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10 Four Seasons Place, Suite 801
Toronto, ON M9B 6H7
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President & CEO
Jack Andress
Operations Manager
Shoshana Weinberg
sweetberg@matrixgroupinc.net
Publishers
Peter Schulz
Jessica Potter

Editor-in-Chief
Shannon Savory
ssavory@matrixgroupinc.net

Editor
Alexandra Walld
awalld@matrixgroupinc.net

Finance/Administration
Pat Andress, Nathan Redekop, Lloyd Weinberg
accounting@matrixgroupinc.net

Director of Circulation & Distribution
Lloyd Weinberg
distribution@matrixgroupinc.net

Sales Manager
Neil Gottfred

Sales Team Leader
Brian Mactintyre

Account Executives
Adam Whelan, Bonnie Petrovsky, Cathy Ditchburn, Colleen Bell, Dave Hoskin, Frank Kenyeres, Jeff Cash, Jim Hamilton, Kevin Richards, Lynne Chemin, Mallory Owens, Moe Grele, Paul Kochuk, Renee Kent, Rick Kuzie, Rob Allan, Rob Gibson, Shalynn Hamilton, Taneshia Daiken

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Tel: (519) 727-7004  
Fax: (519) 727-7091

Flavio Volpe  
President  
APMA  
10 Four Seasons Place, Suite 801  
Toronto, ON M9B 6H7  
Tel: (416) 620-4220  
Fax: (416) 620-9730

Fred Di Tosto  
CFO  
Martinrea International Inc.  
3210 Langstaff Road  
Vaughan, ON L4K 5B2  
Tel: (416) 749-0314  
Fax: (905) 264-0574

Keith Henry  
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Windsor Mold Group  
444 Hanna Street East  
Windsor, ON N8X 2N4  
Tel: (519) 258-3211  
Fax: (519) 258-2473

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Vice-President, Sales & Marketing  
QNX Software Systems Ltd.  
1001 Farrar Road  
Kanata, ON K2K 1Y5  
Tel: (613) 271-9323  
Fax: (613) 271-9349

Peter LeBlanc  
Director, Automotive Sales, NAFTA  
ArcelorMittal Dofasco  
PO Box 2460  
1330 Burlington Street East  
Hamilton, ON L8N 3J5  
Tel: (905) 548-7200  
Fax: (905) 548-4880

Joe Loparco  
Co-President  
AGS Automotive Systems  
200 Yorkland Boulevard, Suite 800  
Toronto, ON M2J 5C1  
Tel: (416) 438-6650  
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Martin Mazza  
Senior Vice-President,  
Marketing & Global Sales  
The Woodbridge Group  
4240 Sherwoodtowne Boulevard  
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Ken McDougall  
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Tel: (226) 326-0115  
Fax: (519) 822-7173

Jonathon Rodzik  
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The Narmco Group  
2575 Airport Road  
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Tel: (519) 969-3351  
Fax: (519) 969-8559

Frank Seguin  
President  
Magna Closures Inc.  
521 Newpark Blvd.  
PO Box 354, Station Main  
Newmarket, ON L3X 4X7  
Tel: (905) 830-5829  
Fax: (905) 830-9340

Roy Verstraete  
Interim CEO  
Anchor Danly  
2590 Ouellette Avenue  
Windsor, ON N8X 1L7  
Tel: (519) 972-6862  
Fax: (905) 972-6862

Greg Walton  
President & CEO  
Dynaplus Ltd.  
380 Passmore Avenue  
Scarborough, ON M1V 4B4  
Tel: (416) 293-3855  
Fax: (416) 293-2684

Steve Wilkins  
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Laval International  
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Maidstone, ON N0R 1K0  
Tel: (519) 737-1233  
Fax: (519) 737-1747

Mike Bilton  
Advanced Engineering Manager  
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5245 Burke Street  
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LINKEDIN: Social networking, the professional way. Keep connected with APMA through our LinkedIn group and get the same great updates in a more professional setting than other social mediums (search for Automotive Parts Manufacturers’ Association (APMA) – Canada).

Join the discussion now!

APMA CONTACT INFORMATION

General Inquiries  
10 Four Seasons Place, Suite 801  
Toronto, ON M9B 6H7  
Tel: (905) 620-4220  
Fax: (905) 620-9730  
www.apma.ca  
info@apma.ca

Vince Guglielmo  
Vice President  
Ext.: 233  
E-mail: vguglielmo@apma.ca

Nadia Nincevic  
Director Stakeholder Relations and Corporate Membership  
Ext.: 224  
E-mail: nnincevic@apma.ca

Glenda Tedesco  
Administrative Assistant  
Ext.: 223  
E-mail: gtedesco@apma.ca

Janet Soutar  
Executive Assistant  
Ext.: 227  
E-mail: jsoutar@apma.ca

APMA is Canada’s national association representing OEM producers of parts, equipment, tools, supplies and services for the worldwide automotive industry. To learn more about the association, its mission and values, leadership and more, go to www.apma.ca.
OUR IMAGINATION BRINGS YOU CUSTOMIZED SOLUTIONS.

Today’s automotive industry relies increasingly on suppliers to provide more of their essential components and product systems to global destinations, exactly on time. Behind each of these products is a total customer solution. From design and development through to testing and validation, the customer expects the supplier to provide and to fully manage on their behalf.

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A Personal Message from the Prime Minister of Canada

Dear Friends,

I am pleased to extend my warmest greetings to everyone attending the Annual Conference & Exhibition of the Automotive Parts Manufacturers’ Association (APMA).

The automotive parts industry is among Canada’s leading employers and exporters, directly employing 85,000 Canadians. The Government of Canada is extending support for this important sector through its Automotive Innovation Fund in order to attract investment in new vehicle technologies arising from demand for a new generation of cleaner, more connected vehicles.

This year’s conference brings together professionals from every facet of the industry under the theme Shift Happens: The Next Generation of Auto to explore the latest trends and technologies. Delegates will benefit from the comprehensive networking opportunities available and will return to their work equipped with the latest innovations and strategies necessary to succeed in a competitive global industry.

Please accept my best wishes for a productive and informative meeting.

Sincerely,

The Rt. Hon. Justin P.J. Trudeau, P.C., M.P.
Prime Minister of Canada

A Personal Message from the Premier of Ontario

On behalf of the Government of Ontario, I am pleased to extend warm greetings to everyone attending the Automotive Parts Manufacturers’ Association (APMA) Annual Conference & Exhibition.

As Premier, I am proud that many of the world’s top automakers, automotive parts manufacturers and other allied industries choose to locate in Ontario. The automotive sector is an important part of Ontario’s economic growth and prosperity. And we are one of the leading top-quality automotive producing jurisdictions, with a highly skilled and educated workforce. In addition, we have strategic access to the North American market, a dynamic environment that supports innovation, and a culture of excellence.

I extend my appreciation to the dedicated volunteers, exhibitors and sponsors who have devoted time and energy to making this event possible.

Please accept my sincere best wishes for a successful and productive conference.

Kathleen Wynne
Premier of Ontario
The evolution of the automotive industry continues at an exponential pace. Technological advancements in the next 10 years will be more than those made over the past 40. Growing and maintaining innovative capacity is paramount for automotive suppliers to continue to compete on the global stage.

The 2016 APMA Annual Conference & Exhibition brings together the Canadian automotive OE supplier industry and international delegates to cover key strategic issues and opportunities. This year’s theme, Shift Happens: The Next Generation of Auto, features a new one-day agenda format of industry-leading speakers addressing key issues facing the industry while sharing strategic insights to focus on the opportunities.

APMA’s new concurrent sessions integrated within the new conference format will highlight and provide insight into key strategic areas of focus for automotive suppliers that will shape and affect the next generation of the automotive industry.

**Key focus areas**
- Economic intelligence / industry insights.
- Supply chain opportunities.
- Innovation as a key business development strategy.
- Industry insight from multinational corporations.
- Vehicle technology trends.
- OE perspectives on the industry and its globalization and trade impacts on suppliers’ future direction.

**Speakers**

The new one-day format features a combination of plenary and concurrent sessions providing a broad range of insight and technical information to attendees. Some of our incredible and educational speakers include:

- **Government Leaders**
  - Kathleen Wynne, Premier of Ontario

- **Economic and Industry Outlook**
  - Michael Robinet, Managing Director, IHS Automotive Advisory Services
  - Stuart Bergman, Deputy Chief Economist and Director, Economic and Political Intelligence Centre, Export Development Canada
  - Jason Stein, Vice-President, Publisher and Editor, Automotive News Editorial Director, Automotive News Europe & Automotive News China

- **Supplier Skills Development Panel**
  - Réal “Ray” Tanguay, Auto Advisor to the Governments of Canada and Ontario
- Charles Daly, President and CEO,
The Woodbridge Group

- OEM “CEO Panel” on Alternative Propulsion
  - Don Romano, President and CEO,
  Hyundai Canada
  - Stephen Beatty, Vice-President and Corporate Secretary, Toyota Canada Inc.
  - Klaus A. Berger, Vice-President,
  Fuel Cell Division, Mercedes-Benz Canada Inc.

- OEM Speakers
  - Brandon Faroute, Head of Chrysler Design, FCA North America
  - Kristen Tabar, Vice-President Technical Strategy and Planning Office, Toyota Technical Center, Toyota Motor Engineering & Manufacturing, Inc.

Concurrent panels
This year’s concurrent panels feature technical insight on:

- EV/Hybrid and Alternate Propulsion Systems: Reviewing the current status of technologies and their future direction. Featuring: D & V Electronics, tm4, McMaster University, University of Waterloo.
- Mexico Supply Chain Opportunities: Reviewing Mexico market and supply chain opportunities. Featuring: The Offshore Group and Industria Nacional de Autopartes (others pending).
- Mould, Tool and Machining Panel: An analysis of key issues impacting these critical sectors. Coordinated by the Canadian Association of Moldmakers (speakers pending).
- Autonomous Vehicle/Drive Panel: Highlighting recent activities and developments in this area focusing on the APMA/Stratford Pilot Program (speakers pending).
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We sat down for a Q&A with the Honourable Navdeep Singh Bains, Minister of Innovation, Science and Economic Development for his insight on the automotive industry. His thoughts are outlined in the answers below.

Q: What are your first impressions of the automotive sector since you have taken office?
A: I have a longstanding interest in, and knowledge of, the auto sector generally and worked for several years at the Ford Motor Company of Canada as a financial analyst. Since my appointment as Canada’s Minister of Innovation, Science and Economic Development, I have been meeting with automotive executives, leaders and entrepreneurs, both at home and abroad. I am impressed by the innovative spirit, talent, and the commitment of the people like you who make up this vibrant sector of Canada’s economy.

As automotive parts manufacturers, you know well your own significant contribution to the Canadian economy. You number almost 700 parts suppliers, including a large base of machine, tool, die and mould makers and major international players. Together with the five automotive assemblers and the automotive aftermarket, you employ over half a million Canadians, both directly and indirectly. You are part of a sector that is the second-largest contributor to Canada’s manufacturing GDP.

Q: In your opinion, what are the challenges facing the automotive industry today?
A: As the APMA conference theme Shift Happens: The Next Generation of Auto captures so well, the global automotive industry is being challenged to innovate like never before. You are working to meet new fuel-efficiency regulations and accommodate stricter safety laws. Suppliers are a critical source of innovation in meeting these demands, pushing the envelope in automotive light-weighting, propulsion, safety and alternative fuel technologies, while finding innovative ways to manufacture parts.

Consumers continue to expect more technology, connectivity, and autonomous driving features. New consumer offerings require more complex vehicle designs, and we are already seeing the introduction of new, non-traditional automotive companies in the sector. These new entrants will be challenged to match the sector’s pace. Your ability to leverage your technology and partner with new players will help you win business from domestic manufacturers and position you to market your solutions globally.

Q: What is the government doing to help the automotive parts sector and the automotive industry in general?
A: Recognizing that suppliers are one of our main advantages in the global automotive industry, the Government of Canada has been working in partnership with stakeholders and academia to support the industry to develop advanced, ground-breaking products. One of the ways we do this is through the Automotive Supplier Innovation Program. This $100-million program targets Canadian suppliers, most of whom are smaller businesses. It is designed to reduce the financial risk of innovation by helping to bring advanced R&D projects to the marketplace. Earlier this year, I had the privilege of announcing investments under the program of up to $19.6 million that are bringing in global partners such as Continental Automotive Systems to help build the car of the future. The seven Canadian innovative companies that will be benefiting from the program will be working to make cars more connected and they will be making parts lighter, stronger and more efficient.

This program complements the Automotive Innovation Fund (AIF), which to date has provided $425.5 million to the industry, leveraging some $3.1 billion in investments. Informed by the advice and views of auto industry leaders, under Budget 2016, the government is extending the AIF through to the end of fiscal 2021. We are also committed to examining the terms of the AIF to maximize the impact of federal support and keep us competitive globally.
Q: How does this fit into the overall priorities of the government?

A: My commitment to action will be part of the broader Innovation Agenda that the Prime Minister has asked me to lead. Never has it been more important for Canada to take up the global innovation challenge. We live in a transformative period. We are making the shift to a low-carbon future. There are weaknesses and volatility in the world economy, and technology continues to change all aspects of our lives. The key to securing Canada’s place in this new industrial age is an inclusive innovation agenda, led by innovation in the automotive sector, advanced manufacturing, cleantech, and new areas such as regenerative medicine and quantum technologies.

1. Chrysler’s new luxury minivan, the Pacifica and Pacifica Hybrid, will be built in Windsor, ON. From left to right: John Knubley, Deputy Minister, Innovation, Science and Economic Development Canada; Minister Bains; and Michael Robinet, Managing Director, IHS Automotive. Source: Michael Sarnacki, New City Photographic.

2. Minister Bains checks out an acrylic car made by Germany’s ZF Friedrichshafen AG. Source: Michael Sarnacki, New City Photographic.

3. The Honourable Brad Duguid (left), Ontario’s Minister of Economic Development, Employment and Infrastructure, and Minister Bains pose in front of the 2016 Honda Civic, North American Car of the Year. Source: Michael Sarnacki, New City Photographic.

4. Minister Bains check out the new Cadillac CT6. From left to right: Michael Robinet, Managing Director, IHS Automotive; Minister Bains; and Douglas George, Consul General of Canada in Detroit; John Knubley, Deputy Minister, Innovation, Science and Economic Development Canada; Dianne Craig, President and CEO, Ford Motor Company of Canada, Ltd.; Minister Bains; Joe Hinrichs, Executive Vice-President and President of the Americas, Ford Motor Company; and Philip Jennings, Assistant Deputy Minister of the Industry Sector, Innovation, Science and Economic Development Canada. Source: Michael Sarnacki, New City Photographic.

5. Minister Bains speaks to the media at the 2016 North American International Auto Show. From left to right: The Honourable Brad Duguid, Ontario’s Minister of Economic Development, Employment and Infrastructure; Minister Bains; John Knubley, Deputy Minister, Innovation, Science and Economic Development Canada; and Michael Robinet, Managing Director, IHS Automotive. Source: Michael Sarnacki, New City Photographic.

6. The all-new 2017 Ford GT will be built in Markham, ON. From left to right: Elder Marques, Chief of Staff to Minister Bains; Douglas George, Consul General of Canada in Detroit; John Knubley, Deputy Minister, Innovation, Science and Economic Development Canada; Dianne Craig, President and CEO, Ford Motor Company of Canada, Ltd.; Minister Bains; Joe Hinrichs, Executive Vice-President and President of the Americas, Ford Motor Company; and Philip Jennings, Assistant Deputy Minister of the Industry Sector, Innovation, Science and Economic Development Canada. Source: Ford Motor Company of Canada, Ltd.

7. Trying out the 2016 Chevrolet Corvette. From left to right: Steve Carlisle, President, General Motors of Canada Company; Minister Bains; and the Honourable Brad Duguid, Ontario’s Minister of Economic Development, Employment and Infrastructure. Source: Michael Sarnacki, New City Photographic.

8. Minister Bains (left) and the Honourable Brad Duguid, Ontario’s Minister of Economic Development, Employment and Infrastructure. Source: Michael Sarnacki, New City Photographic.
Through this agenda, we will encourage new investments, exports and the inclusive growth necessary for long-term competitiveness. We will define outcomes, and pinpoint milestones toward achieving them.

Q: What are the strengths the Canadian automotive parts sector can bring to the table?

A: In the true spirit of Canadian innovation, I see a unique opportunity for Canada’s auto parts suppliers to drive the future of the automotive industry. Canada already has a competitive edge with innovations in sensors, network security, advanced lightweight materials, electrification, fuel cells and machine, tool and die and mould processes. We also boast strengths in connective technologies—companies in Kitchener-Waterloo’s information technology cluster, for example, are providing software solutions for the connected car, including data intelligence, remote diagnostics, software updates, asset tracking and custom user applications. Many of these innovations were showcased in the APMA’s Connected Car project.

Q: Do you have any last thoughts you would like to share?

A: As we develop the Innovation Agenda, I will continue to champion Canada as a natural home for designing and building the cars of the future. Yours is such an impressive industry, a key part of Canada’s economy, filled with leaders in innovative technologies. I look forward to working with you to keep Canada at the forefront of the global automotive industry and a key destination for automotive investments.
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London based Sle-Co Plastics Inc is changing a trend to invest offshore by going with a relocation to a 180,000-square-foot facility in St. Thomas, ON. Sle-Co Plastics Inc., which is currently located in London, ON, was established in 1988 and has weathered the fluctuations of the automotive industry over the last 28 years. With an established portfolio of automotive parts and assemblies, the company has outgrown its current location. Sle-Co has made the commitment to continue to be a strong Canadian manufacturer, providing a high standard of support to the North American automotive business.

When the company reviewed the expansion, it made sense to capitalize on the availability of community colleges and universities in the London area and to take advantage of an immediately available labour pool to augment workforce increases due to impending growth.

As a best-in-class Tier II manufacturer, Sle-Co’s current automotive customer base includes major Tier I suppliers, and the company is supported by a qualified management team and a pool of seasoned long-term employees. The plan is to continue to develop long-term supply relationships with companies located along the 401 corridor and beyond as opportunities continue to present themselves.

The on-going success of Sle-Co has been a direct result of its ability to develop unique and cost-effective solutions that are flexible for its customer base. Sle-Co has broad-based processing capabilities including, but not limited to, the injection moulding of a wide range of engineered materials for plastic parts. As an added benefit to customers, Sle-Co has implemented a number of post-moulding secondary processes such as bushing insertion, cutting, punching, high complexity assembly, metal machining and fabric wrapping. The parts the company manufactures include structural plastic door components, class A surface interior trim, two shot trim bezels, IP plastic trim, a complete child safety seat and the machining of a large magnesium cast assembly.

...a company does not have to invest outside of Canada to be successful if they can capitalize on technology and combine it with the effective workforce available...
Sle-Co has a range of injection moulding equipment, from 40-ton to 1,450-ton. The injection moulding process uses robotic part removal with vision quality checking systems to ensure 100 per cent part inspection. A second shot injection moulding system has recently been added to the operation, which has opened up several new opportunities.

Sle-Co has been built on the activities of successful cross-functional teams including quality, manufacturing and engineering. The various groups work in concert to build a culture that relies on teamwork, continuous improvement, and the frequent upgrading of technology to ensure Sle-Co will continue to grow as an industry leader. The recent implementation of a machine monitoring system for production processes and calculating overall equipment efficiency is an example of the type of commitment Sle-Co has when it comes to being a top Tier II supplier. The system provides interfaces for product control add-ons such as production scales, on-demand user-designed barcode label printing, electronic set-up sheets, family tool tracking and lot tracking functions. The data is available on a real-time basis to the plant manager, as well as quality and production control groups to ensure schedules and production runs meet all customer requirements.

The skills and processes Sle-Co has established have been developed and refined since the company’s beginning as a tool shop 28 years ago. By having strong roots in mould design and manufacturing, Sle-Co adds an additional dimension of having a fully functional tool shop on-site. With access to CNC machining, mills, lathes and electrical discharge machines, Sle-Co can react swiftly and cost-effectively to customer engineering changes and modifications to injection mould tooling.

One thing remaining constant with Jeff Sleegers, the president and CEO of Sle-Co Plastics Inc., is his dedication to growth in Canada. When the time came to make a decision to take operations to the next level, he shared his belief that a company does not have to invest outside of Canada to be successful if they can capitalize on technology and combine it with the effective workforce available in Ontario.

To learn more about Sle-Co Plastics Inc., please visit www.sle-co.com.
Picture this: You're cruising down the highway on a beautiful summer day. You happen to glance into the vehicle in the next lane and notice there is no one behind the wheel.

It sounds like a futuristic concept, but soon self-driving—or driverless—vehicles will no longer be limited to scenes in science-fiction films. In fact, many predict they will hit roads in as little as a few years to within the next few decades.

Automated vehicles use artificial intelligence, sensors and global positioning system coordinates to sense their surroundings, driving themselves without human influence. This technology has the potential to deliver a multitude of benefits, from improved fuel efficiency to reduced greenhouse gas emissions to increased road safety.

Thanks to an innovative pilot launched in January 2016, Ontario is on the cutting edge of automated vehicle research and development. Though automated vehicles are already being tested around the world, Ontario will be the first province in Canada to test these vehicles and related technologies on the road, opening the door for future growth of the industry across the country.

“A few years ago, there was a mandate to go forward and advance the regulatory framework for automated vehicles,” says Ontario Transportation Minister Steven Del Duca. “We’ve been working with the industry and have determined the best way to go forward is with this pilot program.”

According to the Ministry of Transportation of Ontario, nearly 100 companies and institutions are involved in the connected vehicle and automated vehicle industry in the province. Since the pilot launched in January, the Ministry has held roundtable discussions and facilitated extensive outreach with members of the industry, including representatives in infrastructure and economic development, to gain insight into the relatively new sector. “There is excitement in the industry that this is happening,” says Del Duca.

Del Duca looks forward to seeing applicants register to participate in the pilot in the near future, as only vehicles manufactured and equipped by approved applicants are permitted to test their vehicles on Ontario roads. Eligible participants include manufacturers defined within the Motor Vehicle Safety Act (Canada), technology companies, academic and research institutions, as well as manufacturers of parts, systems, equipment or components for automated driving systems.

And early this May, Google reached a deal with Fiat Chrysler Automobile to develop a fleet of 100 self-driving prototypes based on Fiat’s Chrysler Pacifica minivan. Google has been testing autonomous car technology since 2014, but this is the first time it will be collaborating with a traditional automaker.

The decision to work on these self-driving Pacifica prototypes follows comments made by Fiat Chrysler Chairman John Elkann in April 2016, when he called on the automotive industry to work together with tech companies like Google and Apple.

Autonomous technology creates many opportunities in the automobile industry, with reports expecting the connected car market to value $95.75 billion by 2020.

The deal is mutually beneficial; Google needs more cars to test its autonomous technology and Fiat needs access to this technology so it can compete against rival auto manufacturers.

Ontario residents need not worry about potential safety concerns related to driverless vehicles being tested on public roads because the pilot mandates that a driver must remain in the driver’s seat of the vehicle to monitor its operation—there will still be someone with a full-class driver’s licence for the type of vehicle being operated behind the wheel at all times.

continued on 20
“The regulatory framework doesn’t restrict where (pilot testers) can drive—any road or highway can be used for testing,” says Del Duca. “Anyone could be driving next to an automated vehicle.”

As part of the 10-year pilot, interim evaluations will take place on an ongoing basis to ensure the pilot continues to adapt to the constantly evolving technology in the industry.

“The Ministry wanted to make sure we had a long runway for the pilot, because what’s happening in the world of transportation and technology changes very rapidly,” says Del Duca. “There is a lot of innovation and there can be some thoroughly dramatic changes, and I wanted us to be in a position to be nimble enough to respond to those changes. It’s important to respond and adapt, and the regulatory framework gives us that chance to be nimble.”

In addition to the environmental and safety benefits of automated vehicles, they can also impact the local economy; something Del Duca feels optimistic will play a key role in Ontario’s growth over the coming years.

“From an economic development standpoint, it’s really important to create jobs in new and emerging parts of the economy,” he says. “There is definitely an interest in making sure we take advantage of potential investment coming into the province and provide for a viable future for that sector of our economy.”

As for the automotive parts manufacturing industry, Del Duca has seen and heard excitement surrounding the pilot and the potential for both the advancement of related technologies and development of made-in-Ontario technology.

“We all know these changes (to the industry) are coming, and there is a great deal of interest in future economic development potential,” he says. “We want to make sure technology companies and automotive parts companies realize this is a place where we want to incubate this technology and ensure people are making investments and creating jobs so we can leverage this opportunity.”

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**feature  ■  Paving the Way for Autonomous Vehicles**

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If asked what one word could define the global automotive space, most—especially those competing in the industry—would probably say “volatile.” That is to say, it is a constantly moving target affected by issues ranging from geopolitical, to economical, to environmental, to basic consumer acceptance, and many others in between. These people would not be wrong; it is a volatile market in which to compete. However, a more accurate word that represents the ebbs and flows of the industry is “fluid.”

Let’s expand on this idea of a fluid market from different perspectives in terms of market competitiveness. From a technical viewpoint, turbulent flow is the most efficient process for heat exchange to occur. Mixing a fluid in a violent way with its environment provides an opportunity to maximize efficiency, or differently said, producing the greatest return on your investment. From a philosophical perspective, the adage, “A rising tide raises all boats” is applicable. True competitiveness needs the following:

1. An understanding that rough waters can ultimately translate into a positive result;
2. Risk taking and pushing the innovation envelope is needed to foster success; and
3. Charting the right course of action with the right captain at the helm while looking at both the short-term and long-term market outlook will allow you to ride the tides instead of sinking below the surface.

So what does this have to do with the Canadian automotive market? Starting in 1989, free trade with the U.S., and then further expansion in 1994 to include Mexico with NAFTA, paved the way for Canada to be a formidable automotive world power. With a strong technologically-focused supply base, the largest automotive manufacturing footprint in the Great Lakes area, an educated and skilled labour pool, favourable corporate tax rates, and multiple other reasons, the region continues to support a safe and desirable business-friendly environment.

However, the benefits Canada reaps from its inclusion in NAFTA are a double-edged sword when it comes to its perceived value-add and ability to retain and attract automotive investment. In short, with all of the positive reasons to commit to Canada as an automotive manufacturing hub—incents in the form of tax abatements, free land, lower-cost labour, utility costs, and many others offered by the U.S. and Mexico—unfortunately place Canada in third place among the three competitors. Harshly stated: last place.

This is not to say that Canada has “lost.” Nor does it mean Canada should play by the same rules in order to gain more business. Each jurisdiction has its own value-added features which are leveraged to retain/attract automotive investment. For example, the U.S has many more competing jurisdictions and a consumer pool 10-times larger than Canada. Mexico, on
the other hand, can offer low-cost labour, access to over 44 free-trade markets worldwide, and has established a concierge-style point of entry into the market—an attractive feature for investors. Canada maintains its own value-added benefits.

Canada’s population size and concentrated automotive market in Ontario create an environment to make decisions more quickly and adapt to a changing landscape better than its two competing “partners.” This agility and focus allows Canada to approach the situation with outside-the-box thinking and implement new ideas more effectively.

This year promises to be an interesting year for the Canadian automotive market. Unifor negotiations are around the corner; the Trans-Pacific Partnership (TPP) is coming to a head, which will ultimately replace NAFTA; and a national auto strategy led by Ray Tanguay is gaining momentum. Additionally, Canada is supported by a pro-business government and a new Prime Minister which has stated he is “not worried that we’re going to suddenly reopen NAFTA” per a CNBC interview earlier this year. It has been noted by many that Canada’s lack of throwing millions—if not billions—of dollars in the form of tax incentives and land deals at prospective investors is seen as a weakness and the ultimate demise for the local industry. However, when speaking with people involved in this process, the viewpoint is that providing funding to support equipment, infrastructure and research and development, education, and innovation are actually viewed as a more solid strategy for long-term commitment to the area. Both have their merits; unfortunately, it is more difficult to rationalize the latter for the short-term, since the return on investment is not immediately realized and receives less media coverage.

**IMPROVING THE COMPETITIVENESS OF CANADIAN AUTOMOTIVE SUPPLIERS**

The APMA Market Intelligence Program (AMIP) is aimed at improving the competitiveness of Canadian automotive suppliers by providing a low-cost, high-benefit business planning solution. The AMIP initiative is powered by market intelligence databases and software of AutoForecast Solutions LLC.

AutoForecast Solutions LLC is the provider of the AMIP market intelligence solution, combining automotive databases and proven business planning software, designed specifically for automotive suppliers and will improve access to critical market intelligence information and best practice planning tools and processes.

AMIP will help Canadian automotive suppliers improve the productivity of their planning efforts. The AMP innovation combines accelerating the planning and information access and analysis process, improving member support services and lowering member costs. For more information, please contact Joseph McCabe, president and CEO, AutoForecast Solutions LLC. He can be reached at (610) 813-8370 or jmccabe@autoforecastsolutions.com.
Labour negotiations in the U.S. have resulted in multi-billions of dollars of investment from the key automotive manufacturers. These investments in product, equipment, and people have been earmarked for the U.S. and Mexico, with very little (if any) left over for investment in Canada. This is not to say there has been no investment in Canada. Ford invested in Oakville, Toyota has invested in bringing more RX production and other higher profit products to Canada, FCA has invested in Windsor, and GM has invested in CAMI. But these investments are not only a fraction of the U.S./Mexico investments; they also result in a near zero-sum gain in terms of employment and a decline in Canada’s NAFTA market share. Newsworthy? Yes. Market-shifting? No.

In fact from 2009 to 2015, the U.S. and Mexico gained over four percentage points in NAFTA at the expense of Canada, with Canada forecast to lose nearly four percentage points more by 2023 on its current course (see Chart 1 and Table 1). And with no clear “Canadian” vehicle brand, Unifor will be in job retention mode, with very few aces up its sleeves to play in order to negotiate from a position of strength. Incremental investment, commitment by the existing vehicle manufacturers for several vehicle/powertrain lifecycles and, ultimately, a new manufacturer added to the market is desperately needed to leverage Canada’s strengths and create employment to drive the economy.

As for the automotive portion of the TPP, a lot of focus has been on the misbalanced deals between the U.S., Japan and Canada.

**TABLE 1**

<table>
<thead>
<tr>
<th>Country</th>
<th>2009</th>
<th>2015</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>17.2%</td>
<td>13.0%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Mexico</td>
<td>17.7%</td>
<td>19.5%</td>
<td>26.8%</td>
</tr>
<tr>
<td>United States</td>
<td>65.1%</td>
<td>67.5%</td>
<td>63.3%</td>
</tr>
</tbody>
</table>

**Chart 1.** Source: AutoForecast Solutions LLC, April 2016.

**Table 1.** Source: AutoForecast Solutions LLC, April 2016.

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- ExEll Holder
- ExEll H13
- ExEll 15-5PH
- ExEll BeCu
- ExEll 5000 Aluminum
- ExEll 7000 Aluminum
- ExEll 420
- Rovalma Engineered Materials

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<table>
<thead>
<tr>
<th>Canada</th>
<th>Ellwood Specialty Metals</th>
<th>Windsor / Hamilton</th>
<th>877-978-2772</th>
<th><a href="mailto:esmsales@elwd.com">esmsales@elwd.com</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>Ellwood Specialty Steel</td>
<td>800-932-2188</td>
<td><a href="mailto:esssales@elwd.com">esssales@elwd.com</a></td>
<td></td>
</tr>
</tbody>
</table>
is missed in these discussions is that few vehicles produced in Canada are consumed by the TPP countries. As of 2009, the number of unique nameplates assembled in Canada has dropped from 29 to 20 in 2015 and will drop to 12 by 2023 (see Table 2). A majority of these nameplates are designed specifically for the North America market, with only a couple like the Ford Edge and Honda Civic focused for global distribution. So, the only real perceived automotive winner in the TPP deal is the Canadian consumer who may be able to pay less for a foreign vehicle due to the lower/zero duty.

We have gone down the road again on all of the uphill battles and headwinds Canada has to endure. No new information here. However, there is a light at the end of the tunnel. This light is in the form of change. There has never been so much cohesion and focus on pushing the benefits of the Canadian automotive market forward as there is today—teamwork and a strong public presence not seen in the past from multiple resources working together, including the APMA and

### TABLE 2

<table>
<thead>
<tr>
<th>Assembler</th>
<th>Brand</th>
<th>2009</th>
<th>2015</th>
<th>2023</th>
<th>2023 Nameplates</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCA</td>
<td>Chrysler</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>300; Pacifica</td>
</tr>
<tr>
<td>FCA</td>
<td>Dodge</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>Challenger; Charger</td>
</tr>
<tr>
<td>FCA</td>
<td>VW</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Ford</td>
<td>Ford</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>Edge</td>
</tr>
<tr>
<td>Ford</td>
<td>Lincoln</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>MKX</td>
</tr>
<tr>
<td>Ford</td>
<td>Mercury</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>GM</td>
<td>Buick</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>GM</td>
<td>Cadillac</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>GM</td>
<td>Chevrolet</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>Equinox</td>
</tr>
<tr>
<td>GM</td>
<td>GMC</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>GM</td>
<td>Pontiac</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Honda</td>
<td>Acura</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Honda</td>
<td>Honda</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>Civic; CR-V</td>
</tr>
<tr>
<td>Toyota</td>
<td>Lexus</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>RX; NX</td>
</tr>
<tr>
<td>Toyota</td>
<td>Toyota</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>RAV4</td>
</tr>
</tbody>
</table>

Total Nameplates | 29 | 20 | 12 |

Table 2. Source: AutoForecast Solutions LLC, April 2016.

Lower vehicle content rules for TPP participants will favour the large suppliers who have the capital, resources, and flexibility to move with the customer and compete in the TPP areas, while the smaller suppliers, which are more North America-focused, will be faced with greater challenges from low-cost competitors in other regions leveraging the lower content rules and cannibalizing content. One point that
federal and provincial government agencies, combined with the momentum of a nationalized automotive strategy.

Canada has a more focused message to the world, providing a better opportunity to showcase its benefits to prospective investors and its position as a world power. Second, news about trying to attract new investment from players in China is showing creativity, initiative, and a clear understanding of the changing automotive landscape. In fact, Canada is viewed as the most likely candidate in NAFTA that can gain a Chinese-based OEM.

Does Canada offer an attractive place to do business? Is the area innovation-focused and home to a burgeoning technology-focused market? Is Canada home to some of the largest, most innovative suppliers in the world? Does it provide access to valuable resources and a strong, educated labour pool? The answer to all of these questions is a resounding yes. However, is Canada still perceived as being in third-place in NAFTA? Is there a difference in the optics of Canada (i.e., perception vs. reality)? Is Canada a victim of U.S. labour negotiations with potentially little power to force the hands of their local vehicle manufacturers during negotiations this year? Unfortunately, the answer to all of these questions is also yes.

With a clear, cohesive initiative and identifying the fluid nature of the automotive space, Canada should be able to weather this storm, but only if all of the stakeholders are involved on a unified front. Suppliers need to communicate—not only with their supply chain, but also with their local jurisdictions and government agencies. Vehicle manufacturers need to work with the federal and provincial governments and identify what is needed to move forward. New players have to be identified and enticed to make investments. The conversation to what is needed—other than just throwing money at the problem—must be had, investors need to be inspired, the public needs to understand the importance the automotive industry has on the Canadian economy, and Canada needs to retain its world-class automotive status.
With eight original equipment manufacturers (OEMs) and significant automotive investments over the past few decades, Japan’s automotive industry has experienced enormous growth in countries around the world.

Despite extensive global footprints, Japanese automotive companies are characteristically exclusive to an established supply base due to vertical “keiretsu” arrangements. In Japanese, the word “keiretsu” means “group,” and in this context, it refers to business networks composed of manufacturers, supply chain partners, distributors and financiers who remain financially independent but work closely together, allowing for stable and long-term partnerships. As a result of these established manufacturer relationships, non-keiretsu suppliers face challenges as they look to expand sales to Japanese automotive companies.

Sanyo Trading Co., Ltd. is one of Japan’s leading import/export companies specializing in developing automotive business opportunities between non-keiretsu automotive suppliers and Japanese automotive companies in Japan. This expertise resides in Sanyo’s deeply entrenched Industrial Products Business Unit, which holds key contacts among Japan’s OEMs and Tier 1 suppliers.
Sanyo’s experience and established relationships with companies such as Honda, Toyota, Nissan, Subaru, Mazda and Japanese Tier 1 companies provide suppliers of highly innovative products and technologies with expert assistance in project award and post-award services.

Typically, Sanyo’s services are mapped out to include the following processes:
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3. Developing a targeted business proposition; and,

At international facilities where your contract has been awarded, Sanyo works with Japanese engineering teams on the ground in Japan and provides quality services by way of regular inspections to safeguard your success and mitigate risk. Customers currently working with Sanyo in this regard include world-class automotive parts companies such as Leggett & Platt, GST AutoLeather, Gentherm, and IEE.

**Schukra’s success**

Schukra of North America, a Leggett and Platt company, is a global market leader of lumbar support systems. Before teaming up with Sanyo, Schukra could relate to the challenges of gaining access to Japanese OEM decision-makers in Japan. Today, Schukra has become a leading supplier of lumbar support systems to Japanese OEMs as a result of this partnership.

**Contact**

If you have a product or technology that you would like to discuss, please contact Hiroshi Yoshida, Sanyo Corporation of America. He can be reached at hyoshida@sanyocorp.com.

Sanyo Trading Co., Ltd. is one of Japan’s leading import/export companies. Founded in 1947 and based in Tokyo, the company has five major product divisions: rubber, chemical, machinery and materials, industrial products, and scientific instruments. The company reported total sales exceeding USD $500M for 2015. For more details, please visit www.sanyo-trading.co.jp.
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2016 APMA Highlights

**FEBRUARY 4-7, 2016**
**India Auto Expo**
APMA facilitated a Canadian Pavilion at the India Auto Expo in collaboration with the Governments of Canada and Ontario. The theme of the show this year was **Make in India: For the World**. The 98-square-metre Canadian pavilion featured six companies and included an information kiosk and meeting areas. The event allowed participating exhibitors to make excellent connections with Indian OEMs. Feedback received from the participants during and after the event was overwhelmingly positive and led to the generation of approximately 90 leads. The Pavilion was also visited by Mr. Brad Duguid, Ontario’s Minister of Economic Development, Trade and Infrastructure.

**FEBRUARY 12, 2016**
**Canadian International AutoShow – Industry Day**
Industry Day at the Canadian International AutoShow was expanded this year, bringing forward a new conference segment called Connected Automobile, presented by the Ontario government and partnered with APMA. The conference provided attendees a glimpse into the future of driving, with panel discussions on the latest in automotive technology, from connected cars to autonomous vehicles to modern infrastructure and factories of the future. The Industry Day also featured a technology exhibit showcasing Canadian leading-edge technology in the AutoShow.

**FEBRUARY 23, 2016**
**28th Annual Canada-U.S. Automotive Dinner**
Automotive Parts Manufacturers’ Association (APMA) and OESA hosted the 28th annual Canada-U.S. Automotive Dinner on February 23, 2016 in Dearborn, MI in cooperation with the Consul General of Canada, Detroit. This event featured keynote speaker, Ralph V. Gilles, Head of Design, FCA – Global. Mr. Gilles shared his unique perspectives on designing for the global consumer. The event was well attended with over 350 industry executives present.

**MARCH 4, 2016**
**Ontario Investing in Advanced Automotive and Transportation Sectors**
APMA was instrumental in securing Ontario funding for our sector in the province’s recently announced Business Growth Initiative. The funding will make critical investments to strengthen competitiveness and support innovation in the automotive and transportation sectors.

Minister of Economic Development, Employment and Infrastructure Brad Duguid made the announcement at Dynaplas Ltd., an APMA member automotive parts company based in Scarborough, ON, to highlight business growth initiative investments focused on building a world-leading automotive and transportation innovation ecosystem in Ontario.

continued on 30
APMA Addressed the House Committee on International Trade on TPP

In Ottawa, ON, APMA’s president, Flavio Volpe, representing our members and the broader Canadian supply chain, addressed Parliament’s House Committee on International Trade regarding the pending Trans-Pacific Partnership (TPP) Agreement. He outlined our industry’s views and perspectives on the impact of the TPP on Canadian automotive parts manufacturers and discussed the best course of action for the Government of Canada to pursue in the final ratification stage of this process.

APRIL 7, 2016
TPP: Reshaping the North American Marketplace Webinar

On Thursday, April 7, 2016, APMA hosted a webinar in partnership with Export Development Canada (EDC) on the TPP and its potential impacts on the North American automotive industry including what the agreement means, how it differs from NAFTA and what competitive opportunities the Canadian automotive supply chain should be considering. APMA was pleased to have Arent Fox LLP, an APMA member, provide its leading-edge intelligence on the TPP impacts to the 100-plus people who registered for the event.

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APRIL 11-12, 2016
Industria Nacional de Autopartes (INA)’s CIIAM Congress
In Mexico City, Mexico, APMA addressed the audience at the Industria Nacional de Autopartes (INA), the Mexico equivalent of APMA, CIIAM Congress, the strengths and competitive advantages of the Canadian supply base, its opportunities and challenges. APMA’s presentation focused on the competitive skill sets of Canadian mould, tool, die and machine makers and their expanding presence and service in Mexico. The Mexican OEM production growth targets face material internal constraints and the participation of the Canadian supply chain is critical to help them meet those milestones.

JUNE 14-15, 2016
2016 APMA Annual Conference & Exhibition and APMA-EDC Meetings
The 2016 APMA Annual Conference & Exhibition occurred on June 15, 2016 at Caesars Windsor, in Windsor, ON, with APMA-EDC B2B Meetings occurring on June 14, 2016. The event was themed Shift Happens: The Next Generation of Auto and featured a one-day new conference format and floor plan to strengthen the conference value proposition for participants, speakers, exhibitors and sponsors, while increasing engagement and education.

JULY 21, 2016
Canadian Innovation Day at FCA
APMA, in partnership with the Consulate General of Canada – Detroit, has invited companies to participate in a Canadian Innovation Day on July 21, 2016, showcasing Canadian automotive capabilities at Fiat Chrysler Automobiles (FCA) in Auburn Hills, MI in the areas of autonomous vehicle technology; software; occupant and vehicle safety; and lightweighting.

ONGOING
APMA’s Ongoing Collaboration with OESA
APMA members were invited to attend OESA’s General Motors Purchasing Town Hall on March 18, 2016 and Nissan’s Purchasing Town Hall on May 5, 2016. On an ongoing basis, APMA members will be invited to future OESA Town Halls to gain exposure to OEM global purchasing teams. For those APMA members in attendance, the feedback was very positive, specifically on the quality of executives present and the opportunities to network face-to-face with decision-making executives. APMA will be collaborating further with OESA and will be communicating new initiatives that will benefit the membership as they arise.
Meet CAMM’s Members

The Automotive Parts Manufacturers’ Association (APMA) and the Canadian Association of Mold Makers (CAMM) have teamed up to offer members an even better member experience!

Please join us in welcoming the following CAMM members. We salute them for their support.

- Aaiers Tool & Mold Inc.
- Aarkel Tool & Die Inc.
- Acetronic Industrial Controls Inc.
- Acrolab Ltd.
- Active Burgess Mould and Design
- Advantage Engineering
- Ameray Tool and Mold
- Arlen Tool Company Ltd.
- Basic Tool Inc.
- BD0 Canada LLP
- Blow Mold Tooling Inc.
- BORIDE Engineered Abrasives
- Bridaco Tool & Mold Inc.
- Build-A-Mold Ltd.
- Calframax Technologies
- Cana-Datum Moulds Ltd.
- Canada Mold Technology Inc.
- Canadian IG/P
- Canadian Metalworking
- Cap Thin Molds
- Cavalier Tool & Manufacturing Ltd.
- Cimetron Technologies Inc.
- Clinton Aluminum Canada ULC
- Collins Barrow Windsor LLP
- Concours Mold Inc.
- Constellium
- Contents Processing Centre
- Cottam Diecasting Ltd.
- Crest Mold Technology Inc.
- Crystalum
- CS Logistics
- DDS Software Solutions
- Delmo Molds Inc.
- DME of Canada Ltd.
- DMS (Canada) Ltd.
- Dynamic Metal Treating, Inc.
- Elwood Specialty Metals
- Enterprise Mold Ltd.
- Expert Tool & Technologies Inc.
- FGL Precision Works Inc.
- Finki Steel
- HUB International Ontario Ltd.
- INCOE Corporation
- Injection Technologies Inc.
- Integrity Tool and Mold Inc.
- Ives Insurance Brokers Ltd.
- JDL Technical Services
- Jesse Garant & Associates Metrology Center
- K&K Tools Ltd.
- Laurentian Bank of Canada
- Laval International
- Leamark Enterprises
- Machine Tool Solutions Ltd.
- Mega Mold International Inc.
- Mold-Spec Inc.
- Mold-Tech Canada
- MTP Mexico
- Nova Tool & Mold Inc.
- Parnix Skippler Hewitt
- PBL Insurance Ltd.
- PCS Company
- Platinum Tool Technologies Inc.
- Priority Tooling Solutions
- Progressive Components
- Redco Mold Company Ltd.
- Rocan Inc.
- Rosati Group
- Runipays North America
- Russell A. Farrow Ltd.
- Schmott+Dickenbach Canada Inc.
- Soe! Forge Inc.
- Spartan Stamping & Manufacturing
- SPM Automation (Canada) Inc.
- SRT SA
- Seneca College of Applied Arts and Technology
- SEW Eurodrive Company of Canada Ltd.
- SEWS Canada Ltd.
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Edmonton, AB T6H 5P9
[Representative: Rik Nagelkerke, Manager Implementation and Business Development]
[Alternate: Vasu Netrakanti, CEO]
[Tel: (780) 431-8426]
[Fax: (780) 485-0944]
[E-mail: rik@optessa.com]
[www.optessa.com]

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2150 Williams Parkway
Brampton, ON L6S 5K7
[Representative: Kirk Lackenbauer, Sales Manager]
[Alternate: John Harris, General Manager]
[Tel: (905) 793-6466]
[Fax: (905) 790-7408]
[E-mail: klackenbauer@revereindustries.com]
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325 Chatham Street North
Blenheim, ON N0P 1A0
[Representative: Phil Goodwin, President]
[Alternate: Rich Armstrong, Sales Manager]
[Tel: (519) 676-8161]
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CNPC POWDER North America Inc.
23 Fourth Street, Unit 2014
Charlottetown, PE C1E 2B4
[Representative: Kathy Liu, CEO]
[Alternate: Abigail Vazquez]
[Tel: (902) 316-0218]
[Fax: (888) 750-2885]
[E-mail: kathyliu@cnpcpowder.com]
[www.cnpcpowder.com]

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Fraunhofer Project Centre for Composites Research
2520 Advanced Avenue
London, ON N6M 0E1
[Representative: Vanja Ugresic, Manager of Operations]
[Alternate: Daniel Park, Research Engineer]
[Tel: (519) 661-2111]
[Fax: (519) 661-3020]
[E-mail: dpark8@uwo.ca]
[www.eng.uwo.ca]

Products: Full-scale development, characterization and processing of lightweight composite materials.

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Litmus Automation Inc.
10 Dundas Street East, Suite 600
Toronto, ON M5B 2G9
[Representative: John Younes, COO]
[Alternate: Vatsal Shah, CEO]
[Tel: (416) 904-4572]
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Meet APMA’s Newest Members

Please join us in welcoming the following companies as new members of the APMA. We salute these new members, along with all of our faithful existing members, who continue to provide us with their support.
The Automotive Parts Manufacturers’ Association (APMA) and the Canadian Association of Mold Makers (CAMM) are teaming up to offer members an even better membership experience!

As Canada’s national association representing OEM producers of parts, equipment, tools, supplies and services for the worldwide automotive industry, APMA is delighted to announce its collaboration with CAMM, an industrial organization representing the interests and serving the needs of Canadian mold makers.

Through our collaboration, our associations will serve a wider range of companies in the Canadian automotive supply chain and offer further value to members of each association and to the industry as a whole.

As of January 1, 2015, member companies now receive the membership benefits of both organizations! APMA and CAMM will retain their own identities including websites, events, and publications.

Collaboration Benefits All
Both associations will collaborate on many initiatives throughout the year and members will enjoy the benefits of both associations for one annual fee! Visit www.apma.ca/overview/membership for more information on how you can get involved.

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Behind the Wheel of the 2017 Chrysler Pacifica

Delivering unparalleled levels of functionality, versatility, technology and bold styling, the all-new 2017 Chrysler Pacifica redefines the minivan segment.

As the original creator of the minivan over 30 years ago, FCA US LLC has transformed the segment with firsts—notching 78 innovations through the first five minivan generations. With the introduction of the Chrysler Pacifica, FCA US adds 37 minivan firsts to its portfolio, for an unprecedented total of 115 innovations in the segment.

“We started from the ground up to design the most technologically advanced minivan, which offers bold styling, class-leading ride and handling, and unmatched fuel economy, with the Pacifica Hybrid delivering up to 80 miles per gallon equivalent (MPGe) in city driving,” says Timothy Kuniskis, head of passenger car brands at FCA North America. “The Chrysler Pacifica was thoughtfully designed and engineered to provide unsurpassed levels of comfort, convenience, technology and functionality.”

After being scored based on materials, ergonomics, driver information, safety, comfort, fit-and-finish and aesthetics, the editors at Ward’s Auto named the all-new 2017 Chrysler Pacifica to the Wards 10 Best Interiors List for 2016. “It is an honour and a testament to the thoughtful design and engineering that make this minivan the perfect combination for modern families,” says Kuniskis.

Engineering

The Pacifica delivers class-leading ride and handling and reduced noise, vibration and harshness. Its body structure is the lightest and stiffest in its class, making it more responsive with lower levels of body roll and enhanced ability to absorb and distribute road inputs. Leading-edge aerodynamics contribute to the Pacifica’s unsurpassed fuel efficiency.

Engineered and executed to deliver a “vault-like” interior environment with low levels of wind noise, road noise and related vibration/harshness characteristics, the vehicle has Active Noise Cancellation (standard on all models) to further heighten refinement.

The Chrysler Pacifica boasts the largest interior volume in the segment, with clever storage, available eight-passenger seating—the lightweight, removable eighth-passenger seat fits in between the existing second-row seats and functions as a large second-row armrest with cup holders when not in use—and the ability to fit an eight-by-four-foot sheet of plywood.

The thoughtfully designed and beautifully crafted interior mixes high-tech elements with a sculpted, muscular feel.

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**Powertrain**

The Pacifica features a choice of two powerful, efficient and advanced powertrains—the segment’s first hybrid vehicle, and the next generation of the award-winning Pentastar V-6 gasoline engine, which is mated to a segment-exclusive TorqueFlite nine-speed automatic transmission.

The Pacifica Hybrid, the industry’s first electrified minivan, will deliver an estimated range of 30 miles solely on zero-emissions electric power from a 16-kilowatt-hour lithium-ion battery. In city driving, it is expected to achieve an efficiency rating of 80 miles per gallon of gasoline based on U.S. Environmental Protection Agency standards.

The pivotal technology behind the Hybrid is its innovative electrically variable transmission. Patented by FCA US, the device features two electric motors, which are both capable of driving the vehicle’s wheels.

On the Chrysler Pacifica gasoline models, the latest iteration of the award-winning 3.6-litre Pentastar V-6 engine produces best-in-class horsepower (287) and torque (262 pounds per foot), along with unsurpassed fuel economy (28 miles per gallon on the highway). Enhancements such as two-step variable-valve lift, cooled exhaust-gas recirculation and innovative weight-reduction strategies boost the engine’s efficiency and performance. For added fuel efficiency, engine stop-start technology is a standard feature (late availability).

**Design**

The Pacifica has a sculpted exterior with athletic proportions. A fast silhouette and sophisticated, fluid-like surfacing deliver a level of style not found in the minivan segment. The Pacifica’s sliding door track lines are hidden under the rear-quarter side glass, making them virtually indistinguishable. With its long wheelbase, wide track, low ground clearance and available 20-inch wheels, the Pacifica appears planted, with a capable stance.

The thoughtfully designed and beautifully crafted interior mixes high-tech elements with a sculpted, muscular feel. When creating the interior, designers sought to make every piece like a canvas that has been painted on. With horizontally drawn features, the interior’s spaciousness is amplified, and the linear elements keep the eye moving throughout the cabin. The available tri-pane panoramic sunroof, with a dual-pane panoramic sunroof over the first two rows and a fixed glass pane over the third row, adds to the feeling of spaciousness.

“Our interior and exterior designers collaborated with extended teams to truly push the design aspects of the vehicle. As a result, we created a vehicle that offers function and beautifully integrates technology in a non-imposing way,” says Ralph Gilles, head of design at FCA Global. “While the exterior makes a statement, the interior seduces passengers with delightful details that are thoughtfully organized in a spacious and purposeful manner.”

The Pacifica and the Hybrid are available in 10 exterior paint colors that accentuate the vehicle’s surfacing, and interior control elements use blue lighting (versus the traditionally used amber) for a more cohesive and technical look.

**Safety and security**

The Pacifica showcases the latest in advanced safety and security technology, offering over 100 standard and available features. The Surround View camera uses four cameras to provide 360-degree views, including a bird’s-eye perspective of the vehicle and its surroundings. Other advanced features include:

- ParkSense Parallel/Perpendicular Park Assist, which uses ultrasonic sensors to guide the driver while parking
- Adaptive Cruise Control with Stop and Hold, which maintains the distance between the vehicle and the one in front of it and can bring the vehicle to a controlled stop under certain circumstances
- Forward Collision Warning-Plus, which deploys the brakes to alert the driver if an impact appears imminent and assists with driver response; and
- LaneSense Lane Departure Warning-Plus, which leverages electronic power steering by delivering a torque input to alert and assist the driver with corrective action.

Other standard features include Blind-spot Monitoring, ParkSense rear park assist with stop, ParkView rear backup camera, electronic stability control, and electric park brake. The body structure uses additional high-strength steel and the vehicle boasts up to five seating positions that accommodate LATCH child safety-seat installation.

**Technology and convenience**

The most technologically equipped vehicle of its kind, the Pacifica offers an all-new Uconnect Theater entertainment system, a seven-inch, full-colour driver information display, a 8.4-inch touchscreen, acclaimed Uconnect Access and other features.
With the Uconnect Theater rear seat entertainment system, passengers can watch movies, play built-in games, connect personal devices to surf the internet and stream content throughout the vehicle via two high-definition 10-inch touchscreens.

The available KeySense programmable key fob places limits on speed and audio volume, mutes audio when front seatbelts are not buckled, prevents the disabling of certain features like Forward Collision Warning-Plus and ParkSense rear park assist, and allows blocking of SiriusXM Radio channels.

The Uconnect 8.4 system with an 8.4-inch touchscreen, navigation, integrated voice command, and Uconnect Access keeps drivers and passengers connected with helpful information, such as fuel prices and movie listings.

The Pacifica comes standard with six speakers and Active Noise Cancellation. Premium audio systems (a 13-speaker Alpine system or a 20-speaker Harman Kardon surround sound system) are also available.

Loaded with comfort and convenience features, the Pacific includes Keyless Enter ‘n Go, remote start, and heated and ventilated seats. Other notable features include segment-first, hands-free sliding doors and liftgate, which are operated by making a kicking motion under the sliding door or bumper to open or close the sliding doors or liftgate (late availability).

The available Stow ‘n Vac integrated vacuum powered by RIDGID provides easy access to all corners of the vehicle. The Stow ‘n Go seating and storage system has been redesigned for added ease of use. With the press of a button on the B-pillar, the front seat moves forward to allow the second-row seat to be stowed into the floor tub. Once the seat is stowed, pressing the button again moves the front seat back to its starting position. In addition, the Easy Tilt second-row seats allow for easy access to the third row, even with an empty child seat installed in the second row.

The 2017 Chrysler Pacifica is available in five models (the Hybrid is available in two models). Built at the Windsor Assembly Plant in Windsor, ON, FCA US LLC Chairman and CEO Sergio Marchionne and Unifor President Jerry Dias, along with employees at the Windsor Assembly Plant, celebrated the production launch of the 2017 Chrysler Pacifica on May 6, 2016.

Early this May, Google reached a deal with Fiat Chrysler Automobile to develop a fleet of 100 self-driving prototypes based on Fiat’s Chrysler Pacifica minivan. This is the first time it will be collaborating with a traditional automaker.

The decision to work on these self-driving Pacifica prototypes follows comments made by Fiat Chrysler Chairman John Elkann in April 2016, when he called on the automotive industry to work together with tech companies like Google and Apple. The deal will give Fiat access to autonomous technology and help the company compete against rival auto manufacturers.

FCA US spent over $2.6 billion on the minivan program, which included significant upgrades to the Windsor plant to retool it for production of the all-new minivan architecture. More than 10 million minivans have rolled off the Windsor assembly line since it started building the ultimate family vehicle in 1983.

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