



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

THE IMPACT OF U.S. TARIFFS ON THE TOOL, DIE, MOULD AND METALLURGICAL MANUFACTURING INDUSTRIES IN CANADA

**Report of the Standing Committee on Industry and
Technology**

Ben Carr, Chair

**JUNE 2026
45th PARLIAMENT, 1st SESSION**

Published under the authority of the Speaker of the House of Commons

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NOTICE TO READER

Reports from committees presented to the House of Commons

Presenting a report to the House is the way a committee makes public its findings and recommendations on a particular topic. Substantive reports on a subject-matter study usually contain a synopsis of the testimony heard, the recommendations made by the committee, as well as the reasons for those recommendations.

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has the honour to present its

FOURTH REPORT

Pursuant to its mandate under Standing Order 108(2), the committee has studied the economic and supply chain impacts of U.S. tariffs on Canada's metallurgical and advanced manufacturing sectors and has agreed to report the following:

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LIST OF RECOMMENDATIONS

As a result of their deliberations committees may make recommendations which they include in their reports for the consideration of the House of Commons or the Government. Recommendations related to this study are listed below.

Recommendation 1

That the Government of Canada consider reinstating the remission framework that ended on 31 January 2026 for inputs that were affected by Section 232 tariffs.

Recommendation 2

That the Government of Canada consider implementing short-term cash flow support measures such as duty deferrals, remissions or targeted liquidity tools until tariffs are removed or a trade resolution is reached; these measures should allow manufacturers to maintain employment relationships with their workers during periods of reduced production and include a non-repayable contribution component to avoid increasing corporate debt.

Recommendation 3

That the Government of Canada urgently resolve the dispute regarding the United States' imposition on global section 232 tariffs which apply to Canadian industries despite the *Canada–United States–Mexico Agreement* framework; that this settlement be based on compliance with the CUSMA, which has the force of law in all three countries, whereas U.S. tariffs on the manufactured component of metal products, with no exceptions for member countries, are contrary to the agreement; and that the strategy to resolve this issue should capitalize on the close ties between Canadian and American companies and encourage the business community, workers' organisations, Members of Parliament and the provinces to urge their American counterparts to invite the U.S. administration to reach a settlement.

Recommendation 4

That the Government of Canada consider changing the rebate process so that companies are not required to prove that equivalent Canadian production capacity does not exist.

Recommendation 5

That the Government of Canada consider matching the Enhanced Ontario Made Manufacturing Investment Tax Credit, which is a 15% tax credit on capital investments for manufacturing or processing in Ontario, to apply a similar tax credit across Canada.

Recommendation 6

That the Government of Canada consider providing obligations or incentives to purchase Canadian moulds and/or tools for public projects.

Recommendation 7

That the Government of Canada study the broader structural challenges affecting Canada's manufacturing sector, including the impacts of foreign state subsidies, steel and aluminum dumping, and persistent global steel and aluminum overcapacity – particularly from China – on Canadian industrial competitiveness and supply chains; consider implementing targeted trade measures on aluminum extrusions and their derivative products; and protect Canadian manufacturers from unfairly traded imports entering the Canadian market.

Recommendation 8

That the Government of Canada, in recognizing that Canada has limited domestic production of stainless steel and certain types of steel, consider maintaining its counter tariff exemption on U.S. steel.

Recommendation 9

That the Government of Canada take immediate and decisive action to provide clear, predictable tariff policy and secure relief measures that eliminate uncertainty for Canada's metallurgical and advanced manufacturing sectors, including the tool, die, and mould industry.

Recommendation 10

That the Government of Canada ensures Canada's tool, die, and mould and broader metallurgical and advanced manufacturing sectors are fully protected in ongoing negotiations, by prioritizing their long-term competitiveness, stability, and inclusion in any final agreement with the United States.

Recommendation 11

That the Government of Canada formally recognize the critical role of Canada's tool, die, and mould and broader metallurgical and advanced manufacturing sectors as foundational to national supply chains, and take immediate action to protect these industries and the many indirect and spin-off jobs they support across the economy.

Recommendation 12

That the Government of Canada consider offering guidance to chambers of commerce, business associations and businesses to navigate the complexities and uncertainty surrounding the changing U.S. tariffs.

Recommendation 13

That the Government of Canada consider applying domestic procurement policies to all federally funded projects and encourage the provinces and municipalities to apply a similar domestic procurement policy to projects that receive public funding.

Recommendation 14

That the Government of Canada consider strengthening anti-dumping measures on steel and aluminum products.

Recommendation 15

That the Government of Canada consider introducing a steel and aluminum investment and jobs fund.



THE IMPACT OF U.S. TARIFFS ON THE TOOL, DIE, MOULD AND METALLURGICAL MANUFACTURING INDUSTRIES IN CANADA

INTRODUCTION

Canada's export-oriented manufacturing industry, in particular the machine, tool, die and mould industry,¹ and broader metallurgical manufacturing industries have been significantly affected by recent United States (U.S.) tariff measures imposed under Section 232 of the Trade Expansion Act of 1962, imposed on all countries. On 2 April 2026, the United States (U.S.) White House issued a new proclamation entitled *Strengthening Actions Taken to Adjust Imports of Aluminum, Steel, and Copper Into the United States*, modifying the existing tariff arrangement, effective 6 April 2026. This proclamation changed the way that tariffs for tools made with these metals would be calculated, now based on the full customs value of the imported product, whereas previously, only the value of the content of those metals had been tariffed.

Following the implementation of the proclamation, tariffs increased immediately on shipments for which prices had already been negotiated and agreed upon in 2025. For example, as confirmed by [Chris Vander Park](#), International Business Manager, Cavalier Tool & Manufacturing, a mould with a \$1,500 tariff prior to the proclamation had its tariff increase to \$36,000. The [Canadian Association of Moldmakers](#) noted that prior to 2025, such moulds had not experienced any tariffs because they are compliant with the *Canada–United States–Mexico Agreement* (CUSMA). The Government of Canada [considers](#) the section 232 tariffs to be inconsistent with the U.S. obligations under CUSMA, which is mandated for a formal joint review on 1 July 2026.

Section 232 of the Trade Expansion Act of 1962 allows the U.S. government to investigate whether imports of a product threaten national security. If they are found to, the U.S. President may, through authorities delegated by Congress, restrict imports, including by imposing tariffs to protect domestic industries considered important to national security. As noted by [Catherine Blanchet](#), Vice-President, Business Development, PREXOR Inc., "To guarantee a sovereign supply chain and ensure its defence, Canada must be able to rely on an independent manufacturing industry, whether it involves the production of bulletproof

1 The machine, tool, die and mould industry is a specialized sector that designs and produces the equipment used to manufacture other parts, producing the tools of manufacturing. See Government of Canada, [NAICS 2012 - 33351 - Metalworking machinery manufacturing](#).



helmets, tank tracks, or radar systems adapted to the cold of Canada’s Far North.” In 2025, the U.S. President expanded and increased tariffs on all countries, affecting the imports of many Canadian goods, including steel and aluminum, based on a Section 232 justification.

A March 2026 report by Carlo Dade and Sharon Zhengyang Sun of the New North America Initiative at the University of Calgary, entitled [*For Canada, a Shift from IEEPA to Section 232 Tariffs Will be a Transition from National to Provincial Impacts*](#), outlines that Canadian provinces’ exposure to U.S. 232 tariffs is concentrated in Ontario and Quebec, given that 58% and 55%, respectively, of exports to the U.S. from those provinces fall under Section 232. The report highlights that a high proportion of exports from Nova Scotia (44%), Manitoba (43%) and British Columbia (35%) are also exposed to 232 tariffs.

Since this proclamation has been in effect as of 6 April 2026, Canada’s machine, tool, die and mould sector, as well as metallurgical manufacturing industries have seen dramatic increases in the tariff payment requirements on exports to the U.S. While these sectors contribute billions in economic activity and supports hundreds of thousands of skilled manufacturing jobs across the country, the machine, tool, die and mould sector remains relatively unknown to the public because it is an upstream industry that designs and manufactures the specialized industrial inputs used to produce goods across multiple industries, including automotive, construction, defence, energy, consumer manufacturing and medical. In describing the sector, [Chris Vander Park](#), explained, “we make things that make things.” [Alison Cretney](#), Executive Director, Energy Futures Lab, added, “If we’re serious about sovereignty and supply chain security, we must be just as serious about the ecosystems that make industrial strength real.” As a foundational part of Canada’s advanced manufacturing supply chain, the sector plays a critical role in supporting domestic industrial production and cross-border trade.

Recognizing the urgency of the impacts of these tariff changes affecting Canada’s mould making sector, on 16 April 2026, the House of Commons Standing Committee on Industry and Technology (the Committee) agreed to the following motion:

That, given that:

- The United States has invoked Section 232 of the Trade Expansion Act of 1962 to unilaterally alter the tariff structure on steel and aluminum goods entering the United States;
- These changes have reportedly resulted in dramatic tariff increases for members of Canada’s moldmaking industry;

- The impacts extend beyond moldmaking to the broader metallurgical processing sector and advanced manufacturers that rely on cross-border trade; and
- This policy threatens thousands of Canadian jobs, the families they support, and critical links in Canada’s domestic manufacturing supply chain;

The committee:

- Pursuant to Standing Order 108(2), undertake a study of at least three meetings to defend the interests of Canadian workers and taxpayers by examining the economic and supply chain impacts of these tariffs and assessing potential policy responses available to the Government of Canada;
- Invite the Minister of Industry, the Minister of International Trade, representatives from the Canadian Association of Moldmakers, and other representatives, experts, and stakeholders selected by parties to testify before the committee in relation to the study;
- Begin the first meeting of this study no later than Thursday, April 23rd, 2026, and, once begun, give priority to the study over all other matters; and
- Report its findings and recommendations to the House.²

Over three meetings, the Committee heard from 20 witnesses representing Canada’s tool, die and mould-making sector, the automotive and auto parts manufacturing sector, the advanced manufacturing and precision machining sector, the steel and construction sector, the chemistry and industrial supply sectors, the energy innovation sector, and regional and provincial chambers of commerce and business associations.

On 4 May 2026, the Minister of Industry, the Honourable Mélanie Joly, appeared before the committee and offered responses on questions about the impact of the 232 tariffs on Canada. That day, the Government of Canada [announced](#) \$1.5 billion in funding to support several industries affected by U.S. tariffs. The supports “include a \$1 billion Business Development Bank of Canada (BDC) program available to industries that manufacture and export products containing steel, aluminum or copper. In addition, the government is providing an additional \$500 million through the Regional Tariff Response

2 INDU, [Minutes of Proceedings](#), 16 April 2026.



Initiative (RTRI),³ delivered by Canada’s regional development agencies (RDA), to support tariff-impacted businesses in all sectors of our economy.”

This report outlines the scale of the issues faced by Canada’s metallurgical sector and summarizes testimony about the approaches to addressing the situation as companies and the Government of Canada plan for the future.

THE ISSUES FACED BY CANADA’S METALLURGICAL SECTOR DUE TO UNITED STATES TARIFFS

The Urgency of the Situation

Witnesses stressed the urgency of the impacts of the tariffs on the sector. As [Jonathon Azzopardi](#), Chief Executive Officer and President, Laval Tool & Mould Ltd., stated, “overnight, our industry went from being profitable to not being profitable.” He noted that with the possibility of 50% tariffs applied to the products, “[t]here’s no industry in Canada that could sustain that type of hit to the bottom line.” Reflecting the sudden impact of the proclamation, [Ryan Donally](#), Chief Executive Officer, Windsor Essex Chamber of Commerce, stated, “[w]e’re seeing tariff exposure multiply overnight.”

The urgency of the impact of these tariffs is reflective of the importance of the U.S. market for this Canadian sector. [Isabelle Liard](#), President, Liard Industries, reported that “[m]ore than 60% to 70% of our sales are in the U.S.” [Nicole Vlanich](#), Executive Director, Canadian Association of Moldmakers, noted that among the members of the Canadian Association of Moldmakers, “80% of what they produce is sent to the U.S.” She noted that Canada’s mould making exports to the U.S. are valued at approximately \$7 billion annually and highlighted that “[a]pproximately 75% of Canadian mould-making is in Ontario, within which Windsor-Essex is home to the largest cluster of mould-makers in North America, exporting \$2.4 billion annually.” [Ryan Donally](#) said that “[a]pproximately 85% of the products that are manufactured in [Windsor Essex], if not more, go to the United States, and even more go through Ontario and then eventually end up in the United States.” [Jonathan Azzopardi](#) stated that for Laval Tool & Mould Ltd., “over 90%, either directly or indirectly will land in the United States.”

Demonstrating the cumulative and immediate effects of the Section 232 tariffs, [Jason Bates](#), Manufacturing Consortium Manager, Southwestern Ontario, EMC Canada, told the Committee that prior to the 2 April 2026 proclamation, Arctic Snowplows’ sales to

3 The reinstatement of the Regional Tariff Response Initiative was recommended by witness Hubert Rioux.

the U.S. had already decreased by 40%, and those sales to the U.S. would soon likely decrease by 90%.

Witnesses highlighted the immediate impact of the effect of the tariffs, which affects small, medium and large businesses in different ways. [Jonathon Azzopardi](#) suggested that the impact for small and medium businesses would be closure. He stated, “[a]t the end of this, you will likely see that an industry will shrink or leave Canada quite quickly because there’s really no incentive at this point to stay in Canada.” As a board member of the Canadian Association of Moldmakers and representative of the industry, [he](#) felt it was important to emphasize that the Government of Canada outline a plan. [Hubert Rioux](#), Economic Director, Fédération des chambres de commerce du Québec, contended that many small and medium enterprises, faced with 25% duties that will affect their margins, will close or relocate their operations to the U.S. [Catherine Blanchet](#) stated that PREXOR “will have to close our doors in the medium term if nothing changes.” [Ryan Donally](#) stressed that the “very dire cash-flow issues” may lead owners to close their shops. The closure of these companies would have direct impact on those employed in the sector.

The Impact on Employment

Canada’s machine, tool, die and mould sector, as well as metallurgical manufacturing industries comprise many small and medium-sized businesses and the sectors represent significant numbers of jobs in Canada, which are at risk due to the impacts of the section 232 tariffs. For example, the [Canadian Coalition of Aluminum Extruders](#) warned that continued trade disruptions could result in 20% to 25% of jobs lost in the aluminum extrusion industry in 2026, with business closures and the permanent loss of domestic manufacturing capacity beginning as early as 2027. [Cyrus Jebely](#), President, Cap-Thin Molds, pointed out that the sector is “essential and remained fully operational throughout the [COVID-19 pandemic] shutdowns to support the continuity of critical supply chains, including food packaging and medical products.”

Witnesses provided the Committee with the numbers of manufacturing jobs affected by the tariff changes for their specific regions or industries. A May 2026 [economic study](#) published by Desjardins specified that approximately 170,000 manufacturing industry jobs in Quebec and 300,000 such jobs in Ontario could be affected by the tariff changes. The study notes that these numbers do not include aerospace manufacturing, because that sector is not subject to metal tariffs, nor motor vehicle manufacturing which faces auto sector-specific tariffs. Several of the witnesses from the industry highlighted that many companies in this sector are small, family-owned businesses, including [Cavalier Tool](#), [Liard Industries](#), and members of the [Chemistry Industry Association of Canada](#).



[Vincent Caron](#), Vice-President, Policy, Ontario Chamber of Commerce, drew the Committee’s attention to the job losses in the U.S. manufacturing sector, reported at 100,000 job losses⁴ since President Donald Trump began his second term. He pointed out that for U.S. manufacturers, the input costs “are going through the roof.” He contended that the situation would “create a reaction from the U.S. voters,” but emphasized, “our companies cannot wait that long.” With the potential losses of Canadian jobs due to the impacts of the section 232 tariffs, [Catherine Blanchet](#) raised the issue that, “[o]nce these skills and investments are lost, these production capabilities cannot be restored overnight.”

Witnesses also highlighted the difficulties in hiring within the sector. [Isabelle Liard](#) reported, “[t]emporary workers make up 30% of my workforce. It’s hard to find skilled workers in Quebec.” She noted that “training centres are practically empty, so there are no skilled workers graduating in these trades.” Similarly, [Catherine Blanchard](#) reported that many of the PREXOR employees are highly skilled foreign workers who would be difficult to replace if these tariffs resulted in layoffs.

[Alison Cretney](#) pointed out a structural issue, that “Canada has extracted and exported raw and semi-processed materials while other countries capture the value-added stages: the refining, processing, manufacturing, high-skilled jobs and the economic and geopolitical leverage that comes with controlling critical supply chains.” [Keanin Loomis](#) similarly emphasized the importance of expanding Canada’s role in adding value to products, noting “there are more jobs to be gained if we protect our own domestic industry and we are able to ensure, especially on taxpayer-funded projects, that we are using Canadian steel and Canadian-fabricated steel. That’s the most important aspect—that the value-added work be done here.”

Costs for the Sector

Witnesses emphasised the impacts of increased costs for businesses in the sector directly caused by the 232 tariffs and offered concrete examples of these costs. For example, [Chris Vander Park](#) explained that four tools would have had an expected tariff of \$25,375 in August 2025. In comparison, following 6 April 2026, the tariff increased to \$130,347. [Cyrus Jebely](#) from Cap-Thin Molds noted that in November 2025, a 72-cavity injection mould, valued at \$900,000 faced tariffs of \$35,000 at that time, based on the U.S. tariffs imposed on 15 August 2025. For the same customer, the same mould had a tariff of \$135,000 on 14 April 2026, a fourfold tariff increase over a period of less than

4 See also Joint Economic Committee – Minority, [NEW DATA: During Trump’s First Year, the Manufacturing Industry Lost 108,000 Jobs](#), 11 February 2026.

half a year. [Ryan Donally](#) stated, “[w]hat used to cost a few thousand dollars is now in the tens to hundreds of thousands of dollars as tariffs. At that level, contracts don't adjust. They become unworkable. When contracts become unworkable, production decisions must follow.” Likewise, [Jonathon Azzopardi](#) forecasted that in the next 12 months, if the tariffs remain unchanged, Laval Tool & Mould Ltd. would have a tariff “bill of about \$5 million.”

[Isabelle Liard](#) described the difference in costs for her company, Liard Industries, before and after the 6 April implementation. Prior to the implementation, the section 232 tariffs only applied to non-U.S. steel content, representing approximately 5% to 8% of the value of a project when it was applied. In contrast, the change made it so that “a 25% tariff is applied to the total value of the commercial bill for virtually all steel products.” She pointed out that because the company cannot reduce prices by 25%, it is no longer competitive in the U.S. market. [Diane Ricci Woodiwiss](#), Chartered Professional Accountant, Cavalier Tool & Manufacturing Ltd., explained that for Cavalier Tool and Manufacturing Ltd., the “margins are very tight. We are in a very competitive industry, and because of that, absorbing 15% is just not feasible.”

[Cyrus Jebely](#) likewise noted that “[a] 15% tariff is far beyond the contingency funds our customers can typically absorb. With the new tariff of 15% set to increase to 25% in 2028, [Cap-Thin Molds] will be extremely challenged to remain competitive over our European and Asian competitors.” In pointing out that within the sector, the “main competition has been China,” [Flavio Volpe](#), President, Automotive Parts Manufacturers’ Association, described the cost effects of the sudden change on Canadian companies. He stated, “[t]ariffs hit after the job is priced, and customers, whether they're parts suppliers or automotive assembly plants, are expecting the mould makers and tool makers to absorb that cost.”

Acknowledging that Canada’s stainless steel production “remains very limited,” the submission from the [Fédération des chambres de commerce du Québec](#) pointed out that quotas and surtaxes applied to U.S. steel imports pose additional costs for Canadian manufacturers. Asserting that Canadian manufacturers get penalized for using U.S. steel, [Jonathon Azzopardi](#) argued, “[t]hey’re not countertariffs; they’re punitive tariffs. They only continue to erode our position in trying to be in a competitive world.” [Aaron Aalbers](#), President, Aalbers Tool & Mold Inc., called for “a continuation, an extension, on the counter-tariff exemptions for U.S. steel” and [Hubert Rioux](#) recommended that the government avoid new countertariffs on inputs and semi-finished products from the U.S. As well, he advocated for the immediate reinstatement and extension of rebates on Canadian countertariffs to steel and aluminum imports from the U.S. for Canadian manufacturers.



A [written submission](#) from the Canadian Coalition of Aluminum Extruders pointed out that the section 232 tariffs are effectively pricing Canadian extruders out of the U.S. market. As well, the coalition warned that “the Canadian market is being flooded with low-cost aluminum products from non-market economies. These products are often routed through third countries to avoid restrictions and are sold at prices that do not reflect normal market conditions.” The submission stated, “Canadian companies cannot compete with these artificially low prices.” The coalition advocated for the Government of Canada to “[e]nsure the removal of section 232 tariffs on aluminum derivative products are a priority in ongoing Canada–U.S. trade discussions.”

Uncertainty Surrounding the Costs and the Impacts of the Tariffs

Witnesses stressed the difficulties in navigating the uncertainty of the costs of the tariffs and the impact that these fluctuations have on small businesses. [Chris Vander Park](#) pointed out that the rules for shipping injection moulds from Canada to the U.S. “have changed seven separate times” by the U.S. since February 2025. [Nicole Vlanich](#) noted that many of the member companies of the Canadian Association of Moldmakers have “10 or fewer employees,” which makes it difficult to have dedicated staff who can focus on researching clarity surrounding the tariffs. As [Mark Lecours](#), President, Preferred CNC Inc., stated, “[t]he tariffs are unknown to us right now. I have two staff that are dedicated to keeping in touch and finding what’s happening today, what’s happening now. We call our customs broker, they don’t have clear answers.” He added that lawyers and accountants were also unclear about the current tariff rules. Likewise, [Chris Vander Park](#) indicated that one full-time staff member is dedicated to researching and calculating the impact of tariffs on the business. [He](#) stressed the importance of “stability” and “get[ting] rid of the uncertainty.”

[Jonathon Azzopardi](#) highlighted the cost impacts of the uncertainty surrounding the tariffs. He pointed out, “[a]ny product that we have on our shop floor that we would have already received contracts for is not quoted nor does it have any provisions for this 10%. We're hoping that it will be 10%. It could be 15%. Because of the ambiguity, it might be 50%.” [Vincent Caron](#) noted that for businesses in the Ontario Chamber of Commerce, the uncertainty is changing business investment decisions, and highlighted that in the *Ontario Economic Report*, “only 26% of firms plan to increase investment in the year, reflecting how uncertainty is already freezing capital decisions.” In discussing this uncertainty, [Aaron Aalbers](#) said, “[t]hese challenges make long-term planning and cost accounting impossible in a production environment that requires them.”

To navigate the uncertainty surrounding the tariffs, [Nicole Vlanich](#) highlighted that the Canadian Association of Moldmakers has brought in customs brokers and trade experts to

help its members know that they are using the correct Harmonized Commodity Description and Coding System (HS Codes). [Isabelle Liard](#) described the costs of remaining informed about tariffs, understanding the rules, and adapting and noted that consulting tariff experts can cost between \$100 to \$200 per hour. In outlining these complications, she suggested that the Government of Canada could “set up a hotline for contractors, to answer their questions and support them.” [Vincent Caron](#) noted, “uncertainty itself is the barrier, particularly for [small and medium enterprises] without in-house customs experience. Local chambers can help government deliver that guidance to businesses.” [Marc Lecours](#) agreed that additional information from Export Development Canada and chambers of commerce would be a “great idea.”

PLANNING FOR THE FUTURE

In emphasising that the machine, tool, die and mould sector is on the “front line of a trade war with the United States,” [Jonathon Azzopardi](#) called for the Government of Canada to outline a plan for the future of the industry concerning the amount of time that the industry can expect to be managing the section 232 tariffs. [Nicole Vlanich](#) echoed this view, and both witnesses noted that the types of supports for the industry would vary depending on how long the tariffs would continue. Witnesses stressed the importance of securing a trade agreement with the U.S., the obstacles to diversification and possible financial and other government supports for the sector.

Trade Agreement with the United States

Most witnesses stressed the importance of a consistent and predictable trade agreement with the U.S. [Hubert Rioux](#) contended that the section 232 tariffs render the existing CUSMA inoperative, because companies that comply with the agreement are still being hit with punitive tariffs, with no predictability or short-term remedies. [Jonathon Azzopardi](#) stated that a trade agreement is “essential. It’s critical. I think we’re fooling ourselves if we think there will be a manufacturing industrial sector in Canada without the United States.” [Ryan Donally](#) and [Michael Hicks](#), Director, Canadian Association of Moldmakers, both characterized a long-term trade relationship with the U.S. as “vital.” [Keanin Loomis](#) remarked that “[g]etting back to free trade with the U.S. is the most important thing we can have as an industry.”

[Nicole Vlanich](#) contended, “[t]here will be no mould-making industry in Canada without the trade agreement.” [Isabelle Liard](#) described a long-term agreement as “obviously essential” and [Chris Vander Park](#) said, that the mould-making industry “won’t be around without it,” a view echoed by [Cyrus Jebely](#), who stated, “[t]he industry will not survive without it.” [Catherine Blanchet](#) affirmed the importance of the trade agreement in



saying, “[w]e are counting on Canadian diplomacy to result in an agreement.” [Greg Moffatt](#), President and Chief Executive Officer, Chemistry Industry Association of Canada, pointed out that “trade agreements are negotiated between governments [...] but companies trade [...] For our sector here in North America, it’s highly integrated.” [Marc Lecours](#) called on Canada to “engage with the United States now, urgently and decisively, to reach a fair and responsible agreement that supports both countries.” [Vincent Caron](#) emphasized that Canadian manufacturers “cannot accept a situation where concessions are being asked of us.” He noted that U.S. businesses have informed the Ontario Chamber of Commerce that they “did not support tariffs and wanted a resolution.”

[Michael Hicks](#) stressed the importance of negotiating a long-term agreement, warning “[w]e don’t want to go short term and give away the farm.” [Alison Cretney](#) acknowledged that it has been easy for Canada to focus on its trade relationship with the U.S. and suggested that “we can’t put all our eggs in that basket, of course,” and recommended that Canada look to the “global supply chains and where we’re uniquely competitive within them.”

Diversification

Witnesses stressed the difficulty in diversifying the export market of the machine, tool, die and mould sector, which has a heavy reliance on and integration with the U.S. market. They noted difficulties in expanding sales in Canada, and in shifting sales to other foreign markets. [Nicole Vlanich](#) stated that for member of the Canadian Association of Moldmakers, “[a]ll of the supports that are available and conversations about diversifying to new markets will never touch the business that we have with the U.S., ever. There’s no way, from anywhere else in the world, that we are going to match the business we get with the U.S. There’s no way around it.” This view was reiterated by [Mathieu Lavigne](#), Vice-President, Public and Economic Affairs, Fédération des chambres de commerce du Québec, who said, “geography will not change.”

Nevertheless, some witnesses pointed to the possibilities of increasing domestic sales in Canada, with the caveat, as [Michael Hicks](#) noted, that pivoting to other industries, such as the defence sector, “is great but I don’t want to call it a windfall.” [Flavio Volpe](#) indicated that Canada does not “have the defence opportunities and aerospace opportunities that the Americans have.” [Marc Lecours](#) explained that for a manufacturer to pivot to the defence industry, there are increased rules and certifications which would require approximately a two-year period to become efficient in that new sector. [Jason Bates](#) emphasized these barriers, stating that “[t]he cybersecurity levels [the defence industry] need[s] are very prohibitive. It’s a lot of work. It’s expensive.” Furthermore, “[t]he volumes

in defence are not the same as in automotive or those kinds of industries where there's a lot of product being pumped out."

[Eric Anderson](#), Executive Director, Saskatchewan Industrial Mining Suppliers Association, noted that the association is looking towards the Major Projects Office to increase domestic work opportunities and is working in the defence sector. [Catherine Blanchet](#) pointed to the possibilities for Canada's defence sector, stating that "Canada must be able to rely on an independent manufacturing industry, whether it involves the production of bulletproof helmets, tank tracks, or radar systems adapted to the cold of Canada's Far North." She advocated for the Government to undertake more defence projects that would enable contracts for the sector. [Ryan Donally](#) highlighted the importance of manufacturing within the defence sector in stating:

The tooling and advanced manufacturing industry is not optional infrastructure. It is the enabling layer beneath defence manufacturing, automotive and EV production, aerospace components, energy, critical minerals and infrastructure projects. If we lose tooling capability, we do not reshore defence production, we do not control timelines, we do not control costs and we do not control security of supply. If we lose that capability, we lose more than production. We lose control of our national and economic security.

[Cyrus Jebely](#) suggested that Canada should leverage its aerospace and defence industries, which are supported by Canada's manufacturing ecosystem, when negotiating with the U.S.

Concerning diversifying to markets other than Canada and the U.S., witnesses stressed the difficulties. For example, [Keanin Loomis](#) drew the Committee's attention to "the protections that other countries have, including the European Union, which does a really good job of keeping foreign steel out of their projects, even if we have a free trade agreement." Responding to the possibility of selling Canadian products to China or Europe, [Vincent Caron](#) said, "the ability to pivot, especially for smaller firms, is limited." [Catherine Blanchet](#) relayed these challenges, "it's going to take several years. Moulds are very heavy and bulky. It's difficult to break into a new market, and if we have to ship our products to Europe, it will be challenging." [Chris Vander Park](#) stressed, "to sell a tool to China, it's impossible. To sell a tool to India, it's impossible. For us to sell the tool to Europe, it is highly unlikely. Our world is U.S.-integrated. This is what CUSMA has done."

Supports

On 4 May 2026, Innovation, Science and Economic Development Canada responded to changes to Section 232 of the US Trade Expansion Act which led to the introduction of



new tariffs affecting steel, aluminium and copper-producing companies in Canada, announcing \$1 billion in support through the Business Development Bank of Canada. Canadian-based businesses with exposure to the Section 232 changes and with a minimum revenue of \$5 million are eligible for loans ranging from \$2 million to \$50 million, scaled to business needs. Repayment of the loans is subject to zero or low interest for the first 36 months. Furthermore, an additional \$500 million in non-repayable and repayable loans for regional tariff relief is being provided, on top of the \$1 billion Regional Tariff Response Initiative launched in September 2025. \$200 million has been specifically allocated to support small- and medium-enterprises affected by the steel, aluminium and copper tariffs introduced in April 2026.

Some witnesses highlighted potential issues with loans. [Chris Vander Park](#) stated, “[a] loan doesn’t help us, because if we don’t have work, we can’t pay a loan.” Likewise, Isabelle Liard commented, “I don’t want to take out any more loans. If the government lends me money, I’ll have to pay it back. That’s not what I need. I don’t want to take on more debt when sales are down. I also have loans to pay back to the bank, so ideally, we wouldn’t go down that route.” [Jonathon Azzopardi](#) shared his view that “[t]he loan is not a good option... we are looking to protect our profitability. The less profitability we have, the less money we have to pay for the loans.”

Witnesses discussed the financial and other supports that would assist their sector during this period of urgency, increased costs, uncertainty and potential job losses in the sector. [Jonathon Azzopardi](#) called for “immediate federal action,” prioritizing the resolution of the section 232 tariffs, and “a targeted support measure should resolution timelines be extended.” He mentioned lines of credit through Export Development Canada and the Business Development Bank of Canada, and subsidies as financial supports for short term relief for the industry. [Flavio Volpe](#) also noted these institutions and FedDev as potential sources of “short-term liquidity,” especially for smaller companies. [Isabelle Liard](#) advocated for “an employment support program to keep our workers and maintain our cash flow. Quick and accessible support for market development should also be accessible.” [Catherine Blanchet](#) noted that while subsidies or financial aid would be welcomed, ending the uncertainty by negotiating with the U.S. is the priority. Likewise [Ryan Donally](#) noted that supports such as a temporary blanket remission framework and short-term cash flow relief could serve as a bridge for companies until there is a permanent resolution. He recommended that “federal trade responses measure upstream impacts, not just finished goods.”

Witnesses recognized certain existing Government of Canada and provincial supports for the sector. [Keanin Loomis](#) applauded some of the Government of Canada’s efforts to support Canada’s steel and manufacturing industries, including the [Buy Canadian Policy](#).

[Jason Bates](#) and [Vincent Caron](#) highlighted the Ontario government's recent temporary expansion of the Ontario Made Manufacturing Investment Tax Credit to include non-Canadian-controlled private corporations to encourage foreign investment, and called for additional support from the federal government. [Greg Moffatt](#) suggested that some temporary measures, such as the accelerated capital cost provisions should be made permanent. He also recommended that critical minerals be included in investment tax credits.

In acknowledging the impacts of the tariffs on Canadian industries, [Alison Cretney](#) stated,

[b]eyond short-term tariff relief, the most important response will be the one that reduces the likelihood of facing the same vulnerability again. The lesson from steel and aluminum is not to retreat from integration, as we've been hearing, but, rather, to pair integration with greater domestic capacity and value creation. That creates industrial resilience, leverages Canada's high environmental standards and creates high-skill jobs. That gives Canada genuine leverage in the supply chains the world is reorganizing around right now.

CONCLUSION

The 2 April 2026 proclamation's interpretation of section 232 tariffs imposed globally, including on Canada's machine, tool, die, mould and metallurgical manufacturing industries threaten the competitiveness and the survival of this essential sector in Canada. This sector is highly integrated in North American supply chains and is foundational to Canada's industrial capacity and national security. The Committee recognizes the urgent need to support these industries by securing a durable long-term trade agreement with the U.S. that restores certainty and predictability.

At the same time, witnesses pointed to the immediate financial pressures and possible job losses because of increased tariff costs, supply chain uncertainty and declining investment confidence. The Committee also recommends that the Government of Canada pursue short-term measures that maintain operations, retain skilled workers and continue domestic production capacity while the longer-term trade solution is being negotiated.

Protecting and strengthening Canada's machine, tool, die, mould and metallurgical manufacturing sectors is essential for Canada's economic growth, domestic manufacturing expertise, safeguarding supply chains and ensuring that Canada remains competitive in this increasingly uncertain global trade landscape.

APPENDIX A: LIST OF WITNESSES

The following table lists the witnesses who appeared before the committee at its meetings related to this report. Transcripts of all public meetings related to this report are available on the committee’s [webpage for this study](#).

Organizations and Individuals	Date	Meeting
Canadian Association of Moldmakers Nicole Vlanich, Executive Director	2026/04/20	33
Cap-Thin Molds Cyrus Jebely, President	2026/04/20	33
Cavalier Tool & Manufacturing Ltd. Diane Ricci Woodiwiss, Chartered Professional Accountant Chris Vander Park, International Business Manager	2026/04/20	33
Laval Tool & Mould Ltd. Jonathon Azzopardi, Chief Executive Officer and President	2026/04/20	33
Liard Industries Isabelle Liard, President	2026/04/20	33
PREXOR Inc. Catherine Blanchet, Vice-President, Business Development	2026/04/20	33
Canadian Association of Moldmakers Michael Hicks, Director	2026/04/23	34
Canadian Institute of Steel Construction Keanin Loomis, President and Chief Executive Officer	2026/04/23	34
Chemistry Industry Association of Canada Greg Moffatt, President and Chief Executive Officer	2026/04/23	34
Energy Futures Lab Alison Cretney, Executive Director	2026/04/23	34
Saskatchewan Industrial and Mining Suppliers Association Eric Anderson, Executive Director	2026/04/23	34

Organizations and Individuals	Date	Meeting
Windsor Essex Chamber of Commerce Ryan Donally, Chief Executive Officer	2026/04/23	34
Aalbers Tool & Mold Inc. Aaron Aalbers, President	2026/04/27	35
Automotive Parts Manufacturers' Association Flavio Volpe, President	2026/04/27	35
EMC Canada Jason Bates, Manufacturing Consortium Manager, Southwestern Ontario	2026/04/27	35
Fédération des chambres de commerce du Québec Mathieu Lavigne, Vice-President, Public and Economic Affairs Hubert Rioux, Economic Director	2026/04/27	35
Ontario Chamber of Commerce Vincent Caron, Vice-President, Policy	2026/04/27	35
Preferred CNC Inc. Marc Lecours, President	2026/04/27	35

APPENDIX B: LIST OF BRIEFS

The following is an alphabetical list of organizations and individuals who submitted briefs to the committee related to this report. For more information, please consult the committee's [webpage for this study](#).

Canadian Coalition of Aluminum Extruders

Fédération des chambres de commerce du Québec

REQUEST FOR GOVERNMENT RESPONSE

Pursuant to Standing Order 109, the committee requests that the government table a comprehensive response to this report.

A copy of the relevant *Minutes of Proceedings* ([Meetings Nos. 33 to 36, 40, 42, 43 and 46](#)) is tabled.

Respectfully submitted,

Ben Carr
Chair

CPC Dissenting Report:

Impacts on Canada's Metallurgical and Advanced Manufacturing Sectors from Tariffs and the Lack of Trade Resolution between the Government of Canada and the United States

Summary

Canada's metallurgical and advanced manufacturing sectors are facing severe economic impacts as a result of the United States' *Trade Expansion Act of 1962* tariffs (Section 232), ongoing Canada-U.S. trade negotiations, and continued operation in deficit, which are affecting investment and production decisions. With Section 232 tariffs expanded in April 2026 to the full customs value of aluminum, steel, and copper articles and their derivatives, these sectors are faced with the possibility of bankruptcy. The actions of both the Canadian and United States governments, particularly the absence of a negotiated long-term trade resolution between Canada and the U.S., is damaging to the long-term survival of these industries. Prime Minister Mark Carney made a commitment to secure a trade resolution with the U.S. by July 1, 2025. Despite that pledge, we are now seeing a lack of meaningful negotiation with the U.S. due to the Government of Canada's seeming unwillingness to participate in these discussions.

Witnesses throughout the Standing Committee on Industry and Technology's study on *Economic and Supply Chain Impacts of U.S. Tariffs on Canada's Metallurgical and Advanced Manufacturing Sectors* emphasized that the continued absence of a negotiated agreement is having significant consequences for their sector. The committee heard clear testimony that Canada's tool, die, mould, steel, and advanced manufacturing sectors are foundational industries that support automotive, aerospace, defence, construction, medical devices, and consumer product supply chains across North America. Essentially, witnesses describe these sectors as

industries that “make things that make things.”¹ The mould, tool and die sector supports approximately 58,000 jobs across Canada, and in Windsor alone that directly generates over \$2 billion for our economy and facilitates major economic activity in regions such as Windsor-Essex and Quebec.

Windsor-Essex exports approximately 85% of moulds to the U.S., which supports 13,000 jobs; Quebec is responsible for 15% to 25% of Canada’s mould making industry. In Canada, the broader sector generates \$16 billion toward our total GDP, with \$7 billion exported annually to the U.S.

With new section 232 tariffs, the Committee heard about the impacts these industries are facing. One witness testified that tariffs on a single tool increased overnight from \$1,500 USD to \$36,000 USD, illustrating the sudden and unmanageable cost pressures facing manufacturers. Ultimately, the impacts from these new tariffs are reflective of a lack of resolution between the Government of Canada and the United States. With witnesses warning of imminent decisions related to layoffs, halted production, and cancelled contracts, it is imperative that uncertainty for this industry is resolved.

A Stable, Long-Term Arrangement with the U.S.

Witnesses highlighted the need for an immediate resolution to tariffs rather than loans that will result in increased debt. The Committee was consistently warned that the Government of Canada’s current reliance on debt-based loans and temporary support measures does not address the core issues facing these industries. In contrast, the urgent need for stability and a negotiated agreement with the U.S. was emphasized. Multiple witnesses stated that additional

¹ Chris Vander Park, Cavalier Tool & Manufacturing Ltd., INDU-33, 20 April 2026

debt cannot offset collapsing competitiveness, shrinking order volumes, and tariff-related uncertainty. An overwhelming majority of witnesses expressed concerns and rejection of loans. Witnesses stated that short-term cash flow without repayment was helpful to remain operational to cover the cost of the new section 232 tariffs, however, loans require companies to demonstrate that they are profitable and viable. This is an unattainable standard for firms to meet owing to some operating at a loss because of escalating tariffs. If the tariffs prevent a company from winning new work, these companies will have no profit to pay the loans back. In this context, the ongoing tariffs prevent companies from securing new work, undermine their ability to plan production, and ultimately make business viability increasingly difficult to sustain. In effect, current policy shifts the financial burden of unresolved trade measures onto Canadian manufacturers, requiring them to absorb tariff costs without certainty of future market access or profit. This lack of a meaningful response by the federal government is costing companies who are already struggling to repay existing loans:

Chris Vander Park (International Business Manager, Cavalier Tool & Manufacturing Ltd):

“A loan doesn't help us, because if we don't have work, we can't pay a loan”²

Jonathan Azzopardi (Chief Executive Officer and President of Laval Tool and Mould Ltd.): “The loan is not a good option. What we just talked about is that we are looking to protect our profitability. The less profitability we have, the less money we have to be able to pay for the loans”³

Nicole Vlanich (Executive Director, Canadian Association of Moldmakers): “This is also an industry of real scale. Canadian mould-making exports approximately \$7 billion

² INDU-33, 20 April 2026

³ INDU-33, 20 April 2026

annually to the United States. Approximately 75% of Canadian mould-making is in Ontario, within which Windsor-Essex is home to the largest cluster of mould-makers in North America, exporting \$2.4 billion annually”⁴

Nicole Vlanich (Executive Director, Canadian Association of Moldmakers): “There will be no mould-making industry in Canada without the trade agreement. That impacts the manufacturing supply chain. Mould-making is the first step, so not having it would be detrimental to Canada's manufacturing sector.”⁵

Permanent Damage to the Industrial Base

Witnesses raised concerns that without a trade deal, Canada could endure permanent wounds to its industrial base including cancelled investments, halted expansions, job losses, and the relocation of production outside of Canada. Witnesses repeatedly emphasized that once manufacturing capacity leaves Canada, it rarely returns, and in turn Canada would face a dependence on foreign nations for our goods—particularly in aerospace, defence, construction, medical devices, and consumer product supply chains:

Chris Vander Park (International Business Manager, Cavalier Tool & Manufacturing Ltd):
“I can tell you that, immediately, I need stability. I mentioned a little while ago that I don't know what's coming. I don't know how to sell. We have work in progress now. We don't have an answer for our sales team. We don't have an answer for our customers who are asking why they would give us a project that we quoted at, let's say, \$1 million, if in

⁴ INDU-33, 20 April 2026

⁵ INDU-33, 20 April 2026

six months, when we ship it, we can't say what it's going to cost them. They can't put their capex or their structures in place. I need stability. I need to get rid of the uncertainty.”⁶

Michael Hicks (Director, Canadian Association of Moldmakers): “The saddest thing about this is we had survived these uncertainty periods, and our industry was about boom... Unfortunately, these new revised tariffs may cause a kaboom if something is not done immediately.”⁷

Greg Moffatt (President and Chief Executive Officer, Chemistry Industry Association of Canada): “When tariffs are introduced at any point in that chain, the impacts compound: Costs rise, delays increase and uncertainty spreads.”⁸

Jonathon Azzopardi (Chief Executive Officer and President, Laval Tool & Mould Ltd.): “I'm going to answer on behalf of my industry. We understand that our role is going to be one of a sacrificial lamb, a meat shield, for this government and this country in the short term and long term, but you need to grant us the grace and the respect to tell us what the plan is. Is this a two- to three-month plan? Is this a six-month plan? Is this a one-year plan? My answer would be different for each one of those scenarios.”⁹

Sovereignty in Inputs

Witnesses also emphasized the importance of strengthening Canada’s industrial sovereignty by expanding domestic value-added production, securing critical mineral supply chains, and ensuring Canada retains the manufacturing capacity required to support strategic

⁶ INDU-33, 20 April 2026

⁷ INDU-34, 23 April 2026

⁸ INDU-34, 23 April 2026

⁹ INDU-33, 20 April 2026

sectors including defence, energy, and advanced manufacturing. This should be done alongside ensuring a stable and forward-looking trade relationship with the U.S. as Canada's largest trading partner:

Catherine Blanchet (Vice President, Business Development, PREXOR): “To guarantee a sovereign supply chain and ensure its defence, Canada must be able to rely on an independent manufacturing industry, whether it involves the production of bulletproof helmets, tank tracks, or radar systems adapted to the cold of Canada's Far North.”¹⁰

Alison Cretney (Executive Director, Energy Futures Lab): “If we're serious about sovereignty and supply chain security, we must be just as serious about the ecosystems that make industrial strength real.”¹¹

Nicole Vlanich (Executive Director, Canadian Association of Moldmakers): “Our industry may not always be visible to the public, but it is foundational to modern manufacturing. Moulds, dies, fixtures and other precision tooling are the production tools required to manufacture products in automotive, aerospace, medical devices, packaging, consumer goods, construction materials and industrial equipment. Without tooling, manufacturing programs do not launch, production lines do not run and supply chains slow down.”¹²

The Folly of Diversification as the Primary Solution

Witness testimony consistently challenged the assumption that market diversification can act as a meaningful response to tariff impacts. Witness testimony also directly contrasted the

¹⁰ INDU-33, 20 April 2026

¹¹ INDU-34, 23 April 2026

¹² INDU-33, 20 April 2026

government's mood following recent federal funding announcements, including the \$20 million investment in Windsor, noting that such measures do not address the immediate issue of market access and are insufficient in the face of near-term business closures. Witnesses emphasized that highly integrated supply chain parts may cross the Canada–U.S. border multiple times during production. For example, components used in vehicles such as the Chrysler Pacifica can cross the border seven to eight times, with each crossing now exposed to cumulative tariff costs. Witnesses suggested that while diversification is a long-term goal, it is not a viable short-term solution to the new tariffs due to the industry's deep integration with the U.S. market, logistical and geographic hurdles, and the scale of American demand. Witnesses indicated the irreplaceability of the U.S. market, noting no equivalent volume demand anywhere else in the world:

Nicole Vlanich (Executive Director, Canadian Association of Moldmakers): “All of the supports that are available and conversations about diversifying to new markets will never touch the business that we have with the U.S., ever. There's no way, from anywhere else in the world, that we are going to match the business we get with the U.S. There's no way around it.”¹³

Jonathan Azzopardi (Chief Executive Officer and President of Laval Tool and Mould Ltd.): “Efforts to diversify away from the U.S. markets may provide some short-term mitigation, but they do not resolve the structural disadvantages created within North America.”¹⁴

¹³ INDU-33, 20 April 2026

¹⁴ INDU-33, 20 April 2026

Jonathan Azzopardi (Chief Executive Officer and President of Laval Tool and Mould Ltd.): “We make jet skis. They come to Quebec, and Quebec takes those and turns them into the final product. They will probably sell one in every 10 in Canada. The other nine will go to the United States. Whether we want to admit it or not, even when we ship to Canada, those products still depend on the U.S. consumer.”¹⁵

Catherine Blanchet (Vice President, Business Development, PREXOR): “I’ve been working on diversifying my markets for years. However, diversifying into other markets isn’t something that happens overnight. Before we can say we’re going to change our approach and sell our products in Europe, it’s going to take several years. Moulds are very heavy and bulky. It’s difficult to break into a new market, and if we have to ship our products to Europe, it will be challenging. We can’t change our business model overnight, because it takes years. Even though manufacturers are known for being agile, it takes years to break into new markets and enter new countries. We won’t be able to achieve that so quickly.”¹⁶

Chris Vander Park (International Business Manager, Cavalier Tool & Manufacturing Ltd): “For us to sell outside of the U.S., to sell a tool to China, it's impossible. To sell a tool to India, it's impossible. For us to sell the tool to Europe, it is highly unlikely. Our world is U.S.-integrated. This is what CUSMA has done. This is what we built our business on.”¹⁷

¹⁵ INDU-33, 20 April 2026

¹⁶ INDU-33, 20 April 2026

¹⁷ INDU-33, 20 April 2026

Recommendations

While the Committee's report emphasizes important elements of the situation, and puts forward some helpful priorities, Conservatives believe that the overall effort to provide relief for Canada's moldmakers will be strengthened via the following recommendations:

1. That the Government of Canada urgently return to the negotiating table with the United States to address Section 232 tariffs, including pursuing immediate exemptions for the advanced manufacturing and metallurgical sectors which would include, but not be limited to, the mould, tool, and aluminum industries.
2. That the Government of Canada prioritize achieving long-term trade with the United States.
3. That the Government of Canada formally designate these sectors as strategically essential industries.
4. That the Government of Canada ensure Canada's tool, die, mould, and broader metallurgical and advanced manufacturing sectors are fully protected in ongoing negotiations and not treated as bargaining concessions.
5. That the Government of Canada implement targeted trade measures on aluminum extrusions and their derivative products, including products identified through specific Harmonized System (HS) codes, strengthen anti circumvention enforcement, and protect Canadian manufacturers from unfairly traded imports entering the Canadian market.
6. Explicitly integrate Canadian-produced extrusions into government procurement policies (Buy Canadian) for infrastructure, transportation, defence, and public buildings.

Conclusion

Witnesses consistently urged immediate action to address Section 232 tariffs, and explained why this is required to prevent permanent industrial loss in Canada's metallurgical and advanced manufacturing sectors. Much of witness testimony reinforced the importance of maintaining a strong and constructive Canada-U.S. relationship. Witnesses made clear that the issue is not simply one of long-term trade policy, but of immediate economic survival, with companies facing critical decisions within the next weeks and months.

Without a timely resolution to tariffs and greater policy certainty, Canada risks losing not only jobs and investment, but foundational industries that support key sectors such as defence, energy, and advanced manufacturing. Witnesses made clear that in the absence of policy certainty, decisions about investment, production, and employment are put on hold and increasingly being made outside of Canada.

These critical manufacturers alongside the Conservative Party, urge the Government of Canada to take immediate, swift, and decisive action to get a trade deal with the United States that both benefits our Canadian manufacturers and the North American supply chain that once flourished. What has changed is not the importance of Canada's relationship with the United States, but the urgency with which it must now be secured.

Respectfully submitted,

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