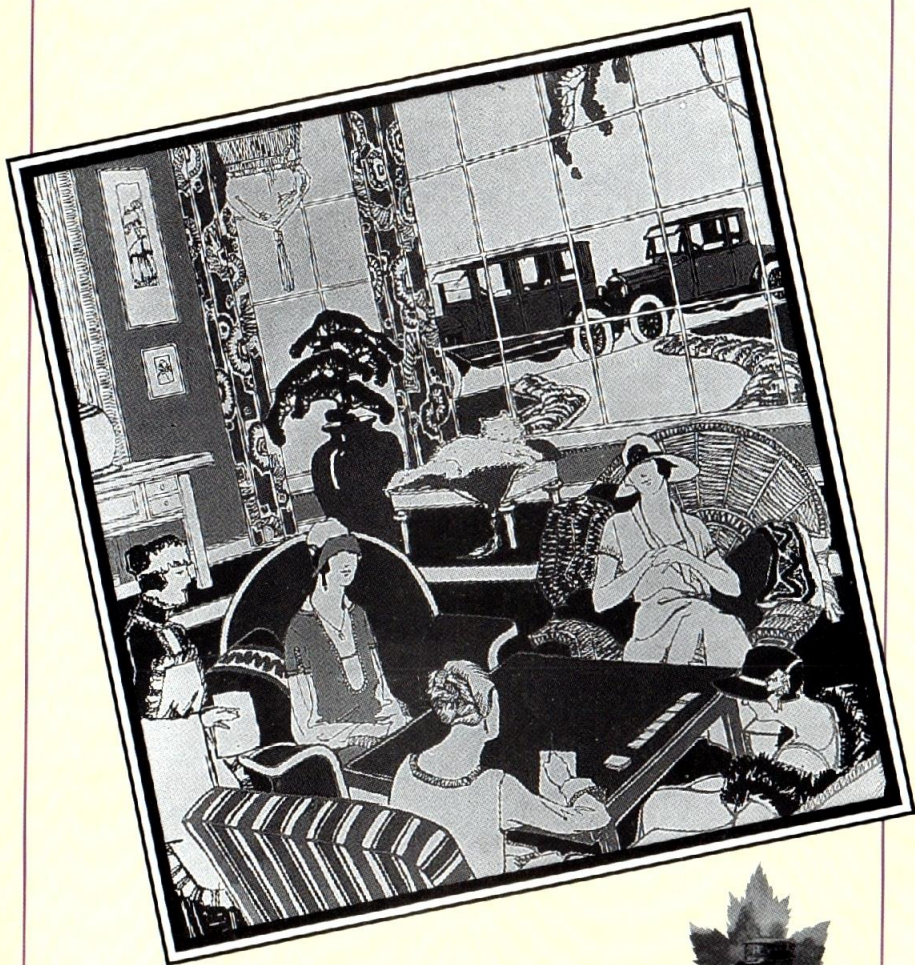




Ford Motor Company of Canada, Limited

A Fitting Tribute To Our Rich Heritage of 93 Years In Canada



1904-1997



Ford Motor Company of Canada, Limited
Ford du Canada Limitee

Mark W. Hutchins
President and Chief Executive Officer

The Canadian Ford
P.O. Box 2000
Oakville, Ontario
L6J 5E4

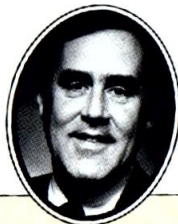
Dear Canadian Driver:

Most people associate the name "Ford" with Detroit, Michigan. That's certainly understandable. The Motor City is where the Ford Motor Company was born.

But it will probably surprise many to learn almost a century of Ford's heritage was nurtured right here in Canada. That heritage began in 1904 when our first Canadian-built Model C rolled off the assembly line. It continues today, as vehicles like the remarkable Ford Windstar are shipped all across the world from Canadian assembly plants.

If you drive a Ford or Lincoln-Mercury vehicle, thank you for being part of Ford's Canadian tradition. If you're considering a Ford, Lincoln or Mercury, we look forward to welcoming you into the Ford of Canada family.

I invite you to read on and take a nostalgic journey through our shared past. By the time you reach the last page, I trust you'll agree the Ford thread is thoroughly woven into the fabric of Canadian society.



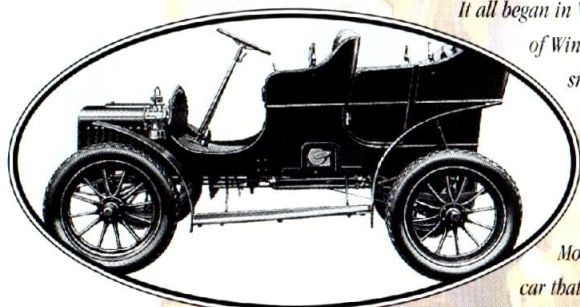
Sincerely,

Mark W. Hutchins

*A Message
From The President*

Ford In Canada...

From Wagons to Windstar



1905 Canadian-built Model C

It all began in Walkerville, a small town just outside of Windsor, Ontario. There, in 1904, in a small concern known as the Walkerville Wagon Company, Ford Motor Company of Canada, Limited, built its very first car, the Model C. In 1908, it introduced a new vehicle called the Model T, a surprisingly affordable "people's" car that helped open up a world of possibilities and completely transform society. With the Model A (1927) and V-8 (1932) automobiles,

such qualities as power, style and comfort became increasingly important considerations.

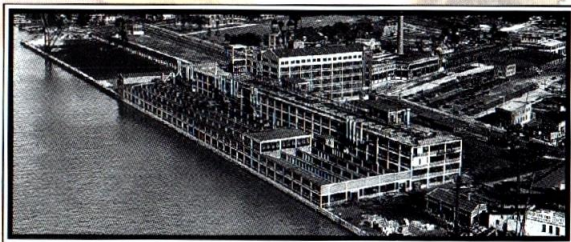
From St. John's to Victoria, the automobile quickly became a part of everyday Canadian life. With the purchase of the Lincoln Motor Company, one car line became two and eventually, with the Mercury nameplate, three.

The company and the country grew together, combining their energies to meet the challenges of a young land through good times, hard times and two world wars. With the postwar '40s and '50s came prosperity, and to better serve the customer, a new assembly plant was built in Oakville, Ontario in 1953. Ford of Canada's head office quickly followed.

Today the Oakville assembly plant is the sole global producer of the popular Windstar minivan, and a major supplier of best-selling F-Series trucks. It joins with all other Ford of Canada plant locations, parts distribution centres, regional offices and other Ford operations all across the country to add up to a great Canadian success story.



1997 Canadian-built Windstar



Ford's Windsor operation -
October, 1938.

A Great Canadian Success Story

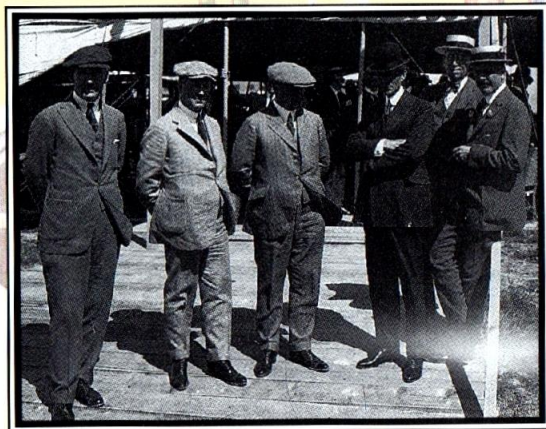
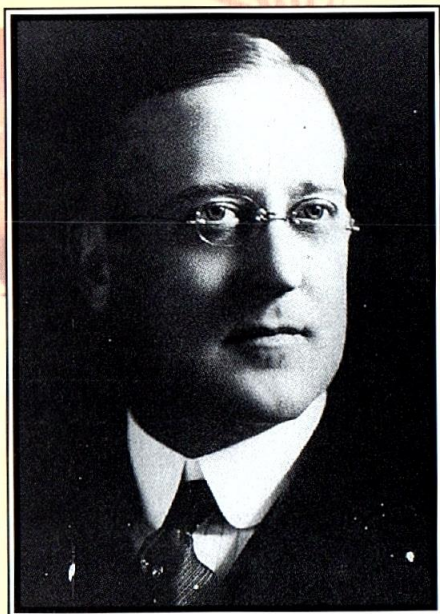
Humble Beginnings Driven By A Man Of Vision

In 1901, a 28-year-old bookkeeper named Gordon McGregor assumed the management duties of the family-owned Walkerville Wagon Company from his father, William McGregor. The change was necessary because the elder McGregor, a long-standing member of Parliament, had just been appointed Customs Collector for the Port of Windsor.

Sensing that wagons would soon be a thing of the past, Gordon McGregor was determined to be part of a new motorized era that was now on the horizon. In 1904 he met with two Detroit auto manufacturers to discuss the possibility of assembling vehicles in Canada. He was most impressed with the ideas of Henry Ford.

Gordon Morton McGregor

Founder and General Manager of Ford Motor Company of Canada, Limited from 1904 until 1922.



In August of that year, the Walkerville Wagon Company signed an agreement with Ford Motor Company of Detroit to form a company to manufacture and sell automobiles and other vehicles within Canada and the rest of the British Empire, with the exception of Great Britain and Ireland.

In 1904-1905, the company's first year of operation, its 16 employees turned out 114 automobiles in the converted wagon factory building. Ford of Canada was on its way.

McGregor with Henry Ford in 1920
McGregor stands second from left, Ford fourth from left.

①



②



③

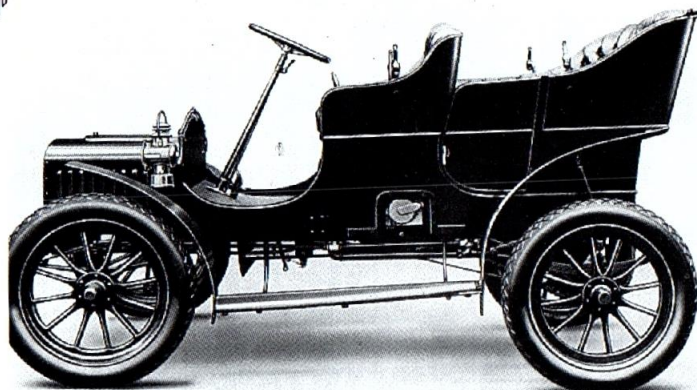


Above:

- ① Ford of Canada's new office and administrative building. Walkerville, Ontario - April 1912
- ② Ford Motor Company of Canada, Limited was born in an unassuming red-brick building, formerly known as the Walkerville Wagon Company, a builder of horse-drawn carriages.
- ③ Completed in 1913, the factory power plant was located directly across the street.

The Model C

The First Canadian Built Car



1905 Canadian-built Model C

The first Ford vehicle built in Canada was the Model C. In its first year of manufacture, it already boasted distinctive Canadian features such as side entrance tonneau bodies (meaning both rear doors could be opened) and oversize front tires.

As with most automobiles of the day, the Model C's steering column was on the right, the ride was rough and twenty miles an hour seemed extremely fast.

Most vehicles still lacked windshields or tops to protect passengers from sun, wind and rain. So when the road was dusty or muddy, which was often, men wore special bead gear, goggles, and raincoats to cover their clothes. Women donned special hats, veils and protective long coats as well.



Left:
Paint department employees on the porch in front of the wagon building - about 1908.

Ford

The Model T

A Car Truly For The People

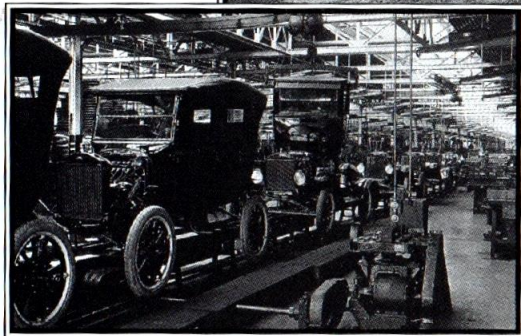
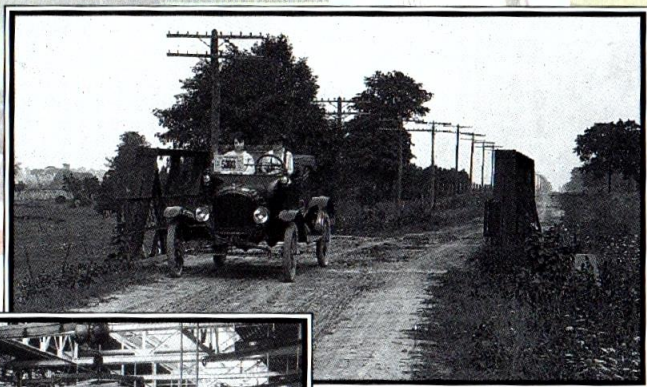


Picnicking at the lake beside a Model T in 1920

The Model T became everyday transportation for working people. It allowed the average person to work in cities without residing there, to travel at will and to expand their leisure activities.

Right:

A 1919 Model T Roadster in transit. Unpaved and unlit roads were unfortunate facts of life for many years after the automobile became popular.



Left:

Model T's moving along the assembly line at Windsor's Plant 2 in November, 1924.

People, Products,

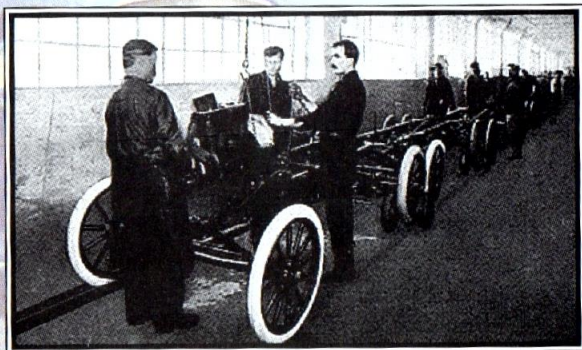
Efficiency and productivity were keys to the company's success. So was a well-compensated workforce. In April of 1915, Gordon McGregor startled everyone by announcing that the wages of Ford's Canadian workers would be increased to \$4 a day, well above the going rate; at the same time the workday would be reduced from ten hours to eight within a 6 day work week. Needless to say, this new policy was extremely popular with Ford of Canada employees.



Ford Windsor Factory Workers - 1917

The remarkable photograph above was taken in October, 1917 to help raise money for the war effort. According to efficiency-minded company officials, 1700 workers assembled, were photographed and returned to the factory in less than ten minutes.

With success came growth. During the 1920's, Ford of Canada was the biggest employer in Windsor. For example, in 1926, Ford employed 4,500 of the city's 12,000 industrial workers; its annual payroll of \$8 million equalled 40% of the total monies paid out in wages and salaries by all city employers.



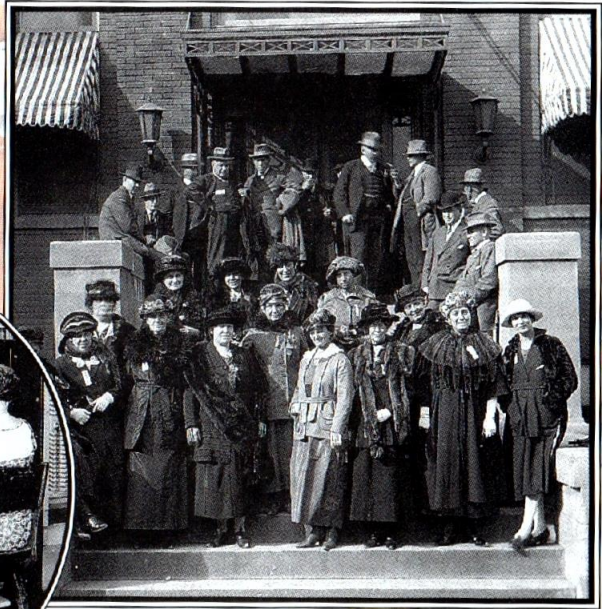
The Assembly Line at Windsor - 1913

The motor is lowered into position on the Model T frame.

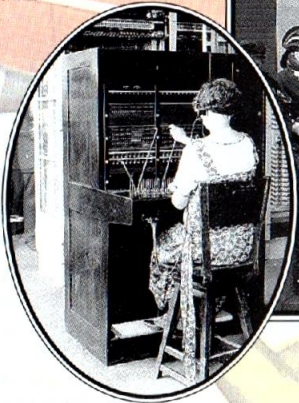
Dayplans & Processes

Right:

Not all jobs at Ford of Canada were on the assembly line. And not all employees were male. Running a growing automobile company required a wide variety of people, professions and skills.



Ford of Canada Administrative Building Personnel - 1920



Ford of Canada switchboard - 1924



Fordson tractors ready to be shipped - 1919

The benefits of the tractor were as revolutionary for the farmer as the automobile had been for the city dweller. A group of Fordson tractors about to be shipped across Canada and to parts of the British Empire.

Bringing Mobility To The People And To Business...

Right:

In 1921 the Universal Car Agency in Windsor was the largest Ford dealership in Canada. A Model T Roadster Pickup is being driven out of the dealership's garage on Chatham Street.



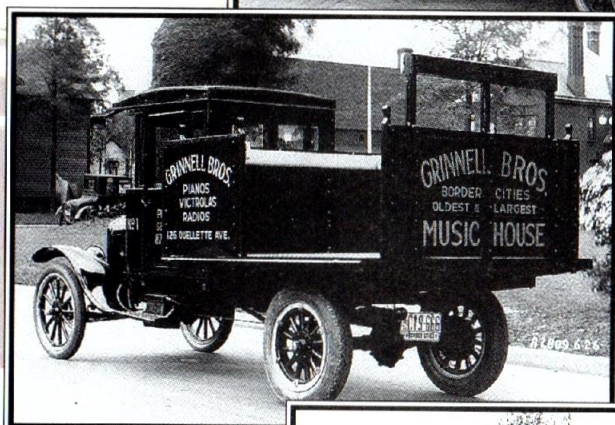
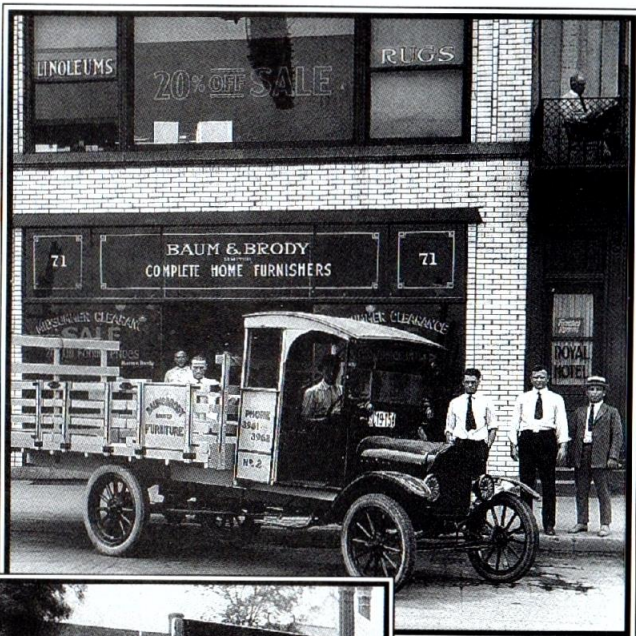
Above:

The transition from horse to motorized cartage was nowhere more evident than at local farmers' markets all across Canada. A Ford truck filled with farm produce stands in front of Windsor's old City Market Building in 1921.

Right:

For many years Baum & Brody were one of Windsor's foremost furniture dealers.

The staff is seen proudly posing in front of their store in 1922. Motorized furniture delivery, made possible by their Ford truck, was crucial to the success of their business.

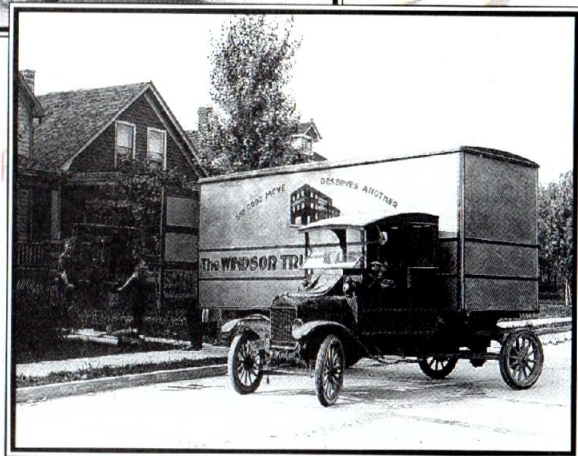


Left:

In 1926 Grinnell Bros. Piano Makers relied on a Ford truck to transport pianos to their Canadian and American customers.

Right:

The Windsor Truck & Storage Company was founded in 1880 as Windsor's first trucking and storage firm. Here, in 1921, one of their Ford trucks is used to move a family's possessions.



Ford... The First Car Ever To Travel Across Canada

In the fall of 1925, a brand new 1926 Model T was the first automobile to be driven across Canada along an all-Canadian route. This was a truly remarkable accomplishment, for there were only a few hundred miles of paved roads in the entire country. In fact, for 835 miles of the journey, no roads existed at all. To cover those miles, the Model T had to be adapted to travel on Trans-Continental Railway lines!



Left:

Driving through the Canadian West was especially challenging. Here the Model T plows through a mass of "gumbo" mud in Manitoba.

Right:

The drivers on this journey were Edward Flickinger, chief photographer for Ford of Canada, and Dr. Perry Doolittle, a past president of the Canadian Automobile Association. Here they encounter the only other car (right) in this Manitoba town - a 1912 Model T Ford.



Right:

Where there were no roads, rubber wheels were replaced by steel flanged wheels so the trip could continue along railway tracks.



Above:

It required the sturdiness of the Model T, plus the steely determination of the two drivers, to complete the trip successfully. Some days they covered less than 20 miles, yet managed to average 120 miles a day for the entire trip.



Left:

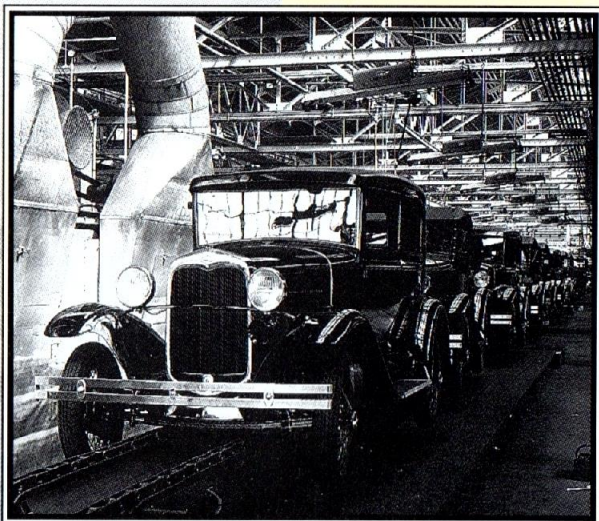
From September 8 to October 17, 1925, Flickinger and Doolittle traveled 4,794 miles without once leaving Canadian soil, setting a record that would not be equaled for many years.

The Model A

A Car That Exceeded All Expectations

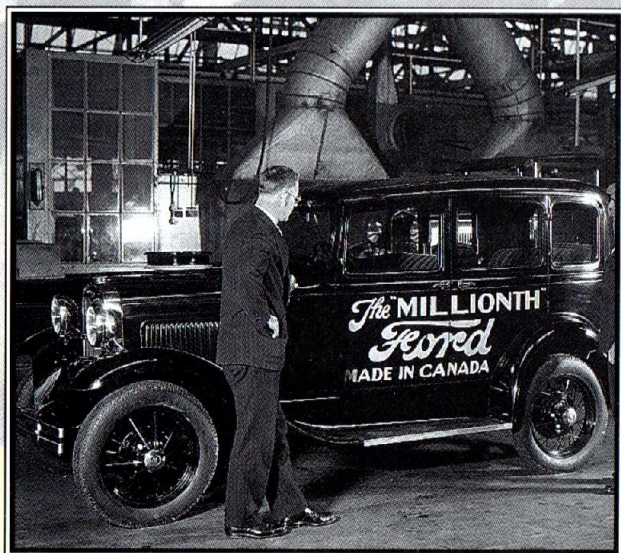
"Can Ford create a new car that will do as much for North America as the Model T?" That question was on the minds of millions of people in the mid-twenties. In December of 1927 the public got its answer in the exceptional Model A.

A new marketing strategy dictated that the car be displayed in smart, upscale settings. The strategy succeeded. Whereas the Model T had been impossible to glamorize, the Model A quickly became a prestige automobile.



Above:

The fully-assembled Model A. Powered by a 40 horsepower engine, the Model A's maximum speed approached 65 mph.



Left:

In March of 1931 this Model A represented the one-millionth Ford of Canada-built vehicle to roll off the assembly line in Windsor.



Above:

Dealers from Toronto visited the Windsor plant in June, 1931 and took home a variety of Model A's. There were nine body styles to choose from and Canadian prices in 1931 ranged from \$515 for a standard Roadster to \$750 for the Town Sedan.



Left:

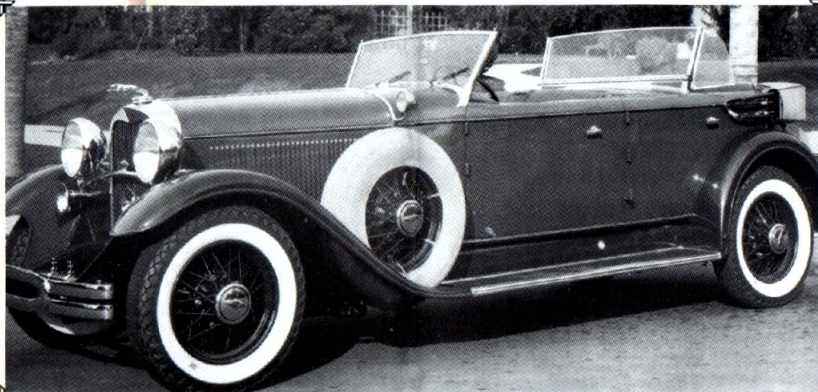
Brand new commercial Model A's stand in front of the Universal Car Agency in Windsor.



Above:

The Model A tow truck, circa 1930.

Fulfilling The Need For Luxury, Power & Practicality

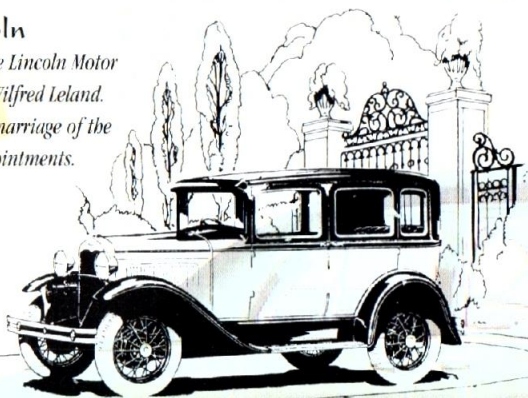


A Handsome 1931 Lincoln

On February 4, 1922 Henry Ford bought the Lincoln Motor Company for \$8 million from Henry and Wilfred Leland. The Lincoln name has long represented a marriage of the finest design, engineering and luxury appointments.

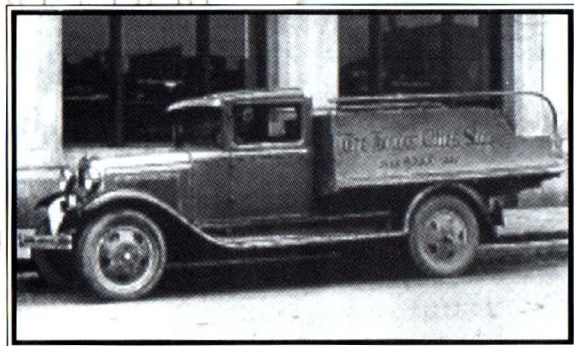
Right:

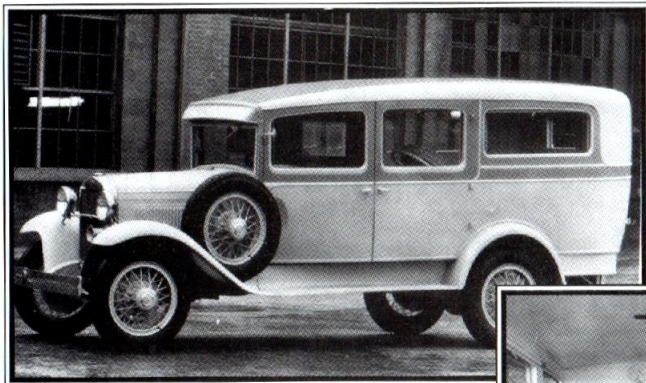
The revolutionary Model A Ford was far more sophisticated than the old Model T. For example, it had 6,800 parts - nearly 2,000 more than its predecessor.



Left:

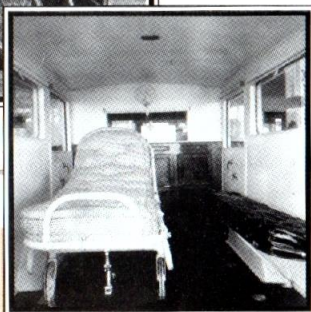
This 1930 Model A truck helped deliver the Border Cities Star newspaper. The paper was renamed the Windsor Star when the city of Windsor amalgamated with the border communities of East Windsor (formerly known as Ford City), Walkerville and Sandwich in 1935.





Above and right:

Among the many specialized vehicles Ford produced was this 1930 Model A ambulance. Inside features included a stretcher and special seating for two attendants.

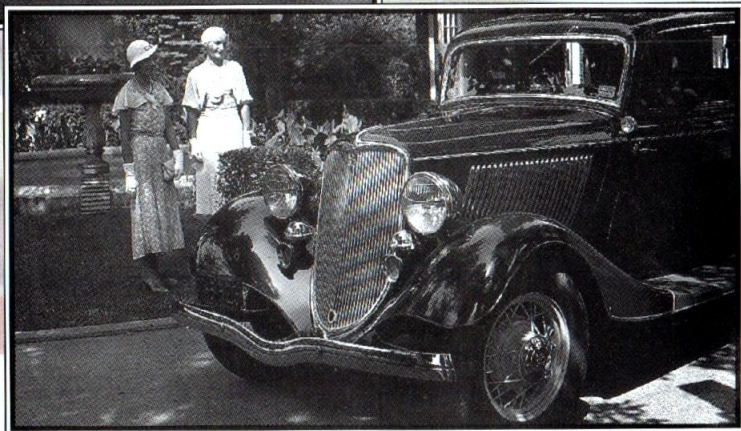


Left:

March, 1932. This Canadian-made Ford V-8 was the auto industry's first low-priced passenger car that featured a powerful V-8 engine. W.R. Campbell, president of Ford of Canada, is on the right.

Below:

The 1933 Ford V-8 offered owners a generous helping of performance, style and prestige.



A Lighthearted Look Back At The Dirty '30s

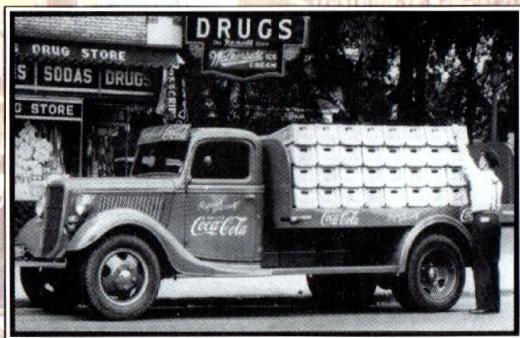


Above:

By the 1930s, cars were an integral part of the social landscape of North America.

Right:

Ford developed trucks to solve virtually every ground transportation challenge. During the mid-'30s Ford trucks offered extended frames so that specialized bodies such as this soft drink transport platform could be installed.



Left:

This 1934 tank truck could haul twelve tons of motor oil.



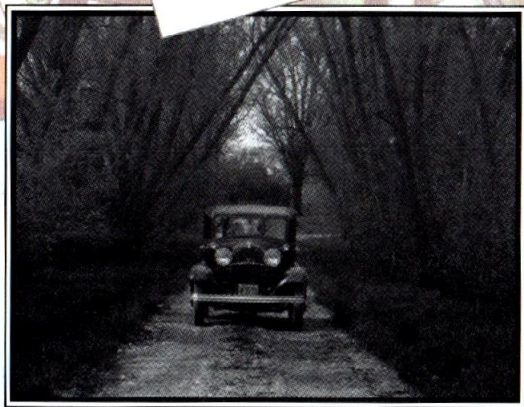
Tulsa Okla
10th April
Mr Henry Ford
Detroit Mich.



Dear Sir, —
While I still have got
breath in my lungs I
will tell you what a dandy
car you make. I have drove
goods exclusively when I could
get away with one. For sustained
speed and freedom from
trouble the Ford has got one
other car skinned and even if
my business hasn't been
strictly legal it don't hurt eny
thing to tell you what a fine
car you got in the V8 —
Yours truly
Clyde Champion Barrow

Left:

The power and reliability of the Ford car impressed not only the public at large, but criminals at large. Here is an actual letter from Clyde Barrow (of Bonnie and Clyde fame) to Henry Ford in 1934.



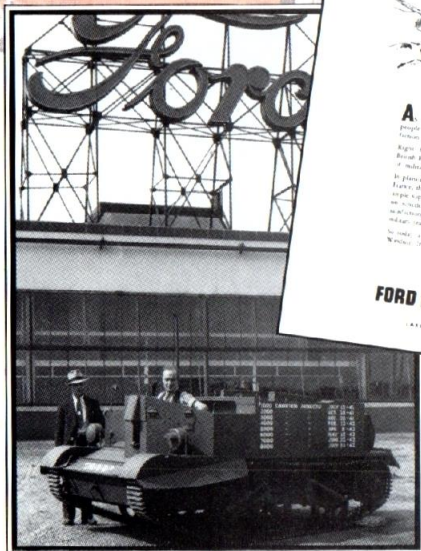
Above:

A Ford V-8 travels down a rural road near Windsor in the mid-'30s. Given the location and presence of a camera, it's virtually certain neither Barrow nor Dillinger was at the wheel.

John Dillinger also found time in 1934 to write Henry Ford. "You have a wonderful car," he wrote. "It's a treat to drive one. Your slogan should be, 'drive a Ford and watch the other cars fall behind you.' I can make any other car take a Ford's dust. Bye-bye."

Remembering The War Years

When war was declared in 1939, the entire resources and facilities of the Canadian Ford organization were committed to serving the war effort. The complicated task of retooling the 45-acre Ford of Canada plant at Windsor for the production of war vehicles was begun immediately.



Above:
Racing against time,
Ford Windsor produced
8000 Universal
Carriers, a half-auto,
half-tank vehicle, in
just over two years.



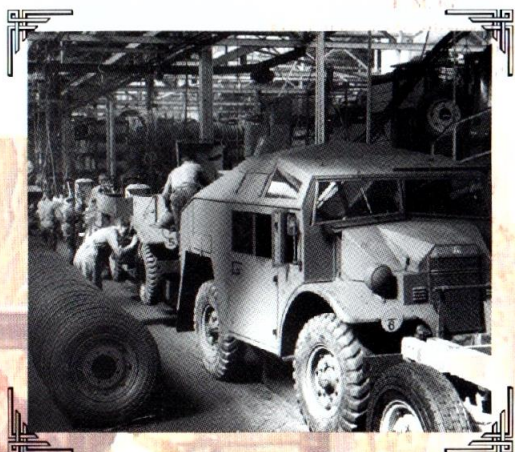
Above:
Armoured 'Scout' cars move down the assembly line at Plant 4 (later named Ensley) in January of 1943. Ford of Canada produced over forty types of battle vehicles during the course of World War Two.

WINDSOR'S NAME IS TAKEN BY A NEW WAR MACHINE

A ...

FORD MOTOR COMPANY OF CANADA, LIMITED
LARGEST PRODUCERS OF MOTOR VEHICLES IN THE BRITISH EMPIRE

In April of 1942, civilian production of vehicles was discontinued completely and the full resources of the Ford organization were devoted to the war effort. Ford plants were expanded and by 1943 four final assembly lines were in operation, compared to one in 1939. By April of 1945, Ford of Canada had supplied the armed forces with 380,000 motor vehicles, which together with related spare parts, were valued at more than \$650,000,000.



Above:
Armoured Field Artillery Tractors undergo the final stages of assembly on a Windsor line in 1941.



Above:
With four wheels off the ground, the Scout car is put through its paces prior to shipment overseas. Scout cars usually underwent 75 miles of rigorous road testing before final inspection.

Right:
Ford advertising took a decidedly different turn during the Second World War. Instead of featuring brand new cars in idealized surroundings, advertisements dramatized the role that specialized Ford vehicles were playing in the war effort.

**"CRASH ACTION"
FOR THE CANADIAN ARTILLERY**

ONE OF A FAMILY OF "ACTION ARTILLERY" WITH THE MIGHT THEY'VE GOT ON "THEM" QUICK!

"EVERY TANK ON BIGHT FLANK!"
It's Crash Action for a Canadian gun crew. The message they've got on "them" quick! They mean to show 'em.

At the Field Artillery Tractor grounds in a simulated camp, the crew members do a post-war check-up. Down goes the pit and gun into action like the track of a steam locomotive. Down goes the firing team. Gun and trailer swing into firing position. One man races to remove the dust and water covers, as another sets the dial sight and adjusts the gun. As the warden signals, Number Four begins to hand-spike in place and swing the anti-air position up. While the auxiliary Tractor shrouds up with reserve ammunition trunks. Command Five and six prepare shells for the battery. Six and seven load the shells. Smotherly launch of the big field gun. The target the message comes to bear on the target.

Low also to speed after the Artillery Tractor's chassis had to stop the gun's working 25 pounds short at every round. That's the kind of split-second timing and smooth teamwork which is winning world-wide respect for Canada's new-made army.

Ford of Canada's 16,000 workers are proud to be represented on Canadian ground in the thousands of Ford Tractors, Trucks, and Buses, and the other Ford products which modern industry can produce. The Field Artillery Tractor is one of more than 400,000 Ford vehicles produced by Ford of Canada.

Field Artillery Tractor, the new model, has many advantages over the old model. It is a more powerful and more reliable. It is a more modern and more efficient. It is a more economical and more durable. It is a more versatile and more adaptable. It is a more powerful and more reliable. It is a more modern and more efficient. It is a more economical and more durable. It is a more versatile and more adaptable.

McDonnell
BRANCO

The Postwar Boom

Decades of Prosperity

The postwar years ushered in an era of remarkable growth and prosperity. The workforce expanded, the baby boom was soon in full swing and Canadians looked to the future with unbridled optimism.

Ford of Canada shared in this new spirit. Civilian vehicle production was resumed in January of 1946. Vehicles like the Mercury Monarch and later, the Meteor line of cars, were built exclusively for the growing Canadian market. In the flush of postwar success, people sought more style and versatility from their vehicles. Ford responded by creating the classics of the '50s, '60s and beyond, some of which are shown below.

1946 Monarch

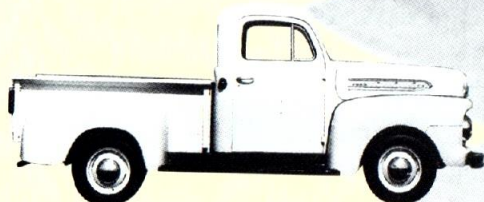


1946 Mercury truck



Recognizing the growing importance of the Canadian car buyer, Ford of Canada built three vehicles exclusively for the Canadian market in the mid and late '40s.

1949 Meteor



1951 F-1 Ford pickup truck

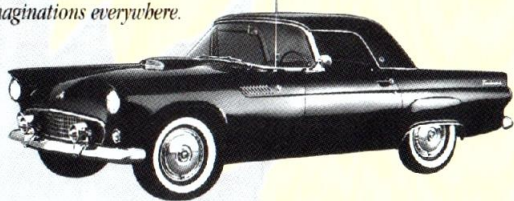
The best-selling F-Series pickups had their beginnings in these two popular models.



1953 F-100 Ford F-Series pickup truck

1955 T-Bird

Ford's first classic sports car, this Thunderbird two-seater captured imaginations everywhere.



1965 Mustang

Mustang created the 'pony car' category. Its sporty flair was tremendously appealing to young adults. And its popularity exceeded all expectations.



1966 Bronco

The first Bronco helped usher in the era of the now-popular sport utility vehicle.



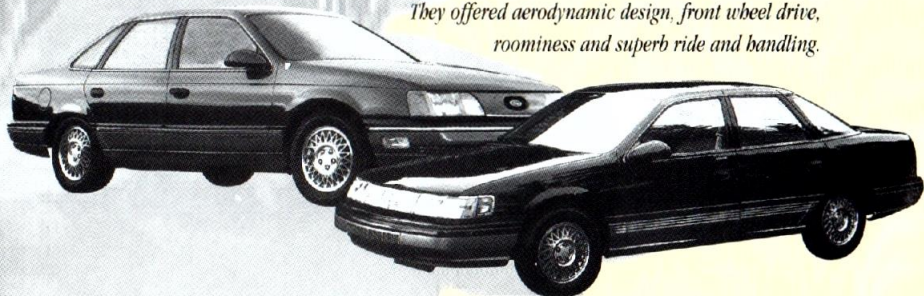
1981 Escort

Escort became known as the "world car" because its development drew on Ford's worldwide design and engineering expertise. Not surprisingly, it grew to be a best-seller.



1986 Ford Taurus and Mercury Sable

The stylish Taurus and Sable set the benchmark for mid-size vehicles. They offered aerodynamic design, front wheel drive, roominess and superb ride and handling.



The new *Look At Ford of Canada Today*

*Whether it's
Windstar minivans
and F-Series pickups
from Oakville,
Crown Victorias
and Grand Marquis
from St. Thomas,
or new high-tech
engines and
components from
Windsor, Ford
plants in Canada
are dedicated to
producing quality
products for our
customers.*



Gordon M.
McGregor
Founder of Ford
Motor Company
of Canada, Limited



Gordon McGregor would be proud of the strides we've made in our 93 years in Canada. And he'd surely be amazed at the speed, sophistication and efficiency of our modern assembly lines.



Our sales have risen from 114 vehicles in our first year (1905) to over 260,000 vehicles in 1995.

Building On Our Commitment To Canadians



Central Office Building, Oakville, Ontario

In 1954, Ford of Canada's Head Office was relocated to Oakville, Ontario in order to be closer to the major population centres of the nation. Located adjacent to the Oakville Truck and Assembly Plants, the Central Office Building is the heart of Ford of Canada's sales, marketing and customer service operations.



Ontario Truck Plant, Oakville, Ontario

Since early 1994, Ford has invested almost a billion dollars in a state-of-the-art paint facility and new body shop at Ontario Truck Plant. This investment is the latest in a major program to construct new plants and expand existing facilities in Oakville and Windsor. Ontario Truck Plant began producing Ford trucks in 1965. Currently it produces Ford F-150, 250 and 350 light trucks. One eight-hour shift produces 312 trucks. At the current assembly line speed, it takes 13.4 hours for a truck to make its way along 8.2 km (5.1 miles) of assembly line conveyors.

Company Profile



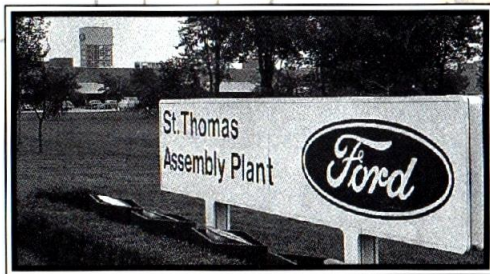
1996 Ford Taurus and Mercury Sable Introduced To Great Acclaim

Ford of Canada President and CEO, Mark Hutchins, front and centre, joins key suppliers of parts for the 1996 Ford Taurus and Mercury Sable. Ford launched the two new models here in Canada at Windsor Aluminum Plant, which produces cylinder blocks for the upscale versions of Taurus and Sable.



Windsor Engine Plant

First established in 1922 to handle vehicle assembly as well as engine manufacturing and stamping, this site is now devoted to producing a new generation of modular truck engines. It covers a total area of 1,180,800 square feet.



St. Thomas Assembly Plant

This plant, which opened in 1967, currently employs close to 3,000 people and produces Ford Crown Victoria and Mercury Grand Marquis full-size sedans at the rate of 60 vehicles an hour.

Ford Motor Company of Canada, Limited, with headquarters in Oakville, Ontario, is the longest-established automobile company in Canada.

Ford of Canada assembles cars and trucks at two plants in Oakville and one near St. Thomas, Ontario, and produces engines, aluminum engine parts and iron castings at five plants in Windsor. The Company's cast aluminum research and development facility is also located in Windsor.

The Company has its national parts distribution centre in Brampton, Ontario and three other distribution centres and six regional sales offices across the country. There are over 600 automotive dealers in Canada who sell Ford, Mercury and Lincoln cars and Ford trucks.

Affiliated Canadian companies of Ford of Canada include Ford Credit Canada Limited, which provides wholesale and retail financing support to Ford automotive dealers and their customers, and Ford Electronics Manufacturing Corporation, which produces automotive electronic components in Markham, Ontario.

Ford's Canadian operations employ approximately 17,000 people from coast to coast.

Clearly, Ford is committed to Canada. In the last five years alone, the Company has invested over 4 billion dollars in this country.

*Still Delivering Them
With Pride 93 Years Later...*



1997 Ford Taurus



1997 Lincoln Mark VIII



1997 Mercury Sable



1997 Ford Expedition



1997 Ford Windstar



Ford Motor Company of Canada, Limited