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The Regional Municipality of Durham Report

To: Planning and Economic Development Committee
From: Commissioner of Planning and Economic Development
Report: #2024-EDT-7
Date: April 2, 2024

Subject:

Investment Attraction Metrics – Annual Activity Report 2023

Recommendation:

That the Planning 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 2023 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 2023.
- 1.3 This report will be accompanied by a presentation to Committee by the Region's Director of Economic Development and Tourism, Simon Gill.

2. Background

- 2.1 Invest Durham's investment attraction activities in 2023 were focused on four 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; and
- d. Cultivate relationships with community partners, post-secondary institutions, and senior government agencies, to promote investment attraction to Durham.

2.2 Invest Durham categorizes potential investors into stages 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 [#2023-EDT-4](#) Investment Attraction Metrics – Annual Activity Report 2022
- 3.2 [#2022-EDT-15](#) Ready Set Future: Five Year Economic Development and Tourism Strategy and Action Plan
- 3.3 [#2023-EDT-9](#) 2022 and Q1-2023 Commercial and Industrial Development in Durham Region

4. Year End Review 2023: Investment Attraction Metrics

- 4.1 In 2023, Invest Durham handled 229 leads or investment inquiries, an increase in activity from 157 leads in 2022. An overview of the leads is included as Appendix 2 of this report. Of the 229 leads serviced in 2023:
 - a. 33 leads (14 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. 194 leads (85 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 4.3 and 4.4).

Wins

- 4.2 Wins are listed in Appendix 3 of 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; or
 - c. No direct involvement: Investments for which Invest Durham had no direct relationship with the investor throughout the decision-making process 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 (2023 Investment Successes) of this report. This is a list collected from the area municipalities of their most significant commercial and industrial investments.
- 4.3 With support from the Region's partners, including the Area Municipal economic development staff through the Durham Economic Development Partnership (DEDP), Invest Durham welcomed two new investments, acting in a Lead Role. Innova in Canada, a service-provider that assists companies entering into Canada, established a physical presence in Oshawa. Invest Durham connected with this company through a direct inbound inquiry via LinkedIn following a meeting during the Collision Conference. Tessera Group Inc., a turnkey automation provider for manufacturing and industrial sectors, is establishing their new headquarters in Durham Region to accommodate 3 business divisions and will be home to 95 employees. This opportunity was supported by the Region's Agriculture and Rural Economic Development Section, who was contacted directly by the investor after the investor saw the Invest Durham Signature Sites document.
- 4.4 Invest Durham welcomed one new investment acting in a support role. A wholesale distributor of electrical products will be establishing operations in Durham; however, the company wishes for the investment to remain confidential until their planned opening in spring this year.
- 4.5 Successful Investments ("Wins") are listed with greater detail in Appendix 3.

Metrics

- 4.6 A breakdown of leads by industry is included as Appendix 4. Due to the concentration of efforts by the team to source new investment primarily from the five priority clusters outlined in “Ready, Set, Future”, 91 percent of new leads are in these priority clusters. The breakdown by priority cluster is shown below and summarized in Appendix 5:
- a) Future Energy: 28 percent
 - b) Agri-Food: 26 percent
 - c) Next Gen Mobility: 18 percent
 - d) Applied Digital Technology: 16 percent
 - e) Arts, Culture, and Creative: 4 percent
 - f) Other: 9 percent
- 4.7 Invest Durham’s promotional activities, initiatives, and targeted lead generation has resulted in 90 percent of the total leads. A further breakdown of leads by source is shown in Appendix 6 and is summarized below:
- a. 150 leads (66 percent) were generated from Invest Durham’s investment missions, both virtual and in-person
 - b. 37 leads (16 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. 14 leads (6 percent) came from companies that directly contacted Invest Durham
 - d. 5 leads (2 percent) originated from Invest Durham’s partnerships and with Ontario Manufacturing Communities Alliance (OMCA), Ontario Food Cluster (OFC), and the DEDP
 - e. 18 leads (8 percent) came from federal and provincial government agencies such as Global Affairs Canada, Invest in Canada, Invest Ontario, and Ministry of Economic Development, Job Creation, and Trade (MEDJCT)
 - f. 5 leads (2 percent) came through referrals or introductions from an intermediary such as community members, businesses, site selectors (non-government) and real estate agencies.
- 4.8 In 2023, Invest Durham undertook 14 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 7.

- 4.9 In addition to the investment missions, Invest Durham participated in 22 industry events, conferences, or trade shows in 2023, 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 8.
- 4.10 In 2023, the Business Development and Investment team hosted a total of 15 inbound delegations and site tours with prospective investors. Details of these are provided in Appendix 9.
- 4.11 In 2023, 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 10 for details on the various activities of Invest Durham in 2023 to advance these critical relationships.
- 4.12 The complete set of 2023 annual metrics tracked by the Business Development and Investment Section of Invest Durham is below:

Annual Metric	Target	Actual
Prospective Investment Leads	125	229
Personalized Pitch Proposals Sent	35	21
Site Selection Services Delivered	N/A (new metric)	35
In-Person Inbound Delegations / Tours	10	14
Number of Investment Missions	8	14
Support or Participate in Other Events	N/A (new metric)	22
Touchpoints with Prospective Investors	1,000	1,886

5. Ready, Set, Future and Investment Attraction Plan

- 5.1 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, which 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 process)
- d. Creating a network for Durham's top 50 businesses and coordinate with the DEDP to deliver tailored investment support services (planning phase)
- e. Developing and advancing partnerships with senior government investment agencies (on-going)
- f. Continuing to assess and advance initiatives to improve investment readiness.
- g. A new five-year Investment Attraction Plan is in the process of being developed, detailing actions and strategies to secure inbound business investment from domestic and international markets in key priority clusters. This Investment Attraction Plan will consider global trends in FDI (Foreign Direct Investment), the suitability of various foreign geographies as targets for Investment Attraction based on the similarity between a geography's economy and Durham's economy and prescribe the types of investment missions and lead servicing activities to be undertaken. It will also consider Durham's unique value proposition and sector strengths, as outlined in the recent strategy Ready Set Future.

5.2 The Investment Attraction work plan for 2024 will include several investment 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.

6. Investment Successes

6.1 Across Durham Region in 2023, the value of building permits for new non-residential development (excluding renovations to existing spaces, tenant fit-ups, temporary floorspace, etc.) was estimated to be approximately \$765 million, creating estimated total new floor space of over 400,000 square metres (over 4 million square feet). Of this total, the value of new commercial and industrial development only was estimated to be approximately \$500 million. A breakdown of this new non-residential development activity by area municipality can be found in Appendix 11 of this report. These values rely on estimates for Q3 and Q4, as final values were not yet reported by all of the Area Municipalities at the time this report was being finalized. The Planning Division will report on actual values once the data is available.

6.2 The DEDP has prepared a list of commercial and industrial investments across the region throughout 2023 to showcase to Committee ones 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. Included in Appendix 12 of this report is the list of 43 significant investments in 2023.

7. Conclusion

7.1 The investment attraction efforts and resulting lead generation in 2023 fared better than in 2022. While impacted by several staffing vacancies resulting in reduced operational capacity, Invest Durham exceeded targets for in-person missions and participating in key industry events to promote Durham Region as the best place to invest. Invest Durham also held key meetings with senior government agencies involved in investment attraction and partners in strategic target geographies, to build the sales pipeline of innovative prospective investors.

7.2 In 2023, the Invest Durham team collaborated with DEDP partners at the 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 229 leads, undertook 14 investment attraction missions, participated in 22 events and conferences, hosted 14 inbound delegations, and supported 3 successful new investments.

7.3 Well underway on delivering on the goals and actions in the Region's new five-year Economic Development Strategy and Action Plan: Ready Set Future, the Business Development and Investment Section is creating a new Investment Attraction Plan, and focusing on the core objectives of Investment Attraction, supporting the innovation community, developing cluster growth strategies, creating a new network of the Region's top 50 employers in collaboration with the DEDP, advancing relationships with senior agencies, and growing investment readiness.

7.4 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 Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

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 stages, 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 2023

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
1	Wholesale distributor in municipal and heavy construction sectors Ref: CBRE	Real Estate	Opportunity	Referral
2	Project Firefly - energy systems and manufacturing company	Future Energy	Opportunity	Marketing Inbound
3	Battery System Rapid Global Factory Expansion - Next Mfg Site	Future Energy	Prospect	Lead Generation
4	Renewable project - land acquisition	Future Energy	Opportunity	Event
5	Advanced manufacturer - FEDEV interest in hydrogen business in NA	Future Energy	Lead	Lead Generation
6	Agriculture Railway	Agri-Food	Closed lost	Direct Inbound
7	AI service company - OMCA market research into North America	Future Energy	Closed lost	Lead Generation
8	Joint Venture - Integrated Cybersecurity Centre	Applied Digital Technology	Prospect	Direct Inbound
9	Multi-Sport Complex and Daycare	Arts, Culture, and Creative	Lead	Marketing Inbound
10	Processor and distributor of nuts seeks market information Ref: OFC	Agri-Food	Lead	Lead Generation
11	Aluminum Composite Material (ACM) Manufacturing - production plant	Construction	Active Investor	Marketing Inbound
12	Startup plant protein producer seeks market information	Agri-Food	Prospect	Lead Generation
13	Milling company (food) seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
14	Telecom - IoT Auto Connectivity - Research and Demo Site	Applied Digital Technology	Closed lost	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
15	Auto parts manufacturer - potential expansion into Canada	Next Gen Mobility	Lead	Lead Generation
16	Automotive manufacturing facility - ref: Toronto Global	Next Gen Mobility	Closed lost	Lead Generation
17	Autonomous robots of industry - Market research into NA	Next Gen Mobility	Lead	Event
18	Tech Company (Not Start-up) - Canada HQ in Durham	Applied Digital Technology	Active Investor	Event
19	Battery Energy Storage System (Project Vector) - MEDJCT	Future Energy	Opportunity	Province
20	Automation - North American Expansion - Next Location Study	Future Energy	Prospect	Lead Generation
21	Health Tech - Relocation to Canada	Applied Digital Technology	Lead	Lead Generation
22	Battery Energy Company - commercial and industrial market research	Future Energy	Prospect	Lead Generation
23	Battery Energy Company - commercial and industrial market research	Future Energy	Prospect	Lead Generation
24	Battery Energy Company - commercial and industrial market research	Future Energy	Closed lost	Lead Generation
25	Battery Energy Company - commercial and industrial market research	Future Energy	Lead	Lead Generation
26	Battery Energy Company - commercial and industrial market research	Future Energy	Lead	Lead Generation
27	Battery Energy Company - commercial and industrial market research	Future Energy	Lead	Lead Generation
28	Battery Energy Company - commercial and industrial market research	Future Energy	Lead	Lead Generation
29	BioGas Facility - Ontario Project and Ag Industry Partnership	Future Energy	Closed lost	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
30	Biopharmaceutical - direct sales to hospitals in Canada	Applied Digital Technology	Closed lost	Federal
31	Biopharmaceutical - direct sales to hospitals in Canada	Applied Digital Technology	Lead	Federal
32	Software company for food processing companies seek market research Ref: OFC	Agri-Food	Lead	Lead Generation
33	Wholesale of food products seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
34	Alt protein seafood manufacturer seeks market research Ref: OFC	Agri-Food	Prospect	Lead Generation
35	AI - Sales and Service Office - Cdn Growth	Applied Digital Technology	Lead	Lead Generation
36	Automotive Tier 1 - Charging Station Infrastructure Partnership	Next Gen Mobility	Prospect	Lead Generation
37	Supplier of oils and fats seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
38	Canada Logistics Company - New Logistics Facility for Eastern Corridor	Transportation/Trucking/Railroad	Opportunity	Direct Inbound
39	Carbon management company seeks market research Ref: OMCA	Applied Digital Technology	Lead	Lead Generation
40	Charging station engineering company - seeking to locate in business centre	Next Gen Mobility	Closed lost	Marketing Inbound
41	Manufacturer of consumer spice goods Ref: OFC	Agri-Food	Lead	Lead Generation
42	Manufacturer of food processing equipment seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
43	General Manufacturer - Growth Opportunities for Different Sectors - Future Consideration	Applied Digital Technology	Lead	Lead Generation
44	Electronic controls manufacturer (OMCA) interest in NA market	Future Energy	Prospect	Lead Generation
45	Digital Health Senior Care Startup - Technical Support and Service Office for Canadian Expansion	Applied Digital Technology	Prospect	Lead Generation
46	Collaboration for Inbound Tech Companies from Pakistan	Applied Digital Technology	Lead	Event
47	Controls for energy management (OMCA) interest in NA market	Future Energy	Lead	Partner
48	Bolivia exporter - ON Expansion Market Research	Agri-Food	Lead	Lead Generation
49	ERP Company from India	Applied Digital Technology	Opportunity	Event
50	Automotive sensor (Incorporated in Canada) seeking location Ref: OMCA	Next Gen Mobility	Prospect	Lead Generation
51	Food technical services company seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
52	Custom Food Group - food processor and manufacturer seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
53	Cybersecurity - direct projects	Applied Digital Technology	Closed lost	Federal
54	Cybersecurity Startup (Funded) - Canadian Office Expansion	Applied Digital Technology	Opportunity	Lead Generation
55	10 acre industrial land inquiry	Real Estate	Closed lost	Marketing Inbound
56	DEDP-0132 Value-added meat processing investment Ref: OMAFRA	Agri-Food	Closed lost	Partner

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
57	Wholesale Distributor of Electrical Products	Future Energy	Win	Direct Inbound
58	Cell Meat production Ref: OMAFRA	Agri-Food	Opportunity	Partner
59	DEDP-0138: Aerospace Manufacturing	Next Gen Mobility	Active Investor	Province
60	DEDP-0140: Manufacturer of chemically bonded non-woven materials	Future Energy	Active Investor	Province
61	DEDP-0144 Biomedical Implants Manufacturer	Applied Digital Technology	Opportunity	Province
62	DEDP-0145 Cold Storage	Agri-Food	Lead	Referral
63	DEDP-0136 Indian Food Processing Company - Manufacturing Expansion in ON (OMAFRA, Invest Ontario, Invest Canada)	Agri-Food	Active Investor	Province
64	DeepDrive - engineering company seeks market research Ref: OMCA	Next Gen Mobility	Lead	Lead Generation
65	Condiment Manufacturer - Market Research	Agri-Food	Lead	Lead Generation
66	Distribution facility	Real Estate	Opportunity	Direct Inbound
67	-Risk management consulting company seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
68	ICE to EV retrofit startup seeks market research Ref: OMCA	Next Gen Mobility	Lead	Lead Generation
69	EV charging station company seek market entry to NA Ref: OMCA	Next Gen Mobility	Prospect	Lead Generation
70	Clean Energy Innovator - Industrial Location - Move to own location	Future Energy	Active Investor	Marketing Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
71	Producer of animal gelatin seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
72	Electrical and optical connectivity components - potential manufacturing facility in NA	Next Gen Mobility	Lead	Lead Generation
73	Electrical Components Manufacturer/Distribution - Warehouse Showroom Office Location	Wholesale	Prospect	Direct Inbound
74	Electrical storage - OMCA meeting, existing presence in GTA	Future Energy	Prospect	Partner
75	Electricity consumption modulation (Demand Response) - NA market development	Future Energy	Lead	Lead Generation
76	Electron Valley - CEP Interest	Future Energy	Opportunity	Province
77	Manufacturing Facility in ON - Exploration	Applied Digital Technology	Lead	Event
78	Energy process management IT service - OMCA	Future Energy	Prospect	Lead Generation
79	Energy software company - market research	Applied Digital Technology	Closed lost	Lead Generation
80	Energy software company - market research	Future Energy	Closed lost	Lead Generation
81	Agri food grower seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
82	Engineering and Controls manufacturer - market research	Future Energy	Prospect	Marketing Inbound
83	Engineering and Controls manufacturer - market research	Future Energy	Prospect	Lead Generation
84	Engineering and design company - motors and electronic market research	Future Energy	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
85	Engineering and Design Company - Solar	Future Energy	Closed lost	Lead Generation
86	Engineering and solar panel design - market research	Future Energy	Lead	Lead Generation
87	Engineering Software Services - OMCA market research to NA	Future Energy	Lead	Lead Generation
88	EV Charging station manufacturer - market research	Next Gen Mobility	Lead	Lead Generation
89	EV charging system design company - market research	Next Gen Mobility	Lead	Lead Generation
90	EV charging system design - market research	Next Gen Mobility	Lead	Lead Generation
91	EV manufacturer - market research	Next Gen Mobility	Lead	Lead Generation
92	EV Motorcycle Manufacturer (Luxury) - Partnership and Facility Move to Canada	Next Gen Mobility	Prospect	Event
93	EV Motorcycle Manufacturer (Mass Production) - Partnership and Cdn Manufacturing Location	Next Gen Mobility	Prospect	Event
94	EV small vehicle manufacturer - market research direct sales	Next Gen Mobility	Lead	Lead Generation
95	e-LCV - Manufacturing Plant - Canadian Expansion	Next Gen Mobility	Active Investor	Lead Generation
96	European Decarbonization Eng Firm - Manufacturing - Expansion/Acquisition	Future Energy	Active Investor	Referral
97	Wholesale food service provider for the hospitality industry seek market research Ref: OFC	Agri-Food	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
98	Auto OEM - Startup Ecosystem Collaboration	Next Gen Mobility	Prospect	Lead Generation
99	Auto Tier 1 (Seating) - Clean Hydrogen Storage from Hydrocarbon Waste (Plastics)	Future Energy	Prospect	Lead Generation
100	French company developing electric trailers and forklifts - set up an assembly line operation in North America	Next Gen Mobility	Closed lost	Lead Generation
101	Auto Tier 3 - BD Support for Who Exists in Value Chain for EV	Future Energy	Closed lost	Lead Generation
102	Fuel cell component supplier - expansion into North America	Future Energy	Lead	Lead Generation
103	Gen inquiry - Ajax Signature Site interest	Real Estate	Closed lost	Marketing Inbound
104	Business Hotel Chain - New Hotel - Expansions of Franchise to Durham Region	Arts, Culture, and Creative	Prospect	Marketing Inbound
105	SaaS - Canadian expansion - talent analytics solutions	Applied Digital Technology	Lead	Lead Generation
106	Meat processor Ref: OFC	Agri-Food	Lead	Lead Generation
107	Sole Proprietor - Retirement Community	Construction	Closed lost	Marketing Inbound
108	Heat exchanger manufacturer - OMCA interest in setting up a factory in Canada	Future Energy	Prospect	Lead Generation
109	New private university in Durham Region	Higher Education	Lead	Direct Inbound
110	Hydrogen powertrain startup seeks market research Ref: OMCA	Next Gen Mobility	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
111	Warehousing	Real Estate	Active Investor	Referral
112	Hydrogen energy storage manufacturer - OCMA interest in NA market	Future Energy	Lead	Partner
113	Hydrogen energy storage manufacturer - OMCA interest to BD NA market	Future Energy	Prospect	Lead Generation
114	Hydrogen Start-Up (UK) - Hydrogen production facility	Future Energy	Prospect	Lead Generation
115	Hydrogen storage manufacturer - OMCA market research to NA	Future Energy	Lead	Lead Generation
116	Hydrogen storage manufacturer - direct marketing, market research to NA	Future Energy	Prospect	Event
117	Hydrogen Refueling Station for Film Industry	Future Energy	Active Investor	Direct Inbound
118	Kosher food manufacturer and co-packing seeks market research Ref: OFC	Agri-Food	Prospect	Lead Generation
119	Small Company - Finding Office Space in Durham Region	Professional Training & Coaching	Win	Event
120	National brand producers of cat litter (pet products) seeks Ontario expansion market research Ref: OFC	Agri-Food	Lead	Lead Generation
121	Wholesale trade and processor seek market information Ref: OFC	Agri-Food	Lead	Lead Generation
122	Automotive Sensor and Simulation - R&D Partnership	Next Gen Mobility	Closed lost	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
123	PEM Electrolyzer - Manufacturing Facility	Future Energy	Closed lost	Lead Generation
124	Volleyball Tournament Provider	Arts, Culture, and Creative	Opportunity	Event
125	Automation - Battery Ecosystem - Partnership Consideration	Future Energy	Lead	Lead Generation
126	Mobile EV Charging Startup - Partner and Demo Site	Next Gen Mobility	Prospect	Province
127	Automotive body parts office Ref: OMCA	Next Gen Mobility	Prospect	Lead Generation
128	Whitby Based Tech Company Support	Applied Digital Technology	Opportunity	Event
129	Automation - Workforce Expansion - Cdn Representation	Applied Digital Technology	Lead	Lead Generation
130	Farm/ag land purchase	Agri-Food	Closed lost	Marketing Inbound
131	Project Pascal - Energy Storage Facility (Not battery)	Future Energy	Active Investor	Province
132	Manufacturer of disposable hygiene products Ref: OFC	Agri-Food	Lead	Lead Generation
133	Producer of CPG snacks and inputs seeks market research	Agri-Food	Lead	Lead Generation
134	Dairy food processor Ref: OFC	Agri-Food	Lead	Lead Generation
135	B2B commercial charging company - Living Lab with OTU	Next Gen Mobility	Active Investor	Province
136	Battery Recycling - Small Scale Processing Plant Pilot	Future Energy	Prospect	Lead Generation
137	Battery Recycling - Manufacturing in GTA	Future Energy	Prospect	Lead Generation
138	Battery Manufacturer - Serious Cdn Expansion - Site Selection	Future Energy	Prospect	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
139	Wholesale and trade of food seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
140	Major automotive industrial supplier of pipe systems - expansion into Canada	Next Gen Mobility	Lead	Lead Generation
141	Manufacturer of transformers - Toronto Global introduction for OPG supply chain	Future Energy	Lead	Lead Generation
142	Manufacturer of valves and pump - OMCA meeting for BD in NA	Future Energy	Lead	Lead Generation
143	Biotech facility - commercial demonstration	Applied Digital Technology	Lead	Lead Generation
144	Export seafood processor in Ecuador seeks market information Ref: OFC	Agri-Food	Lead	Lead Generation
145	Massage and Wellness Clinic	Arts, Culture, and Creative	Opportunity	Marketing Inbound
146	Medical device - direct sales to hospitals in Canada	Applied Digital Technology	Closed lost	Federal
147	German Auto OEM - Explorations of Cdn Growth Options in ICT	Next Gen Mobility	Lead	Lead Generation
148	Durham Based Pizza Chain - Flagship Store	Arts, Culture, and Creative	Opportunity	Direct Inbound
149	Durham Based Pizza Chain - Leed Certified Plaza (Phase 2)	Food Production	Prospect	Direct Inbound
150	Manufacturer of automotive components seeks market research Ref: OMCA	Next Gen Mobility	Lead	Lead Generation
151	Carbon Black and H2 Producer - Manufacturing Expansion	Future Energy	Prospect	Lead Generation
152	-Protein food processor for pulse products seeking market research Ref: OFC	Agri-Food	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
153	Automation - AutoTech Ecosystem in DR - Driving Behaviour and Environment	Next Gen Mobility	Lead	Lead Generation
154	Food processor of mushroom extracts seeks market research (mushroom farms) Ref: OFC	Agri-Food	Lead	Lead Generation
155	Finnish Ag Company - Vertical Farm in ON	Agri-Food	Lead	Marketing Inbound
156	Wholesaler and distributor of seafood seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
157	Auto ICT Supplier - Academic Partnerships for Canadian Expansion	Applied Digital Technology	Prospect	Lead Generation
158	Korean Industrial Manufacturer - Future Expansion Projects	Next Gen Mobility	Prospect	Federal
159	Global Sportswear Company - Relocation	Arts, Culture, and Creative	Active Investor	DEDP Member
160	Agri-Tech Pilot Opportunities	Agri-Food	Lead	Event
161	Wholesaler of food and beverage ingredients seeks market research Ref: OFC	Agri-Food	Prospect	Lead Generation
162	Carbon Nanotube Manufacturer - Canadian Factory Expansion	Future Energy	Opportunity	Lead Generation
163	Bison Farm and Processing - Ontario Expansion	Agri-Food	Prospect	Lead Generation
164	Coconut Oil Distributor - Canadian Distribution	Agri-Food	Prospect	Lead Generation
165	Freeze Dried Fruits - Canadian Market Entry	Agri-Food	Prospect	Lead Generation
166	Frozen Tropical Fruit - Canadian Distribution	Agri-Food	Prospect	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
167	Gluten Free Grains Processor - North American Expansion	Agri-Food	Prospect	Lead Generation
168	Grain Processing and Export - Canadian Sales	Agri-Food	Prospect	Lead Generation
169	Maple Syrup - Within Canada Sales	Agri-Food	Prospect	Lead Generation
170	Meat Producer - Sales to Canada	Agri-Food	Prospect	Lead Generation
171	Plant Based Food - North American Market Entry	Agri-Food	Prospect	Lead Generation
172	Poultry Farm and Processing - Ontario Expansion	Agri-Food	Prospect	Lead Generation
173	Oil Processor - Canadian Expansion	Agri-Food	Prospect	Lead Generation
174	Powertrain Manufacturer - Potential NA Expansion	Next Gen Mobility	Prospect	Lead Generation
175	Robotics Company - Landing in Canada	Hospital & Health Care	Lead	Event
176	Korea Steelmaker - Future Expansion Projects	Next Gen Mobility	Prospect	Federal
177	Power cable manufacturer - market research direct sales	Future Energy	Closed lost	Lead Generation
178	Cable manufacturer - market research	Future Energy	Closed lost	Lead Generation
179	Engineering and Design - regional pilots and research opportunities	Future Energy	Prospect	Lead Generation
180	Precision instruments for measurement and analysis - further expansion into Canada	Next Gen Mobility	Lead	Lead Generation
181	3D prototyping services seeking market research and NA immigration Ref: OMCA	Applied Digital Technology	Prospect	Lead Generation
182	Manufacturer and exporter of consumer foods seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
183	EV Manufacturer - Production and Lab in Durham Region - Phase 1	Future Energy	Active Investor	Direct Inbound
184	Pump and Valve Association - OMCA interest in BD in NA	International Trade and Development	Closed lost	Lead Generation
185	AI SaaS Office Setup	Computer Software	Closed lost	Marketing Inbound
186	Relocation: Warehouse and Distribution - Educational Supplies	Arts, Culture, and Creative	Active Investor	Marketing Inbound
187	Renewable Energy - Solar/Wind Farm Manufacturer Market Research into Canada	Applied Digital Technology	Lead	Federal
188	Renewable EnergyManufacturer Market Research	Future Energy	Closed lost	Lead Generation
189	Renewable Energy Service - OMCA market research into NA	Future Energy	Lead	Lead Generation
190	Digital Services and Consulting - Business Opportunities for Canadian Expansion	Computer Software	Prospect	Lead Generation
191	Manufacturer of food and beverage seeks market research (local Southern Ontario Farms) Ref: OFC	Agri-Food	Lead	Lead Generation
192	Travel software app seeks market research Ref: OMCA	Arts, Culture, and Creative	Lead	Lead Generation
193	AI Innovative Tech North American Expansion	Applied Digital Technology	Lead	Marketing Inbound
194	SaaS advanced manufacturing process management - OCMA market research to NA	Applied Digital Technology	Lead	Lead Generation
195	SaaS advanced manufacturing process management	Applied Digital Technology	Closed lost	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
196	SAG - aluminum manufacturer and components for industry future expansion NA Ref: OMCA	Mining & Metals	Prospect	Lead Generation
197	ESG data company (Ref: OMCA) - Interest in NA Market	Applied Digital Technology	Prospect	Lead Generation
198	US packager and distributor seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
199	AI tech company seeking marketing research Ref: OFC	Agri-Food	Lead	Lead Generation
200	Rubber manufacturer seeks market research Ref: OMCA	Next Gen Mobility	Prospect	Lead Generation
201	Korea Investor Firm - Future Expansion Projects	Next Gen Mobility	Prospect	Federal
202	AI Company Looking at DR Expansion	Applied Digital Technology	Opportunity	Event
203	Canadian Consultant - New Office Location	Future Energy	Opportunity	Event
204	Software and engineering company - market research	Applied Digital Technology	Closed lost	Lead Generation
205	Solar & Wind Energy Project Developer (Sweden) - Grid System	Future Energy	Prospect	Lead Generation
206	Auto ICT Supplier - Talent Pool Partnership Pool	Applied Digital Technology	Prospect	Lead Generation
207	AI software company for autonomous mobility (early stage) Ref: OMCA	Applied Digital Technology	Lead	Lead Generation
208	EV Battery Swapping Company	Next Gen Mobility	Opportunity	Province
209	Manufacturer of processed dried produce seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
210	Food process and wholesaler of consumer goods Ref: OFC	Agri-Food	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
211	Accessibility App Pilot Projects	Applied Digital Technology	Prospect	Event
212	Major Global Cybersecurity HQ and Accelerator Hub	Applied Digital Technology	Closed lost	Event
213	Manufacturer spice company seeks import market research Ref: OFC	Agri-Food	Lead	Lead Generation
214	Japanese Auto OEM - Research Facility in Durham	Next Gen Mobility	Prospect	Lead Generation
215	Technology Company - Expansion Opportunities in Canada	Defense & Space	Lead	Lead Generation
216	Software company seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
217	Rubber Extrusion Tech Manufacturing for Recycled Tires (Low emissions)	Next Gen Mobility	Closed lost	Marketing Inbound
218	Education Company Looking for DR Location	Arts, Culture, and Creative	Active Investor	Event
219	Mobility Automation Supplier - End User Site Selection - Multiple Opportunities Cdn Expansion	Next Gen Mobility	Prospect	Lead Generation
220	Solar to EV Charger Pilot - Inverter Manufacturing from Belgium to Durham	Future Energy	Opportunity	Direct Inbound
221	Valorization of computer waste heat - set up North American HQ	Future Energy	Lead	Event
222	Road management software company seeks market research Ref: OMCA	Applied Digital Technology	Lead	Lead Generation
223	ISP service provider - seeking operations expansion to GTA East	Applied Digital Technology	Closed lost	Direct Inbound
224	pilot manufacturing facility - laundry chemicals	Chemicals	Closed lost	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
225	Food producer seek market research Ref: OFC	Agri-Food	Prospect	Lead Generation
226	Wide Open Agriculture - seeks market research Ref: OFC	Agri-Food	Lead	Lead Generation
227	Manufacturer of battery systems and drivetrains for high performance automotive Ref: OMCA	Next Gen Mobility	Lead	Lead Generation
228	fulfillment centre for e-commerce	Computer Software	Prospect	Lead Generation
229	Battery Cell Manufacturing - Global Expansion Exploration	Future Energy	Lead	Lead Generation

Appendix 3: Successful Investments (“Wins”), 2023

1. Innova in Canada

Regional Role: Lead role in investment attraction and lead facilitation
Partner: Core 21

Innova in Canada specializes in supporting entrepreneurs from other countries to come into Canada.

The owner reached out to the Economic Development team via LinkedIn with the intention of arranging a location in Durham Region. Invest Durham organized an inbound delegation itinerary for a tour, and set up meetings for potential partnerships, particularly with the local incubators and accelerators. From the tour, the owner was able to establish a desk and address in the Core21 coworking space. The nature of Innova in Canada's work will increase job creation as it is focused on bringing more businesses into Durham Region.

Innova in Canada is currently in operation and working with businesses from Brazil.

2. Tessera Group Inc.

Regional Role: Lead role in investment attraction and lead facilitation
Partner: Township of Scugog

Tessera Group Inc. is a turnkey automation provider for manufacturing and industrial sectors. Holding various locations through acquisitions, they decided to establish a single corporate headquarters for their three divisions.

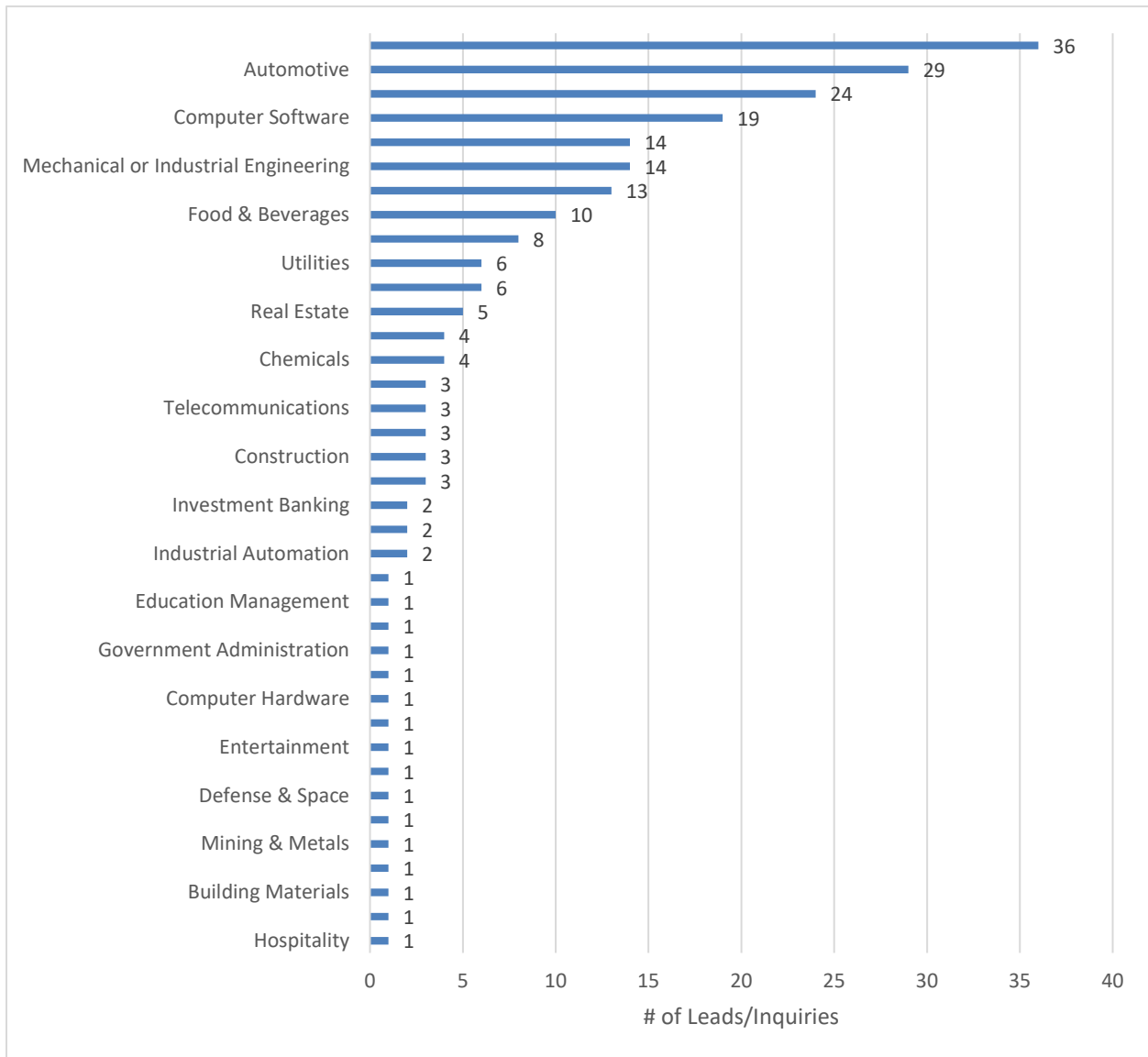
The client discovered the Invest Durham Signature Sites document on the Regional website website and contacted the Invest Durham team. From there, the client was supported by the Agriculture and Rural Economic Development section until a site was selected and purchased in Port Perry.

3. Electrical Distributor (confidential)

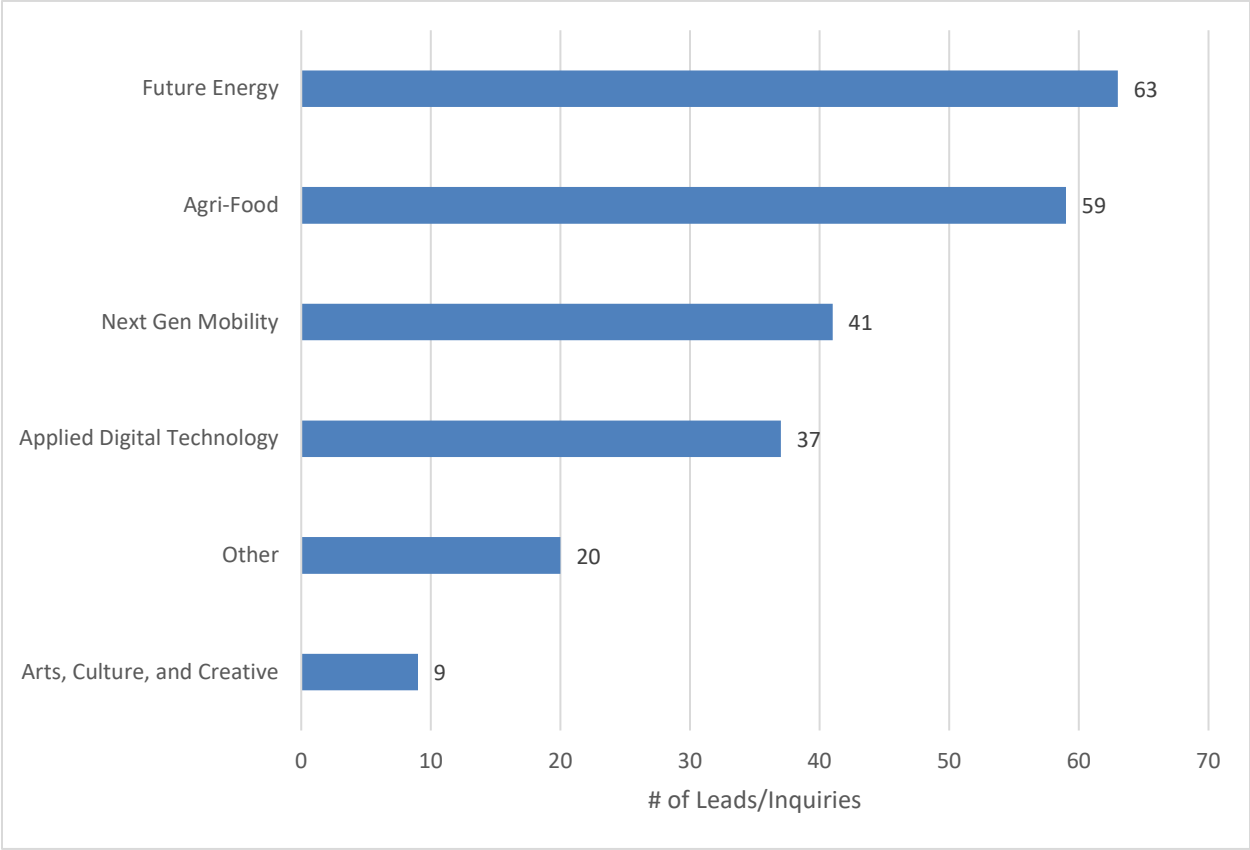
Regional Role: Supporting role in site selection
Partner: Oshawa-based realtor

Invest Durham supported the investment by a wholesale distributor of electrical products that was looking for a location in Durham Region. They reached out to Invest Durham for support in site selection and access to broadband. The investor worked with a Durham-based realtor.

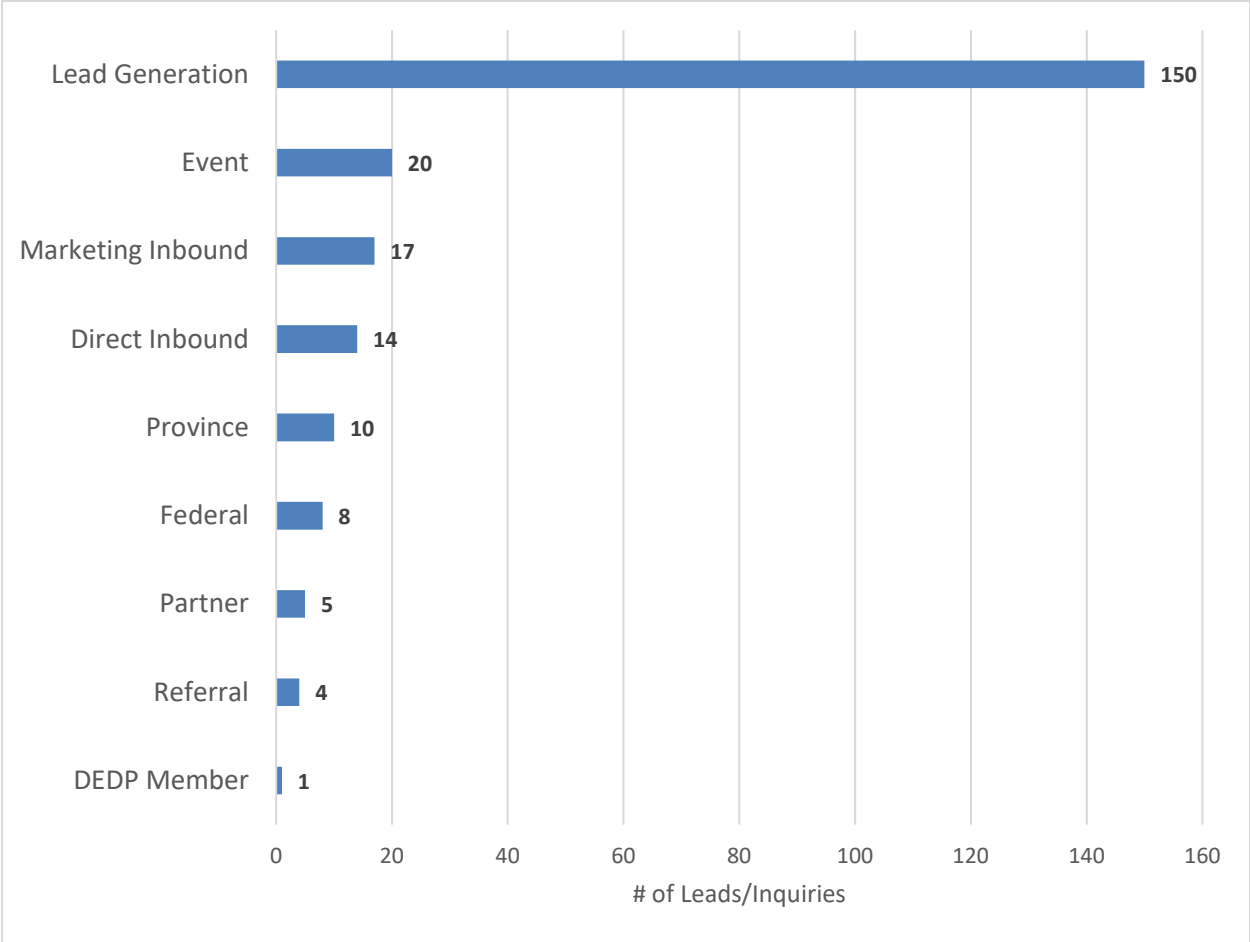
Appendix 4: Investment Leads/Inquiries by Industry, 2023



Appendix 5: Investment Lead/Inquiries by Priority Cluster, 2023



Appendix 6: Investment Leads/Inquiries by Source, 2023



Appendix 7: Investment Attraction Missions, 2023**1. Virtual lead generation (continuation of contract from 2022)**

Month: Ongoing
Location: Virtual
Partner: Third-party consultant
Leads: 20

503 target companies contacted.

2. Consumer Electronics Show (CES) 2023

Month: January
Location: Nevada, US
Partner: Durham Region Partners
Leads: 0

Toted as the largest Auto Show in North America, CES showcases the latest and greatest in manufacturing with Economic Development agencies having a strong presence, especially in the International Pavillion.

Invest Durham had a physical booth presence with a partner, and the primary objective of the mission was to generate brand awareness of Durham's value proposition for investment among the north american electronics industry, as well as to strengthen relationships with senior government agency and post-secondary partners.

3. Canadian Nuclear Association (CNA) 2023

Month: February
Location: Ontario, Canada
Partner: None
Leads: 1 (new); also met with additional existing Leads

Investment Promotion activity to showcase Durham Region as the Clean Energy Capital of Canada among the Nuclear sector.

Advanced many existing client relationships across the energy sector. Co-hosted a reception for Durham Region and ecosystem partners including a new investor landing in Canada.

4. EU (European Union) Canada Investment and Innovation Roadshow 2023

Month: April
Location: UK and France
Partner: Durham Region Partners and Third-party consultant
Leads: 3

Mission to United Kingdom and Paris to expand trade, export opportunities, and FDI prospects for Durham Region with Central Europe.

Connected with senior government officials to create new and strengthen existing relationships, and met with prospective investors through third-party lead generation.

5. Hannover Messe 2023

Month: April

Location: Germany

Partner: Ontario Manufacturing Communities Alliance (OMCA) and Third-party consultant

Leads: 23

Europe's leading trade fair for industrial technology companies in manufacturing, robotics, automotive, ICT, and energy.

Investment Attraction activity to meet with prospective investors from the sectors of advanced manufacturing, advanced mobility and clean energy.

6. Society of Automotive Engineers World Congress (WCX-SAE) 2023

Month: April

Location: Michigan, US

Partner: Ontario Tech University - Automotive Centre of Excellence

Leads: 0

Convention of global automotive professionals, showcasing commercialized and developing technology, and discussions on industry challenges and advancements.

Exhibited at the conference in a shared booth with a local post-secondary partner. The primary objective of the mission was to strengthen the relationship with the local partner and generate new brand awareness of Durham's value proposition for new investment across the north american automotive sector. Created connections with leading automotive OEMs and their lower tier suppliers in partnership, supporting our local academic partner to achieve mutual investment attraction goals.

7. AutoTech Detroit 2023

Month: June

Location: Michigan, US

Partner: Ministry of Economic Development, Job Creation and Trade (MEDJCT)
- Ontario Mission and Third-party consultant

Leads: 10

AutoTech Detroit 2023 showcased groundbreaking advancements in automotive technology, with a focus on electric and autonomous vehicles, as industry leaders converged to explore the future of mobility. The event featured dynamic discussions on sustainability, connectivity, and innovation, shaping the trajectory of the automotive industry for years to come.

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

8. London Tech Week and AI Summit

Month: June
Location: UK
Partner: MEDJCT
Leads: 0

London Tech Week welcomes the global tech ecosystem – where visionaries and entrepreneurs, investors and enterprise tech leaders come together in the right balance to accelerate the infinite cycle of tech innovation. The AI Summit London unites the most forward-thinking technologists and business professionals to explore the real-world applications of AI.

The primary objective of this mission was to build and strengthen relationships with senior government agency staff stationed in the European markets, to build brand awareness of Durham's value proposition for new investment in the applied technology sectors.

9. Electric Vehicle Symposium (EVS) 36

Month: June
Location: California, US
Partner: MEDJCT
Leads: 3

Organized and hosted by the Electric Drive Transportation Association (EDTA), the 36th Electric Vehicle Symposium and Exposition (EVS36) is the premier showcase for industry innovation and is the longest-running international conference devoted to electric transportation and technologies.

Invest Durham exhibited with a booth, in collaboration with MEDJCT as part of the Ontario Pavillion, with MEDJCT organizing investment specific meetings with promising businesses in the EV sector. Invest Durham met with a number of prospective investors.

10. SmarterE 2023

Month: June
Location: Germany
Partner: Third-party consultant
Leads: 1

"Accelerating Integrated Energy Solutions" is the goal of The Smarter E Europe, Europe's largest alliance of exhibitions for the energy industry. The aim is to create a future-oriented energy world by shining a spotlight on renewable energies, decentralization and digitalization as well as cross-industry solutions from the electricity, heat and transport sectors for a sustainable 24/7 energy supply.

Invest Durham walked the show, in collaboration with a third-party lead generation consultant to meet with prospective clients and partners.

11. Battery Show Detroit 2023

Month: September
Location: Michigan, US
Partner: Third-party consultant
Leads: 15

The Battery Show brings together engineers, business leaders, top-industry companies, and innovative thinkers to discover ground-breaking battery products and create powerful solutions for the future.

Invest Durham worked with a third party consultant to identify the best opportunities for meetings with businesses interested in expansion. There were notable opportunities identified for clients interested in exploring the Region's value proposition for building manufacturing facilities to supply to the EV value chain.

12. Anuga and European Multicity Mission

Month: October
Location: Germany
Partner: Ontario Food Cluster (OFC) and Third-party consultant
Leads: 11

Anuga is the world's leading trade fair for food and beverage producers, serving as a hub for the global food industry's transformation towards sustainability and fairness. Anuga facilitates connections with buyers and decision-makers, and offers valuable insights into trends and themes, fostering a positive spirit of optimism and driving the future of the industry in a value-oriented manner through efficient business and networking opportunities.

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.

13. Indo Pacific Investment and Innovation Roadshow

Month: October
Location: South Korea
Partner: Global Affairs Canada (GAC) - Canada Mission
Leads: 5

A roadshow arranged by GAC across various geographies in the Indo Pacific Region.

Invest Durham attended the Korean Embassy portion of the tour to meet with interested investors. Meetings were arranged by a third-party consultant selected by GAC.

14. eMove360

Month: October

Location: Germany

Partner: Ontario Manufacturing Committees Alliance (OMCA) and Third-party consultant

Leads: 0

Considered the world's most important trade fair for electric mobility and autonomous driving, the tradeshow acts as the annual industry gathering.

Attended on behalf of OMCA. A third party consultant arranged meetings with a focus on creatign new international partnerships as well as on investment attraction; Invest Durham met with prospective investorsin the future mobility sector.

Appendix 8: Business Development and Investment Events, 2023**1. DWA Data Walk (March)**

Attended datawalk regarding labour conditions in Durham Region. Connected with CEO to discuss best methods to collaborate and ensure local residents have access to high quality jobs.

2. SMR Supplier Event (March)

Sponsored exhibitor and opening remarks for OPG Supplier Day, and attended to promote Durham Region as the Clean Energy Capital of Canada.

3. Business Showcase Event IT and Smart Cities (March)

Organized by the Strategic Initiatives office of the CAO, Invest Durham attended to promoting Durham Region for new investment.

4. Collision Conference (June)

Invest Durham, in partnership with the area municipalities (through the DEDP), post-secondary institutions, innovation community, and OPG, exhibited at 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.

5. Nuclear Hybridization Course (August)

Ontario Tech University continuing education course on nuclear hybridization with alternative energy sources. Planned itinerary for course with Canadian Trade Commissioner for Nuclear. Course intended to educate government officials involved with policy making for nuclear and clean energy sectors.

6. EV IQ (August)

Invest Durham organized this investment attraction and promotion event showcasing Durham Region's ecosystem for advanced mobility. Collaboration with government funding partners and post-secondaries.

7. OPG Pickering Supplier Day (September)

Sponsored exhibitor and opening remarks for OPG Supplier Day promoting Durham Region as the Clean Energy Capital of Canada.

8. CCNS Indigenous Suppliers Networking (September)

OPG Suppliers networking engagement with Indigenous Suppliers. Attended as a guest to promote Durham Region as the Clean Energy Capital of Canada.

9. Brampton Food and Beverage Processing Summit (September)

Local food and beverage companies participated and included Maple Lodge Foods, Italtasta, Sofina Foods and Coke Canada Bottling. The event brought together Ontario Mayors to work collaboratively with all levels of industry, government, and academia to promote awareness, advocacy, and strategic policy initiatives. This will further strengthen the food and beverage sector through advancements and investments in the food and beverage processing sector, with a specific focus on labour and immigration.

10. APMA (September)

Attended with the senior Federal Trade Commissioner to Germany for Investment. Promoted Durham's value proposition for new investment in the automotive sector.

11. District Energy Workshop (September)

Attended and participated in a Regional workshop overview of district energy potential in Durham as well as exploring opportunities to leverage nuclear waste heat.

12. AccessIO (September)

Invest Durham is the founding and primary sponsor and supporter of AccessIO, an event series to bring together tech start-ups, private sector, and the angel investor community. Attended and supported the production of the event to showcase technology/innovation companies. Digital Technologies in Artificial Intelligence, Enterprise Solutions, NextGen Automation, Immersive Tech (AR/VR), and Cyber Security.

13. OVIN Partnering Forum (October)

Partnering forum for the automotive ecosystem in Ontario. Special guests from Business Tampere who then joined for the inbound delegation later that week. Keynote speakers included Mercedes Benz and Volkswagen. Invest Durham met with ISED representatives and reconnected with local partners across the GTA.

14. Signing of a MOU between Alstom and the EaRTH District (October)

Alstom signs MOU with OntarioTech University and consortium of post-secondary for talent development for the sustainable mobility sector in Durham Region. Invest Durham attended to showcase Durham as the Clean Energy Capital of Canada.

15. Smart Delta (October)

Ontario Tech University hosted a European delegation for the ITEA Smart Delta conference. 45 participants from industry and academic institutions based in Sweden, Turkey, Austria, Belgium, Germany, Spain, Finland, and Czech Republic. Invest Durham sponsored the event and keynote speaker for Durham Region.

16. Women in Nuclear (October)

WiN (Women in Nuclear) is a world wide association of women working professionally in various fields of nuclear energy and radiation applications. It is an opportunity to develop and progress careers in the nuclear industry. Invest Durham sponsored and attended the event, to promote inclusiveness in the sector and promote Durham as the Clean Energy Capital of Canada.

17. Netherlands Healthcare Trade Mission (October)

Healthcare Trade Mission from the Netherlands to Toronto. Leaders and innovators from Dutch digital healthcare and aging solutions companies were seeking networking/engagements with Canadian healthcare organizations. Invest Durham attended as a guest to promote Durham's value proposition for new investment.

18. Brilliant Catalyst 5th Year Anniversary (November)

Brilliant Catalyst celebrates 5 years of students, faculty, business and community organizations supporting the development of business ventures and research commercialization at Ontario Tech University. Invest Durham participated to strengthen relationships with local partners for the purpose of growing and supporting the innovation community.

19. Angel in Durham - Launch Event (November)

Launch fo the Eastern Ontario Innovation Corridor investment group, Angels in Durham (AID). AID will curate investments to enable/educate investors and support scaleable entrepreneurs and startups. Invest Durham participated as a speaker and supports the local angel investment network as a driver of local start-ups.

20. New Zealand Technology Reception (October)

New Zealand High Commission invited Invest Durham to a technology focused networking event celebrating business relationships between New Zealand and Canada.

21. OCNI Annual General Meeting Lunch (December)

OCNI Annual General Members meeting and luncheon. Invest Durham is a member of OCNI, and participated to promote Durham as the Clean Energy Capital of Canada.

22. DEEF Meetings (throughout the year)

Durham Entrepreneurial Ecosystem Forum roundtable meeting featuring updates and upcoming events. Invest Durham organized and hosted the December DEEF meeting at Durham Region Headquarters.

Appendix 9: Inbound Delegations to Durham Region, 2023**1. Innovate UK**

Month: March
Purpose: Partnership Building
Partner: Ontario Tech

Invest Durham sourced and organized a tour by Innovate UK of ACE at Ontario Tech University as final stop of a GTA-wide tour of the advanced mobility ecosystem. Invest Durham toured ACE with Innovate UK to discuss Durham Region's advanced mobility ecosystem and identify partnerships.

2. Canada German Chamber of Industry and Commerce & Linamar

Month: May
Purpose: Investment Attraction
Partner: OCNI

Invest Durham organized a familiarization tour, including engaging with OPG.

3. MEDJCT (Collision Fam Tour)

Month: June
Purpose: Investment Attraction
Partner: Megan Wainmann, MEDJCT

Invest Durham sourced, organized, and hosted a Familiarization Tour of Durham Region's entrepreneurship ecosystem: incubators/accelerators, post-secondary institutions, research centres (ACE), and technology companies. The attendees were a full coach bus of interested individuals from the tech sector that were attending the Collision Conference.

4. Prominent European Mobility Manufacturer

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

Invest Durham organized and hosted a tour of ACE at Ontario Tech University for an investor.

5. Software and Consulting Services Provider Post-Collision Tour

Month: July
Purpose: Site Selection
Partner: Brilliant Catalyst

Invest Durham organized and hosted a familiarization tour for an Investor that is enrolled in Brilliant Catalyst SUV program.

6. Invest Ontario

Month: July
Purpose: Investment Attraction
Partner: None

Invest Durham sourced, organized and hosted a familiarization tour for representatives from Invest Ontario, to learn about Durham's local ecosystem as part of an introductory meeting.

7. TerraNova/CSGA

Month: August
Purpose: Site Selection
Partner: Incubators

Invest Durham organized and hosted a familiarization tour of a prospective investment lead sourced at the Collision Conference. Toured technology accelerators and incubators to consider setting up office in Durham Region.

8. Federal Trade Commissioner to Germany

Month: September
Purpose: Investment Attraction

Invest Durham sourced, organized and hosted a full-day familiarization tour for Canada's senior Trade Commissioner for Investment stationed in Germany. with the itinerary included Durham Region's post-secondary institutions, research centres (ACE), skilled trades post-secondary excellence (Durham College), investment ready sites, and meetig with OPG Supply Chain executives.

9. Software Solutions Company Investor Tour

Month: October
Purpose: Site Selection
Partner: OCI

Invest Durham organized and hosted a familiarization tour for a prospective investment lead. Investor intends to expand to Durham Region.

10. Finland Regional Investment Group (Tampere)

Month: October
Purpose: Investment Attraction
Partner: MEDJCT

Invest Durham sourced, organized and hosted a full-day, heavy automotive themed familiarization tour for of Durham Region's ecosystem, including tours of ACE and Kubota.

11. MEDJCT TIO Week

Month: November
Purpose: Partnership Building
Partner: MEDJCT

In November, Invest Durham hosted over 30 of the Province of Ontario's Trade & Investment team members for a full-day tour of Durham Region. This team from the Ministry of Economic Development, Job Creation, and Trade, are stationed all around the world – in cities including London, Paris, Mexico City, Berlin, Rome, and the United States, among many other. They are responsible for meeting with companies internationally and telling the story of how Ontario is a great place to invest and do business. Due in part to the work of the Durham Economic Development Partnership in recent years to build the Region's brand and reputation among senior government agencies, this team selected Durham as one of only two tour destinations to visit during their in-person training week. Invest Durham developed and hosted a comprehensive automotive, and nuclear-focused itinerary, including stops at post-secondary institutions, lunch at the Durham College Centre for Food, and a meeting with OPG's executive team responsible for procurement at the Darlington Energy Complex – to showcase the exciting opportunities that await international companies in the Clean Energy Capital of Canada.

12. Site Viewing Tour with Food Company Initiated by Invest in Canada

Month: October
Purpose: Site Selection
Partner: Invest Ontario and Invest in Canada

Invest Durham organized and hosted a site selection tour for a prospective investment lead from the Province, for a client in the food and beverage sector.

13. Swedish Members of Parliament visiting Durham and Darlington

Month: November
Purpose: Partnership Building
Partner: Consul General of Sweden

In collaboration with the Swedish Embassy in Canada, Invest Durham organized and hosted a tour of.

14. Invest Ontario Site Tour

Month: December
Purpose: Site Selection
Partner: Invest Ontario

Invest Durham organized and hosted a full-day tour from the Provincial site selection team of some of the Region's top sites for investment. A meeting was included in the itinerary that included all members of the DEDP.

15. Investor Fam Tour

Month: December
Purpose: Site Selection
Partner: Investor

Invest Durham organized and hosted a familiarization tour for a prospective investor. The itinerary included a meeting with OPG strategic leadership, potential sites for investment, and a tour of Ontario Tech and ACE to identify opportunities for clean energy partnerships.

Appendix 10: Advancing Relationships with Senior Agencies in 2023

1. Government of Canada Trade Commissioner Service

Introductions throughout the year to 5 federal trade commissioners focused on clean energy, advanced automotive, and advanced manufacturing. TCS representatives: Germany, Belgium, USA, Korea, Finland, and Sweden. Introductory meetings at embassies.

Hosted federal trade commissioners for tours of Durham, relationship building. Representatives included Germany, Nordic region.

2. Government of Canada

Meeting with European, US, and Asian market Federal Trade Commissioners to promote Durham Region. Ongoing bi-Monthly meetings.

Meeting with Immigration, Refugees and Citizenship Canada to establish supporting relationship for foreign company staff entering Canada.

Meeting with Federal Ministry of Innovation, Science, and Economic Development staff.

3. Ontario Trade and Investment

Inbound delegation introducing Durham Region to trade investment offices focused on clean energy, advanced mobility, and manufacturing. TIO representatives from: Korea, Japan, India, China, Germany, France, UK, US, Mexico.

Meeting to discuss investment attraction opportunities in the creatives industries with the Ontario TIO team for US South-West.

On-going collaboration with overseas missions for investment attraction and co-exhibiting at shows.

4. Ontario Canadian Nuclear Industries (OCNI)

OCNI hosts events and foreign delegations to promote domestic and international trade in Ontario's nuclear sector.

Meeting with senior leaders of OCNI to discuss Durham Region's SMR and nuclear strategy and objectives for investment promotion in nuclear and clean energy.

5. Canadian German Chamber of Industry and Commerce

Inbound delegations and collaboration for future German investors interest in Durham Region. Attending German-Canada industry events in trade and investment.

Connecting with potential investors seeking to invest in Canada.

6. Finland-Canada Chamber of Commerce

Delegations and collaboration in Durham Region. Co-hosted Finland-Ontario industry events in trade and investment.

Connecting with potential investors seeking to invest in Canada.

7. Business Tampere

Promotion of Durham Region for trade and investment opportunities in advanced mobility and manufacturing.

Focused on promotion of B2B engagement and market research. Interest in Tampere businesses engaging with the mobility sector in Ontario.

8. Baden-Württemberg Ministry of Transportation

German State Agency visit to learn more about Durham Region's clean energy and automotive ecosystem.

Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.

9. Invest in Ontario

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.

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

Various meetings held with senior MEDJCT officials to build relationships and promote Durham Region's Advanced Automotive and Energy clusters.

Collaborating with project leaders for various inbound delegations interested in Ontario's and Durham Region's sector ecosystems.

11. Invest in Canada

Various meetings held to discuss investment attraction and promotion of Durham Region.

Collaboration to increase Durham Region's value proposition to Trade Commissioners. Exchange of success stories for further understanding of Durham Region's potential for high value investment opportunities.

12. Innovate UK

Hosted several inbound delegations and engaged with sector specialists to identify opportunities for industrial partnerships.

Appendix 11: 2023 Non-residential Building Permit Estimates for New Floorspace

Area Municipality	Value of Non-residential Building Permits (\$)	Floor Space (sq.ft.)
Ajax	276,184,905*	1,609,233*
Brock	14,193,206	94,416
Clarington	93,274,308*	837,191*
Oshawa	44,438,410*	113,054*
Pickering	71,769,000*	298,647*
Uxbridge	6,765,000	67,785
Whitby	255,690,451*	1,265,761*
Scugog	3,537,000	74,827
Durham	765,852,280*	4,360,914*

**Note: Values with an asterisk denote estimates, as Q3 and Q4 2023 values are not yet available from the area municipality. Actuals will be reported by Planning Division once final values are reported by all area municipalities.*

Note: Values are exclusive of renovations, and represent only new floor space.

Appendix 12: 2023 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 a job creation value was not reported by the area municipality or business.

³ Too preliminary of an announcement to quantify job creation or square footage

Ajax

Company	Jobs Created	Building Size / New Floor Space Added (sqft)	Comments
H&M Warehouse / Distribution Centre	300	716,837	H&M is the sole tenant of industrial building B in the GTA East Industrial Park in Ajax. GTA East Industrial Park includes Amazon Fulfillment Centre, the H&M Facility, and the upcoming Building C currently under construction.
Lakeridge Logistics Centre	1	1,200,000	Lakeridge Logistics Centre has 1,200,000 sqft available for lease on a 70-acres site with Highway 401 exposure.
Ajax Industrial on the Park	1	Building A: 698,301 Building B: 198,946 Building C: 195,853	Ajax Industrial on the Park is the nexus where sustainability meets visionary industrial real estate. The campus pairs impressive, open green parkland with three state-of-the-art industrial buildings located in Ajax's vibrant community, growing labour pool with access to the major 400-series highways and area amenities.
575 Harwood Avenue North	1	185,500	185,500 square foot building on 10-acres within Harwood Business Park.
Bestco Fresh Foods	2	49,797	Bestco Fresh Foods is all about providing food that brings people together. Bestco Foods sources from local farms to bring the freshest produce to your table every day, ranging from fresh produce to modern fun snacks.

Brock

Company	Jobs Created	Building Size / New Floor Space Added	Comments
The Social Grounds	2		Restaurant operating in Cannington, ON.
Beaverton Classic Barbershop	2		Complete barber service in Beaverton, ON.
Mike Gibbs Floral Design	2		Mike Gibbs Floral Design is committed to creating beautiful flower arrangements and floral gifts for any occasion. Located in Cannington, ON.
Beaverton Fine Foods	2		Located in the heart of Beaverton, offering a delightful selection of locally sourced meat, seafood, craft cheeses, deli items, and dry goods and produce.
Canter Coffee	2		Coffee trailer in the heart of Sunderland, ON. Open for business August 2023.

Clarington

Company	Jobs Created	Building Size / New Floor Space Added (sqft)	Comments
Plastics Manufacturing	10	40,504	
OPG	3	48,523	
Fabrication Shop	15	17,502	
Manufacturing	12	24,003	
Lakeside Storage	5	12,475	Storage Units

Oshawa

Company	Jobs Created	Building Size / New Floor Space Added (sqft)	Comments
Martin Brower	175	172,542	Warehousing space for logistics and supply chain operations
Lactalis Canada	80	379,000	Zero-carbon building for storing up to 60,000 pallets in both cooler and freezer environments
Ontario Power Generation	2,000	284,522	Ontario Power Generation (OPG) has announced it will establish a new corporate headquarters in the City of Oshawa. With the consolidation of corporate offices from across Ontario
General Motors Canada	3		GM announced a \$280-million investment in 2023 to build the next generation of pickup trucks in Oshawa
New office building	2		Being developed by Kiya Developments
New hotel	2		Being developed by Kiya Developments

Pickering

Company	Jobs Created	Building Size / New Floor Space Added (sqft)	Comments
FGF Brands	3,000 (total)	150 acres (total)	Groundbreaking in 2023, phase one opening Fall 2024
Pickering Casino Resort	1	33 acres	Durham Live is a multi-phase entertainment venue. Casino, hotel, and The Arena opened in 2023. Phase one complete. Porsche Experience Centre opening Fall 2024
SmartCentres Industrial	2	233,000	SmartCentres first industrial multi-tenant building
City Centre / CentreCourt	2	55 acres	Mixed-use downtown redevelopment project spreading across 55 acres. Groundbreaking in 2023

Uxbridge

Company	Jobs Created	Building Size / New Floor Space Added	Comments
Modern office and professional space	1	5-storeys - Approx 54,000 sq.ft. of leasable office/commercial space	Modern office & professional space on western edge of downtown Uxbridge
Oak Valley Health Uxbridge Campus (Hospital)	1	124,000 sq.ft once completed	Achieved Stage 2.1 hospital capital planning
Chislett Roofing	32	15,000 sq.ft industrial addition	New business to the Township of Uxbridge
Zancon Environmental Inc.	12	15,000	Near completion. Head office for construction company.
Rob-Don Distribution Centre	1	27,000	Warehouse near completion.

Scugog

Company	Jobs Created	Building Size / New Floor Space Added (sqft)	Comments
Tessera Group Corporate Headquarters	55	52,796	The applicant is proposing to construct a two-storey, 4,905 m ² (52,796ft ²), 12m high manufacturing facility with office space. This space will be used as the corporate headquarters for Tessera Group. Tessera Group designs, fabricates, integrates, and services automated packaging equipment for a wide range of industries.
Adamson Systems Engineering – Building Addition		16,146	Addition to their existing facility. Demonstrates one of Scugog's largest employers further deepening their roots in the community.

Whitby

Company	Jobs Created	Building Size / New Floor Space Added (sqft)	Comments
CRSC – Whitby Financial Services Centre	300+	40,000	4-storey office building in West Whitby. Over 40,000 SF space with three national organizations. The Whitby Financial Services Centre will be a state-of-the-art LEED Gold Building. Opening Summer 2025.
Oshawa Clinic Group – Whitby Health Centre	350+	154,000	Largest multidisciplinary medical group practice in Canada. 85 physicians (specialist and family physicians). One-stop convenience for majority of non-acute healthcare needs, imaging, laboratory, physiotherapy. Opening summer 2024.
Panattoni – 4680 Garrard Rd. Industrial Development	1	770,000	Speculative industrial project at Conlin and Garrard. 770,000 SF in total with 645,000 SF in Building A, 125,000 SF in Building B. Currently accepting users.
Hopkins Logistics Hub	1	293,000	Speculative industrial project on Hopkins Street in South Whitby. Nearly 300,000 SF of distribution space. Available in Summer 2024.
Brookfield Station No. 3	1	6-storeys, 160 condo units and 10,000 SF commercial	6-storey condominium in Downtown Whitby with 160 condo units, 10,000 SF ground-floor commercial. Available in Fall 2024.