



The Regional Municipality of Durham

Community Growth and Economic Development Committee Agenda

Tuesday, March 4, 2025, 9:30 a.m.

Regional Council Chambers

Regional Headquarters Building

605 Rossland Road East, Whitby

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2097.

Note: This meeting will be held in a hybrid meeting format with electronic and in-person participation. Committee meetings may be [viewed via live streaming](#).

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There are no statutory public meetings	
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5.1 Lori Talling, Acting Manager, Agriculture and Rural Economic Development re: Growing North Durham Plan Annual Activity Report (2025-EDT-6) [Item 8.2 a.]	10
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9.	Advisory Committee Resolutions There are no advisory committee resolutions to be considered	
10.	Confidential Matters There are no confidential matters to be considered	
11.	Other Business	
12.	Date of Next Meeting Tuesday, May 6, 2025 at 9:30 AM	
13.	Adjournment Notice regarding collection, use and disclosure of personal information: Written information (either paper or electronic) that you send to Durham Regional Council or Committees, including home address, phone numbers and email addresses, will become part of the public record. This also includes oral submissions at meetings. If you have any questions about the collection of information, please contact the Regional Clerk/Director of Legislative Services.	

The Regional Municipality of Durham

MINUTES

COMMUNITY GROWTH & ECONOMIC DEVELOPMENT COMMITTEE

Tuesday, February 4, 2025

A regular meeting of the Community Growth & Economic Development Committee was held on Tuesday, February 4, 2025 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:30 AM. Electronic participation was offered for this meeting.

1. Roll Call

Present: Councillor Chapman, Chair
Councillor Pickles, Vice-Chair
Councillor Collier*
Councillor Kerr
Councillor Woo
Councillor Wotten attended the meeting at 9:32 AM
Regional Chair Henry
* **denotes Councillors participating electronically**

Also
Present: Councillor Ashe*
Councillor Carter*
* **denotes visiting Councillors participating electronically**

Absent: Councillor Shahid

Staff

Present: R. Adamsz, Manager, Facility Maintenance & Operations
E. Baxter-Trahair, Chief Administrative Officer
B. Bridgeman, Commissioner of Community Growth & Economic Development
M. Broderick, Manager, Business Development & Investment, Economic Development
A. de Vos, Economic Development Specialist
D. Dunn, Director, Transportation & Field Services
T. Fraser, Committee Clerk, Corporate Services – Legislative Services
S. Gill, Director, Economic Development & Tourism
C. Goodchild, Director of Community Growth
A. Harras*, Director of Legislative Services & Regional Clerk
B. Holmes, General Manager, Transit
J. Hunt, Director, Legal Services
R. Inacio, Systems Support Specialist, Corporate Services – IT
J. Kelly, Manager, Integrated Growth Management & Policy

C. Leitch, Manager, Transportation Planning
L. Lavery, Director, Rapid Transit & Transit-Oriented Development (TOD)
A. Luqman*, Acting Manager, Transit-Oriented Development (TOD)
G. Macfarlane, Program Specialist, Agriculture & Rural Economic Development
H. Ng, Manager, Data, Mapping & Graphics
J. Severs, Manager, Marketing & Tourism, Economic Development
T. Shaver, Manager, Small Business Enterprise Centre, Economic Development & Tourism
K. Smith, Committee Clerk, Corporate Services – Legislative Services
L. Talling, Acting Manager, Agriculture & Rural Affairs, Economic Development
N. Taylor*, Commissioner of Finance
L. Trombino, Manager, Development Advisory Services
V. Walker, Committee Clerk, Corporate Services – Legislative Services
R. Woon, Senior Solicitor, Chief Administrative Office – Legal Services
*** denotes Staff participating electronically**

2. Declarations of Pecuniary Interest

There were no declarations of pecuniary interest made.

3. Election of Community Growth and Economic Development Committee Vice-Chair

Chair Chapman called for nominations for the position of Vice-Chair of the Community Growth & Economic Development Committee.

Moved by Regional Chair Henry, Seconded by Councillor Kerr,
(10) That Councillor Pickles be nominated for the position of Vice-Chair of the Community Growth & Economic Development Committee.

Moved by Councillor Kerr, Seconded by Councillor Woo,
(11) That nominations be closed.

CARRIED

Chair Chapman asked if Councillor Pickles wished to stand. Councillor Pickles indicated he would stand.

Councillor Pickles was acclaimed as the Vice-Chair of the Community Growth & Economic Development Committee.

4. Adoption of Minutes

Moved by Councillor Pickles, Seconded by Councillor Woo,

- (12) That the minutes of the regular Community Growth & Economic Development Committee meeting held on Tuesday, January 7, 2025, be adopted.

CARRIED

5. Statutory Public Meetings

There were no statutory public meetings.

6. Presentations

- 6.1 Lori Talling, Acting Manager, Agriculture and Rural Economic Development, and Allison de Vos, Economic Development Specialist, re: Growing Agri-Food Durham Plan Annual Report (2025-EDT-3) [Item 9.2 a.]

Lori Talling, Acting Manager, Agriculture and Rural Economic Development, and Allison de Vos, Economic Development Specialist, provided a PowerPoint presentation with regards to the Growing Agri-Food Durham Plan Annual Report.

Highlights of the presentation included:

- Purpose
- Goal Areas
 - Goal 1: Retain and Expand Local Food Businesses
 - Goal 2: Streamline the Regulation and Approval Process for Agri-Food Businesses
 - Goal 3: Enable and Encourage Agriculture Related and On-Farm Diversified Uses Related to Agriculture
 - Goal 4: Advocate for Infrastructure Support
 - Goal 5: Support Businesses to Increase Agri-Food Processing Capacity
 - Goal 6: Identify Opportunities and Solutions for the Workforce and Labour Shortages in the Agri-Food Sector
 - Goal 7: Provide Resources for Aging and Young Farmers
 - Goal 8: Partner with Agriculture Organizations to Deliver and Expand Agriculture Literacy in the Region
 - Goal 9: Enable a Culture of Innovation in Agriculture and Food
 - Goal 10: Enhance Urban Agriculture
- Annual Reporting and 2025 Priorities

L. Talling and A. de Vos responded to questions from the Committee with respect to the location of the nearest abattoir to the Region; and the transportation challenges that farmers encounter travelling to the facility.

7. Delegations

- 7.1 Terry Rekar (In-Person Attendance), re: Transportation Master Plan

Terry Rekar, participating in person, appeared before the Committee regarding the Transportation Master Plan.

T. Rekar expressed concerns with respect to the raw materials that are used to manufacture batteries for electric vehicles; the methods used to mine cobalt, which is a metal element commonly used in lithium-ion batteries in electric vehicles; safety practices and health-related hazards for cobalt miners; how the cobalt that is used in the electric powered buses recently purchased by the Region was sourced; and whether an audit with respect to the sourcing of cobalt for Regional buses was conducted.

T. Rekar added that electric vehicles generate emissions as the electricity to power the batteries are produced from power plants, many of which burn fossil fuels and contribute to greenhouse gas emissions.

8. Community Growth

8.1 Correspondence

There were no communication items to be considered.

8.2 Reports

There were no Community Growth Reports to be considered.

9. Economic Development

9.1 Correspondence

There were no communication items to be considered.

9.2 Reports

A) Growing Agri-Food Durham Plan Annual Report (2025-EDT-3)

Report #2025-EDT-3 from B. Bridgeman, Commissioner of Community Growth and Economic Development, was received.

Staff responded to a question from the Committee with regards to the Region's role in streamlining the policies and procedures in place, specifically relating to zoning and on-farm diversified uses, to allow business in the agriculture industry to advance in a timely manner.

Moved by Councillor Wotten, Seconded by Councillor Pickles,
(13) That Report #2025-EDT-3 of the Commissioner of Community Growth and Economic Development be received for information.

CARRIED

B) 2024 Convergence Music, Arts, and Cultural Festival (2025-EDT-4)

Report #2025-EDT-4 from B. Bridgeman, Commissioner of Community Growth and Economic Development, was received.

Moved by Councillor Wotten, Seconded by Councillor Pickles,
(14) That Report #2025-EDT-4 of the Commissioner of Community Growth and Economic Development be received for information.

CARRIED

C) Do It In Durham Entrepreneurship Week – Business Advisory Centre Durham (2025-EDT-5)

Report #2025-EDT-5 from B. Bridgeman, Commissioner of Community Growth and Economic Development, was received.

Moved by Councillor Wotten, Seconded by Councillor Pickles,
(15) That Report #2025-EDT-5 of the Commissioner of Community Growth and Economic Development be received for information.

CARRIED

10. Advisory Committee Resolutions

10.1 Durham Environment and Climate Advisory Committee

A) Resolution to Support the Need for Provincial Action on Salt Pollution from Road Salt

Moved by Councillor Woo, Seconded by Councillor Pickles,
(16) That the Community Growth & Economic Development Committee recommends that the resolution received from the Durham Environment and Climate Advisory Committee to support the need for provincial action on salt pollution from road salt be referred to the Works Committee.

CARRIED

11. Confidential Matters

There were no confidential matters to be considered.

12. Other Business

12.1 Federal Announcement Regarding Pickering Airport Lands

B. Bridgeman stated that on January 27, 2025, the Federal Minister of Transport and Internal Trade made an announcement that the federally owned lands located in northeast Pickering will not be used as a future airport site.

B. Bridgeman further stated that in 1972 these lands were expropriated from the federal government with the intention of developing an international airport in the future. He identified the lands as being located north of Highway 407 and west of Brock Road, containing approximately 8,700 acres, including portions that fall within the Greenbelt and Oak Ridges Moraine boundaries.

B. Bridgeman added that the federal announcement also stated that the federal government intends to transfer the high conservation value lands to Parks Canada, which would be added to the Rouge National Urban Park.

B. Bridgeman advised that a formal consultation process to determine the future use of these lands will take place and added that staff will monitor the process and provide further updates to the Committee as they become available.

B. Bridgeman responded to questions from the Committee with respect to whether the current zoning regulations for the lands will be removed; and the legislative process for doing so.

12.2 Economic Development Update Regarding Proposed Tariffs Between the United States and Canada

S. Gill provided an update with respect to the proposed tariffs between the United States (U.S.) and Canada and stated that the U.S. has put a 30-day hold on the proposed tariffs following commitments relating to border security made by the Prime Minister.

S. Gill stated that the proposed tariffs, if implemented, would have broad economic impacts across Canada, and noted that the severity of those impacts would depend on the duration the tariffs are in place. He further stated that the industries in the Region that are expected to be the most impacted by the tariffs are the home building industry; the automotive industry; and producers of certain primary goods and agriculture products. S. Gill noted that tariffs would not be imposed on services and intangible goods.

S. Gill advised that at an emergency meeting was held with the Durham Economic Development Partnership (DEDP) and all chambers and boards in the Region to discuss immediate response activities to be taken. He stated that a list of potentially affected businesses has been shared with the province's representative in Washington and the Economic Development departments at the area municipalities. S. Gill advised that a landing page will be created that will contain updated information and helpful resources for businesses.

S. Gill stated that the Region is also looking to diversify trade partnerships in other international markets and advised that Canada and the European Union have a tariff-free trade agreement in place. He added that staff is working with area municipal partners to develop a trade diversification program.

13. Date of Next Meeting

The next regularly scheduled Community Growth & Economic Development Committee meeting will be held on Tuesday, March 4, 2025 at 9:30 AM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

14. Adjournment

Moved by Councillor Kerr, Seconded by Councillor Pickles,
(17) That the meeting be adjourned.
CARRIED

The meeting adjourned at 10:13 AM

Respectfully submitted,

B. Chapman, Chair

V. Walker, Committee Clerk



Growing North Durham Annual Report

Durham Region Community
Growth & Economic
Development Committee

March 4, 2025



Background

- Endorsed in early 2023 by Regional and north Durham Township Councils
- Supporting plan of Ready Set Future
- Goals and actions to support economic growth across north Durham to 2027
- Commitment to provide annual reports to Councils



Plan Approach

- North Durham-wide collaboration
- Regular communication and meetings

Three Pillars

- People
- Places
- Prosperity



People

- 2024 North Durham Building Business Forum
- North Durham Labour Force Study
- Information sharing with business community
- Innovation success stories
- Agri-Food Gateway Pilot Program





Places

- Durham College Photography Program partnership
- North Durham lens on marketing initiatives and campaigns
- Home Sweet Scugog Welcome Wagon program
- Focus on north Durham's downtowns:
 - Brock Downtown CIP
 - Scugog Business Program
 - Uxbridge Downtown Revitalization Program





Prosperity

- Scugog Business Program Final Report and Action Plan
- Investment inquiries
- Program-related and ad-hoc business support
- Building, Business and Parcel inventories
- Web asset improvements including business toolkit updates and interactive data tools



Looking Ahead

- North Durham Labour Force Plan development and implementation of actions such as a north Durham Job Fair
- Standardized business visitation program
- Targeted CIP promotion
- Targeted downtown business attraction



Questions & Thank you!

InvestDurham@durham.ca

InvestDurham.ca



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2025-CG-4
Date: March 4, 2025

Subject:

Smart Mobility Durham 2024 Annual Report and 2025 Workplan

Recommendation:

That the Community Growth and Economic Development Committee recommends to Regional Council that:

- A) Commissioner's Report #2025-CG-4, including the Smart Mobility Durham's 2024 Annual Report as outlined in Attachment 1, be received;
 - B) Smart Mobility Durham's 2025 Workplan be approved, as outlined in Attachment 2 to this report; and
 - C) A copy of this Report be forwarded to the Durham Active Transportation Committee and the Area Municipalities.
-

Report:

1. Purpose

- 1.1 The purpose of this report is to provide an overview of Smart Mobility Durham's activities for 2024 and to present the 2025 workplan.

2. Background

2.1 Smart Mobility Durham is comprised of three Transportation Demand Management (TDM) programs, coordinated by the Region's Community Growth Division, Transportation Planning section:

- a. **Smart Commute Durham** conducts annual campaigns, hosts events, provides resources, online tools, and action planning support to 32 of Durham Region's largest employers to promote the use of active and sustainable transportation options when commuting.
- b. **Active and Sustainable School Travel** engages local and Regional stakeholders across Durham Region to identify ways to improve pedestrian and cyclist safety in school zones, and encourages students to walk, cycle and take the bus. The program hosts annual events and campaigns focused on promoting sustainable transportation options to students and school staff.
- c. **Cycle Durham** promotes broad public awareness of cycling options and promotes cycling related events and initiatives happening throughout Durham Region.

2.2 By making it easier and more attractive for travellers to use active and sustainable modes of transportation, these TDM programs support progress towards the Region's Transportation Master Plan non-auto mode share target of 35 per cent by 2031. Increasing non-auto mode share benefits the community by:

- a. Unlocking additional value from existing transportation by using it more efficiently.
- b. Easing vehicle congestion.
- c. Encouraging healthy lifestyles and reducing healthcare costs.
- d. Improving air quality.
- e. Reducing greenhouse gas emissions.

3. Previous Reports and Decisions

3.1 On January 9, 2024, the Smart Mobility Durham Annual Report for 2023 and Workplan for 2024 was presented and approved by the Planning and Economic Development Committee ([Report #2024-P-4](#)).

4. 2024 Annual Report

4.1 Smart Mobility Durham's 2024 activities are summarized in the Smart Mobility Durham 2024 Snapshot (see Attachment #1).

5. 2025 Workplan

- 5.1 The following summarizes the key Smart Mobility Durham initiatives planned for 2025 (see Attachment #2):
- a. Encouraging participation in the Region's workplace commuting and school travel programs through tailored outreach in partnership with the Corporate Communications Office, Diversity, Equity and Inclusion Division, Economic Development Division, Durham Region Transit and area municipalities to engage different audiences.
 - b. Promoting cycling-related promotional programs such as Bike Month, Bike to Work Day, and supporting other cycling events in the Region.
 - c. Updating, monitoring, and evaluating methods to respond to the changing needs of members; including data collection and reporting of greenhouse gas emissions (GHGs) for member organizations that are keen to measure their environmental footprint from employee commuting and school travel.
 - d. Increasing safety awareness at elementary schools as part of the Durham Active and Sustainable School Travel Program.

6. Relationship to Strategic Plan

- 6.1 This report aligns with/addresses the following strategic directions and pathways in Durham Region's 2025-2035 Strategic Plan:
- a. Connected and Vibrant Communities
 - C4 – Improve road safety, including the expansion and connection of active transportation networks to enhance the range of safe mobility options
 - b. Environmental Sustainability and Climate Action
 - E2 – Collaborate with partners on the low-carbon transition to reduce community greenhouse gas emissions across Durham Region
 - c. Strong Relationships
 - S3 – Collaborate across local area municipalities, with agencies, non-profits, and community partners to deliver co-ordinated and efficient services.

7. Conclusion

- 7.1 Smart Mobility Durham's programs are an important component of the Region's efforts to achieve the goals and objectives of the Durham Transportation Master Plan. Together, these TDM programs represent leadership and commitment to promoting the use of sustainable transportation options that enhance quality of life and support transition to a low-carbon, climate-resilient region.

8. Attachments

Attachment #1: Smart Mobility Durham – 2024 Snapshot

Attachment #2: Smart Mobility Durham – 2025 Workplan

Respectfully submitted,

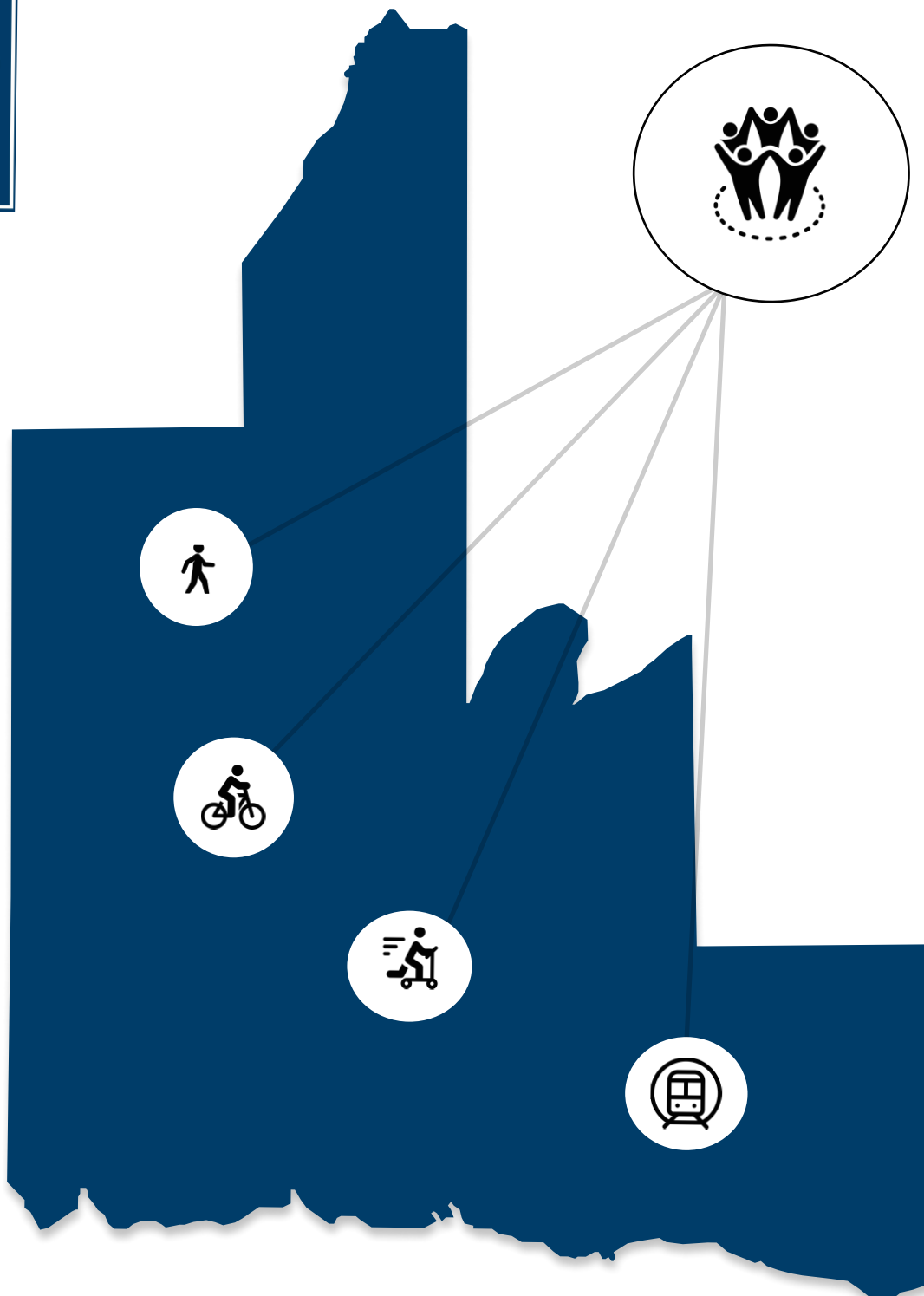
Original signed by

Brian Bridgeman, MCIP, RPP, PLE
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Nancy Taylor for
Elaine C. Baxter-Trahair
Chief Administrative Officer



Smart Mobility Durham

2024 Snapshot

Smart Mobility

Smart Mobility Durham is the Region's umbrella Transportation Demand Management (TDM) Program and includes Cycle Durham, Smart Commute Durham and the Active and Sustainable School Travel program (ASST), under its portfolio.

These three programs work in tandem to employ a range of communications and public relations tactics, designed to encourage travelers to explore and use sustainable modes of transportation when moving around Durham Region and throughout the Greater Golden Horseshoe.

Smart Mobility Durham operates at the intersection of Transportation Planning and Community Engagement. Throughout the year, Smart Mobility Staff consult with stakeholders from a wide array of disciplines and sectors from across the Region to develop and coordinate public relations campaigns and community engagement initiatives to bring awareness to sustainable transportation initiatives happening across Durham Region and the Province.



Active School Travel

The Active and Sustainable School Travel program (ASST) works across Durham Region to understand how elementary school students travel to and from school and how more students can be encouraged to adopt active and sustainable modes of transportation like walking, cycling and taking the bus for their commute to school.

Each school year, a cohort of schools from across the Region's eight local area municipalities are invited to participate and identify transportation and traffic issues in and around their school zones. The ultimate goal is to make the school zone and surrounding neighbourhoods safer for all road users.

School recruitment occurs from September until February through a nomination process coordinated by Smart Mobility staff with input from local and Regional stakeholders. Once a cohort is identified, School Principals, School Board Representatives, Health Department, Durham Regional Police Services, and Area Municipal Planning staff are briefed and asked to assist in developing School Travel Plans (STPs). STPs are informed via multiple data sources including a family survey , site visit, traffic data analysis and in-depth consultation with school administration.



Photo Description: Smart Mobility staff and stakeholders on a school walkabout in May 2024



120 Bike to
School Day
Participants



4 Schools
Engaged
through the
STP Process



Smart Commute Durham works with businesses throughout the Region to encourage staff to adopt sustainable commuting options like carpooling, cycling, taking public transit, or walking (if they are able). This is done through offering incentives and programming that supports these alternative transportation modes to the single occupant automobile (SOV). Annual programming includes:

- 1. Winter commute month in February
- 2. Bike Month in June
- 3. Smart Commute Month in September
- 4. WALKtober in October

Smart Commute is an Ontario wide organization and there are also chapters in Hamilton, Halton, York, Toronto, Sudbury, London and Bruce County. Smart Commute Durham collaborates with workplaces to implement programs like employee bike sharing schemes, carpooling programs, and adding bicycle parking and repair infrastructure.

The ultimate goal of Smart Commute Durham is to understand the different types of commuters that travel to and from Durham, the Greater Toronto and Hamilton Area and beyond. Additionally Smart Commute Durham gathers information on how commuting occurs on a day-to-day basis across the Region and focuses on removing barriers to sustainable transportation uptake.

Dashboard

Search Trips

Whitby GO, 1350 Brock St S, Whitby, ON

Durham Regional Municipality, 605 Rossland Rd E, Whitb

SEARCH

Smart Commute uses a ride-matching application where users can create a trip profile with their starting and ending destinations. Once entered, the app searches for other users travelling in the same direction in an effort to match riders with drivers for smarter commutes.

Cycle Durham



Cycle Durham is the community engagement arm of Smart Mobility Durham and works to encourage and educate the general public about cycling and cycling related skills and activities. Through Cycle Durham, Smart Mobility staff coordinate events and campaigns activities like Bike Month which happens every June across Ontario.

Bike Month is Smart Mobility Durham’s premier community engagement campaign and is run through Cycle Durham. Throughout June, Durham residents are invited attend workshops and participate in cycling related activities that are designed to promote cycling as well as to showcase Durham Region as a spectacular place to live, work, play and cycle.

Each program under the Smart Mobility Banner incorporates Bike Month elements. Smart Commute also promotes Bike to Work Day whereas our Active and Sustainable School Travel programs coordinates and executes Walk and Roll to School Day.

In Partnership with the four foundations of Lakeridge Health (Ajax Pickering, Oshawa, Bowmanville and Port Perry), the Region supported Bike for Health. This charity bike ride was held on June 2, 2024 and started/ended at Ajax Downs.



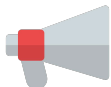
Photo Description: Bike to Work Day was held at the Regional Headquarters building on June 6, 2024 for the first time since the Pandemic



250 Bike For Health
Charity Ride Participants



30 Bike Month Pledges



3 Targeted Campaigns
conducted throughout
Bike Month



Smart Mobility Durham 2025 Workplan

Scope of Activities

The following list of activities and initiatives will act as a guideline for the Smart Mobility Durham programs throughout 2025. These activities and initiatives align with Durham Region's 2025-2035 Strategic Plan, including strategic directions and pathways for connected and vibrant communities (pathway C4); environmental sustainability and climate action (pathway E2); and strong relationships (pathway S3). They also support the Durham Transportation Master Plan (TMP), particularly Direction #5 to promote sustainable travel choices and actions. They also assist the goals identified in sections 7.4 of the Durham TMP and Actions 70, 71, 74 and 75.

Smart Commute Initiatives

1. Winter Commute Month (February 2025)
2. Bike Month – Bike to Work Day (June 2025)
3. Walktober (October 2025)
4. SmartCommute.ca Trip logging Tool Promotional Campaign (ongoing)
5. Public engagement and promotion of Smart Commute Durham (ongoing)
6. Annual Survey (September 2025)

Active and Sustainable School Travel Initiatives

1. School Travel Planning – Implementing existing plans (January – December)
2. School Travel Planning – Developing new plans (January – December)
3. Winter Walk Day social media campaign (February 2025)
4. Back to School awareness campaign (September 2025)
5. Walk and Roll to School Campaign (June 2025)

Cycle Durham Initiatives

1. Bike Month (June 2025)
2. Public Engagement campaigns (ongoing)
3. Communications Campaigns (ongoing)

4. Bike for Health charity ride, supporting Lakeridge Health Foundation (May 2025)
5. Interactive Active Transportation Map (ongoing)
6. Bicycle Parking Guidelines (ongoing)



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2025-CG-5
Date: March 4, 2025

Subject:

Durham Environment and Climate Advisory Committee (DECAC) Youth Membership Appointment

Recommendation:

That the Community Growth and Economic Development Committee recommends to Regional Council:

- A) That Chazz DeAbreu be appointed to the Durham Environment and Climate Advisory Committee as its Youth Member and that they be so advised; and
 - B) That a copy of this report be forwarded to the Durham Environment and Climate Advisory Committee and Pickering High School.
-

Report:

1. Purpose

- 1.1 The purpose of this report is to recommend that Chazz DeAbreu, a grade 11 student at Pickering High School in Ajax, be appointed to the Durham Environment and Climate Advisory Committee (DECAC) as its Youth Member.

2. Background

- 2.1 The Council approved DECAC Terms of Reference allows for the appointment of one Youth Member, who is a secondary school student in grade 10, 11 or 12 in Durham Region. This Youth Member can sit for a maximum of three years, or until

they are no longer in high school, whichever comes first.

3. Membership Appointment Process

- 3.1 In accordance with the DECAC Terms of Reference, a Public Service Announcement was posted to the Region's social media platforms to advertise that a Youth Member for DECAC was being sought. Application information was also provided to each school board and disseminated to high school principals. Two expressions of interest were received and carefully considered by Community Growth Division staff.
- 3.2 Chazz DeAbreu is a student at Pickering High School that plans to pursue post-secondary studies in Environmental/Earth Sciences. Chazz has extensive volunteer experience, including two years with the Claremont Nature Centre in Pickering and participation in the Conservation Youth Corps program.
- 3.3 As required, letters of reference were provided from Chazz's school and parent/guardian. These letters highlight Chazz's strengths and interests in the environmental sector, and their ability to make a positive contribution to DECAC. A summary of all applicants for this position has been provided in Attachment #1 (under separate cover) for consideration by Community Growth and Economic Development Committee.
- 3.4 The time commitment for a youth member is approximately three hours per month. At their school's discretion, this time qualifies as community involvement hours. Students are required to have a minimum of 40 hours of community involvement in order to obtain their Ontario Secondary School Diploma.

4. Previous Reports and Decisions

- 4.1 The DECAC 2024 Annual Report and 2025 Workplan was provided in [Report #2025-CG-2](#).

5. Relationship to Strategic Plan

- 5.1 This report aligns with/addresses the following strategic directions and pathways in the Durham Region Strategic Plan:
 - a. Under the Strategic Direction, Environmental Sustainability and Climate Action, Pathway E5 – Respect the natural environment, including greenspaces, waterways, and agricultural lands; and

- b. Under the Strategic Direction, Strong Relationships, Pathway S1 – Enhance inclusive opportunities for community engagement and meaningful collaboration.

6. Conclusion

- 6.1 Chazz DeAbreu, a grade 11 student at Pickering High School in Ajax, meets the requirements for appointment as the Youth Member on DECAC. It is recommended that Chazz DeAbreu be appointed to this role.

7. Attachments

Attachment #1: DECAC Youth Member Nomination Summary (under separate cover).

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP, PLE
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Nancy Taylor for
Elaine C. Baxter-Trahair
Chief Administrative Officer



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2025-EDT-6
Date: March 4, 2025

Subject:

Growing North Durham Plan Annual Activity Report

Recommendation:

That the Community Growth and Economic Development Committee recommends:

That this report be received for information.

Report:

1. Purpose

- 1.1 The purpose of this report is to provide an annual report on the implementation of the [Growing North Durham: Rural Economic Development Action Plan](#).
- 1.2 The report will be accompanied by a staff presentation from Lori Talling, Acting Manager of Agriculture and Rural Economic Development.

2. Background

- 2.1 The Growing North Durham Plan was endorsed by Regional Council as well as the Councils in the Townships of Brock, Scugog and Uxbridge in early 2023. It sets out goals and actions to support economic growth across north Durham to 2027.

3. Previous Reports and Decisions

- 3.1 The 2023-2027 Growing North Durham: Rural Economic Development Action Plan was received by Planning and Economic Development Committee on February 7, 2023 ([#2023-EDT-2](#)).

- 3.2 The Growing North Durham Annual Activity Report was received by Planning and Economic Development Committee on February 6, 2024 ([#2024-EDT-4](#)).

4. Implementation Update

- 4.1 The delivery of economic development programming in north Durham relies on collaboration between Durham Region (Economic Development and Tourism staff), the Townships of Brock, Scugog and Uxbridge, and various business support organizations such as the Brock Board of Trade, North Durham Chamber of Commerce, Scugog Economic Development Advisory Committee, Business Improvement Associations (BIAs), and more.
- 4.2 This collaborative approach encourages community stakeholders to take part in identifying opportunities and solutions to economic challenges and has been integral in the implementation of the Growth North Durham Plan so far.
- 4.3 The Growing North Durham Plan (the Plan) is structured under three pillars: People, Places and Prosperity. Each pillar contains goal areas and actions that support a community-driven approach to economic development. Identified below are some of the key activities that are either underway or were completed within each pillar over the past year:
- a. **People:** This pillar recognizes the strong correlation between human capital and economic growth.
- Hosted the North Durham Building Business Forum on October 22, 2024 ([#2025-EDT-1](#)). Sessions on Artificial Intelligence for small and medium-sized businesses and leading with inclusion in the workplace aligned with goal areas and actions in the Plan.
 - A North Durham Labour Force Study to examine and highlight key factors contributing to labour market dynamics was completed. An action plan to support labour force development and address workforce needs is being developed. Actions to address some of the factors impacting the labour market are already underway such as exploration of solutions to workforce transportation challenges in collaboration with partners. Staff continue to engage with Durham College Community Employment Services and Durham Workforce Authority on actions to support this goal area.
 - In mid-2024, Agriculture and Rural Economic Development e-newsletter and social media channels shifted to agri-food focused content. Rural economic development content is now shared through the Invest Durham e-newsletter and social media channels, and Durham Tourism channels when relevant.

Invest Durham and Durham Tourism continue to grow their online presence which benefits entrepreneurs and small business owners in North Durham. Throughout 2024, staff continued to share relevant information with north Durham entrepreneurs and small business owners through these platforms, as well as one-on-one meetings.

- North Durham innovation success stories were featured through Invest Durham social channels and other marketing.
- The Agri-Food Gateway Pilot Program ([#2024-INFO-85](#)), which also supports the Growing Agri-Food Durham Plan, was developed and delivered to provide small to medium sized technology companies with agricultural training to help them adapt their technologies to fill needs and gaps in the agri-tech and agri-food industry. This program was a partnership between National Research Council of Canada Industrial Research Assistance Program (NRC IRAP), Durham College and the Economic Development and Tourism Agriculture and Rural program. Five companies completed the training, and three of those companies are actively pursuing an agri-tech product offering. Continuation of the program in 2025 is being explored.

b. **Places:** This pillar highlights and strengthens north Durham's unique qualities of place that stimulate meaningful connections with the community.

- Staff partnered with the Durham College photography program to capture images of north Durham businesses to be used in future marketing campaigns and materials. Nine businesses participated.
- Several initiatives and campaigns led by the Division's Marketing, Tourism and Rural Tourism staff have been delivered over the last year with strong north Durham content or focus, including Gather at the Farm, Rural Routes, Out of Office, Durham Region Signature Sites, and #ShopinDurham Week. More than 40 blog posts published across the Invest Durham and Durham Tourism channels, and on the Downtowns of Durham website, have focused on or included north Durham content.
- Staff continued to support development of the Scugog Economic Development Advisory Committee-led Home Sweet Scugog Welcome Wagon program set to launch in early 2025.
- Staff attended selected business openings and celebrations and connected with new businesses to make them aware of support available. One-on-one support was provided to more than 30 current or prospective north Durham businesses in 2024. This support included activities such as providing letters of support, identifying funding opportunities, assisting with site selection,

facilitating connections to industry partners, and sharing relevant information and data.

- Staff continued to support implementation of Uxbridge Downtown Revitalization initiatives, including representation on the Uxbridge Downtown Revitalization Committee.
- Working closely with Township staff, a Rural Economic Development (RED) grant was secured for Uxbridge downtown revitalization.
- Staff reviewed and provided input on the Township of Brock Downtown Community Improvement Plan (CIP) updates and promotional campaign plans and participate on the CIP Application Review Panel.

c. Prosperity: The prosperity pillar is about business retention and making informed decisions to encourage and enable economic growth.

- Staff worked closely with the Township of Scugog to support hiring a consultant to facilitate the development of the Scugog Business Program (SBP) Final Report and Action Plan, led stakeholder sessions to develop a 2025 work plan, and are supporting the development of a SBP promotional video. Regional Economic Development and Tourism staff will continue to support implementation activities in 2025.
- Using the SBP as a model, staff are developing options for a standardized approach to ongoing business visitations across north Durham to effectively deliver business retention programming.
- In coordination with Development Services staff from across north Durham, Regional Economic Development and Tourism staff respond to investment inquiries on an ongoing basis. Most investment inquiries are generated through the Region's Business Development and Investment Team who undertake investment attraction work on behalf of all Durham municipalities. In other cases, investment leads are received directly by Regional Economic Development staff and Township staff. Of the 33 investment inquiries circulated to the Durham Economic Development Partnership (DEDP) in 2024, at least one north Durham site was deemed suitable and was submitted on 19 occasions.
- Building, Business and Parcel inventories were developed for key areas of economic interest across North Durham (downtowns and employment lands). These are valuable for responding to investment inquiries, tracking potential opportunities for investment/new business, targeting businesses for selected promotional activities, and providing data for grant applications and/or reporting.
- Township-specific Business Toolkits were updated and promoted.

- Township-specific community profiles were updated and expanded, including a full content refresh, the addition of interactive data tools, and improved linkages between township websites and the Invest Durham website, where these pages are hosted ([#2024-INFO-54](#)).
- Staff researched and consulted with Development Services staff in the three north Durham Townships to provide north Durham updates to the [Invest Durham Signature Sites](#) document and represented north Durham at the DEDP Commercial & Industrial Realtor/Developer Social event in May 2024.
- Staff continued to develop relationships with owners or representatives of developable employment and commercial land parcels across north Durham, share servicing information and discuss opportunities with potential investors and partners.
- Staff continue to engage in discussions and request progress updates from Regional Works on pre-servicing North Durham employment lands, highlighting the importance of servicing for economic growth.
- Discussions with Durham OneNet and Vianet related to business broadband connectivity challenges and opportunities are ongoing.

5. Relationship to Strategic Plan

- 5.1 This report aligns with/addresses the following strategic goals and priorities in the Durham region Strategic Plan:

Goal 3: Economic Prosperity

- Item 3.1: Position Durham Region as the location of choice for business
- Item 3.2: Leverage Durham's prime geography, social infrastructure, and strong partnerships to foster economic growth.

6. Conclusion

- 6.1 The Growing North Durham Plan represents an ongoing commitment for a collaborative north Durham-wide approach to the delivery of economic development programming in the Townships of Brock, Scugog and Uxbridge. Updates have been scheduled and/or delivered to each Council in north Durham to update the Townships on progress implementing the Growing North Durham Plan, and scheduled activities for 2025.
- 6.2 Plans are underway to support, advance, or launch several key initiatives that will continue to advance goals of the Plan. Areas of focus include North Durham Labour Force Action Plan development and implementation of selected actions, development of

a standardized business visitation program, targeted CIP promotion and targeted downtown business attraction.

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP, PLE
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Nancy Taylor for
Elaine C. Baxter-Trahair
Chief Administrative Officer



The Regional Municipality of Durham Report

To: Community Growth and Economic Development Committee
From: Commissioner of Community Growth and Economic Development
Report: #2025-EDT-7
Date: March 4, 2025

Subject:

Investment Attraction Metrics – Annual Activity Report 2024

Recommendation:

The Community Growth and Economic Development Committee recommends:
That this report be received for information.

Report:

1. Purpose

- 1.1 This report summarizes and provides an annual overview of the 2024 investment attraction metrics, outlining the investment attraction activities as well as real estate related queries handled by the Durham Region Economic Development and Tourism Division (Invest Durham) last year.
- 1.2 This report also summarizes major commercial and industrial investments of economic significance across the Region in 2024.
- 1.3 This report will be accompanied by a presentation to Committee by the Region's Director of Economic Development and Tourism, Simon Gill, and Manager of Business Development and Investment, Maylene Broderick.

2. Background

- 2.1 Invest Durham's investment attraction activities in 2024 were focused on five areas:

- a. Generate and source leads for potential new investment, including investment attraction missions, in-market lead generation services, and hosting investor tours and delegations;
 - b. Respond to investment inquiries and deliver specialized services and advice to prospective investors;
 - c. Promote the Region among the real estate and development community;
 - d. Cultivate relationships with community partners, post-secondary institutions, and senior government agencies, to promote investment attraction to Durham; and
 - e. Establish partnerships with international economic development agencies that promote investment mobility between our respective communities and strengthen our resources for investment attraction in our priority sectors.
- 2.2 Invest Durham has categorized potential investors based on level of commitment and planned investment time horizon. See Appendix 1 for an overview of the Invest Durham Sales Funnel, which lists definitions for the following stages in the sales funnel: 'Lead', 'Prospect', 'Opportunity', 'Active Investor', and 'Closed' or 'Win'.

3. Previous Reports

- 3.1 [#2024-EDT-7](#) Investment Attraction Metrics – Annual Activity Report 2023
- 3.2 [#2022-EDT-15](#) Ready Set Future: Five Year Economic Development and Tourism Strategy and Action Plan

4. Year End Review 2024: Investment Attraction Metrics

- 4.1 In 2024, Invest Durham handled 161 leads or investment inquiries. An overview of the leads is included as Appendix 2 of this report. Of the 161 leads serviced in 2023:
- a. 60 leads (37 percent) have been moved to closed-lost due to a change in the companies' business plans or lack of suitable real estate to service the lead.
 - b. 99 leads (62 percent) are still open and are in various stages of the sales funnel.
 - c. 2 leads (1 percent) successfully established a presence in the region (included in sections 5.2 and 5.3).

- 4.2 A breakdown of leads by industry is included as Appendix 3. Due to the concentration of efforts by the team to source new investment primarily from the five priority clusters outlined in “Ready, Set, Future”, 86% of new leads are in these priority clusters. The breakdown by priority cluster is shown below and summarized in Appendix 4:
- a. Future Energy: 38 percent
 - b. Agri-Food: 15 percent
 - c. Next Gen Mobility: 9 percent
 - d. Applied Digital Technology: 22 percent
 - e. Arts, Culture, and Creative: 1 percent
 - f. Other: 15 percent
- 4.3 Invest Durham’s promotional activities, initiatives, and targeted lead generation accounts for 66 percent of the total leads. Invest Durham’s relationships and brand messaging to partners and amplifiers, accounts for 34 percent of the total leads. A further breakdown of leads by source is shown in Appendix 5 and is summarized below:
- a. 101 leads (63 percent) were generated from Invest Durham’s investment missions, both virtual and in-person.
 - b. Six leads (4 percent) were generated as a result of Invest Durham’s promotional and marketing efforts, outside of the missions, including through participation in local events.
 - c. 23 leads (14 percent) came from companies that directly contacted Invest Durham.
 - d. Four leads (2 percent) originated from Invest Durham’s partnerships and with Ontario Manufacturing Communities Alliance (OMCA), Ontario Food Cluster (OFC), and the Durham Economic Development Partnership (DEDP).
 - e. 22 leads (14 percent) came from federal and provincial government agencies such as Global Affairs Canada, Invest in Canada, Invest Ontario, and the Ministry of Economic Development, Job Creation, and Trade (MEDJCT).
 - f. Five leads (3 percent) came through referrals or introductions from intermediaries such as community members, businesses, site selectors (non-government) and real estate agencies

- 4.4 In 2024, Invest Durham undertook eight investment attraction missions, with a dual purpose of meeting with prospective investors, and promoting Durham Region's value proposition for investment in our strategic target geographies. A summary of these activities is outlined in Appendix 6.
- 4.5 In addition to the investment missions, Invest Durham participated in 64 industry events, conferences, and trade shows in 2024, to identify and meet with prospective investors, develop new relationships with strategic partners, or strengthen existing relationships. A summary of these is outlined in Appendix 7.
- 4.6 In 2024, the Business Development and Investment Attraction team hosted 21 inbound delegations and site tours with prospective investors. Details of these are provided in Appendix 8.
- 4.7 In 2024, Invest Durham substantially advanced regional relationships with important partner organizations for investment attraction, particularly with senior government investment attraction agencies both domestically and internationally. These senior agencies, or senior government staff of foreign governments, are critical to successfully attracting investment. Strong relationships result in an awareness of Durham's brand, reputation, and value proposition for investment. Responsiveness to requests from these agencies, and the quality of information provided, leads to an increase in prospective investment referrals to Durham through these agencies. See Appendix 9 for details on the various activities of Invest Durham to advance these critical relationships.
- 4.8 The complete set of 2024 annual metrics tracked by the Business Development and Investment Section of Invest Durham is below:

Annual Metric	Target	Actual
Prospective Investment Leads	125	161
Personalized Pitch Proposals Sent	35	48
Site Selection Services Delivered	25	31
In-Person Inbound Delegations / Tours	10	21
Number of Investment Missions	8	8
Support or Participate in Other Events	N/A	64
Touchpoints with Prospective Investors	1,000	1,414

5. Wins

- 5.1 Wins are listed in this report based on the level of involvement of Invest Durham to support the business in making an investment decision:

- a. **Lead Role:** Invest Durham held the primary relationship with the prospective investor, or worked directly with the prospective investor, and materially contributed to their decision to select Durham for a new investment.
- b. **Supportive Role:** Invest Durham provided services or support throughout the investment process, but the relationship with the business was primarily with another party or level of government.
- c. **No direct involvement:** Investments for which Invest Durham had no direct relationship with the investor throughout the decision-making process and are not included in the 'Wins' metric. It could be that the investor did not seek government support or worked exclusively with another level of government. It is important to note that in these cases, the Invest Durham marketing activities to promote the Region and showcase Durham's value proposition and development opportunities may have contributed to the investment decision; however, this is usually not quantifiable. It is also important to note that the Region's work to increase investment readiness through the priority servicing of employment lands, or the development of broadband infrastructure, may in some cases have contributed to new investments. Significant investments are listed in Section 6 (2024 Investment Successes) of this report. This is a list collected from the area municipalities of their most significant commercial and industrial investments.

5.2 With support from the Region's partners, including the Area Municipal economic development staff through the DEDP, local accelerator and incubators programs, and local academic institutions, Invest Durham welcomed a new investment, acting in a Lead Role. CTNS, a Korean-based battery pack manufacturer specializing in transport and micromobility. CTNS established their Canadian Headquarters at Brilliant Catalyst, employing one student from Ontario Tech University. They intend on bringing executive management and core engineers in due course, with plans to establish their own office facility once settled in. CTNS was a lead from Interbattery Korea, which Invest Durham attended as part of a MEDJCT (Ministry of Economic Development, Job Creation and Trade) Mission in March 2024.

5.3 Invest Durham welcomed another new investment, acting in a Supporting Role. Black & McDonald, a technical service-provider for Ontario Power Generation, moved and expanded their physical presence in Pickering. A real estate agent acting on behalf of the investor reached out to Invest Durham for support on site selection services.

5.4 Successful Investments ("Wins") are listed with greater detail in Appendix 10.

6. Investment Successes

- 6.1 The DEDP has prepared a list of commercial and industrial investments across the Region throughout 2024, to showcase to the Committee and Council, that are economically significant. This list includes investments which municipal economic development staff may not have had a direct role in supporting. Each Area Municipality provided their five (approx.) most significant investments to showcase in this report. Appendix 11 of this report shows a list of 35 significant investments in 2024.

7. International Economic Development Partnerships

- 7.1 Invest Durham's Business Development and Investment team identified a regional economic development agency that would be best suited to build an economic development partnership, based on certain criteria including similarity of economies, post-secondary interests, and areas of mutual interest in two-way trade, investment, and academic collaboration.
- 7.2 Carrying on from discussions starting in June 2023, and following an inbound delegation in October 2023, Business Tampere, from Tampere City Region in Finland, demonstrated a strong potential as a partner economic development agency considering economy, target industrial sectors, culture, and geographical assets.
- 7.3 In collaboration with Trade Commissioner Services of Canada in Finland, Business Finland, and Business Tampere, a partnership exploration mission was planned and undertaken in October 2024, with the objective of signing a Memorandum of Understanding setting out key areas of economic alignment and collaboration. The Partnership Report submitted to Business Tampere summarizing activities, next steps, and strategies, can be found in Appendix 12. The Memorandum of Understanding signed between Invest Durham and Business Tampere is provided in Appendix 13.

8. Ready, Set, Future and Investment Attraction Plan

- 8.1 Carrying on the strategy and direction from 2023, Invest Durham's Business Development and Investment Section has demonstrated a clear focus on the priority clusters in Ready Set Future: Future Energy, Next-Generation Mobility/Automotive, Applied Digital Technology, Agri-Food, and Creative Industries. This has resulted in a significant increase in investment attraction opportunities, specifically in those sectors. Invest Durham has successfully implemented and will continue to deliver the following core areas of service:

- a. Investment Attraction (on-going).
 - b. Supporting and strengthening the innovation community (on-going).
 - c. Developing tactical cluster growth strategies (in development).
 - d. Creating a network for Durham's top 25 businesses, coordinating with the DEDP to deliver tailored investment support services (in development).
 - e. Developing and advancing partnerships with senior government investment agencies (on-going).
 - f. Continuing to assess and advance initiatives to improve investment readiness of the Region (on-going).
 - g. A new five-year Investment Attraction Plan is nearing completion. The Investment Attraction Plan will detail actions and strategies to secure inbound business investment from domestic, regional and international markets in key priority clusters. This Investment Attraction Plan will also consider Durham's unique value proposition and sector strengths, global trends in FDI (Foreign Direct Investment), the suitability of various foreign geographies as targets for investment attraction and recommend the types of investment missions and lead servicing activities to be undertaken.
- 8.2 The Investment Attraction work plan for 2025 and early 2026 will include six investment attraction missions targeting businesses in the key priority clusters identified in Ready Set Future. Invest Durham will be undertaking these investment missions to generate investment leads in target geographies and meet with companies that represent the best opportunities for investment and expansion into Durham.
- 8.3 Included in the 2025 work plan is to work collaboratively with the DEDP, post-secondary institutions, Spark Centre, and the APMA to exhibit the Region's innovative business and academic ecosystem at the Hannover Messe Industrial Technology Trade Fair in March. The Region's strengths and value proposition for investment in clean energy and electrified automotive will be highlighted to the trade fair's 4,000 exhibitors and 130,000 attendees. See [#2024-EDT-10](#) for additional information.
- 8.4 Invest Durham intends to establish a network of the region's top 25 employers that are innovating to solve global challenges. Invest Durham is in the process of developing a Key Accounts Program that will connect with the Region's largest businesses, provide tailored support to encourage the development of new business lines and/or support significant investments by foreign owners. This program will operate at a regional level to augment and amplify Business Retention and Expansion (BR&E) programs already underway by area municipalities.

9 Conclusion

- 9.1 The investment attraction efforts and resulting lead generation activity in 2024 have yielded a higher advancement rate and likelihood of investment compared to 2023. While accommodating a new and growing team, Invest Durham met targets for in-person missions and participated in key industry events to promote Durham Region as the best place to invest. Invest Durham also collaborated with senior federal and provincial government agencies in developing strategies for investment attraction and bilateral trade. The development of partnerships in strategic target geographies to build the sales pipeline of innovative prospective investors was also achieved by the team.
- 9.2 In 2024, the Invest Durham team collaborated with DEDP partners in area municipalities to deliver valuable support to prospective investors and promote the Region for new investment. Invest Durham held meetings with senior investment attraction agencies to significantly advance relationships, serviced 161 leads, undertook eight investment attraction missions, participated in 64 events and conferences, hosted 21 inbound delegations, and supported two successful new investments.
- 9.3 In October 2024, Invest Durham embarked on a partnership exploration mission to Finland, resulting in a Memorandum of Understanding with Business Tampere to support the economic development partnership formed to facilitate two-way trade, investment and academic collaboration.
- 9.4 Well underway on delivering on the goals and actions in the Region's five-year Economic Development Strategy and Action Plan: Ready Set Future, the Business Development and Investment Attraction Section is near completion in creating a new Investment Attraction Plan, supporting the innovation community, developing cluster growth strategies, advancing relationships with senior agencies, and ensuring investment readiness.
- 9.5 In parallel with the Investment Attraction Plan, the Business Development and Investment Attraction Section has developed and is executing a new Key Account Program with area municipal economic development partners, creating a network of the Region's top 25 employers to enable major expansions and job creation.

9.6 It is possible that the threat of U.S. Tariffs on Canadian good will materialize, necessitating a comprehensive response to the impacts on local businesses. These response activities may have an impact on planned 2025/2026 investment attraction activities, as the Invest Durham team will remain nimble and ready to respond, including the possible redeployment of resources, in whatever ways are necessary.

9.7 A copy of this report will be provided to the Area Municipalities through the DEDP.

Respectfully submitted,

Original signed by

Brian Bridgeman, MCIP, RPP, PLE
Commissioner of Community Growth and
Economic Development

Recommended for Presentation to Committee

Original signed by

Nancy Taylor for
Elaine C. Baxter-Trahair
Chief Administrative Officer

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Appendix 1: Durham Region Economic Development Investment Attraction Funnel

The Investment Attraction Funnel has 6 categories, and potential investment opportunities are evaluated based on core criteria related to understanding executive team direction, operational requirements, timing related to investment horizon, risk assessment milestones, and internal proposal review.

The stages have been defined to promote accurate qualification of opportunities, ensure opportunities are viable and serviceable, and empower the team to continue driving opportunities forward.

Lead

A prospective investment 'Lead' is a business that an Invest Durham team member or partner has met with and confirmed that the business is interested in pursuing an expansion into Canada to create a physical presence and hire employees. At this stage, the Invest Durham team is learning about the investor's needs and providing general information about Durham Region's value proposition.

Prospect

A 'Prospect' is a business that Invest Durham is communicating actively with, which demonstrates a more serious and more immediate interest in pursuing an expansion and has indicated that Durham Region is a possibility. At this stage, the Invest Durham team is preparing a detailed and customized proposal for information relevant to the business investment decision and may include suitable real estate for consideration by the investor.

Opportunity

An 'Opportunity' is a business that has indicated that Durham Region is a primary choice for a business expansion, and which has immediate and serious interest in making an expansion decision. At this stage, there is frequent communication between the prospective investor and Invest Durham team, and if the business has identified an interest in any specific sites, that area municipal economic development team will become actively involved with the client and investment attraction process.

Active Investor

An 'Active Investor' is a business that has selected their preferred site and is in active negotiations to purchase or lease real estate or is conducting due diligence.

Win

An investment is categorized as a Win if the business has successfully made an investment in Durham Region through a firm agreement to acquire or lease real estate, and the business has immediate plans to hire employees.

Closed-Lost/Hold

There is no foreseeable future investment potential based on client (or Region) specified reasons surrounding investment readiness or fit for requirements. This also includes instances of client inactivity for at least 4 months despite regular business development contact and follow-up, and includes projects put on hold by the business.

Appendix 2: Investment leads generated in 2024

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
1	Supply Chain Planning and Management Company - Set up office in Canada - seeking Canadian partner to enter the market.	Applied Digital Technology	Closed lost	Lead Generation
2	MI Based Pies - Canadian Growth Opportunities	Agri-Food	Closed lost	Lead Generation
3	Water Distributor	Agri-Food	Closed lost	Federal
4	Online Marine Marketplace - General Interest/Partnerships Opportunities	Future Energy	Closed lost	Lead Generation
5	Project Orion - 50-100 acre Agri-Food manufacturing company	Agri-Food	Closed lost	DEDP Member
6	AIN Navarra	Next Gen Mobility	Closed lost	Federal
7	German Solar Products Manufacturer - Canadian Market Entry	Future Energy	Closed lost	Lead Generation
8	Halal Meat Packaging - Packaging Facility in Canada	Agri-Food	Prospect	Lead Generation
9	AI Software Company - 2nd North American Office Location	Applied Digital Technology	Lead	Lead Generation
10	Fintech Firm - Energy Project - Renewables Asset Management	Future Energy	Closed lost	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
11	Advanced Security Monitoring - Partnerships Exploration	Applied Digital Technology	Closed lost	Lead Generation
12	Aerospace Radar Hardware and Software NA Office	Applied Digital Technology	Lead	Lead Generation
13	Austrian Autotech Supplier - Ontario Operations	Next Gen Mobility	Closed lost	Lead Generation
14	Technical support and sales office of automated machinery parts for automotive and manufacturing NA clients	Next Gen Mobility	Lead	Federal
15	German Transformer Manufacturer - Canadian Market Entry	Future Energy	Lead	Lead Generation
16	SaaS Charge Point Operator - Canadian Market Entry and Partnership Research for OVIN	Future Energy	Prospect	Lead Generation
17	Black & McDonald - expansion	Future Energy	Closed won	Direct Inbound
18	Engineering, consulting, procurement, and construction company expansion office	Future Energy	Closed lost	Direct Inbound
19	[Collision] Carbon Capture Systems - Expansion as Supplier or Partnership	Future Energy	Lead	Lead Generation
20	Venture Capital Accelerator seeking expansion in Canada	Capital Markets	Closed lost	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
21	Feeder Tube Nuclear Supplier - Separate Management Group - Manufacturing Expansion in Durham Region	Applied Digital Technology	Active Investor	Referral
22	Feeder Tube Nuclear Supplier - Manufacturing Expansion in Durham Region	Future Energy	Active Investor	Direct Inbound
23	Chinese Battery Manufacturer - Canadian Market Entry	Future Energy	Lead	Lead Generation
24	UK/Montreal Based AI for Diagnostics - Partnerships	Applied Digital Technology	Lead	Lead Generation
25	French Solar Panel Manufacturer - Production Facility	Future Energy	Closed lost	Lead Generation
26	EV Charger Investor - Business in Canada	Next Gen Mobility	Opportunity	Marketing Inbound
27	Child care services	Individual & Family Services	Closed lost	Marketing Inbound
28	Japanese Energy Company - Hydrogen Deployment Projects	Future Energy	Prospect	Lead Generation
29	Gourmet Spices - Canadian Distribution	Agri-Food	Closed lost	Lead Generation
30	German Battery Energy Storage Manufacturer 1 - Canadian Market Entry	Future Energy	Prospect	Lead Generation
31	Project Chippy	Applied Digital Technology	Active Investor	Referral
32	Project Ivy	Higher Education	Opportunity	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
33	Materials Research Company - Regional HQ in Canada	Applied Digital Technology	Closed lost	Lead Generation
34	CTNS - Canadian Office then Manufacturing (Canadian Strategic Placement Consideration)	Future Energy	Closed won	Lead Generation
35	Korean Chiller and Water Cooling Equipment Manufacturer for Battery Production - Site Selection for Canadian Manufacturing	Future Energy	Prospect	Lead Generation
36	Korean Secondary Battery Materials Recycling Specialists - Pilot Production Plan in Canada for Closed Loop Process and Sales	Future Energy	Prospect	Lead Generation
37	DEDP-0137 Project Aluminum ref: Invest Ontario	Future Energy	Lead	Province
38	DEDP-0146 HQ EV BESS (Project Thor) Ref: Invest Ontario	Future Energy	Opportunity	Province
39	DEDP-0147 NA HQ and manufacturer of exchangers (Project Prime) Ref: Invest Ontario	Future Energy	Opportunity	Province
40	DEDP-0153 Transformer manufacturer Ref: Avison Young	Future Energy	Closed lost	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
41	Canadian manufacturer of transformers	Future Energy	Closed lost	Direct Inbound
42	DEDP-0156 Snack Food Manufacturing #2 ref: OMAFRA	Agri-Food	Active Investor	Province
43	DEDP-0157: Project Bear (Light Manufacturing)	Future Energy	Opportunity	Province
44	DEDP-0158 Project Rocket Ship ref: Invest Ontario	Pharmaceuticals	Opportunity	Province
45	DEDP-0159 Project Iron ref: Invest Ontario	Future Energy	Opportunity	Province
46	DEDP-0160: Project Trufflemaker (TG)	Agri-Food	Closed lost	Lead Generation
47	DEDP-0163 3PL Cold Storage	Agri-Food	Opportunity	Direct Inbound
48	DEDP-0164 European retailer expansion	Retail	Opportunity	DEDP Member
49	DEDP-0165 Construction rental and supply company expansion	Construction	Opportunity	Direct Inbound
50	German Battery Energy Storage Manufacturer 2 - Canadian Market Entry	Future Energy	Closed lost	Lead Generation
51	Accessibility AI Software	Applied Digital Technology	Closed lost	Lead Generation
52	Korean-based Powercor Supplier Candidate - Canadian Facility Site Selection	Future Energy	Prospect	Event
53	DR Based packaging materials Manufacturer - Expansion	Real Estate	Opportunity	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
54	Renewable Energy: Biofuel	Future Energy	Closed lost	Federal
55	German Off grid Energy Storage Product Distributor - Canadian Distribution Partners	Future Energy	Closed lost	Lead Generation
56	German Energy Management Systems (SaaS and IoT) - Canadian Market Entry	Future Energy	Closed lost	Lead Generation
57	Econward	Renewables & Environment	Closed lost	Federal
58	Turkish Power Transformer Manufacturer - Trade Partnership with Utilities and Power Generators	Future Energy	Closed lost	Lead Generation
59	Canadian Innovator - Energy Storage for Infrastructure - Regional Pilot Programs	Next Gen Mobility	Closed lost	Lead Generation
60	Interactive Tech - Digital Kiosk Solutions	Applied Digital Technology	Lead	Lead Generation
61	Turkish Power Transformer Manufacturer - Trade Partnership with Utilities and Power Generators	Future Energy	Lead	Lead Generation
62	Energy Storage Startup - Pilot Site	Future Energy	Prospect	Lead Generation
63	Korean Sodium Ion Battery Manufacturer - Expansion into North America	Future Energy	Prospect	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
64	Canadian Energy Innovator - Energy Storage Device development - Regional Pilot Program	Applied Digital Technology	Closed lost	Lead Generation
65	North American Sales Office for European Manufacturer of perfume/cosmetic bottles and packaging	Mechanical or Industrial Engineering	Lead	Lead Generation
66	European ICT Services Provider interested in either Establishing Canadian Office for North America or entering market through acquisition	Applied Digital Technology	Lead	Federal
67	German Compact Transformer Station Manufacturer - Canadian Market Research for Potential Canadian Expansion	Future Energy	Prospect	Lead Generation
68	Automotive Machining Manufacturer - Moving Facility from US to Canada	Next Gen Mobility	Closed lost	Direct Inbound
69	US Subsidiary of Spanish Meat - Distribution in Canada (Costco)	Agri-Food	Closed lost	Lead Generation
70	Czech AI for Manufacturing Healthcare Gaming - Engineering Office in DR / GTA	Applied Digital Technology	Lead	Lead Generation
71	DEDP-0154: Food Production - Two Sites (A & B).	Agri-Food	Active Investor	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
72	Italian Automotive Material Manufacturer - Decarbonization Technical Collaboration	Future Energy	Prospect	Lead Generation
73	Japanese IoT Supplier - Partnership Exploration with Global Strategy	Applied Digital Technology	Prospect	Lead Generation
74	German Energy Management Controls Manufacturer - Trade Research for Canadian Market Entry	Future Energy	Closed lost	Lead Generation
75	German Mechanical Engineering Contractor - Interest in Ontario Energy Sector	Future Energy	Closed lost	Lead Generation
76	European Geotechnical Engineering Firm Seeking To Establish Canadian Engineering Services Office	Oil & Energy	Lead	Federal
77	GTA-Based Green Energy and Process Manufacturer - 2nd Commercial Facility in Durham Region	Future Energy	Prospect	Referral
78	Florida Based High Quality Food Trade - Manufacturing Facility in Canada	Agri-Food	Closed lost	Lead Generation
79	Sailboat Delivered Chocolates [Net Zero] - Canadian Market Info	Agri-Food	Prospect	Lead Generation
80	DEDP-0152 Granite and Marble Fabricator	Construction	Closed lost	Marketing Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
81	Local jeweler expanding within Durham Region	Luxury Goods & Jewelry	Opportunity	Direct Inbound
82	ACE Lead - H2 Production - Manufacturing Facility in Canada	Future Energy	Prospect	Partner
83	NZ Vanilla Company - Market Expansion into Canada	Agri-Food	Prospect	Lead Generation
84	German Manufacturer of Point of Service and Cash Systems - Pilot Projects with Charging Infrastructure	Future Energy	Prospect	Lead Generation
85	Spanish Division of Japanese Transformer Manufacturer - Canadian Market Research	Future Energy	Lead	Lead Generation
86	American Safety Controls Manufacturer - Regional Network Connection	Future Energy	Closed lost	Lead Generation
87	Industrial Developer - Site Selection of Client	Real Estate	Prospect	Direct Inbound
88	Spanish Manufacturer of transformers - Connect with Canadian utilities and power generators	Future Energy	Lead	Lead Generation
89	Turkish Energy Management Controls Manufacturer - Canadian Market Research	Future Energy	Prospect	Lead Generation
90	Online Farmers' Market Expansion into Durham Region	Agri-Food	Opportunity	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
91	US Semiconductor Manufacturer for Automotive - Canadian Expansion for R&D	Applied Digital Technology	Prospect	Lead Generation
92	Peer-to-Peer Transportation Software	Next Gen Mobility	Closed lost	Lead Generation
93	DEDP-0175 Industrial Condo Development	Real Estate	Active Investor	Direct Inbound
94	Spanish Metal Structure Manufacturer - Canadian Market	Building Materials	Closed lost	Federal
95	Injection Molding Automotive Parts Production Facility	Next Gen Mobility	Opportunity	Partner
96	Italian Energy Management Systems - Canadian Market Research	Future Energy	Lead	Lead Generation
97	DEDP-0178: Project Christine	Government Relations	Closed lost	Province
98	Outdoor Solar Generator Manufacturer - Manufacturing Opportunity in Durham Region	Future Energy	Lead	Lead Generation
99	Gourmet Popcorn from New Jersey - Canadian Market Exploration	Agri-Food	Closed lost	Lead Generation
100	Japanese Industrial Manufacturer - Hydrogen Production, Shipping, Storage - Identifying Best Manufacturing Opportunity for Durham Region	Future Energy	Prospect	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
101	Organic and Natural Food - Canadian Warehouse Exploration	Agri-Food	Closed lost	Lead Generation
102	European Precision Machining Facility - Parts for Aerospace Industry - Seeking to Establish North Am Presence	Next Gen Mobility	Lead	Federal
103	Mechanical engineering company interest in Ontario energy sector	Future Energy	Closed lost	Direct Inbound
104	US LIDAR Sensor Manufacturer for Automotive - Canadian Expansion Insights for Strategic Expansion	Applied Digital Technology	Prospect	Lead Generation
105	EV Fleet Management Software - Partnership Discussion	Applied Digital Technology	Prospect	Lead Generation
106	[Collision] Customer Service App - Academic Collaboration	Applied Digital Technology	Closed lost	Lead Generation
107	Japanese Industrial Manufacturer - Decarbonization of Gas Power Generation with Hydrogen - Partnership and Investment Exploration	Future Energy	Prospect	Lead Generation
108	Italian recycled waste processing facility to create consumer materials	Future Energy	Lead	Federal

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
109	Korean High Purity Li Producer - Moving Production Outside of Korea - Manufacturing in Canada	Future Energy	Prospect	Lead Generation
110	Paper and adhesives - Manufacturing and Office	Applied Digital Technology	Opportunity	Lead Generation
111	Nanotechnology and Material Science Company - Relocation to DR	Applied Digital Technology	Lead	Lead Generation
112	Remote Healthcare Management Platform - Partnership and Collaborations	Applied Digital Technology	Lead	Lead Generation
113	Management Consulting for Tech - Sales and Service Office	Applied Digital Technology	Closed lost	Lead Generation
114	Nuts and Snacks - Canadian Distribution	Agri-Food	Closed lost	Lead Generation
115	Vertical Farm - International Company Seeking North Am Expansion with construction of a Vertical Farm	Agri-Food	Lead	Lead Generation
116	Grant Matching AI Software	Applied Digital Technology	Closed lost	Lead Generation
117	Project Citadel	Applied Digital Technology	Opportunity	Referral
118	DEDP - 0177 Project Evergreen	Higher Education	Active Investor	Direct Inbound
119	EV Manufacturer - Production and Lab in Durham Region - Phase 3	Future Energy	Prospect	Direct Inbound

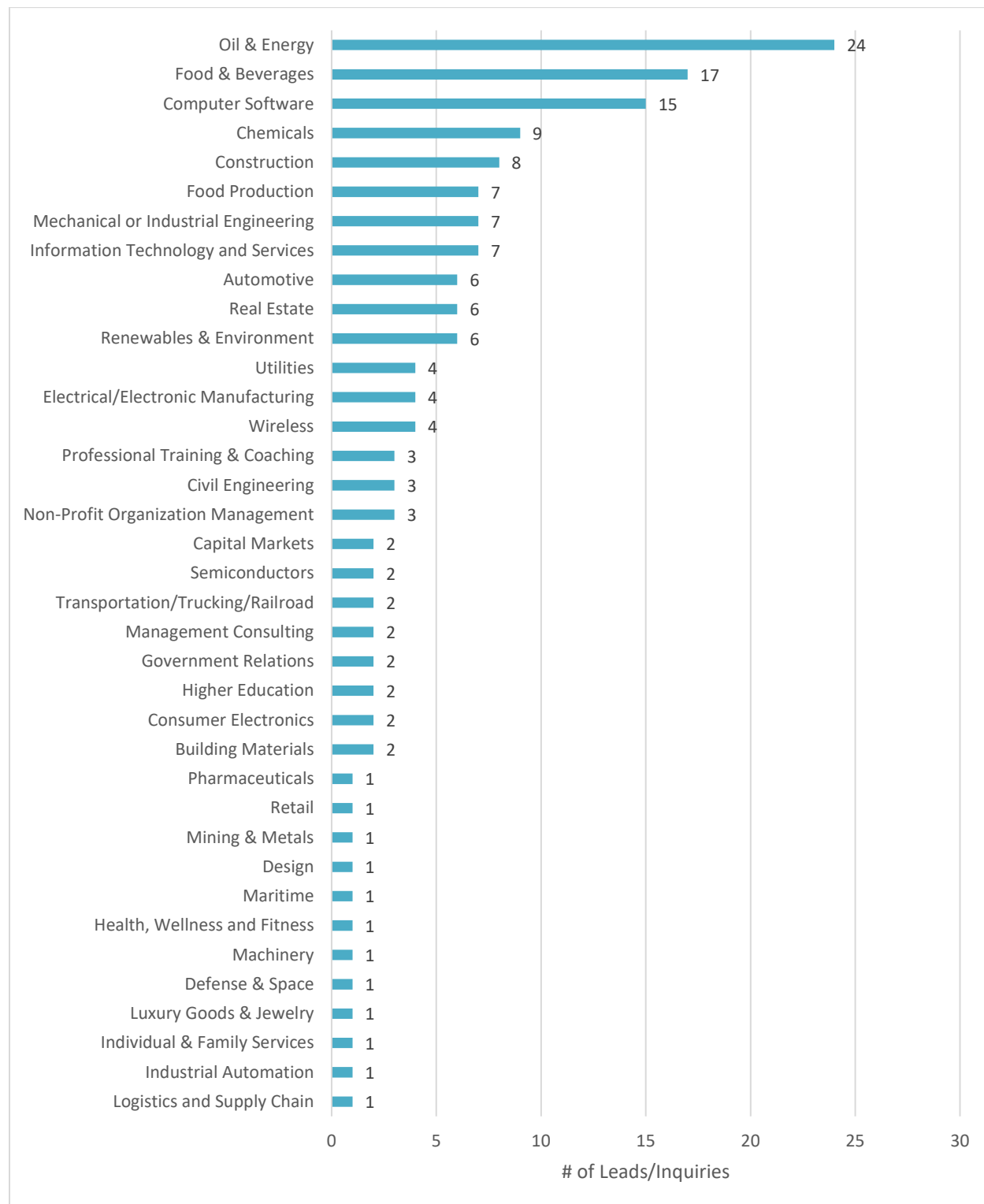
#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
120	EV Manufacturer - Acquisition of Production Facility in Durham Region - Phase 2	Future Energy	Opportunity	Direct Inbound
121	Canadian Translation Services Company - Multi- Lingual Language translation service provider- Scale operations into Durham Region.	Applied Digital Technology	Closed lost	Lead Generation
122	Ontario Based EV Supplier - Move Office and Manufacturing from Toronto to Durham Region	Future Energy	Closed lost	Event
123	German Industry Association for Energy - Partnership Discussion	Future Energy	Lead	Lead Generation
124	Non-alcoholic Cocktails - Canadian Expansion	Agri-Food	Closed lost	Lead Generation
125	Korean Battery Manufacturer - Canadian Market Research	Future Energy	Closed lost	Lead Generation
126	Halal Food and Spices - Co-Manufacturing in GTA	Agri-Food	Prospect	Lead Generation
127	GTA Based Halaal Spice Company – Co- manufacturing Options in Ontario	Agri-Food	Opportunity	Direct Inbound
128	Canadian AI service provider - IT services and IT consulting - seeking a partner to scale operations within Durham Region	Applied Digital Technology	Closed lost	Lead Generation

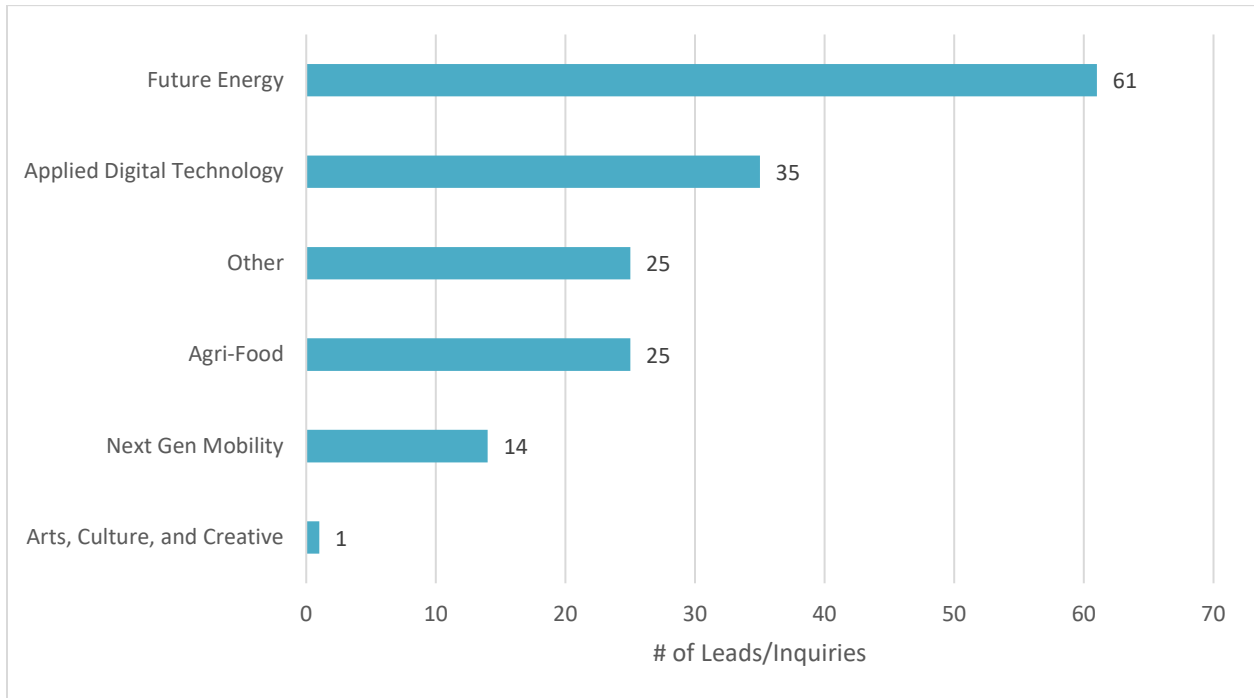
#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
129	Commercial Sales Office (10+ employees) servicing the North Am market for a European Precision Products Manufacturer	Next Gen Mobility	Lead	Federal
130	Expansion of manufacturing facility.	Applied Digital Technology	Closed lost	Lead Generation
131	B2C/B2B SaaS energy management planner for solar panel system installers - Canadian Market Entry	Future Energy	Prospect	Lead Generation
132	NFP Representative looking for Land	Non-Profit Organization Management	Closed lost	Marketing Inbound
133	EV Charge Point and Energy Storage Manufacturer - Canadian Market Entry	Future Energy	Closed lost	Lead Generation
134	Toronto Semiconductor Design House - Office Relocation to Durham Region	Applied Digital Technology	Active Investor	Marketing Inbound
135	Invest Ontario	Next Gen Mobility	Opportunity	Province
136	DEDP-0174 Food and Beverage Ingredient Manufacturer Expansion	Agri-Food	Opportunity	Lead Generation

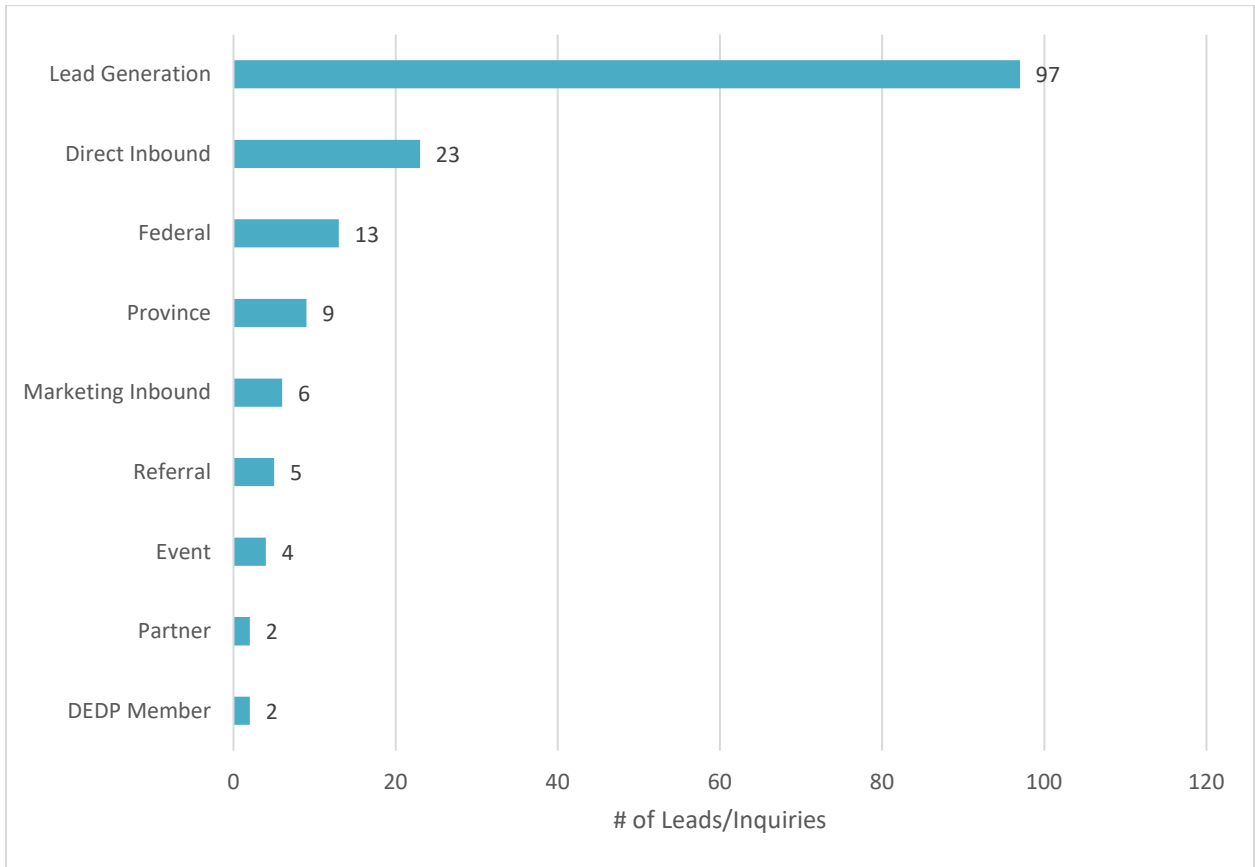
#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
137	Greenfield Structural Maintenance and Rehabilitation Company ref: Royal LePage	Construction	Opportunity	Referral
138	Local ride sharing platform looking for brick and mortar location in Durham Region	Applied Digital Technology	Opportunity	Event
139	Fine Italian Truffles - Exploration of Canadian Distribution	Agri-Food	Closed lost	Lead Generation
140	Japanese VC for Hard Tech - Partnership Discussion	Electrical/Electronic Manufacturing	Lead	Lead Generation
141	DEDP-0149 Printing Company - Office/Warehouse, Production and Storage - Canadian Location (Eastern Canada)	Professional Training & Coaching	Closed lost	Marketing Inbound
142	[Collision] Moving Company App - Presence in DR	Applied Digital Technology	Lead	Lead Generation
143	Canadian Based Product Design - Collaborations and Partnerships	Applied Digital Technology	Lead	Lead Generation
144	Global engineering and consulting company in nuclear and energy projects	Future Energy	Opportunity	Lead Generation
145	Local Laminate Flooring Manufacturer - Second Location in DR	Building Materials	Active Investor	Federal

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
146	Trucking Company/Small Bay Facility expansion into East Durham	Real Estate	Opportunity	Direct Inbound
147	European automotive parts engineering/manufacturing company seeking to establish small engineering/sales office for North America	Next Gen Mobility	Closed lost	Federal
148	Waste-to-Energy facility in Durham Region	Future Energy	Closed lost	Direct Inbound
149	Finnish Mobility Tech - Canadian HQ - Regional Options	Applied Digital Technology	Prospect	Direct Inbound
150	Unknown - industrial manufacturer Ref: Colliers	Real Estate	Opportunity	Event
151	[Collision] Power Management for BEV Charging - General Info	Next Gen Mobility	Lead	Lead Generation
152	AI Software inquiry response	Applied Digital Technology	Closed lost	Lead Generation
153	Indian Product Engineering and Electronic Manufacturer for Network Technology - Durham Region Consideration for Future Growth Plans	Applied Digital Technology	Lead	Lead Generation
154	Privacy Search Web Browser company - Share service offering - Looking for a Canadian business partner	Applied Digital Technology	Closed lost	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
155	Building Energy Efficiency Solutions Engineering Office	Future Energy	Lead	Lead Generation
156	[Collision] Travel App - Presence in Canadian Cities	Arts, Culture, and Creative	Lead	Lead Generation
157	EcDev Office in Bavaria - Partnership Connection	Non-Profit Organization Management	Closed lost	Lead Generation
158	Cookies and Salmon - Importing Salmon into Canada	Agri-Food	Closed lost	Lead Generation
159	Taiwanese Battery Systems Manufacturer - North American Project and Collaboration for Expansion	Next Gen Mobility	Prospect	Lead Generation
160	Japanese Manufacturer of Wire Harnesses and Components for Auto and Energy - Canadian Expansion	Future Energy	Prospect	Lead Generation
161	Healthy Candies - Expanding in Canada	Agri-Food	Closed lost	Lead Generation

Appendix 3: Investment Leads/Inquiries by Industry, 2024

Appendix 4: Investment Lead/Inquiries by Priority Cluster, 2024

Appendix 5: Investment Leads/Inquiries by Source, 2024

Appendix 6: Investment Attraction Missions, 2024**1. Consumer Electronics Show (CES)**

Month: January
Location: Nevada, U.S.
Partner: Ontario Tech University's Automotive Centre of Excellence (ACE)
Leads: 10
Connections: 11

Widely recognized as the largest Auto Show in North America, CES showcases leading edge breakthroughs in manufacturing and technology development. Leading companies and burgeoning start-ups from all over the world attend this event spanning several convention centres to showcase their technology and seek partners, suppliers, contracts and expansion options. Economic Development agencies having a strong presence in the International Pavillion, mainly to showcase their resident companies.

Invest Durham co-exhibited with Ontario Tech University's Automotive Centre of Excellence (ACE) in the Mobility and Vehicle Innovation Pavillion, taking a unique approach by showcasing our innovation ecosystem that provides a prime destination for manufacturers to setup operations in Canada, while utilizing our top research and academic programs, and accessing our top tier labour pool. Investment attraction meetings were organized to connect with prospective investors in all of our 5 target sectors. Our booth also generated interest in recruitment, core research contracts, and learning more about Durham Region as a place to invest from attendees walking the exhibition.

2. Canadian Nuclear Association (CNA) Conference

Month: February
Location: Ottawa, ON, Canada
Partner: Municipality of Clarington
Leads: N/A (new leads was not the primary focus, rather advancing relationships with existing connections)
Connections: 1

Invest Durham attended and jointly held a networking event at the Canadian Nuclear Association conference, Canada's leading gathering of nuclear companies and service providers, to meet with prospective investors from the nuclear value chain.

3. Interbattery Korea and B2B Mission Japan

Month: March
Location: South Korea and Japan
Partner: Ministry of Economic Development, Job Creation, and Trade (MEDJCT) and Third Party Lead Generation Consultants (2)
Leads: 9
Connections: 36

InterBattery is Korea's leading battery exhibition. This event showcases a wide array of new products and technologies related to the battery industry. InterBattery 2024 focuses on various aspects of the battery industry, including battery components and materials, manufacturing equipment, test and measurement equipment, and EV battery technology. As Korea's premier battery trade fair, it serves as an exclusive business platform, offering insights into the future prospects of the battery industry and providing networking opportunities for professionals in the field.

Invest Durham exhibited with a booth, in collaboration with MEDJCT, as part of the Ontario Pavilion, and worked with dedicated lead generation to identify and meet with prospective investors.

Following InterBattery Korea, Invest Durham visited the Embassy of Canada in Tokyo to meet with prospective investors. Meetings were arranged in advance through MEDJCT and dedicated lead generation. Invest Durham also interacted with the Trade Commission Services of Canada team to identify strategies for investment attraction from prominent Japanese manufacturers, considering the economic climate of each of our countries.

4. SmarterE

Month: June
Location: Munich, Germany
Partner: Ontario Manufacturing Communities Alliance (OMCA) and Third party consultant
Leads: 27
Connections: 27

Invest Durham engaged a dedicated third-party lead generator through its membership in OMCA to schedule meetings with prospective investors in the energy storage, energy management, photovoltaics, charging infrastructure and e-mobility sectors.

5. Summer Fancy Foods

Month: June
Location: New York, U.S.
Partner: Ontario Food Cluster (OFC) and Lead Generation Consultant
Leads: 15
Connections: 16

Organized by the Specialty Food Association, this sold-out event showcased more than 2,400 exhibitors from 56 countries. The show featured a diverse array of specialty foods and beverages across 40+ categories, including innovative products and plant-based alternatives. The Summer Fancy Food Show continues to be the largest trade-only specialty food event in the United States, serving as a crucial platform for product discovery, trendspotting, and business growth in the specialty food industry.

Invest Durham attended as a member of the OFC, meeting with prospective leads interested in expanding into Ontario's Food and Agriculture sector - leads were generated by a third party consultant and Invest Durham met with these companies to discuss opportunities for expansion into Durham.

6. New York City TCS Mini-mission and Project Meeting Review

Month: June
Location: New York, U.S.
Partner: Trade Commissioner Services at the Canadian Embassy in New York
Leads: 1
Connections: 2

During the visit to Summer Fancy Foods, a day was scheduled with Senior Trade Commissioners and the Canadian Consulate General's office in New York to meet with investors interested in launching a high-tech manufacturing facility in Durham Region.

7. Nordics Economic Development Partnership Mission

Month: October
Location: Finland
Partner: Trade Commissioner Services at the Canadian Embassy in Helsinki, Helsinki Partners, Business Finland, Business Tampere
Leads: 3
Connections: 25

Following a successful inbound delegation from Business Tampere in October 2023, Invest Durham conducted economic and industrial research into the region and its business ecosystem (including review of Business Tampere's 5 Year Strategic Plan), and concluded there were many prominent similarities between Durham Region and Tampere City Region, as well as Canada and Finland. A compelling business case was developed and proposed to pursue Tampere Region, Finland as a target geography and agency for an international economic development partnership.

With the support of Trade Commissioner Services Canada in Finland, Business Finland, Helsinki Partners, and Business Tampere, ecosystem and investor meetings were arranged to discuss avenues for collaboration and establishing a workflow to promote investment into Durham Region. The outcome of this mission was a signing of a Memorandum of Understanding (MOU) between the two regions to promote bi-lateral investment and mutual economic prosperity. A copy of the MOU can be found in Appendix 13.

During the visit to Tampere, the team also attended Finland's largest energy fair for one day to meet with Finland's clean energy technology leaders. A comprehensive report on the Tampere Economic Development Partnership mission can be found in Appendix 12.

8. TCS Roadshow Europe

Month:	October
Location:	Spain (Madrid) and Italy (Milan)
Partner:	Global Affairs Canada, Canadian Embassies in Italy and Spain
Leads:	11
Connections:	15

In October 2024, Invest Durham participated in a European Foreign Trade Commissioners Service roadshow in both Milan, Italy and Madrid Spain, arranged by Global Affairs Canada. The roadshow consisted of a series of pre-arranged meetings with companies selected by Invest Durham, operating in the priority sectors that would consider investment in Canada, Ontario and ultimately, Durham.

Appendix 7: Business Development and Investment Events, 2024**1. FastStart Competition, Durham College (January)**

Startup Pitch Competition.

2. Industry Day: Current & Future Trends in Virtual Production (January)

Durham College event to share knowledge and insights in the Virtual Production ecosystem. Excellent networking event to meet key stakeholders in the immersive technology space within Durham Region and throughout the Greater Toronto Area.

3. European Chambers Networking Night (January)

European Chambers networking night is a bi-monthly event hosted by various Canadian-European Chambers of Commerce based in Toronto. This is a great event to meet consulate representatives from target geographies for investment and many companies representing foreign organizations ready to expand to Canada are in attendance of these events. We were able to invite Vezer Care (Finland) to the event because it was the same day as the Fam Tour, which allowed them to connect with the Canada-Finland Chamber of Commerce, a direct route for Canadian market entry. It was at this event we connected with the Ontario Ministry of Labour, Immigrations, Trades, and Skills Development (MLITSD) and we now collaborate on supporting incoming and local companies with acquiring skilled labour.

4. Regional Chair's Luncheon (February)

Annual state of the Region address to members of the Oshawa, Whitby, Clarington, Ajax-Pickering Boards of Trade and Chambers of Commerce

5. Skilled Trades Roundtable (February)

An Invest Durham representative along with the Service System Manager for Employment Services from the Regional Municipality of Durham, attended the Skilled Trades Roundtable hosted by Whitby Member of Provincial Parliament. The roundtable discussed labour shortages impacting local businesses as described by industry representatives and exchanged ideas and identified collaboration opportunities to address these challenges between government, industry and educational institutions.

6. Town of Whitby Professional, Sciences, and Technical Services Meet-up (February)

The Town of Whitby hosts quarterly panels with their local corporate citizens to stay abreast on their biggest challenges and identify opportunities through municipal initiatives to support these local businesses. A Business Development representative from Invest Durham attends these panels when possible to understand the Regional Role in supporting Business Retention and Expansion (BR&E) strategies that compliment the area municipalities' work.

7. Toronto Regional Real Estate Board (TRREB) Real Estate Event (February)

This was TRREB's 2024 Market Outlook and Year in Review Event, serving as a platform for the Toronto Regional Real Estate Board (TRREB) to present their market outlook for the upcoming year and review the previous year's real estate trends. Such events are typically attended by real estate professionals, industry experts, and media representatives to gain insights into the local real estate market conditions and forecasts. Regional Chair John Henry and Town of Whitby Mayor Elizabeth Roy were notable speakers at the event. The event provided insights into the housing market outlook, average prices and sales forecasts for 2024, discussions on housing supply in relation to rising immigration, and the latest buying and selling intentions.

8. Ontario Tech Engineering Research Day (February)

Research Day at Ontario Tech, brings undergraduate and graduate students, faculty members, government reps, funding agencies, and industry professionals, together in an event that showcases the innovative research activities conducted by the Faculty of Engineering and Applied Science at Ontario Tech University.

9. Prospectors & Developers Association of Canada (PDAC) 2024 (March)

PDAC 2024: The World's Premier Mineral Exploration & Mining Convention is the leading event for people, companies and organizations connected to mineral exploration.

10. Industry-University Connection and Commercialization Event (March)

Showcasing Ontario's collective academic and industry innovations and expertise in developing clean tech; critical minerals; and electric vehicles. Featuring keynote

speakers, panelists, and networking opportunities to explore innovation and commercialization, PSE partnerships, intellectual property, and more.

11. APBOT Mayors' Breakfast (March)

Annual address from the Mayor's of Ajax and Pickering to the members of the Ajax-Pickering Board of Trade regarding business community matters in their respective municipalities.

12. Synergy Lab - Introduction to Durham Region (March)

Synergy Lab presents and economic perspective to Durham Region for the Pioneer Program. The Pioneer Program is to advise and assist international founders navigate business growth in Canada. Invest Durham made a presentation at the event showcasing the Durham Region for investment attraction and promotion and thus provided details on market entry, awareness on the region's innovation ecosystem, initiatives, and the services to support entrepreneurship and immigration/relocation.

13. CBOT Mayor's Breakfast (March)

Annual address from the Mayor of Clarington to the members of the Clarington Board of Trade regarding business community issues.

14. Consol General of Germany & Canadian German Chamber of Industry and Commerce Spring Reception (April)

Spring reception for CGCIC members

15. Durham Business Showcase (April)

Regional-wide business showcase to allow businesses to present their offerings to municipalities. A representative from Invest Durham moderated one of the segments.

16. CBOT AGM and Business Awards (April)

Annual business awards and recognition event for the members of the Clarington business community.

17. Post-Budget Breakfast with Minister Peter Bethlenfalvy (April)

Minister Peter Bethlenfalvy discusses the key highlights and implications of Ontario's 2024 budget at a post-budget event, including a fireside chat focused on addressing matters relating to Durham Region's business community. Insights into the government's fiscal strategies and economic plans for the province were shared.

18. Ajax Business Network - Funding event (April)

The Grants, Funding & Partnerships event connected over 75 local entrepreneurs with key funding sources such as the Town of Ajax, FedDev, and the Business Development Bank of Canada. Attendees learned about financial resources available to grow and scale their businesses.

19. Czech Startup Day Toronto (April)

Delegation of over 50 Czech startups and innovative companies, led by the Czech Minister of Industry and Trade, is coming to North America to explore opportunities for expansion, meet investors and incubators, and initiate new collaborations in the US and Canadian markets.

20. Ev & Charge Expo 2024 (May)

The two-day program is designed to enable organizations to make substantial progress on electrifying their fleets, installing EV charging infrastructure, and meeting their ESG goals. Interests: Fleet electrification, EVs and charging infrastructure for municipalities, EV charging for the real estate sector and property developers, EV charging for retail, workplaces and other commercial sites, EV charging for condominiums, strata and rental buildings

21. GOCC Economic Update event (May)

Annual Economic Update event by Deputy Chief Economist, Derek Burleton, TD Bank. This informative and engaging event focuses on providing attendees with insights into the current and future economic landscape.

22. Clarington Energy Summit (May)

Durham Region and Clarington communities are leading the way in innovative, clean energy solutions. Clarington, home to Darlington Nuclear, the CES is an opportunity to connect, explore partnerships, and support nuclear innovation.

23. MEDJCT/OCNI Brazilian Trade Mission Meetings in Canada (May)

Brazilian trade delegates to explore partnerships in the nuclear and clean energy sectors and supply chain. The agenda facilitated business development, knowledge exchange, and investment opportunities between Canada and Brazil. Showcase Durham's leadership in nuclear innovation.

24. Invest Pickering Economic Update (May)

Invest Pickering will discuss major projects and developments taking place across the City of Pickering with key businesses, developers, and stakeholders.

25. Launch Central and Eastern Ontario Isotope Alliance (May)

Launch of the Central and Eastern Ontario Isotope Alliance, bringing together key industry and research leaders to advance the region's role in medical isotope production. This initiative aims to enhance collaboration, drive innovation, and strengthen Ontario's position as a global leader in life-saving isotopes.

26. Ajax Connecting Talent Event (May)

Ajax EcDev connects local employers with post-secondary institutions.

27. Invest Durham Realtor and Developer Social (May)

This event successfully brought together 99 representatives from 53 companies, featuring networking opportunities, updated site information, and a Digital Tool Kit to support investment interests. Attendees rated the event highly, with 100% giving it a 5-star rating and expressing interest in future events.

28. Durham Entrepreneurship Ecosystem Forum (June)

Ecosystem partners to discuss strategies for fostering innovation and supporting entrepreneurs. This collaborative event explores new opportunities, challenges, and resources available to startups and small businesses in Durham Region.

29. DEEF Monthly Meeting (June)

Support organizations to generate new ideas for strengthening Durham's innovation ecosystem. Members will collaborate on actionable strategies to enhance business resources, policy advocacy, and networking opportunities. This

session looks to problem-solve and fresh ideas to entrepreneurship ecosystem growth.

30. Site tour @ Port Granby Nuclear Waste Management Facility (June)

Exclusive tour of the Port Granby Nuclear Waste Management Facility to learn about its advanced environmental remediation efforts.

31. Automotive Parts Manufacturing Association (APMA) Annual Conference (June)

Also known as the Canadian Automotive Summit, Canadian automotive manufacturers networked and provided keynote speeches on the current state and outlook of the automotive market. A particular emphasis was placed on the electric vehicle supply chain. This event occurred during a site selection inbound delegation so Invest Durham attended with the prospective investor who provides their product and services to the EV market.

32. HOPA Community Report (June)

Update on HOPA activities and ESG report 2024

33. Angel Investors Durham June Meeting (June)

Met with AID to discuss Hannover Messe 2025 partnership. Introduced Korean investor to Investment ecosystem as part of site selection tour.

34. Collision (June)

Invest Durham, in partnership with the area municipalities (through the DEDP), post-secondary institutions, innovation community, and OPG, attended the Collision Conference in Downtown Toronto. Durham Region's entire local ecosystem was involved in speaking with prospective investors and creating connections and lasting brand awareness.

35. DEEF Brainstorming Session (June)

Support organizations to generate innovative ideas for strengthening Durham's innovation ecosystem. Members will collaborate on actionable strategies to enhance business resources, policy advocacy, and networking opportunities. This session looks to problem-solve and fresh ideas to entrepreneurship ecosystem growth.

36. Angel Investors Durham July Meeting (July)

Business pitch and networking event for members of Angel Investors of Durham.

37. Doing Business with OPG (July)

OPG shared insights on their procurement process, items and services typically purchased, and the process for how to become a potential local supplier.

38. VentureLAB Tour (August)

Tour of VentureLAB and discussion of industrial collaboration in the semiconductor sector (technology specific, region agnostic).

39. Durham Region EcDev Presentation to Trent U Global Recruiters (August)

Invest Durham and Durham Tourism showcased Durham Region's value proposition to Trent University's global recruitment team, providing valuable insights into the benefits of living in Durham Region.

40. Club Canadien Chambers Event (August)

Bi-monthly chambers networking event presenting a great opportunity to connecting with international chambers and businesses that are based in Toronto. Meet with MLITSD while there and also connect with chamber of commerce representatives from China, Netherlands, UK, France, Belgium, Denmark and Switzerland.

41. Durham Region EcDev Presentation to Ontario Tech University (September)

Invest Durham and Durham Tourism showcased Durham Region's value proposition to Ontario Tech University's global recruitment and partnership teams, providing valuable insights into the benefits of living in Durham Region.

42. Angel Investors Durham September Meeting (September)

Business pitch and networking event for members of Angel Investors of Durham.

43. Clarington Board of Trade Mayor's Address and Dinner (September)

Annual address from the Mayor of Clarington to members of the Clarington Board of Trade

44. Doing Business with Lakeridge Health (September)

Lakeridge shared insights into Lakeridge Health's procurement process, items and services they typically purchase, and shared how to become a potential local supplier.

45. NGen Roadshow HM2025 (September)

NGen Roadshow at Ontario Tech University to promote Canada's partnership at Hannover Messe 2025 in Germany. The event is to bring together businesses, innovation ecosystem partners, and post-secondaries to join Team Canada in Germany.

46. OPG Supplier Day - Workshop (September)

Invest Durham hosted a booth as a member of OCNI and testament to our continued partnership and role as a nuclear host community. OPG Supplier Day Workshop provides businesses with insights into supply chain opportunities within Ontario Power Generation's (OPG) nuclear and energy projects. Participants learned about procurement processes, upcoming projects, and ways to become a supplier within Ontario's thriving clean energy sector. This event supports supplier engagement and strengthens industry partnerships across the Region.

47. Oshawa Chamber of Commerce Business Awards (September)

Annual business awards event recognizing excellence in various categories, highlighting the innovation and community impact within the Oshawa business community.

48. EDF Supplier Day Conference (September)

Prominent nuclear consulting firm based in France held a supplier day conference. Attended to understand future collaboration opportunities for nuclear supply chain.

49. 2024 DAAC Farm Tour (September)

DAAC's annual event showcasing innovative and successful farming operations in Durham Region, highlighting the economic and cultural importance of agriculture. The tour featured speakers from various farming operations in Durham.

50. Whitby Chamber of Commerce Business Summit (October)

The Business Summit 2024 focused on innovation and sustainability, bringing together industry leaders to discuss how businesses can integrate sustainable practices while driving growth. Simon Gill moderated the Sustainability and Innovation Panel Discussion. A business expo happens concurrently, showcasing local businesses and their services or products.

51. Breakfast with MPP David Piccini (October)

MPP David Piccini's address to members of the Clarington Board of Trade, offering a direct opportunity to engage and hear updates from the province and discuss key initiatives and developments supporting his riding.

52. Culinary Activation & Open House (October)

Durham Tourism was pleased to partner with Durham Farm Fresh, Barrett Centre, Durham College and Chef Alex Page to celebrate the harvest season and encourage the community to eat local.

53. CBOT/Durham Transit Roundtable (October)

Business roundtable with DRT and members of the Clarington Board of Trade discuss transit challenges their businesses are facing and potential solutions.

54. APBOT Business Excellence Awards (October)

Invest Durham proudly joined APBOT to celebrate business achievements in the Ajax and Pickering communities. We sponsored an award, and Invest Durham delivered a speech highlighting Invest Durham's initiatives and our upcoming participation at Hannover Messe.

55. BDC/Joint Chambers Economic Outlook (October)

Business Development Bank of Canada's annual economic outlook event to members of the Chambers of Commerce and Boards of Trade across the South Durham municipalities

56. DWA 2024 Data Walk (October)

This event's goal is to share data findings with the community, foster a shared understanding of labour market information held by the Durham Workforce Authority,

and inform, engage and empower community members to gain understanding and comfort with local labour market information.

57. Fireside Chat: Webinar on Canada's Semiconductor DNA for CHIPs Month (Hosted by Invest Durham) (October)

A representative from Invest Durham moderated a webinar for CHIPs month, highlighting the next strategy for manufacturing, which positioning Durham Region and Ontario as the best opportunity for executing this strategy.

58. Future of Healthcare in Durham (October)

Keynote presentation by Cynthia Davis, President and CEO of Lakeridge Health, outlining their vision "One System. Best Health." Highlights include insights into Lakeridge Health's vision for the future of care, the impact of new investments and transformational projects in the community, and the role local businesses and leaders play in supporting healthcare growth and attracting talent to Durham Region.

59. Durham Music Industry Forum (November)

Local music stakeholders came together for an engaging event series featuring networking opportunities, refreshments, entertainment, motivational speaking, roundtable discussions, and Q&A sessions to generate and crowd-source ideas for creating future music programs, projects and initiatives that are tailored to meet the unique needs of Durham's music industry.

60. HardTech Summit (November)

Invest Durham attended the HardTech Summit to meet with value chain suppliers in the semiconductor sector, connect with key partners for manufacturing investment, and host a prospective investor working with VentureLab and Durham Region on their investment project.

61. HardTech Summit Pitch Gala (November)

Invest Durham sponsored a table in which the Durham Region ecosystem was able to attend and connect with key players in the hard tech industry.

62. Angel Investors Durham: Investors Meeting (November)

Invest Durham was asked to provide a presentation during Angel Investors Durham's monthly Investor Meetings.

63. Get Angel Investor Ready (November)

Invest Durham attended the event to provide support to upcoming businesses within the community through networking and feedback on available business services.

64. GOCC Innovators Exchange (December)

An inspiring morning of connection and conversation with members of the Oshawa Chamber of Commerce tailored to re-imagining the future of women in business. An opportunity for business leaders, owners, and professionals to network, share insights, and discuss opportunities to empower women in the business world.

Appendix 8: Inbound Delegations to Durham Region, 2024

1. Innovate UK

Month: January
Purpose: Partnership Building
Partner: MEDJCT

In the second week of January, immediately following CES 2024, members of Innovate UK visited Durham Region to connect with the Immersive Technology ecosystem throughout the Greater Toronto Area. This visit was part of a Global Expert Mission (GEM) to identify major national government stakeholders, grant funding for research and development, governing bodies for immersive technologies, and the innovation ecosystem. The tour included Durham College's Mixed Reality Studio, Ontario Tech University's Nuclear Simulation Lab, Automotive Centre of Excellence, Gaming Lab, Software Informatics and Research Centre (SIRC) and Medical Simulations, and TriBro Studio. Durham Region was one part of a week-long visit to Canada, which included Vancouver and Montreal. Special mention was made to Invest Durham's innovation ecosystem in their GEM Mission Report.

The Global Expert Mission (GEM) to Canada revealed significant opportunities for collaboration between the UK and Canadian immersive technology sectors. Both countries share similarities in language, culture, and market strengths, making them well-positioned to work together. The mission identified several key areas for potential partnership, including immersive technology incubators, co-production initiatives, and research collaborations. Notable organizations such as ZÚ, La Piscine, and the Creative Destruction Lab (CDL) expressed openness to working with UK companies, offering programmes and services that could facilitate entry into the Canadian ecosystem.

Co-production opportunities, particularly through the Canada Media Fund (CMF), present another avenue for collaboration. The CMF supports both majority and minority co-productions, with funding based on the Canadian share of the budget. For television productions, adherence to international co-production treaties is required, while digital media projects are assessed on a case-by-case basis. The CMF's Co-Producer Directory serves as a valuable resource for identifying potential partners from a list of over 100 international and Canadian producers. These collaboration opportunities could enable UK companies to access the North American market more effectively, while Canadian firms could gain a foothold in Europe, creating a mutually beneficial relationship between the two countries' immersive technology sectors.

2. Vezer Care (Finland) Ecosystem Fam Tour

Month: January
Purpose: Investment Attraction
Partner: Salesforce1

An Ajax based market consultant known as Salesforce1, representing a Finland-based business, known as Vezer Care, requested a tour of Durham Region's equine and agri-food ecosystem to determine the best local sources for their product. Vezer Care specializes in natural woundcare products for horses and domestic animals, and were exploring their options for locating a manufacturing facility in Canada to support the Canadian market. Visits included Picov Horsemen Centre and Honey and Q Apiary.

3. BRINC Delegation

Month: February
Purpose: Partnership Building
Partner: Invest Durham

VC Accelerator tours Durham Region. Tour of ACE, meeting with DEEF, and meeting with Durham College and AI Hub

4. CTNS Battery Ecosystem Tour

Month: April
Purpose: Investment Attraction
Partner: Ontario Tech University

5. Site Visit: Toronto Catering And Food Processing Facility Expansion

Month: April
Purpose: Site Selection
Partner: Invest Durham/Pickering EcDev

Site visit tour in Pickering.

6. Site Visit: Transformer Manufacturer Expansion

Month: April
Purpose: Site Selection
Partner: N/A

Site visit tour in Ajax and Pickering.

7. Brazilian Nuclear Trade Mission to Ontario Tech University

Month: May
Purpose: Partnership Building
Partner: Ontario Tech University

Durham Region presented an overview of the Region as the Clean Energy Capital of Canada and the Durham Region Nuclear Sector Strategy. Trade mission is a continuation of bilateral economic relations between Canada and Brazil in nuclear. Commitment to foster trade partnerships and strengthening diplomatic ties.

8. Project Ivy Executive Tour

Month: May
Purpose: Investment Attraction
Partner: Durham Region

This prospective investor tour showcased locations of interest around the Region for a higher-educational use. The investment project remains open, and staff continue to advance it.

9. CTNS Site Selection and Canadian Expansion Inbound Delegation (Part 2)

Month: June
Purpose: Site Selection
Partner: Invest Durham, Ontario Tech University

A tour of shortlisted sites throughout Durham Region for an investment opportunity.

10. MEDJCT Collision Fam Tour

Month: June
Purpose: Investment Attraction
Partner: MEDJCT

Durham Region familiarization tour for various attendees of Collision Conference. Tour showcased Ontario Tech's Brilliant Catalyst, ACE Climatic Wind Tunnel, the advanced research facilities at Durham College's Centre for Innovation and Research, and the entrepreneurial environment at Spark Centre.

11. Invest Ontario Strategic Planning Meeting and SAFRAN Tour

Month: June
Purpose: Partnership Building
Partner: Invest Durham & Invest Ontario

Strategy & Partnerships team visited Durham Region to conduct a team building session. The Region's Director of Economic Development and Tourism presented to Invest Ontario, Durham Region's investment attraction/promotion value proposition and Ready Set Future strategy.

12. Inmu Sensory Touch Products (Denmark) - Canadian Expansion

Month: July
Purpose: Investment Attraction
Partner: Local Business

An Ajax based market consultant representing a Danish med-tech business, requested a tour of Durham Region's mental care ecosystem to identify areas for Canadian market entry.

13. StarlC Exploration of Innovation Ecosystem for SemiConductors

Month: July
Purpose: Investment Attraction

Industry centric meeting surrounding what the semiconductor ecosystem in Durham Region can look like. This discussion was tied to a site tour of 1855 which is in the similar theme and architecture for the investor's desired office location.

14. CTNS Executive Delegation - Finalizing Coming to Canada

Month: July
Purpose: Investment Attraction
Partner: Spark Centre, Angel Investors Durham

Senior executives visiting from Korea to tour Durham Region's battery ecosystem and proposed sites for investment.

15. Project Iron (Invest Ontario) - Site Selection Tour

Month: July
Purpose: Site Selection
Partner: City of Oshawa

Site visit for the Port of Oshawa for an advanced manufacturing type prospective investor.

16. TCS Dallas SMR/Nuclear Delegation US Senetors and State Reps

Month: August
Purpose: Partnership Building
Partner: Durham College

Delegation of state representatives and senators from eleven southern states to learn about the Darlington SMR project and to promote the nuclear supply chain in Ontario.

17. TCS Latin America Water Treatment Fam Tour

Month: August
Purpose: Partnership Building
Partner: MEDJCT, Durham York Energy Centre (DYEC), OPG

Durham Region familiarization tour for various delegates from the water sector (treatment) in Latin America and also attending the International Water Association Conference in Toronto. Tour stops included DYEC, Darlington SMR project, and Algoma Orchards.

18. Invest Ontario FAM Tour

Month: September
Purpose: Partnership Building
Partner: Invest Ontario

Invest Ontario visits Durham Region to meeting with OPG Supply Chain and Nuclear Medicine and Radioisotope team about promoting Life Sciences and attracting investment. Also, OPG Supplier Day Tradeshow and met with Mayor Adrian Foster to discuss Durham Region as the Clean Energy Capital of Canada and the Central Eastern Ontario Isotopes Alliance for collaboration with the Province.

19. Semiconductor Investment Site Tour and Senior Government Meetings

Month: November
Purpose: Investment Attraction
Partner: City of Pickering

Site selection tour for a prospective investor and review of project plans to move this opportunity forward.

20. Project Evergreen - Site Selection Tour

Month: December
Purpose: Site Selection
Partner: City of Oshawa

In collaboration with the City of Oshawa's Economic Development team, Invest Durham hosted a prospective investor from the academic sector, who is exploring opportunities to expand into the Region. The delegation included key decision-makers, highlighting the importance and potential impact of this initiative. This visit underscores Invest Durham's commitment to fostering and attracting top-tier talent to the area.

21. Land and Investment Group - Site Tour (Signature Site)

Month: December
Purpose: Site Selection
Partner: City of Oshawa

In collaboration with the City of Oshawa's Economic Development team, Invest Durham led a site tour of one of Durham Region's signature sites for a land and investment group for general interest purposes.

Appendix 9: Advancing Relationships with Senior Agencies in 2024**Federal****1. Government of Canada Trade Commissioner Services (Global Affairs Canada)**

- 1.1 A greater and more strategic utilization of federal trade and investment partners located internationally, resulting in connection with federal trade commissioners focused on clean energy, advanced automotive, advanced manufacturing to identify significant investment opportunities.
- 1.2 Met with TCS representatives from USA, Spain, Italy, Germany, Finland, Japan and Korea.
- 1.3 Hosted federal trade commissioners from the New York City and San Francisco offices for tour of signatures sites in Durham and project meetings with prospective investors.

2. Invest in Canada

- 2.1 Various meetings held to discuss investment attraction and promotion of Durham Region.
- 2.2 Collaborated to amplify Durham Region's value proposition to Trade Commissioners.
- 2.3 Connected prospective investors with Invest in Canada to identify federal funding opportunities for manufacturing investment valued at over \$2.5 billion CAD.

3. Innovation, Science and Economic Development Canada (ISED)

- 3.1 Met with representatives from ISED in the semiconductor and ICT sectors to understand federal funding programs for significant prospective investors focused on promoting technology innovation.

4. National Research Council of Canada Industrial Research Assistance Program (NRC IRAP)

- 4.1 Close collaboration with location representatives of NRC IRAP to connect prospective investors for research funding opportunities in agri-tech, connected technologies, semiconductor and hard tech, automotive, and clean energy.

5. Immigration, Refugees and Citizenship Canada (IRCC)

- 5.1 Worked closely with IRCC to understand the programs in place to support skilled foreign worker immigration and work programs such as work permits, intracompany transfer, and designated service channels for prominent employers in the region.

Provincial

1. Ontario Trade and Investment

- 1.1 The Ontario Trade and Investment officers stationed at Canadian embassies throughout the world are in regular contact for sector specific inbound delegations, G2B outreach opportunities, and direct company support.
- 1.2 On-going collaboration with overseas missions for investment attraction and co-exhibiting at shows.

2. Invest in Ontario

- 2.1 Collaboration with sector specialists and site selector representatives to promote Durham Region's ecosystem in mobility, clean energy, and manufacturing while demonstrating investment readiness for FDI.

3. Ministry of Economic Development, Job Creation and Trade (MEDJCT)

- 3.1 Various meetings were held with senior MEDJCT officials to build relationships and promote Durham Region's automotive, energy, and advanced manufacturing clusters.
- 3.2 Collaborating with project leaders for various inbound delegations interested in Ontario's and Durham Region's sector ecosystems.
- 3.3 Attended MEDJCT led trade missions to international delegations, including Korea and Japan.

4. Ministry of Labour, Immigration, Trades, and Skills Development (MLITSD)

- 4.1 Regularly connecting with MLITSD to understand provincial level skilled labour and immigration program support mechanisms, as well as obtain information on skills development for companies in key target sectors, including existing businesses within Durham Region as well as prospective investors who are evaluating the labour market for interested areas of investment.
- 4.2 Working with MLITSD on their referral program to support companies who would like to apply for the Dedicated Service channel with IRCC.
- 4.3 This is a program for companies who have a significant economic impact on the Canadian economy that need to rapidly navigate skilled labour immigration and work permit programs.
- 4.4 This channel is beneficial to both local businesses and potential investors.

International

1. Canadian German Chamber of Industry and Commerce (CGCIC)

- 1.1 Invest Durham is a member of CGCIC which includes connecting potential investors from Germany to market ready or expansion services in Canada.
- 1.2 CGCIC connects Durham Region with German companies who are ready to invest into Canada.
- 1.3 Attended German-Canada industry events in trade and investment.

2. Canada Finland Chamber of Commerce (CFCC)

- 2.1 Delegations and collaboration in Durham Region.
- 2.2 Co-hosted Finland-Ontario industry events in trade and investment.
- 2.3 Connecting with potential investors through CFCC seeking to invest in Canada.

3. Business Finland

- 3.1 Worked with the Toronto-based office who provides support for market-ready Finnish companies who are serious about investing into Canada.
- 3.2 Collaborated with Business Finland to meet with key partners during the Finnish Partnership Mission and identify activities to promote investment attraction from Finnish companies into Durham Region through mutually shared key target segments.

4. Business Tampere

- 4.1 Formed an international economic development partnership, complete with a strategic report on utilizing this partnership to promote inbound investment into Durham Region and bi-lateral trade in key sectors of mobility, clean energy, and advanced manufacturing.
- 4.2 Activities include Finnish companies interested in setting up in Durham Region, industrial-academic research partnership opportunities, developing a Canadian based supply chain as part of North American expansion.

5. Helsinki Partners

- 5.1 As part of the economic development partnership exploration to Finland, Invest Durham connected with Helsinki Partners as part of the day visit to the Canadian Embassy in Finland, located in Helsinki.

- 5.2 Helsinki Partners is responsible for connecting companies and investment agencies with potential partners in the Helsinki ecosystem and engages with many networking activities to promote Helsinki's business ecosystem globally.
- 5.3 Invest Durham spent a day meeting with the prominent sector agencies in Helsinki including Chambers of Commerce, Energy Sector organizations, Smart Cities, and Automotive Innovation.
- 5.4 Following this interaction, Helsinki has provided a strong business case for working towards another economic development partnership for investment attraction and trade and Invest Durham will continue discussions with Helsinki Partners to explore this idea further.

6. Innovate UK

- 6.1 Hosted an inbound delegation in the mixed and augmented reality space, as well as film to identify opportunities for industrial partnerships.

7. France Canada Chamber of Commerce (FCCC)

- 7.1 Invest Durham is now a member of the France Canada Chamber of Commerce, which is one of the largest European Chambers of Commerce in Canada.
- 7.2 Membership includes meetings with French companies serious about investing into Canada, which Invest Durham will be discussing closely with FCCC.

8. Italian Canada Chamber of Ontario (ICCO)

- 8.1 Following the Global Affairs Canada European Roadshow to Milan, Invest Durham had an opportunity to meet with ICCO to learn about their targeted initiatives of bringing significant Italian investments into Ontario.
- 8.2 Invest Durham is now a member of ICCO, whose initiatives will be able to support connecting prospective investors with the relevant services needed to enter the Canadian market, providing serious and focused investment opportunities to Invest Durham.

9. Canada Korea Business Chamber (CKBC)

- 9.1 To support recent investment inquiries from Korean manufacturing companies who would like to invest in Canada, Invest Durham has been working with CKBC to refer these potential investors to get connected with relevant business and legal services that understand Canadian Korean trade and investment.

10. City of Nuremberg

- 10.1 Continuing Durham Region's economic development partnership with the City of Nuremberg, Invest Durham is outlining the scope of work for a future economic development partnership mission.

10.2 This has resulted in collaboration with Nuremberg to host a trade and investment networking event at Hannover Messe 2025, which will serve as the next round of partnership introductions before arranging a follow-up mission to the City of Nuremberg.

Industrial Policy / Organizations

1. Ontario Canadian Nuclear Industries (OCNI)

- 1.1 OCNI hosts events and foreign delegations to promote domestic and international trade in Ontario's nuclear sector, which Invest Durham has participated in through exhibiting or providing opening remarks.
- 1.2 Met with senior leaders of OCNI to discuss Durham Region's SMR and nuclear strategy and objectives for investment promotion in nuclear and clean energy.

2. Ontario Vehicle Innovation Network (OVIN)

- 2.1 Invest Durham works very closely with OVIN through our various automotive ecosystem partners (Ontario Tech Automotive Centre of Excellence and Durham College) and through other initiatives on the regional level that require matched provincial funding.
- 2.2 Invest Durham has referred automotive investors to OVIN and vice versa.
- 2.3 Other ongoing activities include partnership renewals and Durham Region Technology Development Site (DRTDS) challenge statements, and smart cities.
 - Automotive Parts Manufacturing Association (APMA)
- 2.4 Durham Region is a member of APMA and connects potential investors and current automotive businesses with APMA to be part of the Canadian-wide automotive manufacturing ecosystem.
- 2.5 Invest Durham participates in the APMA Canadian Automotive Summit, inviting investors and partners to attend.
- 2.6 APMA has been engaging Durham Region to potentially host an APMA event.
 - Ontario Clean Tech Industry Association (OCTIA)
- 2.7 Invest Durham is a member of OCTIA and is identifying opportunities to engage. Opportunities can include how to promote clean energy initiatives, attract investments and foster innovation in the cleantech sector.
- 2.8 Invest Durham would like to participate in more OCTIA events to network with industry leaders and showcase local opportunities.

- 2.9 Collaboration opportunities for exploration include policy advocacy, connecting cleantech companies with investors or potential buyers, and leveraging the association's network to drive economic growth in the region.

Appendix 10: Successful Investments (“Wins”), 2024**1. CTNS (Clean Technology Network Solutions - Korea)**

Regional Role: Lead role in investment attraction and lead facilitation

Partner: Brilliant Ventures, DEDP, Ontario Tech University

CTNS (Clean Technology Network Solutions) is a Korean battery pack startup founded in 2017, specializing in secondary battery technology and eco-friendly energy solutions. The company designs, manufactures, and manages advanced battery packs for various applications, including e-mobility, camping equipment, service and logistics robots, electric vehicles (EVs), and advanced air mobility (AAM). CTNS distinguishes itself through its smart manufacturing systems, battery data management, and proprietary Battery Management Systems (BMS). Since its inception, CTNS has executed over 500 high-mix low-volume projects and achieved \$6 million in revenue in 2023. The company is expanding its global presence, notably through a contract with Aptera Motors for EV battery pack facilities and production in the U.S. market. With a focus on sustainable practices and innovative technologies, CTNS aims to contribute to a net-zero world by advancing battery technology, improving manufacturing processes, and enhancing customer experiences in the clean energy sector.

Invest Durham connected with CTNS while attending Interbattery Korea in March 2024, as part of the Ontario Pavilion, organized by MEDJCT. It was in this meeting that Invest Durham was able to provide Canada, Ontario, and Durham Region’s value proposition, offering market access to the largest end user market of battery pack technology in North America. CTNS arranged a visit to Durham Region to tour the assets and learn more about the market. This was followed by a site selection visit and then an executive leadership familiarization tour. By the third visit, CTNS was working closely with all members in the clean technology and automotive ecosystem, notably Angel Investors Durham, Spark Centre, OVIN and Brilliant Catalyst.

CTNS’s Canadian strategy now included academic/industrial partnerships which would garner joint funding from the Korean and Ontario governments. CTNS became incorporated in Canada in August 2023, and setup their office in Brilliant Catalyst, hiring a student from Ontario Tech to begin operations.

2. Black and McDonald

Regional Role: Supporting role in investment attraction and lead facilitation

Partner: City of Pickering

Black and McDonald is a Tier 1 vendor for Ontario Power Generation (OPG), providing construction maintenance, and facility management services for nuclear projects in the area. The new Pickering facility provides several key benefits to Black & McDonald's clients, particularly Ontario Power Generation (OPG):

- **Enhanced support and efficiency:** The facility's proximity to the Pickering Nuclear Generating Station allows for more efficient service delivery and quicker response times.
- **Increased warehousing capacity:** The new location doubles Black & McDonald's warehousing capacity, benefiting both the Pickering and Darlington Generating Stations.
- **Streamlined logistics:** The closer proximity to the nuclear station improves logistics, enabling Black & McDonald to provide better support for nuclear projects.
- **Improved project execution:** The expanded presence in Pickering strengthens Black & McDonald's ability to support the growing needs of the Pickering Nuclear Refurbishment project.
- **Long-term partnership:** The expansion reinforces Black & McDonald's commitment as a Tier 1 vendor for OPG, building on their established track record of successful projects.

These benefits collectively enhance Black & McDonald's capacity to deliver high-quality construction, maintenance, and facility management services for nuclear projects in the area, ultimately supporting OPG's goal of providing clean, reliable electricity for Ontario.

A realtor representing Black and McDonald reached out to Invest Durham to request site selection services to identify potential expansion locations within the Region. In their search, the investor wanted to continue their commitment as a corporate citizen in Pickering; the City of Pickering was the primary facilitator of this opportunity. More details on the investment success can be found in Appendix 11: 2024 Significant Investment Highlights by Area Municipality, under Pickering.

Appendix 11: 2024 Significant Investment Highlights by Area Municipality**Notes**

¹ Development that does not yet have established tenants/businesses and therefore cannot provide a job creation estimate.

² Number of employees were not yet captured in business count survey and/or a job creation value was not reported by the area municipality or business.

³ Not known or to be determined

Ajax

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
OPG	300	198,946	Occupy as of May 1, 2025 R&D Facility. Will work on Pickering Power Plant Refurbishment. Signed a 15-year lease.
The Shandex Group	12 - 20	100,000	Occupied as of Fall 2024. New warehouse facility to service several local clients.
Volkswagen Canada	300	463,133	Received Site Plan Approval in 2024 to move forward with building expansion. Business Retention & Expansion. 115,459sqft addition for training centre, battery storage and additional shipping bays for distribution. Major win to retain a long-standing significant company in Ajax.
Prompt Assembly & Packaging Inc.	20	101,271	Moved into the former Ajax Textiles building. Third Party Logistics, distribution, and manufacturing/assembly company from Scarborough have added a new location in Ajax.

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Triforest Manufacturer Inc.	24 - 80	129,504	Currently expanding their staff and production at their Ajax facility. Business Retention & Expansion. Company is moving into Phase 2 of their expansion, hiring more staff and increasing production to meet the demands for their products. Durham Region and Town of Ajax staff have worked with Trade Commission Office in Shanghai and Immigration Canada to help the company recruit some of their expert staff in China to help with their expansion.
Lakeridge Logistics Centre	¹	1,200,000	Construction substantially complete. Looking for tenants. Brand new state-of-the-art zero carbon 1.2 million square feet distribution centre for lease.

Clarington

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Energy Drive Industrial Project	¹	40,000 SF	Two-storey industrial building with a total gross floor area of 3,763 sq.m., including parking, loading spaces, and an outdoor amenity area for staff

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Lake Road Industrial Project	¹	37,000 SF	The building is 3,459 square metres and contains two floors of office space at the front of the building. The remainder of the building is to be used for manufacturing and equipment storage. Occupied by Clearwater Structures Inc., an industry leader in the heavy civil construction sector, specializing in bridge rehabilitation and construction.
Volt Raceway	³	113,000 SF	New entertainment facility featuring Ontario's largest indoor electric go-kart track as well as other activities include axe throwing, pool hall, arcade and more.

Oshawa

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Lactalis Canada	80	379,000	379,000 square feet facility with the ability to store up to 60,000 pallets in both cooler and freezer environments. Zero-carbon-ready with the potential to be Zero Carbon Building (ZCB) certified.
Martin Brower	175	172,000	Martin Brower, a global leader in supply chain solutions, will occupy a new major industrial development at Northwood Business Park. With support from the City of Oshawa, Panattoni Development Company has collaborated with Stonemont Financial Group and BentallGreenOak to bring Martin Brower to Oshawa.

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Ontario Power Generation	2000	285,000	OPG will be moving its corporate HQ to the City of Oshawa. The corporate headquarters will bring over 2,000 employees from across the Greater Toronto Area, and beyond, together in one location. Expected full occupancy in 2025.
Oshawa Power	¹	30,000	Oshawa Power's investment in Northwood Business Park will consolidate all operational, administrative, and storage needs into one complex, enhancing Oshawa Power's logistical efficiency. This 6.5 acre property will have 30,000 sf of office space, along with storage yard, warehouse, and vehicle garage.
Panattoni	¹	500,000	Panattoni has constructed this new Class A facility with outside storage in Oshawa that can accommodate a variety of uses and tenancies. Occupants will benefit from modern industrial features with an optimal layout, fostering efficiency and cost savings.
Northwood Place	¹	60,000	Office and Industrial facility in Northwood Business Park that offers space that can be modified subject to tenant qualification

Pickering

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Pickering Nuclear Generating Station Refurb	11,000 per year	Reactor Units 5-8	Support and CNSC approval announced in 2024. The Conference Board of Canada projects the full refurbishment project would create and sustain 11,000 jobs per year while contributing \$19.4 billion to Ontario's GDP over 11 years.
Jerry Coughlan Health & Wellness Centre	¹	67,000 SF	Grand Opening 2024. Projected to complete more than 9,000 surgical cases annually
Business Point - Pickering Corporate Centre	¹	180,000 SF	Ground Breaking 2024
Triovest - Bay Ridges Industrial Centre	¹	270,000 SF	Ground Breaking 2024
AtkinsRealis	150	18,000 SF	Grand Opening 2024
Black & McDonald	85+	Reactor Units 5-8	Grand Opening 2024

Whitby

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Mazda Distribution Centre	Estimate: 50-150	279,000 SF	Mazda Distribution Centre (Industrial Facility) located in north Whitby employment area. One of the first industrial investments in the area. (New investment)

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
West Whitby Health Clinic	350 (Incl. 85 physicians)	154,000 SF	Oshawa Clinic Group expansion to Whitby - largest private multidisciplinary medical group practice in Canada. (Expansion / Relocation)
Whitby Financial Services Centre	¹	35,000 SF	Four-storey, 35,000 SF Financial Services Centre, anchored by RBC, LEED Gold Building. (New investment) Groundbreaking was 2023, set to open in Q3/2025.
GHD	²	5,025 SF	Met through Whitby Business Retention & Expansion program (2023). Lease was set to expire. Provided location options and successfully relocated to Wentworth office. (Retention)
4Sight Utilities	²	2,400 SF	Met through Whitby Chamber event (2023). Previously home-based business and successfully relocated to office in Whitby. (Retention)

Northern Municipalities (Brock, Scugog, Uxbridge)

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Brock			
Mike Konopacki Rentals	55	5,374	Status: Under construction. An addition to existing industrial building to facilitate 3 additional industrial units in an industrial plaza. Sunderland Employment Area

Company	Jobs Created	Building Size / New Floor Space Added (sq ft)	Comments
Scugog			
Cannabis Manufacturing Processing Facility	¹	15,958	A 1,483m2 two-storey building for a cannabis manufacturing and processing facility. Estimated permit value is \$4,500,000
Canada Post Mailing Distribution Centre	¹	12,378.50	One-storey Canada Post mailing distribution centre. Permit value is \$500,000 so far
Industrial Cartage Building	¹	4,997	One-storey industrial cartage building for vehicle relocation business. Permit value is \$1,565,130
Uxbridge			
Bestway Stone Expansion	³	11,223	Addition to an existing industrial building.
UCELExpansion	³	17,814 (industrial building) 7534 (accessory building)	New industrial building and accessory building.
Uxbridge Shoes	³	7,513	Move to larger location. Construction of new commercial building with four (4) residential units
Stanmore Equipment	³	15,747	Addition to existing industrial building
Hyson Properties	³	81,504	Ownership changed hands recently - new submission imminent.

Appendix 12. Tampere Economic Development Partnership Mission Report

**Invest Durham and Business
Tampere Regional Economic
Development Partnership
Exploration Mission
Report and Strategy
December 2024**

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1. Executive Summary

The Regional Municipality of Durham (Invest Durham) and Business Tampere have initiated a strategic partnership to foster economic development and collaboration between their regions. This partnership, formalized through a Memorandum of Understanding (MOU) (included in this report as Appendix 13), aims to leverage the complementary strengths of both regions in key sectors such as advanced manufacturing, automotive technology, energy, and digital innovation. A report summarizing the background and findings of the initiated Partnership Exploration mission and focuses on the following:

1. **Shared Economic Focus:** Both regions prioritize similar sectors, including automotive and vehicle technology, energy and sustainability, and advanced manufacturing, providing a strong foundation for collaboration.
2. **Collaborative Opportunities**
 - **Trade and Investment:** Facilitating market entry and expansion for businesses from both regions.
 - **Academic Cooperation:** Joint research initiatives, skills transfer programs, and curriculum development in areas like automotive technology and clean energy.
 - **Innovation Ecosystem:** Connecting innovation hubs to foster joint projects and knowledge sharing.
3. **Key Sectors for Collaboration:**
 - **Automotive and Vehicle Technology:** Focus on advanced mobility, supply chain optimization, and work machine manufacturing.
 - **Energy and Sustainability:** Emphasis on clean energy initiatives and smart city projects.
 - **Applied Digital Technology:** Collaboration in areas such as cybersecurity, AI, and analytics.
4. **Immediate Action Items:**
 - Participation in CES 2025 with coordinated booth visits and networking.
 - Planning for Tampere's visit to the Toronto area in May 2025.
 - Organizing a Durham Region delegation visit to Tampere in 2025.
 - Collaborating on a Future Energy conference in Durham Region.
5. **Academic and Research Partnerships:** Connecting institutions like Ontario Tech University with Tampere University to collaborate on automotive, hydrogen, gaming, and semiconductor research.
6. **Workforce Development:** Leveraging the Youth Mobility Agreement between Canada and the EU to facilitate skills transfer and address workforce needs.

This partnership represents a significant opportunity for both regions to enhance their economic competitiveness, drive innovation, and create new opportunities for businesses and academic institutions. By focusing on shared strengths and complementary capabilities, Durham Region and Tampere are well-positioned to become leaders in advanced technology and sustainable development on the global stage.

1. Introduction

How It Started

In June 2023, Invest Durham travelled to Sacramento, California, USA to exhibit in the Ontario Pavilion at the Electric Vehicle [EV] Symposium. The Ontario Trade Investment Officer stationed at the Consulate General of Canada in San Francisco arranged a short visit from the Minister of Transport at Baden-Wurttemberg (Ontario's sister province in Germany) to visit the Ontario Pavilion, with each exhibitor presenting a brief overview of their product or service. It was during this visit that Business Tampere accompanied the Minister during these presentations. As part of the EV theme, Invest Durham's presentation emphasized the assets in Durham Region for advancing mobility technology which included the GM Autonomous Vehicle Test Track, Ontario Tech University's Automotive Centre of Excellence [ACE] and Climatic Wind Tunnel, as well as the intersectionality of clean energy and electrification, noting Durham Region is the "Clean Energy Capital of Canada". A conversation between representatives of Invest Durham and Business Tampere revealed that a Finnish business delegation would be visiting Toronto in October 2023 to explore the automotive and heavy automotive segments and would like to continue the conversation of Invest Durham.

Business Tampere Delegation to Canada

The delegation did happen as planned with the support of the Ontario Ministry for Economic Development, Job Creation and Trade [MEDJCT], Business Finland, the Canada Finland Chamber of Commerce, and GRIT Online. The delegates had the pleasure of seeing prominent heavy automotive companies and institutions across the Greater Toronto Area [GTA] such as Tigercat, Toyota, Flodraulic, Kubota, and the ACE Climatic Wind Tunnel. Invest Durham had the privilege of meeting Tampere-based companies such as Unikie and Helmee Imaging, and institutional partners such as VTT. Every delegate asked thoughtful questions throughout their visit to Durham Region which planted the seed to devise a long-term strategy for partnership with Tampere and Finland.

2. Why Finland?

More Similarities Than Differences

Geographically and economically, Finland and Canada are quite similar with both countries possessing the following traits:

- Both are northern jurisdictions, experiencing similar climates and 4 seasons.
- Canada and Finland have a strong commercial relationship with bilateral trade valuing at \$2.4 billion with main exports being mineral products, transportation, and machine.

- Strong emphasis on carbon neutral energy production with similar energy distribution sources.
- Both countries have a focus on science, technology, and innovation, both requiring expertise in Arctic technology due to similar climates (example: icebreakers).
- Supporters of free-trade and the Canada-Europe Comprehensive Economic & Trade Agreement (CETA).
- Almost identical economic statistic measures such as life expectancy, average age, birth rate, political stability ranking, average income and wage, and cost of living.

The environment of our respective countries necessitates innovation to survive and thrive. Through our shared values, similar challenges, and mutual commitment to innovation, Finland and Canada are uniquely positioned to build a lasting partnership that drives sustainable growth and technological advancement in the face of a rapidly changing world.

Embassy of Canada to Finland in Helsinki

Tampere was always the target region to start growing Canada's relationship with Finland, which prompted us to reach out to our Trade Commissioners stationed in Finland to detail the current relationship and seek their support in planning a partnership exploration mission to Tampere, Finland.

We kicked off our exploration mission by visiting the Canadian Embassy in Finland to meet with Clint Martin, Commercial Councilor & Consul for Trade Commissioner Services [TCS] of Canada. During our inaugural meeting, Clint, who subsequently accompanied us for the rest of our visit to Tampere shared the following:

- The Canada-European Union [EU] Free Trade Agreement [CETA] was ratified by Finland in 2018, signifying a long-standing trade relationship between the two countries.
- The agreement exempts 99% of products from tariffs.
- Government procurement is on equal footing, making it easier for Finnish companies to offer goods and services to the Canadian government.
- Canada has signed a Youth Mobility Agreement with the EU, since the Nordics represent the largest English-speaking workforce within the EU, providing excellent opportunities for skills transfer/exchange.
- Canadian and Finnish governments share the same key mandates:
 - a. Indigenous community
 - b. Commissions on Truth and Reconciliation
 - c. Arctic defense and environmental protection

- d. Trade in waters requiring ice-breakers – Helsinki Shipyard has been purchased by a Quebec-based Canadian company
- Canada, USA and Finland have an ICE Pact.

Martin's insights provided a wealth of information about Canada-Finland relations that would inform our strategy for our proposed regional partnership.

3. Why Tampere?

After Business Tampere's visit to Canada, the Invest Durham team sought to learn more about Tampere and validate the perceived similarities between the two regions with concrete facts. Tampere is located approximately 180 km from Helsinki's city center, about a two-hour journey by car or train. Similarly, Durham Region is 37 km from Toronto's city center but travel times can range from one to two hours by car or train. Both regions, situated outside major urban centers, are ideally suited for industrial and advanced manufacturing hubs due to their lower population density and availability of employment lands. Tampere Region and Durham Region also share a focus on similar technical clusters for economic development (as outlined in [Tampere City Region's Economic Development Strategy](#)) and possess comparable assets that attract investment and foster innovation. These shared geographical and strategic characteristics position the two regions as natural complements in driving economic growth and technological advancement.

Introduction to Tampere

Tampere, the largest inland city in the Nordics, has been significantly influenced by Nokia's presence, including the development of the first smartphone in 1996. Since Finland joined the North Atlantic Treaty Organization (NATO), the city region has experienced substantial growth, particularly in defense technology. Today, Tampere is recognized as a Smart City that leverages AI to enhance urban life.

Defense has become a key area of focus due to Finland's historical context, driving innovation and growth in industries such as the maritime sector. Tampere's expertise has attracted major global players like John Deere, which relocated its Research and Development headquarters from the U.S. to Finland. The city has also made significant advancements in digital solutions, including intelligent machines and green electrification technologies.

The region has supported the global scaling of 150 Small-to-Medium Enterprises [SMEs] and established itself as a European hub for semiconductors, hosting pilot projects in photonic materials, chip packaging, and chip design. Efforts to develop key sector value chains are guided by principles of innovation and sustainability, ensuring smart and green progress.

Collaboration between large corporations and SMEs is a cornerstone of Tampere's development strategy. This approach is exemplified by the Future Mobile Work Machines Conference, where stakeholders come together to create a roadmap for achieving a green and digital transformation of the economy.

4. Ecosystem Landscape

4.1 Manufacturing and Innovation

Tampere Region encompasses an exhaustive list of key sectors, which demonstrates the vibrance and robustness of their economic ecosystem. A key consideration for partnership was the overlapping target sectors within Invest Durham. This led to the development of a focused scope of work which informed the mission. Tampere has demonstrated excellence in manufacturing, while promoting innovation with their skilled talent; a level of excellence, especially considering the population size, that Durham Region strives to achieve. The driving theme that informed the mission was **Advanced Manufacturing** with a focus on **Advanced Mobility, Future Energy** and **Applied Digital Technology**.

4.2 Automotive & Vehicle Technology

Recognized as one of the top automotive and vehicle technology hubs in Finland, home to 130+ organizations and 200+ members of companies, academia, and research institutes. Tampere Region, with its multi-faceted offerings in innovative businesses and intelligent solutions, is a region that Durham Region would like to collaborate with and support by providing a soft-landing hub for internationalization into Canada as well as [R&D](#) partnerships between our respective institutions.

Invest Durham staff were particularly impressed by firstly, Business Tampere's database of manufacturing companies by sector and secondly, the value chain mapping of companies based on vehicle functionality. These two key initiatives are foundational to building relevant ecosystems for economic development agencies and a proven valuable strategic approach for Durham Region to give key consideration. Value chain mapping is a good exercise for a region to identify supply chain gaps and identify and allocate priorities when building our value proposition. While Invest Durham is focused on investment attraction from foreign direct investment, we recognize the importance of showcasing our ecosystem and bolstering our key businesses to achieve these objectives. Staff also took note of core initiatives from Business Tampere, including:

- International cluster collaboration, including joint events.
- Delegation visits and networking opportunities for resident companies.
- Hosting sector events such as Manufacturing Performance Days, Glass Performance Days, etc.

Alignment on Key Investment Focus Areas

Tampere Region has identified specific areas where intellectual assets in mechanical, electrical, and chemical engineering are supported to drive automotive innovation which has resulted in the region becoming a thought leader in the following areas:

- Battery cells and packs
- Human-Machine Interface [HMI]
- Data analytics
- Imaging

The automotive niche that differentiates Tampere from other regions who may be home to large-scale, traditional OEM and sub-tier automotive manufacturing is that their assets are considered smart manufacturing for automotive. This provides flexibility to be part of an essential supply chain with assets that cannot necessarily be replicated or thrive in other regions when considering technical expertise and experience from tangential sectors (such as microelectronics or robotics).

Durham Region prides itself in having similar assets with workforce and technical skillsets, also in adjacent but relevant industries (data visualization and analytics, mixed reality, digital twinning, medical mobility, EV trades, just to name a few); in which we work closely with our innovation ecosystem to help grow and commercialize.

5. OPPORTUNITY

Durham Region recognizes immediate opportunities for collaboration, given several shared strengths and initiatives. In the immediate future, Durham Region would like to collaborate with Business Tampere on the following opportunities in the automotive and vehicle technology segment:

- a) Connect our respective innovation hubs working in the same space to identify collaboration, which may include but not limited to Durham Regional Technology Development Site [DRTDS], Spark Centre, Brilliant Energy Institute [BEI], Ontario Tech University [OTU].
- b) Identify supply chain gaps in respective markets and discuss soft landing opportunities or demonstration zones for businesses offering solutions that fill those gaps.
- c) Provide networking opportunities for automotive and vehicle technology clusters to further Business Tampere's export support initiatives.

5.1 Mobile Work Machines

Tampere has a unique value proposition in the off-road mobile work machine sector, being home to nine global market leaders in their category. Off-road mobile machines are Finland's third largest export at €8 billion.

Finland: A Nation of Engineers

While this may be an unofficial slogan, it resonates across the nation and with Invest Durham as we seek to attract investment opportunities that drive the needs for highly educated and skilled technical talent.

Work machine manufacturing is a critical value chain asset with most of Canada's GDP coming from heavy industrial sectors such as construction and infrastructure, transport and logistics, agriculture, oil and gas, mining, just to name a few. The work machine market is low volume and capital intensive with long life cycles and rigorous health and safety design requirements. This in turn, creates an even greater market for operators, machine, maintenance and repair operations (MRO), service, and parts distribution. Durham Region could benefit from home-growing market leaders in similar manufacturing segments. This approach can positively impact Durham Region and hence prompt Invest Durham to consider how we can promote innovation into market leadership with our Science, Technology, Engineering, Mathematics and Trades (STEMT) workforce.

Work Machine Manufacturers and Opportunities in Durham Region

During Business Tampere's visit to Southern Ontario in October 2023, Durham Region identified local partners and facilitated tours of businesses such as Kubota Canada; Flodraulic, a diesel electric municipal work truck, developed in partnership with Kevares based in Oshawa and Edison Trucks based in British Columbia. Invest Durham is currently researching other work machine manufacturers within the Region that could be of interest for future delegations to visit and explore partnerships.

5.1.1 OPPORTUNITIES

As part of collaboration, Invest Durham Region will work to identify partnership and/or expansion opportunities for the major Finnish companies, while exploring this value-chain approach.

The startup team is working with an automotive aftermarket company looking to extend range of internal combustion engine cars. They are currently setup in the US but would like to expand to Canada. We will continue this discussion following the mission.

5.2 Energy and Sustainability

Net Zero and Intelligent Communities

Canada and the EU are closely aligned on climate-neutral goals and smart city initiatives. Smart city initiatives in Finland allows the cities to act as experimentation and innovation hubs. Durham Region was recently recognized as one of the world's [Top7 Intelligent Communities by the Intelligent Community Forum \(ICF\)](#).

5.2.1 OPPORTUNITY

Exchange of ideas on optimizing our cities for experimentation and better using our innovation hubs in the areas of energy and sustainability.

The Clean Energy Capital of Canada

Durham Region is the Clean Energy Capital of Canada, providing 35% of Ontario's electricity through our two nuclear power plants and construction is underway for the world's first grid-connected, commercialized Small Modular Reactor (SMR).

Approximately [87% of Ontario's electricity is from non-emitting sources](#).

Tampere and Durham Region have similar sources of non-emitting energy including waste-to-energy, hydropower, and geothermal. A recurring subject amongst different stakeholders in the Tampere energy sector was the use of district heating from power-to-gas, geothermal and data centers. The district heating aspect is a novel concept to Durham Region and presents an opportunity for further exploration and collaboration.

Energy Park Concept

Like Tampere's ECO3 Business Park, Durham Region has developed the "Clarington Energy Park". The Clarington Energy Park is located directly across from OPG's Darlington Energy Complex and the Durham York Energy Centre – a waste to energy facility. The vision for Clarington Energy Park is to create a center of excellence that offers a collaborative space for private sector, government, academic, and research institutions to advance future energy initiatives.

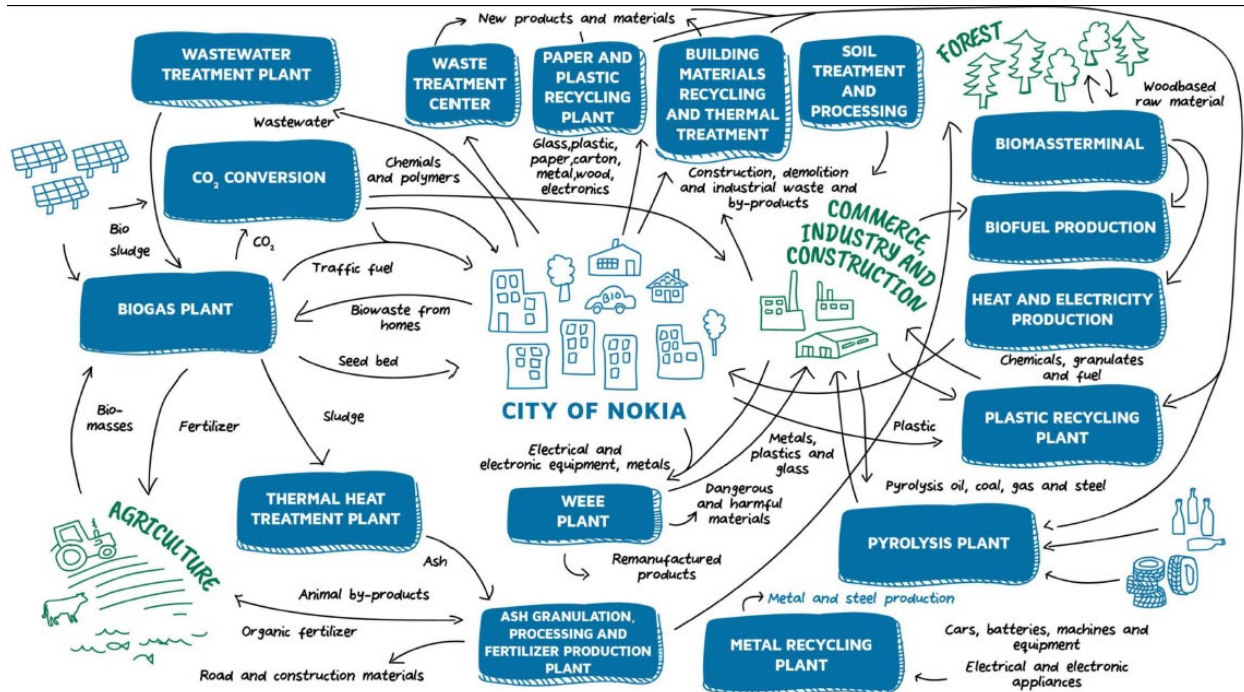


Figure 1: Tampere's ECO3 Business Park and Concept



Figure 2: Land envisioned for Business Park in Clarington



Figure 3: Conceptual Rendering of Clarington Energy Park Lands

Threats and Opportunities: Grid vs. Off-grid

Electricity distribution and the infrastructure to support district heating through similar non-emitting power generation is complex and requires involvement from senior government. However, the Province's largest employer and energy market leader, Ontario Power Generation (OPG) is based in Durham Region, hence we have key assets in navigating potential larger scale projects. In addition, Durham Region's thought leadership in clean energy innovation, strong energy cluster and renowned academic and research institutions (Ontario Technical University for Nuclear Engineering, Brilliant Energy Institute [BEI], Clean Energy Research Lab [CERL], Durham College for technical trades), can support growth in off-grid as well as grid-connected clean energy innovations.

5.3 Energy Event of Finland

During Invest Durham's visit to Tampere, the largest energy summit in Finland was happening at Tampere Fair and Sports Centre, known as the Energy Event of Finland. We were able to take advantage of the perfect timing and attend on the final day of the show, Thursday October 24, 2024, along with Clinton Martin, Commercial Counsellor & Consul at the Embassy of Canada to Finland. As we attended the show, staff were impressed by the vast number of Finland-based energy suppliers, and the emphasis on thermal energy, which is quite different from Ontario's focus on electrification. The energy supply chain, how Finnish communities engage with their energy providers for

grid servicing, and the approach to district heating are all strategies Durham Region would like to explore. We would need to understand this strategy to better identify opportunities for collaboration. With Canada and Finland, Durham Region and Tampere aligned in carbon neutral energy production, even toting similar sourcing distribution (hydro, nuclear), it is clear there is potential for our two economies to work together.

5.3.1 OPPORTUNITIES

Similar to the next steps listed in the automotive sector, we propose the following next steps:

- a) Connecting our academic and research institutions so they may begin collaborative research or programs;
- b) Identify supply chain gaps in respective markets, while connecting our respective assets from our largest energy providers (OPG for Durham Region);
- c) One of the key deliverables in Invest Durham's Regional Strategy: [Ready, Set, Future](#) is to host a Future Energy conference:

Action	Timeline
3.3.2 Host a Future Energy event in the region and attract an international audience.	2025

Source: Ready, Set Future.

This may present a joint hosting opportunity or at least an invitation for Business Tampere, their institutions and organizations in the energy community to attend. We could use the Energy Summit in Tampere as a model for this conference because it was a well-run event with appropriate exhibitors and attendees.

5.4 Semiconductor

The semiconductor sector at Tampere draws a keen interest from Durham Region, especially as staff work on a resource intensive project of bringing the first ever semiconductor fabrication facility to Canada. Invest Durham was originally drawn to Business Tampere because of the Region's sector alignment with automotive and future energy, but as Durham's semiconductor fab project has developed in the past year, Durham Region has scaled up its semiconductor ecosystem and partnerships, making Tampere's semiconductor segment an equally exciting sector for collaboration.

5.4.1 OPPORTUNITIES

Institutional

With smart manufacturing for automotive and grid management for clean energy sources relying heavily on sensors and essential node (200 mm) chips, semiconductors feed into all the other mutual target sectors for Tampere and Durham Region. The lab-2-fab approach to fill supply chain gaps stood out as a sustainable and scalable strategy to bolster technical expertise in microelectronics while tailoring global- leading university programs such as SoC HUB at Tampere University. Durham Region, Ontario, and Canada have identified an educational gap that will need to be addressed in the immediate future as we work towards semiconductor investment projects: fabrication engineering. Durham Region and the surrounding academic institutions in the Greater Toronto Area have excellent programs in electrical engineering for chip design, hardware engineering, or power electronics for battery management system but we see an opportunity to partner with our academic and research institutions, and our local hard tech accelerators to develop a joint program at an accredited university.

Private Sector

Tampere is developing a pilot line focused on advanced packaging. Invest Durham has been providing details on the supply chain for semiconductor fabrication to determine if the advanced packaging pilot can play a role in the fabrication project in Durham Region. Staff will be connecting Business Tampere with clients (upon client approval) to continue partnership and supply chain discussions.

5.5 Startup & Scaleup

Business Tampere's Startup team tracks all startup companies in Tampere Region and has a startup funnel mapped out on Miro™, where the stages are the startup phase of each company, as well as an actual map for investors to track. Startup funnel phases include:

- Idea
- Pre-seed
- Pre-incorporated.

An example of when they exit the funnel is when they hit 10 million Euro in sales. Tampere Region is home to approximately 200 startups. They track the resident businesses to actively survey businesses and understand their needs to be successful which sets help establish strategic programs that will enable these startups to grow and scale. This includes knowing what programs these startups are currently using. Formulating these KPIs helps to identify a success profile for companies. They are strict in defining a startup, and must meet the following criteria:

- Is it scalable?
- Founders must have an intention of going international.

Their program is focused on increasing the success rate of startups in their funnel rather than the quantity of startups in the region. This team actively looks for startups and flags companies seeking funding (that is easy for investors to see).

A significant way that Tampere Region supports promising startups is providing a test bed network that is built into their infrastructure. There are 40 applications built into their IoT (Internet of Things) platform. Tampere Region provides a gateway into the market through its testbed program. The program provides test beds for resident use, which they aptly call the “living lab”. Residents drive the services they would like to see in their neighborhood and take part in planning and defining those services. This model has coined the term “Test Bed as a Service [TBaaS]” which has been built over the past few decades making Tampere Region thought leaders on the concept. This supports companies by making them large enough to be sustainable, but small enough to be agile.

Aligned Sub-Sectors within Applied Digital Technology

Mixed reality and gaming are two major sectors of interest to Tampere, with students/graduates from Ontario Tech University’s Game Development and Interactive Media working in Tampere’s gaming companies. This was of particular interest in developing since Canada and Finland have the Youth Mobility Agreement.

Durham College has a prominent [Mixed Reality Studio](#) program and is home to the [Esports Gaming Arena](#) which provides experiential learning for the largest growing segment of the gaming industry and hosts major gaming tournaments. Durham Region would like to work with Business Tampere on developing cluster strategies to grow the mixed reality and gaming sub-sectors.

5.5.1 OPPORTUNITY

When considering geographical partnership, Business Tampere has innovation requirements to be considered:

- Cross pollination
- Collaboration
- Soft landing
- Exchange programs

Durham Region has these same goals in mind when evaluating our partnership opportunities with Business Tampere and will elaborate on how we can meet these innovation requirements in the Collaboration Opportunities section.

5.6 Trade and Export

The SME Export Engine (SMEEE)

The SMEEE program led by Business Tampere aims to increase exports by industrial technology SMEs based out of the Central Baltic region, in partnership with Latvian Chamber of Commerce and Industry, Kista Science City (Sweden), and Tartu Business Advisory Services (Estonia). The target geography for export is outside of EU/EFTA, into NAFTA, with the leading partners indicating that the US areas surrounding the Great Lakes, and specifically Ontario are of primary interest. The success is indicated by 20 sales contracts signed with SMEs as a direct result of this project's activities. Supporting activities included:

- Market introduction seminars to provide insight into target markets and providing an exporter's kit.
- Market expert guidance for companies throughout market entry process.
- Introduction to potential business partners in target market.
- Arranging for companies to visit the target market.

To carry out this project, a €1.8 million budget was allocated, which was divided between all participating partners. Business Tampere dedicated one full-time employee workload (100% or 50% workload between two employees) to this project. This clearly demonstrates a highly focused initiative to Business Tampere's core vision. We were particularly impressed by the granularity for which resources and KPIs measured, tracked, and reported and would like to adopt these best practices at Invest Durham.

Bridging4Growth Canada

This project supports trade opportunities for growth-oriented SMEs from the Central Baltic regions (Finland, Estonia, Latvia, Sweden) into the geographies of Great Lakes areas in North America, Brazil, and Uzbekistan, who are offering innovative solutions in the industries of:

- Heavy industrial
- Smart city
- Health
- Mobility
- Cleantech
- Electrification
- Energy transition

This program supports participating companies at no cost and offers the following services:

- Market coaching for entry and growth strategies.
- Matchmaking with local companies and leads aligned on business requirements within target markets.
- Eligibility for companies potentially advancing to a sales contract signing to participate in a partially funded trip to selected market.

In 2024 alone, the project has led delegations for participating companies to Brazil, Canada, USA, and Uzbekistan. The Canadian mission including attending Collision 2024 in Toronto with side events in the area.

5.6.1 OPPORTUNITY

Each Baltic region will lead a specific delegation, with Estonia leading the next delegation to the Toronto Region, Ontario in May 2025. Yi Tang will connect us with the partnered Baltic Region organizations to arrange delegation planning discussions.

6. Stakeholder Engagement

6.1 Tampere University

Tampere, like Durham Region, effectively nurtures an ecosystem that integrates academic institutions and industry partners to drive innovation and growth. Tampere University is part of the University of the Arctic network [UArctic] which consists of post-secondary institutions participating in education and research within northern regions. Durham Region's Ontario Tech University is also a member of [UArctic](#). Tampere University's Partnership Managers connect industry and academia, with parties collaborating on various matters such as [EU Horizon Funding](#). [Canada is also a partner country in Horizon Funding](#) which presents an opportunity for Tampere University and Ontario Tech University to collaborate on funding for research applications as well as student exchanges. Tampere University co-ordinates the Hydrogen Cluster for Finland.

6.1.1 SoC HUB

The System-on-Chip (SoC) co-development hub operates in Tampere University. The Hub is focused on design expertise working on supporting more efficient design, to devise more cost-effective means to allow mass-production while developing much needed expertise in the area. The university offers a Masters Program. The project is a co-creation use case where academia is collaboration with industry, in this case Nokia.

6.2 Bitwise Oy

Bitwise and Business Tampere hosted Invest Durham at the Ilves vs. HPK hockey game at Nokia Arena. We were treated to a live demonstration of [WiseSport®](#) to showcase live action sport metrics tracking and analytics currently use in the European Hockey leagues.

6.2.1 OPPORTUNITY

Invest Durham has since introduced Bitwise Oy to our Sport Tourism specialist, to coordinate a discussion with representatives of the Oshawa Generals Hockey team who may be a gateway into the Ontario Hockey League [OHL]. Bitwise Oy visited Canada for the IIHF U20 World Championship games in Ottawa in December 2024 and they met with the Oshawa Generals in Durham Region.

6.3 Unikie

Unikie is a software engineering and innovation company that provides intelligent solutions for the automotive, heavy equipment, transportation & logistics, devices & IoT, and networks & communication industries. The company is 10 years old and has 600 employees globally. They focus on the development of industry solutions, car applications and cybersecurity, delivering solutions that use AI. A great use case example of their solutions include autonomous parking and fleet management where vehicles are moved to charging stations in the evening. The majority of their revenue is from one prominent international vehicle manufacturer. Their product solutions in embedded software for mobile devices prompted the opening of global offices in Germany, America, and Poland.

It is important to note that we met Unikie during the Tampere Delegation to Durham Region in October 2023 hence we are aware of the Vancouver, British Columbia presence to support their Canadian customers. The Vancouver presence consists of support engineers with no physical office. This can change depending on how the business and required support grows within Canada.

6.3.1 OPPORTUNITY

About three weeks after our return from Tampere, Marika Aruvuo from GRIT Online and Canada Finland Chamber of Commerce reached out to us with the news that Unikie is interested in incorporating and opening an office in Canada. As of Spring 2024, GRIT Online was the sole representative for Unikie in Canada to introduce their solutions into the market, so they are providing information about potential locations across Canada to inform their decision. Within 3 business days of this discussion, Invest Durham provided a comprehensive proposal outlining the value proposition of Ontario, the Greater Toronto Area (GTA) and Durham Region.

6.4 Insta

Insta is a 60+ year old Finnish family-owned business specializing in software consulting, with a quarter of their business in industrial automation. Their solutions are provided to the top players globally in cybersecurity and are a strategic partner of the Finnish Defence Forces. They are a pioneer in network defence solutions and one of the top secure digitization consultants in Europe. The enables their solutions to support critical infrastructure such as energy and water management. Another interesting field of solutions they work on is autonomous systems in mobile work machines.

There are 100 employees in their Finland office, with the majority being software engineers for coding. Their team also consists of lawyers to help them navigate government requirements surrounding cybersecurity. Since they are a solution provider, their offer a full systems solution package, white-labelling physical products that are a part of their solutions. This is an important distinction since job creation in other regions could consist mainly of digital nomads.

6.4.1 OPPORTUNITY

Cybersecurity solutions are very critical to all digitized aspects of life and business but also proves challenging to navigate government security policies because they are different for each country. Being a partner to the Finnish Defence Forces as a Finnish company is a focused strategy and acknowledges that entering other markets (i.e. USA or Canada) can be resource intensive and be a long sales cycle.

Their expertise as a cybersecurity leader in Europe, along with a dedicated legal team is a significant advantage and they may be more equipped to enter the market than Durham Region itself; however, Durham Region has great potential for cybersecurity projects in infrastructure with our 2 nuclear power plants. Durham Region is working on other key investment opportunities with ties to defence which could potentially use Insta's cybersecurity solutions. At this time, Durham Region is able to offer support to opportunities specified by Insta as needed should they want to enter our market.

As a fun aside, Tom Hannelius, Director of Software Consulting, revealed a long-standing and meaningful connection to Canada both with his hockey career and his Dad's involvement with their local junior hockey team, bringing them to Oshawa in Durham Region for over ten years. His dad no longer leads these tournament visits to Canada but the hockey teams still travel every year. We will be in touch in the event Tom is able to visit Durham Region himself on a professional or personal capacity.

6.5 Fastems

Fastems is a 40+ year old family-owned business in Tampere, employing over 500 people globally and earning \$100MEUR in revenue. Fastems presents novel industrial automation solutions for large component, low volume machining. What is typically

referred to as flexible or agile automation, it is a field that most countries are not competitive in because their workforce is built towards low-cost, high-volume, low-precision production. An example of the niche markets in question are machine tools that are lower volume (10 – 10,000 parts produced annually) with a high mix of products in their segment offering (example: windmills or ultra-high tonnage presses). This could include a handful of large precision pieces but also a larger volume of small precision pieces needed for the overall assembly. Most of these types of industries resort to manual machining to achieve this: Fastems solutions use strong engineering expertise in manufacturing and integration that improves the output of these manufacturers with an immediate realization of return-on-investment (as low as 5 months).

The knowledge economy that Fastems and Tampere represents is similar to the engineering assets Canada and Durham Region offers. Durham Region hopes to attract businesses much like Fastems to create jobs for our highly-skilled labour force.

6.5.1 OPPORTUNITY

As Durham Region works to attract advanced manufacturing investments, the question that often arises is what supply chain is available locally or where they can source specific engineering expertise to design their factory lines/automation. Fastems would be the perfect partner for these prospective industries and we hope to work together to bring more flexible automation solutions into our manufacturing ecosystem.

6.6 Kalmar

Another leader in heavy industry, Kalmar specializes container management systems and large mechanical systems for windmills; however, they are not to be mistaken for an equipment supplier, their offerings also include the following:

- Training simulators for their equipment
- Training programs and systems for the drivers in their simulators
- Electrification support for customers and electrified fleet
- Automation and robotics

Their key markets are in shipping ports and terminals (core business) and are growing the segments of distribution centers, manufacturing, and heavy logistics. North America is the largest market for their terminal tractors. They currently manufacture their products in Poland, USA, Malaysia, and China. They emphasized the importance of partnership networks and are focused on building it up. Staff had the chance to see their electrified fleet in action where their handlers were managed remotely.

6.6.1 OPPORTUNITY

Durham Region is home to an inland port known as the Hamilton-Oshawa Port Authority [HOPA], which is quite small in comparison to the seaport markets where Kalmar has a strong presence. Staff would be interested to learn if there are service centers/professionals in Ontario, especially since it borders 4 out of the 5 Great Lakes. As more is learned about the cargo handling, shipping and logistics, and distribution, staff will stay in contact to discuss how we can build a partnership network with Kalmar.

6.7 City Nomadi

City Nomadi was introduced by its Chief Executive Officer, Merja Taipaleenmäki. The company has developed an innovative app designed to enhance exploration of new locations by uncovering the fascinating stories behind them. This app features seamless 3D maps that provide detailed guidance through various environments, such as hospitals and university campuses, enabling users to navigate these facilities with ease. Additionally, the app is equipped to assist users in navigating trade show floors, offering real-time updates and interactive maps tailored for both urban and rural settings globally, in multiple languages. City Nomadi's solution primarily targets companies and public sector organizations aiming to improve user experience by providing comprehensive navigation and information about their surroundings.

6.7.1 OPPORTUNITY

Invest Durham will work to connect City Nomadi with provincial and federal tourism agencies in Canada.

6.8 Pilkington (NSG Group)

Pilkington is part of Sumitomo Group, a prominent Japanese company, that specializes in glass and glazing systems across a gamut of heavy industries including automotive, buildings, agriculture, and mobile work machines. They have a Canadian presence with operations in Ottawa for agricultural equipment and an NSG factory in Collingwood manufacturing lamination for cars and vans. It was a value add to understand their role in the mobility supply chain and staff will be interested to keep in touch should prospective manufacturers ask about available supply chain in Ontario.

6.9 Wisematic

Mika-Petteri Kuro has been working with Invest Durham through Business Tampere's initiatives since October 2023. He was representing Helmee Imaging, which was then acquired by Hexagon. At the time of this meeting, his contract was set to end in 2 weeks

and wanted to reconnect once he started at Wisematic. As a preview, Wisematic works on custom automation solutions for the refurbishment of smart phones.

Kuro is the Director for Marketing and Business Development and is supporting Wisematic in expanding their market outside of Finland. Interestingly, their products are a potentially ideal fit for our semiconductor fabrication facility and will introduce the two parties upon approval for connection.

Wisematic also provides custom automation solutions for battery cell and pack manufacturing. Their technology specializes in small-size, precision handling where automation systems interact with human operators. This is a very specific technology expertise that is poised to do well in the North American market.

6.9.1 OPPORTUNITY

Staff will introduce Juro to investors specifying equipment needs related to their fabrication line. We will also share some businesses focused on battery pack manufacturing and smart phone refurbishment in Canada.

7. Collaborative Opportunities

7.1 Trade, Investment, and Economic Development

The goals of Business Tampere and Invest Durham align seamlessly. Business Tampere focuses on helping local businesses expand into international markets, including Canada, while Invest Durham prioritizes attracting foreign investments. A key feature of Durham Region is its "soft-landing" support, providing businesses with resources and guidance as they establish themselves in the market.

The Memorandum of Understanding [MOU] between Invest Durham and Business Tampere highlights several key trade opportunities that leverage the strengths of both regions. The above report and identified opportunities for collaboration have confirmed that the MOU has accurately outlined the focus sectors where both regions have complementary capabilities. The following key trade opportunities will help inform a comprehensive strategy for collaboration moving forward:

7.1.1 Automotive and Vehicle Technology

Collaboration in Advanced Mobility

Both regions aim to collaborate in the automotive sector, particularly in advanced mobility technologies. Tampere is home to over 130 organizations in this field, providing a robust network for joint ventures and partnerships.

Supply Chain Optimization

There is an emphasis on identifying supply chain gaps and fostering networking opportunities for automotive technology clusters, which can enhance export support initiatives from Tampere to Durham.

7.1.2 Work Machine Manufacturing

Partnerships in Off-Road Mobile Work Machines

Tampere has a strong presence in the off-road mobile work machine sector, which represents Finland's third-largest export category. This presents an opportunity for Durham to explore partnerships with Finnish companies specializing in this area, particularly as both regions have significant heavy industrial sectors.

Market Development

The collaboration aims to promote innovation and market leadership in work machine manufacturing within Durham Region, leveraging the expertise of Finnish manufacturers.

7.1.3 Energy and Sustainability

Clean Energy Initiatives

Both regions share a commitment to climate-neutral goals and smart city initiatives. Opportunities exist for exchanging ideas on optimizing energy use and sustainability practices, particularly in district heating systems and other innovative energy solutions.

Collaboration on Smart City Projects

The partnership seeks to explore joint initiatives that enhance urban living through smart technologies, benefiting from Durham's recognition as a leading intelligent community.

i. Innovation Hubs

Connecting Innovation Ecosystems

There is a plan to connect innovation hubs in both regions to identify collaborative projects in advanced manufacturing, future energy solutions, and applied digital technology. This includes potential joint events and delegation visits to foster deeper ties between businesses and research institutions.

7.2 Academia

The proposed collaborative projects between academic institutions in Durham and Tampere focus on several key areas that leverage the strengths of both regions. These initiatives aim to foster innovation, research, and development in fields critical to economic growth and sustainability. Immediate next steps include connecting Arctic Universities to begin collaboration discussions in the fields of:

- Automotive: Ontario Tech University's Automotive Centre of Excellence [ACE]
- Hydrogen: Brilliant Energy Institute [BEI] and the Hydrogen Commercialization Demonstration Zone (also through ACE)
- Gaming: Ontario Tech University, Durham College (not part of UArctic but one of the leading experiential programs for e-gaming and mixed reality in Canada)
- Semiconductor: Various academic institutions, accelerators, and incubators in the ecosystem to develop an academic program for fabrication

The immediate next steps will help initiate and develop the following collaborative projects, with the goal of strengthening ties between academic institutions in Durham and Tampere Region, while promoting economic development through innovation, education and shared expertise:

7.2.1 Joint Research and Development Initiatives

Academic institutions from both regions will explore possible R&D partnerships, particularly in sectors such as automotive technology, clean energy, and advanced manufacturing. This collaboration aims to leverage each region's expertise to drive innovation in these fields.

7.2.2 Skills Transfer Programs

The partnership will explore opportunities under the Youth Mobility Agreement between Canada and the EU, facilitating skills transfer and exchange programs that can benefit students and professionals from both regions. This initiative aims to enhance workforce development and address skill gaps.

7.2.3 Networking and Knowledge Sharing

Collaborative projects may include hosting joint conferences, seminars, and workshops that bring together academic experts, industry leaders, and government representatives. These events will focus on sharing knowledge related to advanced mobility, sustainable energy solutions, and digital technologies.

7.2.4 Curriculum Development

Institutions may collaborate on developing joint educational programs or curricula that address emerging technologies and sustainability practices relevant to both regions. This initiative could enhance the educational offerings available to students in both Durham and Tampere.

7.2.5 Sector-Specific Research Projects

Specific research projects may be initiated focusing on areas such as battery technology, data analytics, and smart manufacturing. These projects aim to position both regions as leaders in innovative solutions within their respective industries.

7.3 Missions and Tradeshows

Discussions during the partnership exploration mission already uncovered immediate opportunities for Invest Durham and Business Tampere to reconnect and collaborate.

CES 2025

Invest Durham had a joint booth with Ontario Tech University's Automotive Centre of Excellence in the Vehicle Tech area (Booth #10135 in LVCC North Hall). Business Tampere will also be exhibiting in the Vehicle Tech and Advanced Mobility area (Booth #6978 in LVCC West Hall Staff connected at the event.

Hannover Messe 2025

Invest Durham will be exhibiting with the Canadian Pavilion in which Canada is the Partner Country for Hannover Messe 2025. This signifies Invest Durham's opportunity to showcase its ecosystem for investment readiness on the world stage and at the largest innovation and manufacturing show in the world. Since all Invest Durham's key partners will be in attendance, and Business Tampere will also be in attendance, we would like to arrange introductory meetings between our respective academic and institutional partners. Invest Durham would like to invite Business Tampere to networking events during the show when possible.

Tampere Visit to Greater Toronto Area: May 2025

Durham Region will coordinate with Yi Tang and the leading Baltic organization to develop the itinerary for Tampere and Central Baltic Region's visit.

Durham Region Visit to Tampere in 2025

Invest Durham is now equipped with areas of focus to identify partners and businesses best suited to collaborate with Business Tampere's ecosystem. Durham Region will commence research into the prospects of leading an academic and business delegation to visit Tampere at an agreed upon date.

Future Energy Conference

Durham Region's Economic Development Strategy has a key deliverable to host a Future Energy conference with the expectation that the initiative commences in 2025. Staff enjoyed the model of the Energy Summit and would like to collaborate with Business

Tampere on a suitable model that may start with academic partners, moving onto supply chain or incorporate both key members of the clean energy ecosystem.

8. Conclusion

The exploration of a partnership between Invest Durham and Business Tampere represents a strategic opportunity to leverage the complementary strengths of both regions in advancing economic development, particularly in the automotive and technology sectors. Through shared values, similar climatic challenges, and a commitment to innovation, this collaboration can drive sustainable growth and technological advancement. The insights gained from the recent delegation visits highlight not only the potential for mutual benefit but also the importance of aligning on key investment focus areas such as advanced manufacturing and smart city initiatives. By continuing to foster these connections, both Durham Region and Tampere can enhance their positions as leaders in their respective fields, ultimately contributing to a more resilient and innovative economic landscape. Invest Durham looks forward to growing our meaningful partnership with Business Tampere.

Appendix 13. Memorandum of Understanding

This Memorandum of Understanding (hereinafter referred to as "MOU") is made by and between the Regional Municipality of Durham, Whitby, Ontario, Canada, herein referred to as Invest Durham and the Business Tampere, Kelloportinkatu 1 B, Tampere, Finland (collectively the "Parties").

WHEREAS, the Parties share the objective of deepening their economic development cooperation and trade relations to strengthen their businesses and create jobs in both Regional Municipality of Durham, and the Tampere City Region; and

WHEREAS, the Parties recognize:

- the overall importance of the economic relationships between the Parties;
- the advantages derived from strengthening and broadening sectors of mutually beneficial trade and investment;
- the significance of working together to create a skilled and modern workforce to meet the needs of an innovative and digital economy;
- the value of close cooperation and consultations between the Parties on economic issues to ensure open lines of communication and sharing of best practice;
- this MoU is intended to outline the mutual understanding and intentions of the Parties and is not intended to create any legally binding obligations;
- the importance of working together in matters of economic significance.

NOW THEREFORE, the Parties, in the spirit of promoting closer relationships, intend to further support and work cooperatively within the boundaries of existing laws and treaties in their respective jurisdictions on issues as set forth below.

Item 1: Areas of Cooperation

In line with the principle of mutual benefit, the Parties share the intent to cooperate in the following areas:

Economic Development and Investment

This area of cooperation promotes business interactions between the Parties, including mutual exchange of appropriate business delegations and market information as well as other cooperative activities. The focus will be to advance cooperation in the areas of investment to support the sustainable development of current and emerging industries, company partnerships, opportunities, trade missions, symposia, workshops, and other relevant cooperative events; market access, early-stage company investment, finance, and support; and research partnerships. The Parties intend to work to increase the capacity for business renewal and investment in the following areas:

1. Applied Digital Technology

This area of cooperation encompasses the areas of information technology, cyber security, intelligent machines and automation, AI and analytics.

Activities contemplated include technology collaboration; cooperative partnership participation and collaboration; and private sector and academic institution collaboration.

2. Advanced Manufacturing

This area of cooperation promotes collaborative projects, research, and information exchange regarding innovation in advanced manufacturing. This area of cooperation aims to spur manufacturing growth by supporting initiatives to facilitate two-way investment, and to work to share best practices and world-class expertise found in both jurisdictions.

3. Automotive, including Electric, Connected and Autonomous Transportation

This area of cooperation fosters information sharing in the development and support of the automotive industry, including automotive innovation, engineering and manufacturing, and battery research and workforce development, especially as they relate to the commercialization, production, and deployment of electric, connected and autonomous transportation.

4. Defence

This area of cooperation targets the development, operation of defence industries within the geographies of the Parties, with the aim of enhancing defence manufacturing attractiveness, workforce development, foreign direct investment and market access.

5. Future Energy

This area of cooperation seeks to ensure that the Parties share best practice to building a business ecosystem that will enable the development of and commercialization of clean technologies and thus attract companies that produce solutions in cleantech, circular economy, renewable energy and sustainable materials.

6. Infrastructure

Support proactive urban development policy and accessibility development through collaboration involving area municipalities.

7. Academic Cooperation

This area of cooperation focuses on the development of world-class business and innovation ecosystems, strengthening global networks, explore the creation of new exchange programs, support and encourage appropriate institutional collaboration between colleges and universities, as well as research institutions in the Region of Durham and Tampere City Region.

8. Workforce Development

This area of cooperation supports the sharing of best practices to meet the challenges of creating and training a workforce to meet high-demand, high-wage job growth created by innovation across all sectors. The Parties intend to work together to identify opportunities for strategic partnerships and alliances between private sector companies, which will strengthen their capabilities to compete in international markets with a trained and ready workforce.

Item 2: Forms of Cooperation

Under the framework of this MOU, forms of cooperation may include the following:

- Organizing economic development missions and public sector visits;
- Specific projects, including technology and infrastructure demonstration projects;
- Sharing appropriate information and best practices regarding policies and programs, as well as policy design and capacity building support;
- Promoting cooperative research, development, and deployment projects in fields such as the applied digital technology, next generation mobility, future energy, agri-food, arts, culture and creative industries, life sciences and other technology between research institutes and universities;
- Joint organization of symposia, seminars, workshops, exhibitions, and training;
- Participating in other involvements and/or initiatives, including multilateral consortiums;
- Facilitating discussions regarding cooperation and sharing of regulatory best practices;
- Promoting participation and support from municipalities, regions, investment attraction agencies, research institutes, universities, and non-governmental organizations, as well as other organizations; and
- Any other mutually acceptable forms of cooperation that contribute to the goals of this MOU.

Item 3: Implementation

The Parties intend to, on a regular basis, inform and consult with one another on matters of common interest that represent opportunities for mutual benefit and are consistent with this MOU, with the intention of forming a Working Partnership made up of stakeholders chosen by each Party from the public and private sectors.

To oversee and implement this MOU, the Region of Durham designates Invest Durham as the coordinating authority for all interactions related to this MOU; the City Region of Tampere, designates Business Tampere as the coordinating authority for all interactions related to this MOU.

The Working Partnership will coordinate the implementation of this MOU, as appropriate, with other understandings between the Parties. The Working Partnership will designate a timeline to foster regular interaction and provide direction in the implementation of this MOU to ensure progress in areas of mutual benefit.

Item 4: Final Provisions

This MOU is not legally binding and does not create any legal, equitable, or financial rights, obligations, or liabilities for the Parties.

The Parties acknowledge and agree that the collection, use, and disclosure of information provided by/to the Regional Municipality of Durham shall be governed by the provisions of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. c. M.56, as amended.

This MOU will remain in effect as of the date of its signature for as long as each Party continues to find the cooperative activities under the MOU to be of mutual benefit. Either Party may terminate this MOU 45 days after it provides written notice of its withdrawal to the other Party, without legal consequence.

This MOU may be modified through discussion in the working group format and all amendments or modifications must be signed in writing by the Parties.

This MOU is signed on October 24, 2024 in Tampere, Finland.