities Partnership.

ANNEX 4

MOTION:

I move to amend Article IV, Section 13 and Article V, section 7 and section 11 of the bylaws by:

- Allowing the direct, salaried compensation of a hired Executive Director.
- Changing the appointment process to a hiring process.
- Allowing the Board, rather than the Mayor of Houston alone, to control the hiring process.

SUBMITTED BY: Matthew Shailer

Phone #:

Email Address: matthew.shailer@houstontx.gov

INTENT:

N/A

IMPLEMENTATION:

N/A

COST:

N/A

RATIONALE:

N/A

For use only by clerk:

Seconded by: _____

Approved: Yes No Tabled

Meeting date: ____/____/____

ANNEX 5

ARTICLE IV

BOARD OF DIRECTORS

Section 13. Compensation of Directors: Expenses. ~~At the exception of the Executive Director,~~ persons serving as Directors shall not receive any salary or compensation for their services as Directors; provided, however, that nothing contained herein shall be construed as precluding any Director from receiving compensation in a reasonable amount for personal services rendered (other than services rendered as a Director) that are reasonable and necessary in carrying out the Corporation's purposes as the Board of Directors may from time to time determine.

ARTICLE V

OFFICERS

Section 7. Executive Director of the Permanent Secretariat. The Mayor of the City of Houston or his or her designee shall from time to time ~~appoint an employee of the City of Houston~~ **recommend a qualified individual** to serve as Executive Director of the Permanent Secretariat (the "Executive Director") **and shall oversee the hiring process following approval by the Board of Directors.** Subject to the control of the Board of Directors and the oversight of the Secretary General, the Executive Director shall have the general operating charge, management and control of the properties, business and operations of the Corporation with all such powers as may be reasonably incident to such responsibilities; and shall have such other powers and duties as may be designated in these Bylaws and as may be assigned to such officer from time to time by resolution of the Board of Directors.

Section 11. Compensation of Officers. ~~At the exception of the Executive Director,~~ persons serving as officers of the Board of Directors shall not receive any salary or compensation for their services as officers of the Board of Directors (except as set forth in Section 7 of this Article); provided, however, that nothing contained herein shall be construed as precluding any officer of the Board of Directors from receiving compensation in a reasonable amount for personal services rendered (other than services rendered as an officer of the Board of Directors) that are reasonable and necessary in carrying out the Corporation's purposes as the Board of Directors may from time to time determine.

ANNEX 6

ECONOMIC DEVELOPMENT COMMITTEE UPDATE

Economic Development Committee Members:

Stavanger, Norway (Chair)
Aberdeen, UK
Calgary, Canada
Halifax, Canada
Houston, USA

Karamay, China
Luanda, Angola
Perth, Australia
Rio de Janeiro, Brazil
St John's, Canada

Background

At the AGM in Cape Town the new purpose statement was adopted by the Board of Directors *“Empowering the world’s leading energy cities by driving collaboration to build a better future.”*

At the Officers meeting 3 “pillars” were agreed supporting the purpose statement;

1. Sharing and learning
2. Collaborating and developing
3. Facilitating and creating opportunities for business and communities

At the meeting in Cape Town the members recognized the wish of Member Cities to see more value out of the Economic Development Committee. More time is needed to develop new ideas and evaluate feasibility. The work of the economic development committee shall support the overall purpose of the WECP through focus on the 3 pillars of sharing and learning, collaborating and developing and facilitation for the cities to strengthening business opportunities. Hence, the Economic development committee meeting at the AGM in Halifax will focus on these 3 areas.

One of the aims of WECP is helping member cities to foster greater connectivity in economic development, and a major focus of the organization is to identify areas of potential cooperation between cities. Using its worldwide support network, member cities can share industry trends, contacts and experiences.

One of the main projects of the Economic Development Committee for the last three years has been the Economic Indicator project. Initiated by Stavanger at the 2014 AGM, developed further in 2015 and 2016. The rationale for the indicator project is to establish a set of indicators to monitor development on certain areas in the WECP-cities on an ongoing basis. The indicators are meant to be useful in understanding where the individual WECP cities are in the energy value and supply chain, as well as their dependency on the energy industry.

WECP shall enable insight, reinforce collaboration, and highlight and facilitate business opportunities for its partners. Knowledge is of vital importance to enable success of these intentions. Thus, it is important to share best practise example at the WECP meetings.

Activity

At the Working Meeting in Houston, the addition of a pilot business-to-business program to the AGM was proposed. Nancy Phillips and her staff at the Halifax Partnership have worked hard to coordinate with the Member Cities and ensure participation. However, a lower number of companies than originally anticipated will be participating in B2B meetings during the course of the AGM.

Country profiles developed by Halifax, in collaboration with the Government of Nova Scotia, have been uploaded to the website. Halifax also shared a city specific economic profile which they added to their city page on the WECF website.

At the members request, the committee will discuss the organization of a Networking Reception at the 2019 WM in Houston.

Proposed way forward

In session, the committee shall discuss and agree on steps to be taken to measure the impact of the pilot B2B program. After assessment, if the committee decides to replicate the B2B program, a set of recommendations to the next AGM host shall be developed.

Best practice sharing

Halifax and Stavanger are both involved in the Massachusetts Institute of Technology's Regional Entrepreneurship Acceleration Program (MIT REAP), a program which aims at helping regions foster innovation-driven entrepreneurship (IDE) by training teams composed of government, risk capital, university, enterprise and corporate leaders. During the committee session at the AGM, the two cities will share their respective experiences with the MIT REAP program.

Board Action: This is an information item only at this time. No Approval or Motion is required.

Author: Kristin Reitan Husebø, Chair, Economic Development Committee

ANNEX 7

EDUCATION COMMITTEE UPDATE

Education Committee Members:

Perth, Australia (Chair)
Atyrau, Kazakhstan
Esbjerg, Denmark
Halifax, Canada
Houston, USA

Karamay, China
Luanda, Angola
Stavanger, Norway
St John's, Canada

Background

At the May Working Meeting in Houston, the board took note of the completion of 4 directories mapping out the educational capabilities of WECP Member Cities:

- Existing educational exchanges
- Higher education and vocational programs linked to energy
- Research centers and research programs focused on energy
- Energy specific incubators and start-ups

The directories were published on the website and the Education Committee agreed on a plan to promote the directories and explore opportunities for new connections.

Activities

On August 1, 2017, incubators in Perth and Houston signed a Memorandum of Understanding. CORE and Station Houston agreed on a high-level framework for cooperation and referrals that will enable members from both communities to access space at one another's innovation hubs.

The first start-up to take advantage of this agreement will be Uearthed Solutions, CORE's resident open innovation and accelerator program. Station Houston will host 'Digital Tribes', a weekend hackathon organized by Uearthed, in collaboration with BHP Billiton. This first installment of Digital Tribes Houston, originally scheduled to take place from October 13 to 20, 2017 and rescheduled to early 2018 after the passage of hurricane Harvey, will focus on the development and prototyping of digital solutions for the energy sector.

A Success Story has been developed and published on the website (Annex 10).

Proposed way forward

In session, the Education Committee shall discuss and agree on strategies to replicate successes such as described above. Specific targets could be identified and collaboratively worked on over the course of a 1-2 year term.

Board Action: This is an information item only at this time. No Approval or Motion is required.

Author: Daniel High, Manager Economic Development, City of Perth

ANNEX 8

ENVIRONMENT COMMITTEE UPDATE

Environment Committee Members:

Cape Town, South Africa (Chair)
Calgary, Canada
Dammam, Saudi Arabia

Esbjerg, Denmark
Houston, USA
Stavanger, Norway

Background

At the 2016 AGM in Cape Town, members participated in a series of presentations on “Renewable Energy and Local Governments.” and the panel discussion on "Sustainability vs. Rising Energy Demand: local solutions to a global issue" which was added to the program of the Working Meeting this year, panel discussions on have been organized.

Activity

Following suit, as part of this year’s AGM program, 5-6 Member Cities participated in two panels on municipal energy policies and on sustainable water management. The panels have been integrated within the program of the CORE Energy Conference in order to capture a larger and broader audience.

The 2018 AGM in Kuala Lumpur will be anchored to a green technology conference. It will be the first time a WECP event is organized around a conference focused on alternative energy which symbolizes the organization’s embrace of the energy sector as a whole.

Board Action: This is an information item only at this time. No Approval or Motion is required.

Author: Gareth Morgan, Chair, Environment Committee

ANNEX 9

COMMUNICATIONS COMMITTEE UPDATE

Communications Committee Members:

Esbjerg, Denmark (Chair)
Halifax, Canada

Houston, USA
Calgary, Canada

The website

The update of the new website has come a long way, and all cities have now updated the information on their specific site. In addition, a total of 20 energy-related events in 11 Member Cities were added to the website's events calendar. Especially the AGM event in Halifax looks very professional, and there is great information for all the participating WECP cities and the press, which might be interested in the event.

The Halifax AGM is a very good example of what the website is capable of in terms of being a great tool for the dialogue between the cities and as a working tool for setting up a meeting and conference like the AGM.

Press release

Nancy Phillips will prepare a press release about what is going on with the AGM and the development of the WECP. She will mention that Mike Savage is continuing as President and the Lord Provost from Aberdeen will be Vice-President. The press release will also be about the AGM, with a special focus on the panel discussions and the B2B part of the program.

Success Stories

Two Success Stories were produced since the WM in Houston (Annex 10):

- "Perth-Houston strengthen ties with innovation hubs" As a result of an MoU between two tech & innovation hubs, a hackathon will be organized in Houston by a start-up from Perth.
- "Rorpost art collaboration expands to Halifax" Halifax is working on a success story regarding the Rorpost Project. What started out as an artist collaboration between Houston/Esbjerg has now expanded to Halifax, where a group of local artists took part in a cultural exchange of art to enhance the understanding between the cities.

Promoting WECP to other cities, companies, press etc.

The collaboration between WECP cities around the world can be promoted even further than is the case today. In all the cities where English is the main language, the WECP website and its information will perform nicely. But for all the other cities it is recommended that a small description of the WECP's role and tasks be placed on the local website of the city/municipality to help the national press and national companies find WECP information. Let us discuss, if we should write a description in English, that also highlights the purpose, vision and mission, and then the cities can translate it into their own language. In addition, it is very important that the cities highlight the B2B possibilities that the AGM meetings provide. Good examples can be found on the websites of the cities of Stavanger, Perth and Esbjerg:

- <https://www.perth.wa.gov.au/council/government-relations/world-energy-cities-partnership>
- <https://www.greaterstavanger.com/Om-oss/Aktuelt/Mulighetsseminar-Vil-din-bedrift-bli-koblet-paa-det-canadiske-markedet>
- <http://www.esbjergkommune.dk/om-kommunen/verdens-energibyer.aspx>

Social Media

Keeping a City of Houston student intern focused on helping the WECP increase its online presence and traffic to the website has proven difficult and it yielded limited results. However, an analytics report was produced for the year 2016 (Annex 11). The report includes suggested strategies and sets a baseline to allow the committee to measure improvements in future reports.

Board Action: This is an information item only at this time. No Approval or Motion is required.

Author: Thomas Reil, Chair, Communications Committee



AUGUST 2017

The World Energy Cities Partnership is an international, city-led organization headquartered in Houston, Texas, comprised of some of the world's leading Energy cities, including:

- ABERDEEN SCOTLAND - AITYRAU KAZAKHSTAN
- CALGARY CANADA - CAPE TOWN SOUTH AFRICA
- DAMMAM SAUDI ARABIA - DAIQING CHINA
- DOHA QATAR - DONGYING CHINA
- ESBJERG DENMARK - HALIFAX CANADA
- HOUSTON USA - KARAMAY CHINA
- KUALA LUMPUR MALAYSIA - LUANDA ANGOLA
- PERTH AUSTRALIA - RIO DE JANEIRO BRAZIL
- ST. JOHN'S CANADA - STAVANGER NORWAY
- VILLAHERMOSA MEXICO

WECP goals are to collaborate on opportunities for economic growth, best practices and to ensure city-to-city learning.



Station Houston (www.stationhouston.com)

Perth-Houston strengthens ties with innovation hubs

On August 1, 2017, leaders from CORE (www.corehub.com.au) and Station Houston (www.stationhouston.com) – tech & innovation incubators on opposite sides of the world – met to establish a Memorandum of Understanding. The agreement was in part a product of a lasting WECP relationship between Perth and Houston and was wholeheartedly supported by the WECP's Education Committee. This collaboration not only serves to strengthen both cities' tech and innovation communities, but also exemplifies the positive impact of WECP relationships.

Who are CORE and Station Houston?

CORE
CORE is Australia's first co-working, collaboration and innovation hub focused on resources technology, where the resources and energy sectors power the human enterprises of tomorrow. Positioned alongside Australia's leading resources companies and universities in the Perth CBD, CORE provides proximity to skills, solutions and opportunity along the supply chain, and a culture of entrepreneurship, open innovation, collaboration and speed to market.

Station Houston

Station Houston aims to transform Houston into a world-leading hub for technology innovation and entrepreneurship. Station Houston brings together the region's diverse startup, business and enterprise ecosystem under one roof to support high-potential entrepreneurs, activate angel and venture capital, foster inclusive community, and create the high-growth, high-impact tech density that helps people with great ideas launch companies that change the world.

Results of the Memorandum of Understanding

As a result of this agreement, Station Houston will host 'Digital Tribes' in early 2018, in conjunction with Uneathed, CORE's resident open innovation and accelerator program (www.uneearthedsolutions/hackathons/digital-tribes-houston). Uneathed will collaborate with BHP and Houston-area innovators to focus digital problem-solving skills on the energy sector's global challenges, prototyping solutions over a weekend.

This ongoing collaboration between Perth and Houston (and other WECP cities) highlights the value that co-working hubs and entrepreneurs are contributing to the growing innovation ecosystem of our Energy Cities.

About the Perth-Houston WECP Relationship

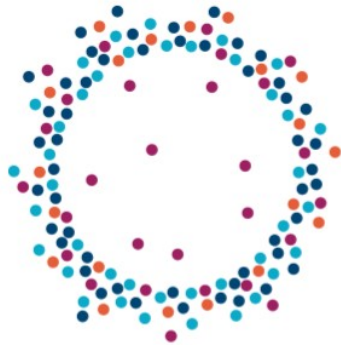
Perth and Houston have been sister cities since 1984 and are both founding members of the WECP. Houston is the energy capital of the world, while Perth is the energy and resource capital of South East Asia. Not only do we share deep roots in the oil and gas industry, but also our commitment to embracing the emerging renewable energy industry.

The WECP's purpose is to empower the world's leading energy cities by driving collaboration to build a better future. As its member cities share best practices and unique areas of expertise around the energy sector, opportunities for collaboration in other sectors also arise. New connections between emerging technology and innovation hubs like CORE and Station Houston add ideas and capabilities to the regular exchanges of skills, people and technologies between the two cities.



CORE (www.corehub.com.au)

ANNEX 11

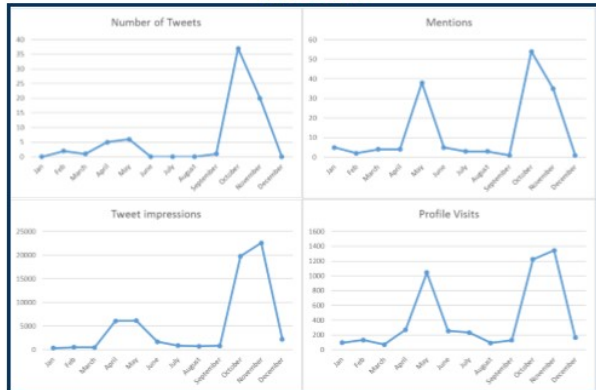


WECP
WORLD ENERGY CITIES PARTNERSHIP

Social Media Report 2016:
Facebook & Twitter

Twitter

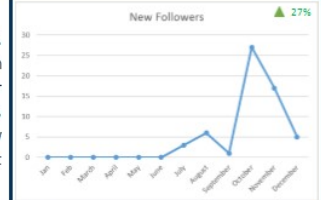
Jan 2 - Dec 31



Reach & Engagement: Surge in number of tweets during event periods (March to May and October to November) led to increase in reach and interactions with the account.

Page Likes/Follows:

Followers increased from 0 to 27. Increase mainly took place the month of October. Top tweet in October featured a picture of WECP President, Mayor Mike Savage in an interview with South African media. Most mentions also happened in October.



Suggestions: Increasing posts, tags and hashtags increases reach. Posting more frequently attracts more users. Posts about Member Cities attracted more interaction than articles on energy, but overall activity was too limited to draw conclusions.

Facebook

January 2 - June 28



Reach & Engagement: Reach and engagement followed similar patterns as Twitter, increasing around the Working Meeting (WM) due to increase in posts, tags and hashtags.

Page Likes/Follows:

Page likes/follows increased from 136 to 156. Although the increase is too small to draw conclusions, half of these page likes resulted from a post thanking sponsors of the May Working Meeting and from tagging the Houston Mayor's Office of Trade & International Affairs.



Suggestions: Posting more frequently attracts more users. Posting more about the Member Cities may help increase user interaction.

Facebook

June 30 - December 31



Reach & Engagement: Increase in posts about Mayor Turner and the AGM, along with promotion of different conferences (with pictures), helped increase reach. The dramatic falls in the graphs are due to lack of postings for over a month at a time.



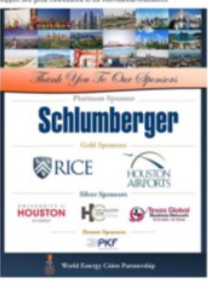

Page Likes/Follows:

Page likes/follows increased from 156 to 169. Likes increased, with increases in number of posts.
(Over the period from Jan 1 to Dec 31, 2016, page likes/follows increased 33, from 136 to 169.)



Suggestions: As previously stated, increasing frequency in posts, tags and hashtags will help increase reach.

Top Performing Posts:
January – December 2016

<p>Oct 2016 - 31 days</p> <p>TWEET HIGHLIGHTS</p> <p>Top Tweet earned 3,040 impressions</p> <p>President of WECP, Mayor @MikeSavageHFX being interviewed by national South African news stations @SABCNewsOnline @NCA pic.twitter.com/CxjyB8h8</p>  <p>53.7</p>	<p>Nov 2016 - 30 days</p> <p>TWEET HIGHLIGHTS</p> <p>Top Tweet earned 3,006 impressions</p> <p>Great speakers tonight at our dinner with @MikeSavageHFX and @SylvesterTurner pic.twitter.com/CsvAC8pOz4</p>  <p>53.7</p>
<p>World Energy Cities Partnership Nov 29, 2016</p> <p>The World Energy Cities Partnership would like to express a special thank you to the main sponsors of the WECP Exhibition: our generous Member Award Sponsors, University of Houston, The Houston Club, Texas A&M University, Houston and other friends. Thank you for your ongoing support and your contribution to our international community!</p> 	<p>World Energy Cities Partnership January 10</p> <p>Mayor Turner taking international collaboration at a City Hall exhibition of art pieces realized jointly by artists from WECP Member Cities, Houston and Exberg/ Mayor's Office of Trade and International Affairs Exberg Kommune</p> 

Conclusion

It is evident from the 2016 data that the most urgent action item is to increase the frequency of posts. Although it is perhaps normal that social media activity should spike around the WM and AGM, a certain level of activity should be maintained throughout the year to prevent the recurrence of long periods during which the WECP was invisible on social media.

The 2016 data seems to indicate that posts featuring pictures, as well as tags and hashtags, are more successful in increasing reach and attracting engagement. Posts promoting energy related conferences in Member Cities could be pre-written and scheduled at the beginning of the year. This would keep WECP social media outlets active and allow to reach a broad audience. Stronger linkages between the Secretariat and communications officers in the Member Cities could also help ensure regular posts on subjects relevant to the WECP.

Similar reports should also be produced on a regular basis to measure improvements and help the committee develop viable communications strategies.

ANNEX 12

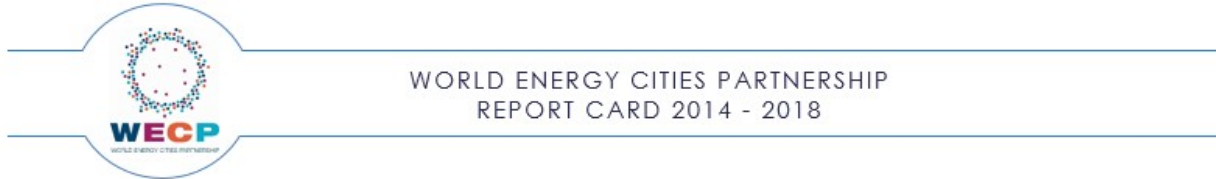
MEMBERSHIP COMMITTEE UPDATE

Membership Committee Members:

Houston, USA (Chair)
Halifax, Canada
St John's, Canada

Stavanger, Norway
Perth, Australia

Member Report Card:



	2014 May Meeting	2014 AGM Stavanger	2015 May Meeting	2015 AGM Rio	2016 May Meeting	2016 AGM Cape Town	2017 May Meeting	2017 AGM Halifax	2018 May Meeting
Aberdeen	✓	✓	✓	✓	✓	✓	✓		
Atyrau	✗	✗	✓	✗	✗	✓	✓		
Calgary	✗	✗	✓	✓	✓	✓	✗		
Cape Town			✗	✓	✓	✓	✗		
Dammam	✓	✓	✓	✓	✓	✗	✓		
Daqing	✗	✓	✓	✓	✗	✓	✓		
Doha	✓	✓	✗	✓	✗	✗	✗		
Dongying	✗	✓	✓	✓	✗	✓	✗		
Esbjerg	✓	✓	✓	✓	✓	✓	✓		
Halifax	✓	✓	✓	✓	✓	✓	✓		
Houston	✓	✓	✓	✓	✓	✓	✓		
Karamay	✓	✓	✓	✓	✓	✗	✓		
Kuala Lumpur	✓	✓	✓	✓	✓	✓	✓		
Luanda	✓	✗	✓	✗	✓	✓	✗		
Perth	✓	✓	✓	✗	✓	✓	✓		
Rio de Janeiro	✓	✓	✓	✓	✗	✗	✗		
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	
2016	Luanda and Villahermosa (representing a total of \$16,000).
2017	Daqing, Doha, Luanda*, Rio de Janeiro and Villahermosa (representing a total of \$39,170*)
	* Luanda's invoice for 2017 membership fee included a refund of \$830.29 held by the Secretariat after payment to Stavanger for a hotel bill incurred in 2014 was transferred through the Secretariat's intermediary.

Board Action: This is an information item only at this time. No Approval or Motion is required.

Author: Thomas Pommier, Project Coordinator, World Energy Cities Partnership.

ANNEX 13

FINANCE COMMITTEE UPDATE

Finance Committee Members:

Cape Town, South Africa (Chair)
Houston, USA

Halifax, Canada
Kuala Lumpur, Malaysia

Unaudited Financial Statements for the Third Quarter Ended September 30, 2017 and Forecast to December 31, 2017

Enclosed you will find the Unaudited Statement of Operations and Balance Sheet for the Third Quarter Ended September 30, 2017 and Forecast to December 31, 2017. (Annex 15).

Significant to note are forecasted receivables of \$32,000 that the Secretariat does not expect to recover. This is attributable to the memberships of Doha, Luanda, and Rio de Janeiro being expected to lapse on December 31, 2017.

Other items of note:

- \$25,000 that had not been budgeted were allocated to the Ad-Hoc Strategy Committee for the hiring of consultants.
- \$10,000 budgeted for the President's travel to the AGM will not be spent since the Presidency is hosting the AGM.
- \$2,940 budgeted for the Communications Committee were not spent since Success Stories were produced in-house and ambitions were revised from monthly to quarterly production.
- The Secretariat requested authorization to reserve the usual event space at Hotel Zaza for 2018. The Finance Committee authorized the reservation.
- The members requested that the organization of the Networking Reception for 2019 be discussed.

Budget for the Year Ending December 31, 2017

Enclosed you will find the Budget for the Year Ending December 31, 2017, with comparative forecast results for the Year Ending December 31, 2017 (Annex 17).

Significant to the 2018 budget are changes to the budgeted amounts for Transportation, Insurance and Miscellaneous expenses, to reflect actual expenses incurred in the past couple of years. The Communications Committee estimates that \$3,000 of its current allocation (\$10,664) may be spent on additions to the website. The Secretariat requests that the amount budgeted for Office Supplies be increased by \$1,500 to allow the purchase of a laptop.

We are budgeting a bottom line surplus of \$10,000, which will result in a total accumulated surplus of \$249,006 as at December 31, 2017.

Additionally, the Committees have not met, therefore any additional budgeted committee expenses have not been included.

Board Action: A decision from the board is requested on the motions presented in Annex 14 and Annex 16.

Author: Thomas Pommier, Project Coordinator, World Energy Cities Partnership

ANNEX 14

MOTION:

I move to approve the Unaudited Financial Statements for the Third Quarter Ended September 30, 2017 and Forecast to December 31, 2017, as presented.

SUBMITTED BY: Thomas Pommier

Phone #:

Email Address: secretariat@energycities.org

INTENT:

N/A

IMPLEMENTATION:

N/A

COST:

N/A

RATIONALE:

N/A

For use only by clerk:

Seconded by: _____

Approved: Yes No *Tabled*

Meeting date: ____/____/____

ANNEX 15

World Energy Cities Partnership Statement of Operations (Unaudited) For the Third Quarter Ended September 30, 2017

	Budget 2017				Actual September 30, 2017				Forecast to December 31, 2017			
	General Fund	Committee Funds	Restricted Fund	Total	General Fund	Committee Funds	Restricted Fund	Total	General Fund	Committee Funds	Restricted Fund	Total
REVENUES												
Membership fees	152,000			152,000	151,904			151,904	151,892			151,892
Sponsorship			20,000	20,000			26,000	26,000			26,000	26,000
Miscellaneous				-	(25,000)	25,000		-	(25,000)	25,000		-
	152,000	-	20,000	172,000	126,904	25,000	26,000	177,904	126,892	25,000	26,000	177,892
EXPENSES												
Committee Expenses												
Ad-Hoc Strategy		-		-		12,500		12,500		25,000		25,000
Communications		2,940		2,940		-		-		-		-
Membership		-		-		-		-		-		-
Annual General Meeting												
Host city expenses	10,000			10,000	-			-	10,000			10,000
Travel - President	10,000			10,000	-			-	-			-
Travel - Secretariat	10,000			10,000	1,293		-	1,293	10,000		113	10,113
Working Meeting												
Board meeting and luncheon	10,000			10,000	8,685		-	8,685	8,685		-	8,685
Transportation	3,000			3,000	1,805			1,805	1,805			1,805
Reception	40,000			40,000	40,000		798	40,798	40,000		798	40,798
Administrative services	40,000			40,000	26,663		-	26,663	39,994		-	39,994
Accounting	7,500			7,500	793		-	793	4,699		-	4,699
Insurance	1,500			1,500	-			-	1,748			1,748
Marketing - general	2,000			2,000	1,004		-	1,004	1,004		-	1,004
Office supplies	500			500	444		-	444	474		-	474
Miscellaneous	1,000			1,000	327		10	337	327		10	337
Membership dues - City of Houston			8,000	8,000			8,000	8,000			8,000	8,000
	135,500	2,940	8,000	146,440	81,013	12,500	8,808	102,321	118,736	25,000	8,921	152,657
Surplus for the period	16,500	(2,940)	12,000	25,560	45,891	12,500	17,192	75,583	8,156	-	17,079	25,235
Accumulated surplus, beginning of the year	158,007	25,664	30,099	213,771	158,007	25,664	30,099	213,771	158,007	25,664	30,099	213,771
Accumulated surplus, end of period	174,507	22,724	42,099	239,331	203,898	38,164	47,292	289,354	166,163	25,664	47,179	239,006

World Energy Cities Partnership Balance Sheet September 30, 2017 (Unaudited)

		Actual Sep 30 2017	Dec 31 2016
Assets			
Current			
Bank		230,886	200,270
Receivables		58,523	24,000
Prepaid expenses		-	4,000
		289,409	228,270
Liabilities and Deferred Revenue			
Current			
Payables and accruals		55	14,498
Deferred membership fees		-	55
		55	14,498
Accumulated Surplus			
Operating		203,898	158,007
Committee		38,164	25,664
Restricted		47,292	30,099
		289,354	213,771
		289,409	228,270
Receivables-Outstanding 2016 and 2017 membership fees and sponsorship			
Dammam	23		
Daqing	8,000		
Doha	8,000		
Luanda	16,000		
Rio de Janeiro	8,000		
Villahermosa	16,000		
Texas Global Business Network	2,500		
	58,523		
Prepaid			
Reception venue deposit for 2018	-		
	-		
Payables and accruals			
2017 credit card charges pending payment	-		
2016 staledated check to Maja Pranic	55		
	55		

ANNEX 16

MOTION:

I move to approve the Budget for the Year Ending December 31, 2018 as presented.

SUBMITTED BY: Thomas Pommier

Phone #:

Email Address: secretariat@energycities.org

INTENT:

N/A

IMPLEMENTATION:

N/A

COST:

N/A

RATIONALE:

N/A

For use only by clerk:

Seconded by: _____

Approved: Yes No Tabled

Meeting date: ____/____/____

ANNEX 17

World Energy Cities Partnership Budgeted Statement of Operations (Unaudited) For the Year Ending December 31, 2018

	Budget 2018				Forecast to December 31, 2017			
	General Fund	Committee Funds	Restricted Fund	Total	General Fund	Committee Funds	Restricted Fund	Total
REVENUES								
Membership fees	128,000			128,000	151,892			151,892
Sponsorship			26,000	26,000			26,000	26,000
Miscellaneous				-	(25,000)	25,000		-
	128,000	-	26,000	154,000	126,892	25,000	26,000	177,892
EXPENSES								
Committee Expenses								
Ad-Hoc Strategy		-		-		25,000		25,000
Communications		-		-		-		-
Membership		-		-		-		-
Annual General Meeting								
Host city expenses	10,000			10,000	10,000			10,000
Travel - President	10,000			10,000	-			-
Travel - Secretariat	10,000			10,000	10,000		113	10,113
Working Meeting								
Board meeting and luncheon	10,000			10,000	8,685		-	8,685
Transportation	2,000			2,000	1,805			1,805
Reception	40,000			40,000	40,000		798	40,798
Administrative services	40,000			40,000	39,994		-	39,994
Accounting	7,500			7,500	4,699		-	4,699
Insurance	2,000			2,000	1,748			1,748
Marketing - general	2,000			2,000	1,004		-	1,004
Office supplies	2,000			2,000	474		-	474
Miscellaneous	500			500	327		10	337
Membership dues - City of Houston			8,000	8,000			8,000	8,000
	136,000	-	8,000	144,000	118,736	25,000	8,921	152,657
Surplus for the period	(8,000)	-	18,000	10,000	8,156	-	17,079	25,235
Accumulated surplus, beginning of the year	166,163	25,664	47,179	239,006	158,007	25,664	30,099	213,771
Accumulated surplus, end of period	158,163	25,664	65,179	249,006	166,163	25,664	47,179	239,006

World Energy Cities Partnership Projected Balance Sheet December 31, 2018 (Unaudited)

	Projected 2018	Projected 2017	Actual 2016
Assets			
Current			
Bank	213,038	203,038	200,270
Receivables	32,023	32,023	24,000
Prepaid expenses	4,000	4,000	4,000
	249,061	239,061	228,270
Liabilities and Deferred Revenue			
Current			
Payables and accruals	55	55	14,498
Deferred membership fees			
	55	55	14,498
Accumulated Surplus			
Operating	158,163	166,163	158,007
Committee	25,664	25,664	25,664
Restricted	65,179	47,179	30,099
	249,006	239,006	213,771
	249,061	239,061	228,270