

# Ontario's automotive industry



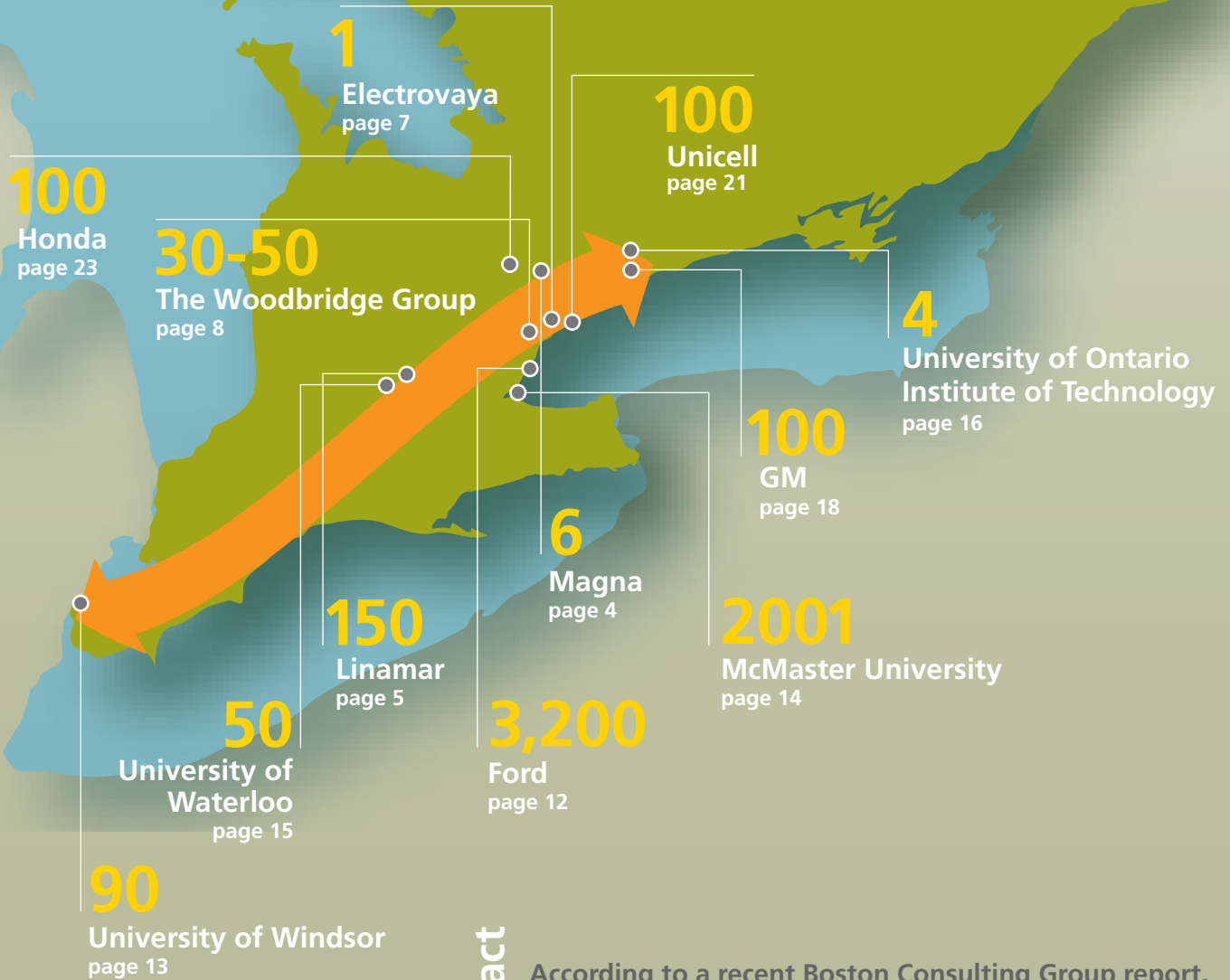
Powering  
the **green**  
evolution



**ONTARIO**  
CANADA

# 420

Our industry is concentrated along a 420-kilometre (260-mile) corridor that stretches from the Windsor-Detroit border to Oshawa.



## Fast Fact

According to a recent Boston Consulting Group report, Canada is in the top tier of countries when it comes to innovation in manufacturing –ahead of the U.K., Germany and France.

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# Ontario's auto industry

All of us in the auto industry know that the automobile is being reinvented. The cars of the future will be lighter, stronger and safer. They'll be totally recyclable. They'll run on renewable clean energy and they'll be smart in ways we're only now beginning to envision and develop.

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Every effort has been made to ensure the accuracy of the information in this publication at the time of printing. However, the programs referred to and the data cited are subject to change. All figures are in Canadian dollars unless otherwise noted.

# 5

**Ontario has 5 powerful business advantages.**

## Powering the Green Evolution

With the race for green leadership well underway, carmakers worldwide are looking for that all important edge that will put them ahead of the competition.

**We're providing it.**

Ontario has had a successful auto industry for more than a century and we've developed expertise in key areas of green auto research and production including: advanced lightweight materials and coatings, advanced manufacturing processes, alternative fuels and powertrain components and systems.

Best of all, this green auto expertise comes fully loaded with five powerful business advantages.

### 1 Focus on green innovation

Automakers conducting research in Ontario have access to thousands of world-leading researchers. We have 30 auto-focused public research facilities, including the Waterloo Centre for Automotive Research (WatCAR), the McMaster Institute for Automotive Research and Technology (MacAUTO) and the Centre for Advanced Nanotechnology (CAN).

Organizations such as AUTO21 and the Centre of Excellence for Materials and Manufacturing work hand-in-hand with manufacturers to accelerate the commercialization of ground-breaking discoveries developed at our public research labs.

### 2 Funding programs for R&D

Ontario scientists – and their industrial partners – can access millions of dollars in research funds via federal and provincial programs. Some examples? The Ontario Research Fund, the Ontario Emerging Technologies Fund, the Natural Sciences and Engineering Research Council of Canada, the Canada Foundation for Innovation and the Ontario and Canada Research Chairs.

### 3 Exceptional R&D tax credits

Our R&D tax incentive program is widely recognized as one of the most generous in the world. In fact, \$100 in R&D expenditures can be reduced to less than \$45 – and less than \$37 for small businesses. In Ontario, a broader range of costs qualify for deductions than in many jurisdictions. Tax credits can also be carried back for three years, or forward for 20 years.

### 4 Business friendly approach to IP

We recognize that it takes multiple skills to commercialize breakthrough technologies, which is why we offer companies the opportunity to acquire the rights to the intellectual property developed at our public research centres.

### 5 Substantial cost benefit

Automotive manufacturing costs are lower here than in the U.S., the U.K., France, Italy, Germany, the Netherlands or Japan according to KPMG's 2010 *Competitive Alternatives* report.



## Manufacturing costs are going down even further.

We're dramatically cutting business taxes as part of a fundamental shift in tax policy covering capital, sales and income taxes. There are no capital taxes on businesses operating in Ontario. The marginal effective tax rate (METR) on new capital investments (provincial and federal combined) has fallen to 18.6% in 2010 from 32.8% in 2009 and will continue to drop, reaching 16.2% by 2018.

If you're an assembler or parts manufacturer, there's no better place than Ontario to conduct R&D or develop and assemble the components and cars of the future.

Come and grow your  
business in  
**Ontario.**

# 6

In a record 6 months,  
Magna unveiled  
its EV technology.

## Magna develops a ready-made electric car

In the summer of 2007, the chairman of Aurora-based Magna International charged Ted Robertson, his chief technical officer for the Americas, with developing electric car technology that could be sold under any brand, by any automaker. Robertson hand-picked a team of 14 top engineers from its Aurora and Detroit advanced technology groups and in a record six months unveiled the EV technology in a Ford Focus, which Ford quickly selected for its Focus BEV. Due out in early 2011, the vehicle has a range of 160 kilometres (100 miles) – more than enough for an average daily commute – and takes about eight hours to charge, attributes that have attracted the attention of other carmakers. “Our success is due to our chairman’s vision and a small team of the best and brightest automotive engineers, who are also good business people,” says Robertson.



# 150



150 top-notch researchers develop next generation powertrain components and production processes.

## Everything's coming up green at Linamar Corporation

From product and process design to the building itself, "greenovation" is the order of the day at Linamar's new Frank Hasenfratz Centre of Excellence in Manufacturing. The Guelph-based centre is focused on developing a wide range of green and fuel-efficient powertrain components and advanced production processes that minimize environmental impact and improve productivity. The 150 highly educated and skilled people charged with carrying out these goals work in a unique building that features a number of innovations, including "daylighting" (maximizing use of natural light), light "harvesting" (storing and distributing light as necessary) and a special "white" reflective roof – all aimed at efficient energy use. "We're a global corporation with worldwide facilities, but Guelph was the obvious choice for the centre," says Linamar CEO Linda Hasenfratz. "Ontario produces exceptional talent and the government is committed to promoting the greening of the auto industry."

"Greenovation" is the order of the day at Linamar



# 1,500,000

**Ontario produces more vehicles than any other North American jurisdiction – close to 1.5 million in 2009.**

## **North America's Automotive Powerhouse**

Ontario has established itself as North America's automotive success story.

We produce more vehicles than any other North American jurisdiction – close to 1.5 million in 2009, and more than 85% are exported to the U.S. and 40+ countries.

Investments by assemblers and parts manufacturers have topped \$10 billion in the last five years alone. These investments are positioning Ontario as one of the best places in the world to conduct research, design, develop and manufacture vehicles.

New manufacturers from Asia and Europe are locating here all the time.

## **Wealth of resources fuels our industry**

Our industry is concentrated along a 420-kilometre (260-mile) corridor that stretches from the Windsor-Detroit border to Oshawa. It's home to 12 assembly plants operated by five of the world's top automakers, 300+ innovative parts manufacturers and more than 87,000 highly skilled and productive workers.

It draws on 44 respected universities and colleges and 30 public research centres focused on commercializing the next generation of green automotive innovations.

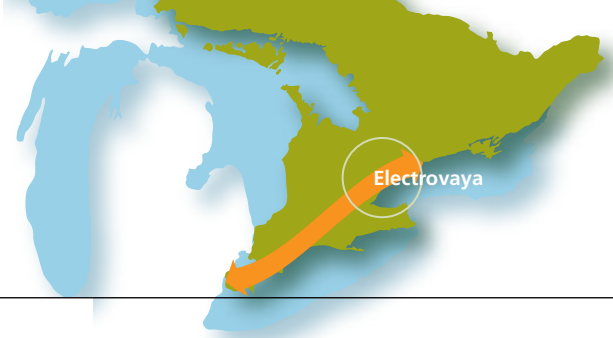
There's also plenty of available serviced land, an efficient transportation system that's constantly being upgraded and a government that supports green auto initiatives. Our auto corridor also offers easy access to the US \$17 trillion+ North American market.

This concentration of resources, together with a dynamic business climate that helps companies get up and running fast, is what sets Ontario apart from other jurisdictions.

### **Fast Fact**

**Ontario-based manufacturers have easier access to capital than manufacturers located anywhere else, according to the Milken Institute, which ranked Canada first in its 2008 Capital Access Index.**

# 1



Cutting-edge lithium-ion technology lets vehicles go much further on 1 charge.

## Carmakers look to ElectroVaya for leading-edge battery technology

In March 2010, ElectroVaya won a contract with the Chrysler Group to provide lithium-ion batteries for a plug-in hybrid version of the Dodge Ram pickup in a three-year demonstration project. It was the recognition the young Toronto-based company had been working – and waiting – for. ElectroVaya’s cutting-edge lithium-ion technology lets electric vehicles go further on a single charge than other batteries and can be used to power all classes of zero-emission electric vehicles and plug-in hybrid electric vehicles. The company is also using its proprietary battery technology to power the Maya300, its own all-electric vehicle. “We got into the technology early,” says ElectroVaya CFO Paul Hart. “Being located in Ontario gives us an important competitive advantage, including access to some of the brightest research minds in the field, exceptional R&D tax credits and a far-sighted government which is supporting us with close to \$17 million.”



## Plug-in hybrid version of the Dodge Ram pick-up.

# 30-50

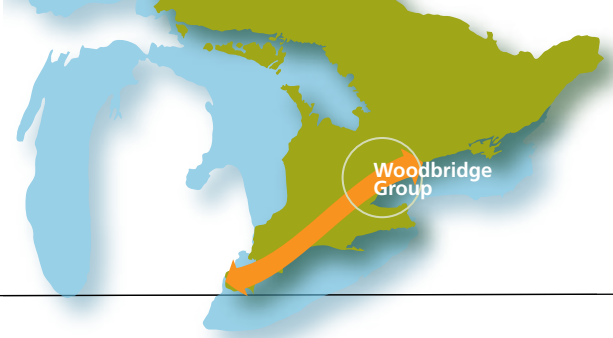
Bio-based foam solutions  
offer weight savings of 30-50%.

## The Woodbridge Group leads the field with its green solutions



When The Woodbridge Group launched its BioFoam technology at the Tokyo Motor Show in 2007, it represented the first mass-produced, plant-based polyurethane foam solution for applications that include seat cushions, head restraints, arm-rests and overhead systems. With up to 40% bio-based content, it immediately caught the attention of OEMs worldwide. Today the Mississauga-based company's BioFoam components can be found in vehicles manufactured by the world's leading carmakers. "Ontario is a great place to develop green auto innovations," says Martin Mazza, Woodbridge's senior vice president of marketing and global sales. "We've got tremendous engineering talent, generous tax credits and strong government support. Ontario is also unique in that industry, academia and government work together to advance our industry." The world leader in BioFoam technology, The Woodbridge Group continues to develop new, environmentally friendly solutions, including GreenLite, its low-mass technology, which offers weight savings of 30-50%.

# 18



It took just 18 months from the researchers' initial presentation to Ford, to the delivery of the finished product.

## An Innovative Environment

Ontario is an R&D location-of-choice for industry leaders like General Motors, Linamar, Magna, Nemak, The Woodbridge Group and Toyota.

### **Why? Because we offer everything they need.**

Our automotive R&D talent is exceptional and plentiful, costs are low and tax credits are generous. Industry can also access millions of dollars in research money through federal and provincial programs that include: the Natural Sciences and Engineering Research Council of Canada, the Canada Foundation for Innovation and the Ontario and Canada Research Chairs.

Finally, we have a flexible approach to intellectual property that makes it possible for companies to acquire the rights to the IP developed at our public research centres.

## Where research and commercialization converge

Green auto R&D – and its commercialization – is a government priority in Ontario and has been for years.

We have thousands of researchers working on automotive-related projects at 30 renowned public research facilities such as the Centre for Advanced Materials and Manufacturing, the Waterloo Centre for Automotive Research and the McMaster Manufacturing Research Institute. Their research involves re-thinking virtually every aspect of design and vehicle assembly.

Programs such as the Ontario BioCar Initiative, the Green Auto Power Train and the Initiative for Automotive Manufacturing Innovation (IAMI) facilitate collaboration among our automotive researchers. AUTO21 and the Centre of Excellence for Materials and Manufacturing connect scientists with companies to ensure speedy commercialization of research breakthroughs. A recent example is Ford's wheat straw plastic, developed by researchers from the universities of Waterloo, Toronto, Guelph and Windsor. Debuted in the 2010 Ford Flex, it took just 18 months from the researchers' initial presentation to Ford to the delivery of the finished product.

We also have an R&D tax incentive program that's widely recognized as one of the most generous in the world. In fact, \$100 in R&D expenditures can be reduced to less than \$45 – and small and medium-size manufacturers can see their R&D expenditures reduced to less than \$37. In Ontario, a broader range of costs qualify for deductions than in many jurisdictions. Tax credits can also be carried back three years or forward for 20 years.

## **Fast Fact**

The Economist Intelligence Unit predicts Canada will be the best country in the G7 for doing business from now until 2014.

# 250

**Our \$250 million Automotive Innovation Fund supports strategic, large-scale R&D projects.**

## Incentives for innovators

As well as being able to access research dollars, automotive manufacturers involved in green innovation can also tap into other government programs.

Our \$250 million Automotive Innovation Fund supports strategic, large-scale R&D projects aimed at building more fuel-efficient vehicles.

There's also our \$250 million Emerging Technologies Fund that matches investments in new technologies by venture capitalists and angel investors dollar-for-dollar, and a \$50 million Innovation Demonstration Fund that supports new technologies at the pilot or project demonstration stage.

## One-of-a kind testing facility

Our new Automotive Centre of Excellence (ACE), at the University of Ontario Institute of Technology in Oshawa, is the first commercial automotive research, development and innovation centre of its kind in the world.

The centre's unique testing facilities include the largest and most sophisticated climatic wind tunnel anywhere, two environmental chambers that allow for tests under controlled conditions of temperature and humidity, a four-poster shaker, a multi-axial simulation table and three vehicle hoist bays that can accommodate cars, trucks and buses, including alternative fuel, hybrid and electric energy vehicles.

## Tax credits significantly lower R&D costs

Large manufacturers July 1, 2010 public, private or foreign-owned	R&D expenditures	R&D expenditures at eligible Ontario research institutes <sup>1</sup>
Gross expenditure	\$100.00	\$100.00
Ontario — 20% OBRI Tax Credit <sup>2</sup>		(20.00)
Ontario — 4.5% ORDTC <sup>3</sup>	(4.50)	(3.60)
Federal investment tax credit – 20%	(19.10)	(15.28)
Tax deduction <sup>4</sup> 76.40 x 28.0%	(21.39)	
61.12 x 28.0%		(17.11)
<b>After-tax cost of \$100 expenditure</b>	<b>\$55.01</b>	<b>\$44.01</b>

**Notes:**

<sup>1</sup> Eligible Ontario research institutes include universities, colleges of applied arts and technology, research hospitals and other entities in Ontario.

<sup>2</sup> The 20% refundable Ontario Business-Research Institute Tax Credit

<sup>3</sup> The 4.5% Ontario Research and Development Tax Credit

<sup>4</sup> Tax rates for large manufacturers: Federal 18.0% plus Ontario 10.0% = 28.0%

## More costs qualify for R&D tax credits in Ontario

	Ontario	United States
Wages and salaries	✓	✓
Capital equipment	✓	
Materials	✓	✓
Overhead	✓	
Contract fees	✓	65%–75%

**CAUTION**  
LIFTGATE IN MOTION  
STATIC TEST AREA

2010 EQUINOX  
AUTOMOBILE



# 3,200+

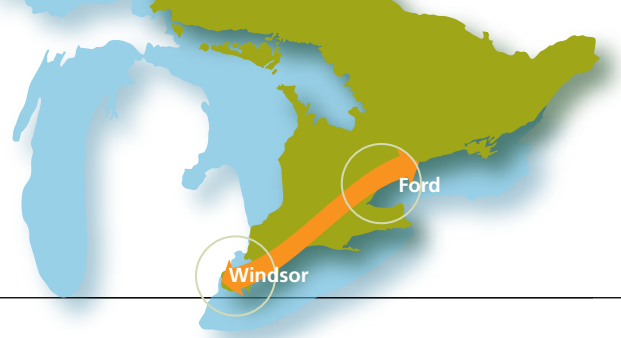
Wheat straw-reinforced plastic storage bin saves 3,200+ gallons of petroleum a year.

## Ontario researchers help Ford flex its green muscles

When the 2010 Ford Flex started rolling off the assembly line at the company's Oakville complex, it contained a small part that could represent a big change in the way Ford manufactures other parts in the future. The vehicle's third-row interior storage bin is the first industrial application of a wheat straw-reinforced plastic. Developed in partnership with researchers at the University of Waterloo – as part of the Ontario BioCar Initiative – this one application reduces petroleum use by 78 barrels (3,200+ gallons) a year and CO<sub>2</sub> emissions by 13.6 metric tons (30,000 pounds) a year. It also represents a smart use of wheat straw, a wheat by-product. "We were well aware of the University of Waterloo's bio-based materials research," says Dr. Ellen Lee, a technical expert with Ford's plastics research division. "When they approached us, they had a good concept and supply chain partners in place, and they worked closely with us to optimize our applications." Ford is actively investigating other potential applications for multiple product lines.



# 90



Technology platform  
reduces alloy testing  
times by up to 90%.

## Aluminum gets tough thanks to University of Windsor researchers

Aluminum is light, versatile, easy to work with and cost effective, all attributes that would make it an outstanding material for engine blocks, cylinder heads and other cast components – if it didn't fail at high temperatures and pressures. Researchers at the University of Windsor solved the problem, developing the next generation of aluminum alloys that can be used in the most hard-working automotive components. It's research that has attracted the attention of Ford, Yamaha, Nissan and Nemak. Equally impressive is the technology platform the researchers developed to analyze alloys, which reduces testing times by up to 90%. The researchers are now adapting it to other materials, including plastics. "Our success is due to our access to superior engineering talent and a highly collaborative research environment that receives crucial government support," says lead researcher Dr. Jerry Sokolowski.

## Developing the next generation of aluminum alloys



# 2001

MMRI is a research centre  
of choice since 2001.

## McMaster researchers advance manufacturing through novel approaches

Barrie-based Glueckler Metals is competing head-to-head with Asian manufacturers – and winning, thanks to an automated manufacturing process developed with help from the McMaster Manufacturing Research Institute (MMRI). Established in 2001, MMRI has become the research centre of choice for innovative advanced manufacturers. It has state-of-the-art labs that include machining systems, polymer processing, metal forming, robotics and manufacturing automation, light metal casting and thermal processing. It also has services that run the gamut from materials and process development to prototyping and testing. “Domestic and international companies like to do research here because of our unique facilities and approach to R&D, the ability to leverage government funding and intellectual property conditions that make it possible for them to retain IP developed here,” says MMRI director Dr. Stephen Veldhuis.



Domestic and  
international companies  
like to do  
research here

# 50



New software tools  
cut automotive  
design time by 50%.

## University of Waterloo researchers develop a better way to design cars



“Industry defines the problems; we identify possible solutions,” says Dr. John McPhee. The specific problem the University of Waterloo researcher is focused on is how to develop a better way to design cars and their control systems. Working with Toyota, Waterloo-based software developer Maplesoft and the Ottawa-based Natural Sciences and Engineering Research Council (NSERC), McPhee is heading a team of researchers who aim to accelerate the ‘model-based’ design of new products. They’re doing it by developing new software tools. The goal? To cut design time in half by reducing the number of prototypes. It’s a much greener way to design cars. What drew Toyota to the University of Waterloo? “Our expertise in systems theory and math-based modelling,” says McPhee. “Our flexible approach to intellectual property was also attractive to Toyota.”

# 4

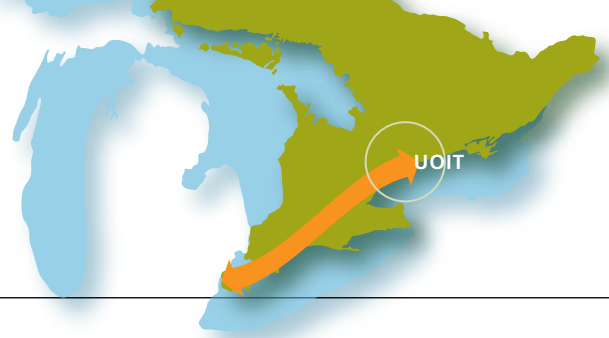
4 year undergraduate program trains students in all areas of automotive engineering.

## UOIT trains the automotive engineers of the future



“Over the last ten years the auto industry has changed dramatically – and it’s going to change even more in the coming decade,” says Dr. Hossam Kishawy, director of the automotive engineering program at Oshawa’s University of Ontario Institute of Technology (UOIT). “Our industry is competing on the basis of its brain power and that’s why we’ve developed undergraduate and graduate programs in automotive engineering.” Incorporating the best practices from universities in Europe and the U.S., and in consultation with industry, the four-year undergraduate program trains students in all areas of automotive engineering, including systems and integration, design, R&D, economic analysis and sales and marketing. Both programs are supported by state-of-the-art facilities that include teaching laboratories, a manufacturing centre and the Automotive Centre of Excellence (ACE) where researchers and manufacturers can test and validate vehicles and products of the future.

# 44



Ontario's 44 universities and colleges have thousands of students enrolled in degree and certificate programs.

## People Powered

Designing, developing and manufacturing the vehicles of tomorrow requires highly educated workers. As automakers the world over know, Ontario's are best-in-class, including industry-seasoned Ph.Ds in mechanical and materials engineering, skilled and innovative tool and die makers and efficient line assemblers.

Our workers are well educated, dedicated and wage competitive – which is a big reason why Ontario facilities have been consistent winners of both the J.D. Power and Associates *Initial Quality Study* and the Harbour Report *Plant Productivity Survey*.

## Workers with skills for the 21st century

We also produce a steady supply of industry-ready workers at all levels. Ontario's 44 universities and colleges have thousands of students enrolled in degree and certificate programs in all facets of automotive design, engineering, production and business management. Our extensive apprenticeship and co-operative programs give students critical, real-world experience.

As one of the most multicultural societies in the world, we speak almost 150 languages, including French, Italian, Spanish, German, Japanese, Mandarin, Cantonese, Korean, Punjabi and Hindi – a definite advantage when you're part of the global supply chain.

Our workers are  
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wage competitive

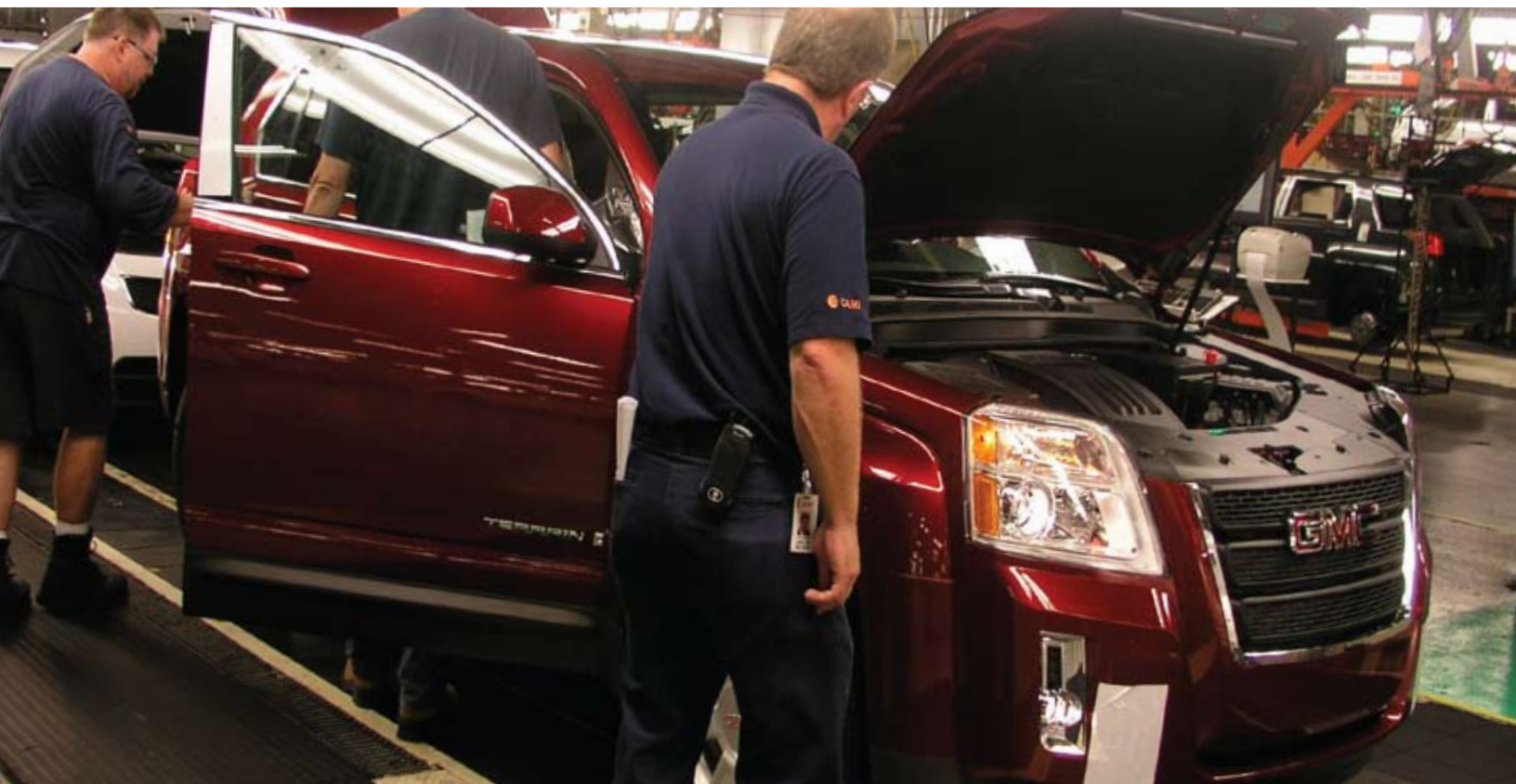


# 100

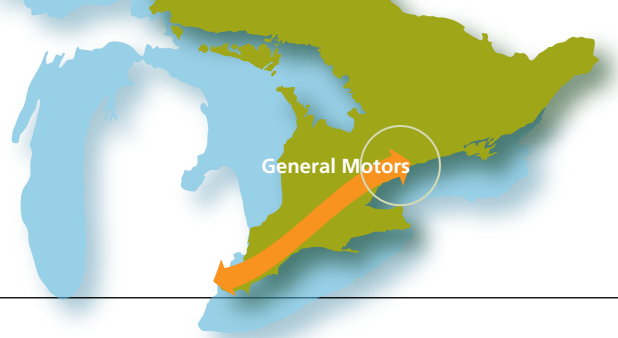
GM invests \$100 million+ in two Ontario facilities.

## GM invests in Ontario facilities

The 2011 Chevrolet Equinox and GMC Terrain deliver modern, stylish design, a smooth and quiet ride, best-in-class highway fuel economy and tremendous value – key reasons why they’ve become two of General Motors’ hottest selling products. The two models are produced exclusively in Ontario for the North American market and have proven so popular that they’re being snapped up as quickly as they come off the line. Anticipating continued strong demand, GM is investing over \$100 million in its facilities in Oshawa and Ingersoll to significantly increase production of these popular vehicles. “Our employees are skilled, productive and committed to building high-quality vehicles,” says GM Canada president Kevin Williams. “Their dedication and experience will help us to meet the strong customer demand for the new Chevrolet Equinox and GMC Terrain.”



# 1



**Business start-ups  
require 1 simple step.**

## Open for Business

When automotive manufacturers are looking for a place to invest, they need to be sure that everything they require is in place. That includes a first-class workforce, a sophisticated supply base, an advanced transportation infrastructure and available serviced land.

We have all that – plus experienced economic development personnel who work hand-in-hand with auto companies to ensure their long-term success.

We also welcome foreign investment and we've created a business environment designed to attract it.

## Competitive tax rates

We're dramatically cutting business taxes as part of a fundamental shift in tax policy covering capital, sales and income taxes. There are no capital taxes on businesses operating in Ontario. The marginal effective tax rate (METR) on new capital investments (provincial and federal combined) has fallen to 18.6% in 2010 from 32.8% in 2009 and will continue to drop, reaching 16.2% by 2018.

## Ontario's cost advantage

Automotive manufacturing costs are lower here than in the U.S., the U.K., France, Italy, Germany, the Netherlands or Japan according to KPMG's 2010 *Competitive Alternatives* report.

Research costs are lowest here as well.

## One-window service

To facilitate business set-up, we offer one-window service.

That means when a company contacts the Ontario Investment and Trade Centre, it connects with an experienced business consultant who helps them through every step of the process. This includes liaising with all levels of government and service providers to ensure that the necessary transportation infrastructure, power supply, telecommunications, medical facilities and training programs are in place.

And our commitment doesn't stop there. We continue to work closely with automotive companies as their businesses grow and evolve.

## Streamlined regulations

Because we know that companies need to get up and running quickly, business start-ups in Ontario require just one simple step, compared to five in France, six in the U.S. and U.K., eight in Japan and nine in Germany.

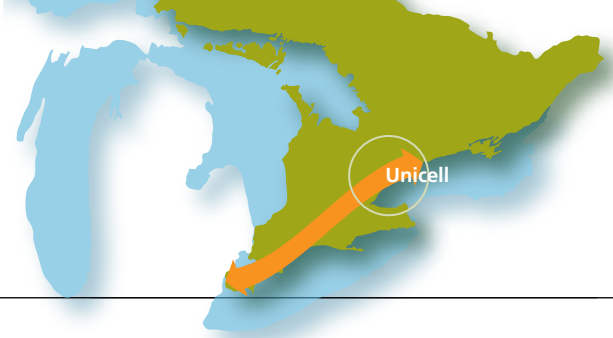
International companies opening a new office or already doing business in Ontario can take advantage of Canada's intra-company transfer work permit, which allows them to send key staff to their Ontario branch.

## Fast Fact

**Our banks are well capitalized and our banking system is rated the most solid in the world.**



# 100



Quicksider can drive  
100 kilometres on a  
single charge.

## Unicell and Purolator partner on a breakthrough delivery vehicle

Going green was a natural next step for veteran truck body designer and manufacturer Unicell. In 2007, the Toronto-based company introduced the Quicksider, a zero emission electric delivery vehicle. Produced in collaboration with Purolator, Canada's leading overnight courier company, the Quicksider has a streamlined all-in-one fiberglass body that reduces drag to less than half that of a conventional delivery vehicle. Designed for ease of delivery, it's also energy efficient, has a top speed of 110 kph (65 mph), an all-electric range of about 100 kilometres (62 miles) and an anticipated lifespan of 15 years – which is why it quickly caught the attention of major courier companies across North America. Now Unicell is looking for partners to help it with commercialization. "Ontario is a great place to develop green auto products," says Unicell chairman Roger Martin. "Our automotive engineering talent and R&D tax credits are second to none."

Our automotive  
engineering talent  
and R&D tax credits  
are second to none



# 5

We have 5 international airports.

## Access to Global Markets

With just-in-time delivery a fact of life, location matters and Ontario's is hard to beat. For assemblers and parts manufacturers eager to enter the lucrative North American market, Ontario provides the ideal base. We're also well situated for doing business with Europe and Asia.

## Ontario's NAFTA advantage

Our vehicle manufacturers and parts suppliers are located along our auto corridor in southwestern Ontario and are fully integrated with other North American suppliers and customers. As part of NAFTA (the North American Free Trade Agreement) they have access to a US \$17 trillion+ market where goods and services move freely.

## Advanced transportation networks

Our transportation infrastructure is extensive, sophisticated and integrated with the U.S. Fifteen road, rail and marine border crossings provide access to the American market. And to keep products moving quickly we're spending \$3 billion on upgrades to our transportation infrastructure in southern Ontario.

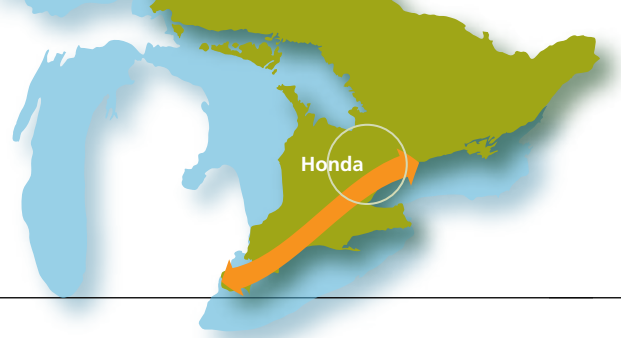
We have five international airports – Toronto, Hamilton, London, Ottawa and Thunder Bay. Toronto's Pearson International offers same-plane service via 75 carriers to 29 Canadian, 50 U.S. and 105 other international destinations.

We operate on Eastern Time, which means, at most, a three-hour time difference within North America, same-day business access to Europe and an evening overlap with Asia.

## Fast Fact

According to the World Economic Forum, Canada leads the G7 in terms of facilitating the free flow of goods across national borders and to their destination.

# 100



Honda engine heads and blocks are made from 100% recycled aluminum.

## Honda's Alliston Engine Plant a model of efficiency



When Honda was looking for a site for a new benchmark North American engine plant it chose Alliston, Ontario, home to two of its award-winning assembly plants. "What sold the company on Alliston was our highly skilled and dedicated workers who had demonstrated time and again their ability to rise to whatever challenge they were presented with," says Jon Minto, senior vice president of Honda of Canada Manufacturing. The facility produces 200,000 fuel-efficient, four-cylinder engines a year. With heads and blocks made from 100% recycled aluminum, the engines go into Civics that are shipped all over North America. And it's not just the engines that are environmentally friendly. The process by which they're made is equally green. By using molten aluminum, the plant is able to eliminate one step in the casting process. That, plus an advanced heat treating furnace, improves plant energy efficiency by up to 30%, while reducing CO<sub>2</sub> emissions by 15%. "We're dedicated to continuously reducing our environmental footprint," says Minto.

# Q&A

## We Can Help

### Interested in investing in Ontario?

Our online GIS tool, Select Ontario, ([www.ontario.ca/siteselection](http://www.ontario.ca/siteselection)) provides the sophisticated data analysis you need to make an informed decision about what Ontario has to offer, including industry cluster locations, availability of skilled workers and real estate, and proximity to transportation routes and infrastructure.

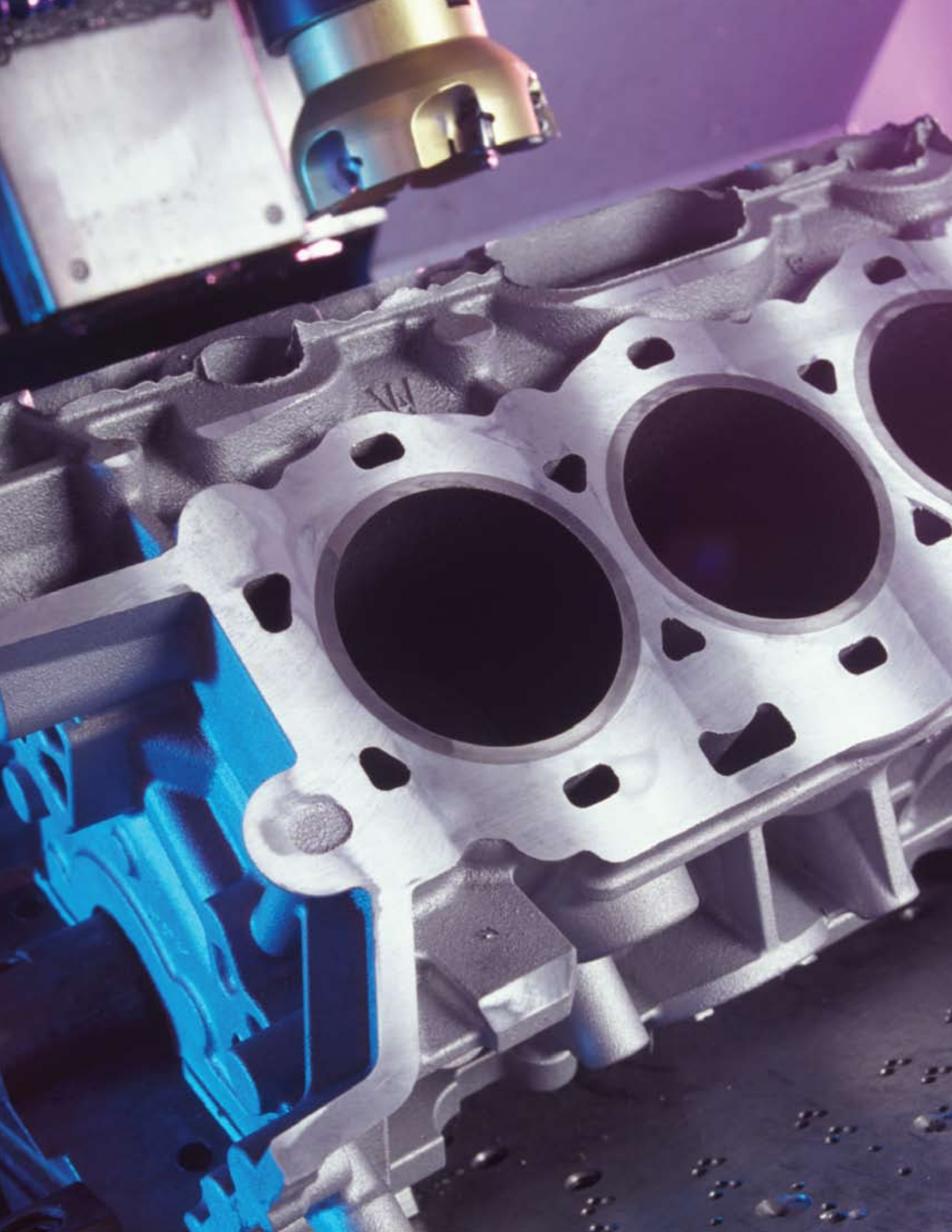
### We can also assist with:

- coordination of site selection and community visits
- contacts with federal, provincial and municipal officials, utility companies, transportation organizations and business facilitators
- business immigration regulations and requirements.

## Bottom line?

Ontario is uniquely equipped to meet the needs of the evolving automotive industry.

We have the people, the technology, the market access and the connections that can give manufacturers a vital competitive advantage.





For more information about investing in Ontario  
please visit us at:  
[www.investinontario.com](http://www.investinontario.com)

The world works here.

For a list of international phone numbers  
to contact us:  
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