



Electric
Mobility
Canada

Mobilité
électrique
Canada

As approved by the Board of Directors – 2009 01 13

Business Plan for 2009

The Directors of Electric Mobility Canada are acutely aware of the current world 'climate' and understand the challenges we face as well as our responsibility to future generations. The Board believes that **our vigorous pursuit and support** of energy efficient technologies, as found in electric mobility, are part of the solution to new 'green' economic opportunities that will render Canada more competitive at home and internationally. We are dedicated to our mission; **we will pull together so that our collective efforts are focused on the great paradigm we face.**

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- Not for profit organizations

Jean-Pierre Labrie – Ville de Saint-Jérôme

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Staff

Executive Director

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1. Strategic Statements

The following strategic statements were adopted for Electric Mobility Canada as part of its incorporation documents in 2006.

1.1 Vision

The Vision for EMC/MEC is a Canadian society that accepts electric mobility, in all its forms, as the first choice for the transport of persons and goods. This has been achieved through collaborative efforts between government at all levels and the private sector supported by an informed public faced with increasing energy costs and concerned about the impacts of burning fossil fuels on the environment and quality of life.

1.2 Mission

To establish electric mobility, in all its forms, as the primary solution to Canada's growing transportation energy issues and to assist its members in the fulfillment of their mandates.

1.3 Goals

1. Raise public understanding of the larger issues affecting transport and create and maintain a positive image for the electric mobility industry.
2. Define and establish the government/industry partnerships necessary to introduce electric mobility technologies as appropriate to achieve societal, economic, and transport objectives.
3. Identify the actions required by industry and government agencies to accelerate the implementation of electric mobility. These actions could include research, funding, incentives, demonstrations, policies, regulations, etc.
4. Secure funding and the necessary partnerships for an on-going research program to deal with technical and other issues related to the advancement of electric mobility.
5. Provide members with current intelligence about the environment in which they do business, and develop strategies to assist them in successfully managing relevant issues.
6. Maximize member access to information on technical and operational matters.
7. Assist members to improve the efficiency, effectiveness, and overall competitiveness of their services and products.
8. Maintain strong ties with other transportation industry stakeholders.

1.4 Definition of Electric Mobility

For purposes of this document, 'Electric Mobility' is defined as including all surface transportation, including off-road vehicles using electric drive technologies provided by:

- Battery operated (including ultra capacitors).
- Grid connected (tethered)
- Hybrid
- Fuel Cells

2. Report on 2008 activities

Table 1 summarizes the main activities carried out in 2006 as well as the EMC goals these activities contributed to.

Table 2 – 2008 Main Activities

Activity #	Description	Contributes to Goals																								
1	<p>Membership Development</p> <p>During the year 2008, the EMC membership increased by 20 members. The membership totals by category as of December 9, 2008 are listed below.</p> <table border="1" data-bbox="370 701 1192 957"> <thead> <tr> <th>Category</th> <th>Start of year</th> <th>End of Year</th> </tr> </thead> <tbody> <tr> <td>Industry</td> <td>24</td> <td>34</td> </tr> <tr> <td>Energy Providers</td> <td>3</td> <td>6</td> </tr> <tr> <td>End Users</td> <td>9</td> <td>11</td> </tr> <tr> <td>NGO's</td> <td>13</td> <td>13</td> </tr> <tr> <td>Supporters</td> <td>10</td> <td>14</td> </tr> <tr> <td>Associates</td> <td>1</td> <td>2</td> </tr> <tr> <td>Total</td> <td>60</td> <td>80</td> </tr> </tbody> </table>	Category	Start of year	End of Year	Industry	24	34	Energy Providers	3	6	End Users	9	11	NGO's	13	13	Supporters	10	14	Associates	1	2	Total	60	80	1, 6, 7,
Category	Start of year	End of Year																								
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Total	60	80																								
2.	<p>Government Relations</p> <p>Government relations activities in 2008 involved all three levels of government as noted below.</p>	1, 2, 3, 4, 5, 7																								
2.1	<p>Government Relations – Federal Government</p> <p>The principal activities at the Federal level included:</p> <ul style="list-style-type: none"> • Submissions regarding regulations for Low Speed Electric Vehicles. • Submissions regarding fuel efficiency standards arguing that electric vehicles be allowed in the calculations by manufacturers • Liaising with the inter-departmental committee on electric vehicles • Promoting financial incentives for early adopters of electric drive vehicles in commercial vehicles. • Securing agreements with Natural Resources Canada to carry out a Technology Road Map for Electric Vehicles in Canada as well as a Directory of Electric Mobility Resources for Canada. • General advice on energy efficiency matters. 																									
2.2	<p>Government Relations – Provincial Level</p> <ul style="list-style-type: none"> • Successfully promoting an early adopter program for commercial vehicles in Ontario • Advising BC Government on PHEV initiatives 																									
2.3	<p>Government Relations – Municipal Level</p> <ul style="list-style-type: none"> • Offering guidance on EV matters to Toronto and Vancouver 																									
3	<p>Projects</p> <p>The following major projects were undertaken in 2008. We were</p>	1,5,7																								

Activity #	Description	Contributes to Goals
	fortunate that in both of these projects, we have active financial and other support from departments of the Government of Canada, particularly Natural Resources Canada and Transport Canada.	
3.1	<p>Technology Road Map for Electric Vehicles in Canada This project, the report for which will not be completed until early 2009 was the key focus of EMC activities in 2008. It served to promote EMC and the capabilities of its members to a wide range of federal officials, potential industry members and potential EV users across Canada. The recommendations flowing from this project will be key drivers of activities for 2009.</p>	
3.2	<p>Directory of Electric Mobility Resources in Canada This first-ever directory of electric mobility resources in Canada identified over 160 organizations working in the electric mobility areas of activities. A process will be proposed in 2009 for regular updates.</p>	
4	Communication	1,5,8,
4.1	<p>Web site Our web site was restructured in 2008 and maintained as best as resources allowed to communicate with our members and other interested parties.</p>	
4.2	<p>Newsletter The monthly newsletters from the Executive Director were the principal method of communication for 2008.</p>	
4.3	<p>Backgrounders We also launched the production of ‘backgrounder’ documents intended to deal with various aspects of electric mobility. One issue was published explaining the GHG reductions possible from the application of EV in various provinces.</p>	
5	<p>Networking Activities Dialogue was going or was initiated with the following organizations for the purpose of exchanging views on electric mobility and for identifying possible joint actions:</p> <ul style="list-style-type: none"> ▪ Electric Drive Transportation Association of the USA, ▪ European Association AVERE ▪ Canadian Electric Association ▪ Canadian Electric Association Technical Institute (CEATI) ▪ Canadian Utilities Fleet Council ▪ Canadian Courier and Logistics Association ▪ World Electric Vehicles Association (WEVA) ▪ Canadian Hydro Electric Association (CHA) ▪ Canadian Taxi Association ▪ National Association of Fleet Administrators 	
5	Events	1,3,5,6,8
5.1	<p>Annual General Meeting The 2008 Annual Meeting was the 3rd such meeting for EMC and attracted 115 delegates on November 26 in Toronto. This is a 90% increase in attendance compared to 2007. The program included speakers from the UK, USA and various parts of Canada.</p>	

3. Strategies and Activities Proposed for 2009

The process for the identification of strategic projects and activities for 2008 was a multi staged process including:

- Staff listing all possible projects and activities for review by the Board of Directors.
- The Board discussing and ranking the items listed as well as suggesting new additions.
- Members being asked to rank the revised list and to suggest new items.
- The Board of Directors reviewing the members input and agreeing on the final content.

Table 3 summarizes the strategic activities proposed for 2009. It should be stressed that Electric Mobility Canada aims to be a 'results-oriented' organization focusing its efforts on activities and projects that will provide the highest possible return at the earliest possible date.

The additional resources required for new activities are noted in Table 3 and incorporated in the EMC budget process, the results of which are available to members on request.

Table 3 – Proposed Strategic Activities for 2009

Activity #	Description	Contributes to Goals
1	<p>EMC Management Structure</p> <p>To date, the EMC Board has not appointed committees to deal with specific aspects of the EV industry matters it deals with. With the growth in numbers and scope of issues on the EMC agenda, the timing is now appropriate to appoint a number of committees to be headed by a Board member and to include representatives from our various categories of members. The benefits of this approach are two fold:</p> <ul style="list-style-type: none"> • It engages board members in specific areas of interest. • It engages members at large on a more regular basis. <p>The following standing committees are proposed.</p> <ul style="list-style-type: none"> • Executive Committee (comprised of the Chair, Vice Chair and Secretary Treasurer and to work with the Executive Director in between meetings of the Board of Directors) • Communications and Membership Development Committee (<i>to develop and maintain communication strategies and programs aimed at our members, potential members and all other stakeholders</i>) • Technology and Energy Development Committee (<i>to act as advisors to staff, the Board and other committees on technologies and energy related issues being developed by our industry members and to develop strategies and programs aimed at accelerating the commercialization of these technologies</i>) it should be noted that as the Technology Road Map for Electric Vehicles moves into its implementation phase, the role 	3,5,6,7,8

Activity #	Description	Contributes to Goals
	<p>of this Committee may be reconsidered)</p> <p>Terms of Reference will be developed for these committees and members will be invited to join by the Board of Directors.</p> <p>In addition to the above noted committees, the Board may appoint Task Forces from time to time to deal with other issues as appropriate.</p> <p><i>Additional Resources Required (staff time to provide administrative support to these committees)</i></p>	
2	<p>Technology Road Map for Electric Vehicles in Canada</p> <p>The objectives of the Road Map project are to:</p> <ul style="list-style-type: none"> • Encourage the rapid adoption of EVs for passenger and commercial transport markets in Canada through appropriate regulations, incentives, infrastructure and education/awareness. We recognize that most EV's will be built by OEMs headquartered outside Canada. • Develop the EV industry in Canada in areas where Canada has a competitive advantage: parts suppliers, bus builders, niche vehicle builders. • Power these vehicles with new green electricity <p>The final report for this project is expected in February 2009 and EMC is expected to take the lead in implementing the recommendations. The report is expected to contain recommendations which will deal with:</p> <ul style="list-style-type: none"> • Needed R & D to advance Canada's EV industry • Regulatory improvements • Financial incentives to industry and end users <p>In collaboration with its partners and members, EMC will have to develop implementation strategies aimed at communicating these findings to senior policy makers, members, potential members and the general public. Given that this project is expected to occupy much of EMC's resources in 2009, new projects and orientations proposed are kept to a minimum and aimed at improving existing services.</p> <p><i>Additional resources required \$ (to be determined)</i></p>	
3	<p>Membership Development</p> <p>EMC is encouraged with the recent growth in membership and will continue to market its products and services to the nearly 200 additional potential members that have been identified. Strategies to achieve growth in membership. Working with the Communications and Membership Development Committee, EMC will develop strategies involving existing members in the recruitment of new members.</p> <p><i>Additional Resources Required: (none other than liberating the</i></p>	1,6,7

Activity #	Description	Contributes to Goals
	<i>Executive Director from some current administrative duties so that he can devote more time on this matter with the support of the board and existing members).</i>	
4	<p>Government Relations</p> <p>EMC recognizes that decisions by all levels of government are critical to the growth of its industry members. Government decisions include policies, regulations, funding programs, financial incentives and other tools necessary to move transportation to a ‘greener’ and more secure future by accelerating the use of electric drive trains in all modes of transport and all classes of vehicles. EMC further recognizes that for the most part, this means abandoning ‘business as usual’ and adopting new and innovative strategies. Such a transition can only be made in favour of electric mobility if the decision makers are provided with clear and convincing information that will support the required new decisions.</p> <p>With the guidance of the Board of Directors and working with its membership, EMC proposes to generally increase its level of effort in government relations by:</p> <ul style="list-style-type: none"> • Leveraging its efforts to date to achieve more wins in 2009; • Identifying the government agencies with a possible interest in electric mobility; • Clearly and aggressively identify our needs to these agencies. <p>EMC recognizes that several of its larger members have government relations experts on staff or under contract at the Federal and Provincial levels of government. Through these key members, it is hoped to mobilize these important resources on issues of key importance to EMC.</p> <p><i>Additional resources required – (covered through core activities budget)</i></p>	1,2,3,4,5,7
5	<p>Communications Activities</p> <p>A key goal of communications activities is to engage the members and to communicate their views and needs to stakeholders outside the membership.</p>	1,5,7, 8
5.1	<p>Newsletter</p> <p>The monthly newsletter from the Executive Director will be improved in the following areas:</p> <ul style="list-style-type: none"> • Format will be improved using templates available on line to give it a more professional look • Members will be further encouraged to provide news on their key initiatives. • Other news, particularly on government policies and programs of interest to our members will be given 	

Activity #	Description	Contributes to Goals
	<p>broader coverage.</p> <p><i>Additional resources required: \$3,000 for research, subscription to on line templates and distribution systems)</i></p>	
5.2	<p>Backgrounders – Webinars (or some similar on line activity) In order to more actively engage our members, EMC will seek various authors to draft at least 4 additional backgrounders in 2009. Outlines of these backgrounders will be circulated in draft forms to the membership and discussed/debated on line through webinars or other such communication tool suitable for Canada’s vast geography, before their finalization by the selected author. Once finalized and approved by the Communications and Membership Development Committee, these backgrounders will be given wide circulation to our members and appropriate policy makers in need of awareness on EV issues. They will also be placed on our web site in a prominent location.</p> <p>Possible topics include:</p> <ul style="list-style-type: none"> • The role of EV’s in achieving sustainable transportation in Canada. • Capacity of the grid to accommodate EVs’s • Information about EV’s to emergency response personnel so they can deal with evacuation procedures in a safe manner to themselves and the occupants. • Information to potential buyers of EV’s <p><i>Additional resources required: \$10,000 for authors, printing and distribution</i></p>	
5.3	<p>Media Relations Resources will be devoted to opening an account with a Canadian based media relations service operating at the national level and in both official languages for the distribution of press releases as required throughout the year. This will have to be supplemented by two key activities:</p> <ul style="list-style-type: none"> • The identification of media personnel in major cities with an interest in electric mobility and in transportation issues in general. • Seeking the involvement of our members in distributing press releases and other information to their local media sources. This may include coaching tips on how to deal with the media. <p><i>Additional resources required: \$5,000 for account and translation services.</i></p>	
5.4	<p>Web site Additional resources will be devoted to ensure that our web site</p>	

Activity #	Description	Contributes to Goals
	<p>is maintained and retains a professional and current look. Consideration will be given to establishing a Blog which may yield valuable tips for the advancement of electric mobility.</p> <p><i>Additional resources required: \$2,000 new for contracted services</i></p>	
5.5	<p>Membership Directory The EMC Membership Directory is currently a simple WORD document placed on our web site in a pdf format. It is proposed that it be reformatted and sent out electronically more frequently.</p> <p><i>Additional Resources required: \$2,000 for technical support in formatting and distribution.</i></p>	
6	Projects	1,5,7,8
6.1	<p>Update of Directory of Electric Mobility Resources in Canada This directory was first published in 2008 with a grant from Natural Resources Canada. Some of the information contained therein was not reviewed by the companies/organizations listed and this needs to be improved in future editions. The directory needs to be regularly updated and made available to potential clients and decision makers. EMC will seek to define and simple and effective update process that might also include the EMC Membership Directory.</p> <p><i>Additional resources required \$ (not yet determined)</i></p>	
6.2	<p>Converting ICE's to EV's EMC believes that there is significant potential for converting existing internal combustion engine vehicles into battery operated vehicles. Some of this now occurs on a small scale mainly through individual EV enthusiasts. Some industry members are willing to commercialize such conversions but need uniform regulations across Canada that will govern how these conversions should be done in a safe and practical manner. EMC proposes to prepare a document outlining the need for uniform regulations and defining the basic components of such regulations. This document would be aimed at provincial and federal regulatory agencies through their national organization called the Canadian Council of Motor Transport Administrators (CCMTA). Dialogue between EMC and CCMTA will have to be initiated and maintained through the period required to achieve these regulations.</p> <p><i>Additional resources required: \$8,000 for developing the necessary document and the necessary meetings with CCMTA.</i></p>	
7	Networking Activities	All goals
7.1	Related national associations	

Activity #	Description	Contributes to Goals
	<p>To increase the opportunities for success in the Technology Road Map recommendations and other topic areas, EMC will have to strengthen its relations with appropriate groups, particularly at the national and provincial levels, with a particular focus at the national level. The collaboration of many of these groups is essential to achieving success in the items identified in this plan. Following are some of the groups that EMC should interface with:</p> <ul style="list-style-type: none"> ▪ Electric Drive Transportation Association of the USA, ▪ European Association AVERE ▪ Canadian Electric Association ▪ Canadian Electric Association Technical Institute (CEATI) ▪ Canadian Utilities Fleet Council ▪ Canadian Courier and Logistics Association ▪ World Electric Vehicles Association (WEVA) ▪ Canadian Hydro Electric Association (CHA) ▪ Canadian Taxi Association ▪ National Association of Fleet Administrators <p><i>Additional resources required: This effort will need the active involvement of Board members who often are also members of these organizations and of the Executive Director.</i></p>	
8	Events	1,3,5,6,8
8.1	<p>Plug-In 2009 and Annual Meeting</p> <p>The key event for EMC in 2009 will be the national Plug In Conference being planned for late October or early November in Montreal. This program will combine the contents of the PHEV 2007 event held in Winnipeg as well as EMC's own Annual Meeting. The resources required to carry out a high quality event are being detailed with the advice of a Steering Committee and a Program Committee.</p> <p><i>Additional resources required: This event is expected to attract enough financial sponsors to support the personnel and resources required to plan and execute such a large event. In fact, the event will be designed to generate revenues to EMC.</i></p>	
8.2	<p>Electrical Vehicle Symposium in Norway (EVS 24)</p> <p>EMC will attend this event in support of its members and will be presenting the results of the Technology Road Map for Electric Vehicles in Canada. EMC will take this opportunity to further improve relationships with similar organizations from other countries that will be in attendance, with a view to increased collaboration and information exchanges.</p> <p><i>(As of December 9th, discussions are underway with IRAP representatives to organize an EMC booth in Norway to which members would be invited to display their literature or to be present at the booth).</i></p>	

Activity #	Description	Contributes to Goals
	<i>Additional resources required: none</i>	
8.3	<p>Exhibiting at other events EMC will secure exhibition space at the following events for the purpose of communicating the availability of EV's, technical and policy information. The targeted events will include:</p> <ul style="list-style-type: none"> • The Federation of Canadian Municipalities • The National Association of Fleet Managers • (others) <p><i>Additional resources required: \$2,500</i></p>	
8.4	<p>EVS 26 in Canada – 2011 EVS 23 was in Anaheim, California in 2007. EVS 24 is in Norway in May 2009. EVS 25 will be in China in 2010. Many are looking to Canada to host EVS 26 in 2011 or 2012. A proposal to host this event would have to be presented to the World Electric Vehicle Association (WEVA) at its meeting during EVS 24 in Norway. While WEVA will provide moral and technical support for such an event, they do not offer financial support to the local hosts which are responsible for planning, promoting and executing a large conference agenda along with a large trade show.</p> <p>This is a huge undertaking that is beyond the capabilities of EMC and would need the strong involvement of the Government of Canada. EMC believes that by 2011, Canada would benefit significantly from hosting such a prestigious event. Actions in the first quarter of 2009 would include:</p> <ul style="list-style-type: none"> • The development of a detailed proposal to present to WEVA in May. Such a proposal would outline the proposed scope of the conference and trade shows as well as the key sponsors identified. Ideally, the sponsors would include federal and provincial government agencies, major utilities and industry members. • If the proposal is accepted by WEVA, EMC would then be required to quickly move to form committees as needed to finalize venue arrangements, develop a conference agenda and begin the promotion of the trade show. <p><i>Additional resources required \$(to be determined)</i></p>	

4. Membership Structure and Fees

The membership categories and fees detailed in Table 1 were approved by the Board of Directors for the year 2009. The fees are an important part of the budget necessary to support the proposed strategic activities. Other sources of revenues include events and projects. A full budget was approved by the Board and available to members on request. EMC recognizes the many In-Kind services received from its members and is looking to increase these in 2009.

Table 1 – Membership Categories and Fees

Electric Mobility Canada - Mobilité électrique Canada				
#	Membership Categories	Annual Fees 2009 Cotisations annuelles	Catégories de membres	#
	VOTING MEMBERS		MEMBRES VOTANTS	
1	INDUSTRY (Private sector companies engaged in the sale or distribution of vehicles or components or the delivery of professional services)		INDUSTRIES (entreprises du secteur privé engagées dans la vente ou la distribution de véhicules ou composantes ou livraison de services professionnels)	1
1.1	Up to 50 employees	750.00	Jusqu'à 50 employés	1.1
1.2	51 to 100 employees	1,500.00	51 à 100 employés	1.2
1.3	101 to 500 employees	2,200.00	101 à 500 employés	1.3
1.4	More than 500 employees	3,000.00	Plus de 500 employés	1.4
2.	ENERGY PROVIDERS		ÉNERGÉTICIENS	2
2.1	Municipal level – up to 100,000 subscribers	750.00	Niveau municipal – jusqu'à 100,000 abonnées	2.1
2.2	Municipal level – over 100,000 subscribers	1,500.00	Niveau municipal – plus de 100,000 abonnées	2.2
2.3	At the provincial level	3,000.00	Niveau provincial	2.3
3.	END USERS (i.e. fleets from private sector companies, government agencies and others)		UTILISATEURS (i.e. gestionnaires de flotte d'entreprises du secteur privé, agences gouvernementales et autres)	3
3.1	Less than 50 vehicles	750.00	Moins de 50 véhicules	3.1
3.2	51 to 100 vehicles	1,500.00	51 à 100 véhicules	3.2
3.3	101 to 500 vehicles	2,200.00	101 à 500 véhicules	3.3
3.4	Over 500 vehicles	3,000.00	Plus de 500 véhicules	3.4
4	NOT FOR PROFIT ORGANIZATIONS		ORGANISMES SANS BUT LUCRATIFS	4
4.1	Annual budget under \$500,000	400.00	Budget annuel 500,000\$ et moins	4.1
4.2	Annual budget over \$500,000	700.00	Budget annuel 500,000 \$ et plus	4.2
	NON VOTING MEMBERS		MEMBRES NON-VOTANTS	
5	SUPPORTERS (academics, or individuals not part of above categories)	150.00	SYMPATHISANTS (universitaires ou individus ne se retrouvant dans aucune catégorie ci haut)	5
6	ASSOCIATE MEMBERS (Government departments or agencies at the federal, provincial and municipal levels)	3,000	MEMBRES ASSOCIÉS (Départements d'un gouvernement ou agences gouvernementales aux niveaux fédéraux, provinciaux et municipaux)	6