



# The Regional Municipality of Durham Report

To: Planning and Economic Development Committee  
From: Commissioner of Planning and Economic Development  
Report: #2023-EDT-4  
Date: February 7, 2023

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**Subject:**

Investment Attraction Metrics – Annual Activity Report 2022

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**Recommendation:**

That the Planning and Economic Development Committee recommends:

That this report be received for information.

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**Report:**

**1. Purpose**

1.1 This report summarizes and provides an annual overview of the 2022 investment attraction metrics, outlining the investment attraction activities as well as real estate related queries handled by the Business Development and Investment Section of the Economic Development and Tourism Division (Invest Durham) in 2022.

**2. Background**

2.1 Invest Durham's investment attraction activities in 2022 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 agencies, such as the Federal and Provincial Governments, to promote investment attraction to Durham.

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 of stages in the sales funnel - 'Target', 'Lead', 'Prospect', 'Opportunity', 'Active Investor', 'Closed-Hold', 'Closed-Lost', and 'Win'.

### 3. Previous Reports

3.1 [#2022-EDT-3](#) Investment Attraction Metrics – Annual Activity Report 2021

3.2 [#2022-EDT-15](#) Ready Set Future: Five Year Economic Development and Tourism Strategy and Action Plan

### 4. Year End Review 2022: Investment Attraction Metrics

4.1 In 2022, Invest Durham handled 157 leads or investment inquiries, an increase in activity from 112 leads in 2021. An overview of the leads is included as Appendix 2 of this report. Of the 157 leads serviced in 2022:

- a. 7 leads (5 percent) have been moved to closed-lost or closed-hold due to a change in the companies' business plans or lack of suitable real estate to service the lead
- b. 148 leads (94 percent) are still open and are in various stages of the sales funnel
- c. 2 leads (1 percent) successfully landed in the region, namely Key2Enable a computer software company and Vegan Delights, a commercial kitchen plus bistro

4.2 A third successful investment was secured, from a prior-year lead. Excelencia, a global leader in technology and IT services, established a physical presence in Durham.

4.3 The leads and inquiries represent a wide range of industrial sectors. The top five industries, constituting approximately 50 percent of the total leads, are listed below. A breakdown of leads by industry is included as Appendix 3.

- a. Automotive & related industries: 15 percent
- b. Renewables and Environment, including nuclear: 13 percent

- c. Food Production: 10 percent
  - d. Oil and Energy, including clean fuels: 6 percent
  - e. Machinery manufacturing: 6 percent
- 4.4 Leads were generated through a variety of sources. The breakdown of leads by source is shown in Appendix 4 of this report, and summarized below:
- a. 101 leads (65 percent) were generated from Invest Durham's investment missions, both virtual and in-person
  - b. 15 leads (10 percent) came through referrals or introductions from an intermediary such as community members, businesses, site selectors and real estate agencies
  - c. 13 leads (8 percent) came from companies that directly contacted Invest Durham
  - d. 13 leads (8 percent) originated from Invest Durham's partnerships and relationships with the Province of Ontario, Ontario Manufacturing Communities Alliance (OMCA), Ontario Food Cluster (OFC), and Durham Economic Development Partnership (DEDP)
  - e. 8 leads (5 percent) were generated as a result of Invest Durham's promotional and marketing efforts, outside of the missions
  - f. 7 leads (4 percent) came from Toronto Global
- 4.5 In 2022, Invest Durham undertook 10 investment attraction missions, with a dual purpose of meeting with prospective investors, and promoting Durham Region in our strategic target geographies. A summary of these activities is outlined in Appendix 5.
- 4.6 In addition to the investment missions, Invest Durham participated in 8 industry events/conferences/trade shows in 2022, 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 6.
- 4.7 In 2022, the Business Development and Investment team hosted a total of 9 inbound delegations and site tours with prospective investors. Details of these are provided in Appendix 7.
- 4.8 With support from our partners, staff supported 3 successful investments into Durham Region. Note that 1 successful investment is from a lead generated in a prior year. For these, Regional staff acted in either a lead role or a supporting role, differentiated by whether the investor's primary contact during the decision-making process was Regional staff or one of the Region's partners. In all listed successful

investments, Regional staff were involved in providing information and support during the investment decision-making process. See Appendix 8 for details of the successful investments.

- 4.9 In 2022, 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, and prospective investments are referred to Durham through these agencies. See Appendix 9 for details on the various partnership meetings held.

## **5. Ready Set Future and Planned Investment Attraction Plan**

- 5.1 Looking forward to 2023, Invest Durham's Business Development and Investment Section will focus on priority clusters with high growth potential, such as Future Energy, Next-Generation Mobility/Automotive, Applied Digital Technology, and Agri-Food. Staff will deliver the following core areas of service delivery:
- a. Investment Attraction
  - b. Supporting and strengthening the innovation community
  - c. Developing tactical cluster growth strategies
  - d. Creating a new network for Durham's top 50 businesses and coordinate with the DEDP to deliver tailored growth support services
  - e. Developing and advancing partnerships with senior investment agencies
  - f. Continuing to assess and advance initiatives to improve investment readiness
- 5.2 A new five-year Investment Attraction Plan will be 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](#).

- 5.3 The Investment Attraction work plan for 2023 will include several investment missions targeting businesses in the key priority clusters identified in Ready Set Future. Invest Durham will be undertaking approximately 8 investment missions in 2023, generating investment leads in target geographies, and meeting with companies that represent the best opportunities for investment and expansion into Durham.
- 5.4 The first Investment Attraction mission in 2023 was a physical booth presence at the North America Consumer Electronics Show. There, Project Arrow was unveiled – the first fully Canadian EV/AV vehicle – spearheaded by the Automotive Parts Manufacturing Association and built at Ontario Tech University. Durham leveraged the significant press coverage and international interest in the project to showcase the Region, including through digital media channels and advertorial news articles in trade magazines.
- 5.5 Separately, a plan will be developed for key account business retention and expansion (BR&E) within Durham, and for supporting and leveraging organizations and assets in Durham’s innovation community, with a particular focus on businesses at the intersection of clean energy and next-generation mobility/automotive. The vision is to establish a virtual ‘club house’ for these organizations. If successfully launched, this club house could demonstrate to prospective investors that Durham has the capacity and supportive ecosystem to welcome and enable businesses wishing to expand into North America. This initiative is being referred to internally as the ‘DRIVE’ initiative (Durham Region Intersection of Vehicles and Energy).
- 5.6 It is planned that DRIVE will address the following objectives:
- a. Create new opportunities for business-to-business connections and business development opportunities within the Durham economy, and act as a group of ready-made connections for inbound investors
  - b. Strengthen Durham’s reputation for innovation. The initiative will support the demonstration and testing of innovative technologies
  - c. Many incubators and accelerators in Durham Region provide access to Canada’s Start Up Visa program and provide resources for companies looking to establish a Canadian presence. DRIVE could aggregate the soft-landing opportunities present at multiple facilities into a unified channel for the betterment of these organisations and improve Durham’s investment attraction potential.

## **6. Relationship to Strategic Plan**

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

(3.1) - Position Durham Region as the location of choice for business;

(3.2) - Leverage Durham's prime geography, social infrastructure, and strong partnerships to foster economic growth; and

(3.4) - Capitalize on Durham's strengths in key economic sectors to attract high-quality jobs.

## **7. Conclusion**

7.1 The investment attraction efforts and resulting lead generation in 2022 fared better than in 2021. While still affected by the impacts of COVID-19 restrictions during the first half in 2022, Invest Durham planned and implemented a mix of in-person and virtual missions in the second half of the year, and participated 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 2022, Invest Durham held meetings with senior investment attraction agencies to significantly advance relationships, serviced 157 leads, undertook 10 investment attraction missions, participated in 8 events and conferences, hosted 9 inbound delegations, and supported 3 successful new investments.

7.3 Beginning to deliver on the goals and 2023 actions in the Region's new five-year Economic Development Strategy and Action Plan: Ready Set Future, the Business Development and Investment Section will be developing 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 Durham Economic Development Partnership, 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 Durham Economic Development Partnership.

Respectfully submitted,

Original signed by

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Brian Bridgeman, MCIP, RPP  
Commissioner of Planning and  
Economic Development

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer

## Appendix 1: Durham Region Economic Development Investment Attraction Funnel

The Investment Attraction Funnel has 7 categories, and potential investors are categorized based on criteria in 3 areas: their level of commitment to Durham Region; the level of commitment to making an investment; and their planned timeline associated with the investment.

### 1. Target

Identified as a company that may potentially invest but no contact or discussion yet.

### 2. Lead

<b>Commitment to Durham</b>	<b>Executive team commitment</b>	<b>Time horizon &amp; communication</b>
Indicated an interest in expanding to/within North America; Durham Region is a possibility	Little or no investment business planning completed	Investment time horizon is $\leq 5$ years. We provide information at this stage.

### 3. Prospect

<b>Commitment to Durham</b>	<b>Executive team commitment</b>	<b>Time horizon &amp; communication</b>
Seriously considering Durham among other possibilities	Business plan in development, but no executive team approval (or unknown)	Investment time horizon is $\geq 2$ and $\leq 5$ years. We provide information at this stage.

If we have not heard from prospects in over 12 months, prospects are bumped down to the lead stage.



#### 4. Opportunity

Commitment to Durham	Executive team commitment	Time horizon & communication
Durham is a primary choice to invest	Business plan in advanced stage, and/or executive team approval known	≤ 2 years investment timeline We provide advanced services and advice, including site selection

If we have not heard from Opportunities in over 4 months, opportunities are bumped down to the prospect stage.

#### 5. Active Investor

Commitment to Durham	Executive team commitment	Time horizon & communication
In the process of investing in Durham Region	Business plan approved; company in active negotiating to purchase or lease property; or in zoning/OP application stage	≤ 3 months investment timeline. We assist the investor with logistics.

#### 6. Win

Investment has been successfully made in Durham through a firm agreement to purchase or lease real estate.

#### 7. Closed Lost

Discontinued due to no reasonably foreseeable future investment potential.

#### 8. Closed Hold

Project plan put on hold by the business.

**Appendix 2: Investment leads generated in 2022**

<b>#</b>	<b>Investment Lead/Inquiry</b>	<b>Industry</b>	<b>Stage in Funnel</b>	<b>Company Source</b>
1	Key2Enable - Education Technology - R&D and Service Centre	Computer Software	Closed Won	Mission - Channel Partner
2	Vegan Delights - Commercial kitchen plus bistro	Food & Beverages	Closed Won	Direct Inbound
3	Ice Cream plant	Food & Beverages	Active Investor	Direct Inbound
4	Innovative agricultural operations	Farming	Opportunity	DEDP Member
5	Light assembly and manufacturing of medical devices	Medical Devices	Opportunity	Referral
6	New mail annex for Uxbridge/Port Perry	Package/Freight Delivery	Opportunity	DEDP Member
7	Electric Vehicle (EV) factory in Durham Region	Automotive	Opportunity	Referral
8	Energy company relocation within Durham Region	Renewables & Environment	Opportunity	Marketing
9	Automotive warehousing	Automotive	Opportunity	Direct Inbound
10	Autonomous vehicles technology solutions - expansion within GTA	Automotive	Opportunity	Mission - Channel Partner
11	Office space for an EV adoption company	Automotive	Opportunity	Mission - Channel Partner
12	New corporate headquarters for a packaging company	Packaging and Containers	Opportunity	Direct Inbound
13	Fuel cell assembly plant - North American expansion	Renewables & Environment	Prospect	Mission - Channel Partner

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
14	Building supply centre	Commercial Real Estate	Prospect	Realtor/Site Selector
15	Engineering office for energy sector company	Mechanical or Industrial Engineering	Prospect	Realtor/Site Selector
16	PVC Pipe Recycling Facility	Mechanical or Industrial Engineering	Prospect	Direct Inbound
17	Drink dispensing products manufacturing	Food & Beverages	Prospect	Mission - Channel Partner
18	Major electric vehicle parts manufacturing facility	Automotive	Prospect	Marketing
19	Premium furniture distribution centre	Furniture	Prospect	Mission - Channel Partner
20	Home fashion products warehousing and distribution	Construction	Prospect	Direct Inbound
21	Car-sharing technology company	Automotive	Prospect	Marketing
22	Artificial Intelligence (AI)-enabled medical technology Company	Medical Devices	Prospect	Referral
23	Automotive manufacturing facility	Automotive	Prospect	Toronto Global
24	Small modular reactors (SMR) technology - engineering services office	Renewables & Environment	Prospect	Toronto Global
25	Semiconductor design & development centre - expansion from the U.S	Semiconductors	Prospect	Mission - Channel Partner
26	Measurement technology products	Mechanical or Industrial Engineering	Prospect	Mission - Channel Partner
27	Major electric vehicles parts manufacturing plant	Automotive	Prospect	Marketing

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
28	Automotive battery material plant	Automotive	Lead	Province
29	Automated beverage preparation equipment facility	Food Production	Lead	Mission - Channel Partner
30	Advanced manufacturing facility	Electrical/ Electronics Manufacturing	Lead	Direct Inbound
31	Vertical farming - expansion to Canada	Farming	Lead	Mission - Channel Partner
32	Autonomous vehicles technology solution	Automotive	Lead	Mission - Channel Partner
33	AI-based healthcare technology company - Canadian expansion	Hospital & Health Care	Lead	Mission - Channel Partner
34	Brewing operations facility	Food Production	Lead	Mission - Channel Partner
35	Wastewater treatment technology company	Renewables & Environment	Lead	Mission - Channel Partner
36	Electric vehicle manufacturing factory	Automotive	Lead	Province
37	Home products assembling facility - international expansion	Business Supplies and Equipment	Lead	Province
38	Electric vehicle manufacturing facility	Automotive	Lead	Province
39	Education technology - Canadian expansion	Education Management	Lead	Mission - Channel Partner
40	Environment and energy technology company - Canadian expansion	Renewables & Environment	Lead	Mission - Channel Partner
41	Advanced management software for healthcare - Canadian expansion	Information Technology and Services	Lead	Mission - Channel Partner

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
42	Education technology for kids' learning - Canadian expansion	Education Management	Lead	Mission - Channel Partner
43	Advanced drone technology company	Aviation & Aerospace	Lead	Mission - Channel Partner
44	Stainless steel containers manufacturing facility - international expansion	Packaging and Containers	Lead	Mission - Channel Partner
45	Energy storage solutions - Canadian expansion	Renewables & Environment	Lead	Province
46	Sports tourism complex with racing track	Leisure, Travel & Tourism	Lead	Direct Inbound
47	Beverage production technology company - Canadian expansion	Machinery	Lead	Mission - Channel Partner
48	Civil engineering office – GTA expansion	Civil Engineering	Lead	Direct Inbound
49	Electric vehicle battery manufacturing investment	Venture Capital & Private Equity	Lead	Toronto Global
50	Nanotechnology for automotive/aerospace industries	Nanotechnology	Lead	Mission - Channel Partner
51	Microbial food production facility - expansion from the U.S	Food Production	Lead	Mission - Channel Partner
52	Portable solar energy - manufacturing in Canada	Renewables & Environment	Lead	Mission - Channel Partner
53	Agri-tech from Israel - R&D plus business development office	Information Technology and Services	Lead	Mission - Channel Partner
54	Plastics pellet manufacturing facility - Canadian expansion	Renewables & Environment	Lead	Marketing

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
55	Danish export - strategic partnership with Danish trade office	International Trade and Development	Lead	Mission - Channel Partner
56	Multi-sector consulting company - setup in GTA	Automotive	Lead	Mission - Channel Partner
57	Customer Relationship Management technology - Canadian Expansion	Information Technology and Services	Lead	Marketing
58	Carbon monitoring technology - sales office in Canada	Renewables & Environment	Lead	Mission - Channel Partner
59	Hydrogen production technology pilot in Ontario	Renewables & Environment	Lead	Mission - Channel Partner
60	Food production equipment manufacturing	Food Production	Lead	Mission - Channel Partner
61	Manufacturing of cleantech products	Renewables & Environment	Lead	Mission - Channel Partner
62	Charging technology company for automotive	Automotive	Lead	Mission - Channel Partner
63	Solutions for energy efficiency	Oil & Energy	Lead	Mission - Channel Partner
64	Soil treatment technology - GTA expansion	Environmental Services	Lead	Mission - Channel Partner
65	An entertainment park in Oshawa	Commercial Real Estate	Lead	Direct Inbound
66	Low-volume production of composite materials - expansion from Italy	Automotive	Lead	Mission - Channel Partner
67	Prototyping of heating/cooling technology - expansion to North America	Mechanical or Industrial Engineering	Lead	Mission - Channel Partner
68	Generation, storage, and transportation of	Renewables & Environment	Lead	Mission - Channel Partner

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
	renewable energy - Canadian expansion			
69	Food ingredients manufacturing facility	Food Production	Lead	Province
70	Food production facility - greenfield investment	Food Production	Lead	Province
71	Food production technology company - Canadian expansion	Computer Software	Lead	Mission - Channel Partner
72	Green diesel production and storage - expansion to Canada	Oil & Energy	Lead	Mission - Channel Partner
73	Off-grid solar products - warehousing & distribution centre	Renewables & Environment	Lead	Mission - Channel Partner
74	Renewable energy solutions provider - engineering office in GTA	Renewables & Environment	Lead	Mission - Channel Partner
75	Smart energy solutions provider - Canadian expansion	Consumer Electronics	Lead	Mission - Channel Partner
76	Electronics manufacturing facility	Electrical/ Electronics Manufacturing	Lead	Mission - Channel Partner
77	Hydrogen production plant - North American expansion	Renewables & Environment	Lead	Mission - Channel Partner
78	Advertisement screens production and distribution office	Electrical/ Electronics Manufacturing	Lead	Mission - Channel Partner
79	Synthetic fuel for renewable energy - office in Canada	Oil & Energy	Lead	Mission - Channel Partner

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
80	Energy solutions for Net Zero - Canadian expansion	Renewables & Environment	Lead	Marketing
81	Vehicle charge network establishment- tech company	Automotive	Lead	Direct Inbound
82	Steel manufacturing and sales for creative construction industry	Building Materials	Lead	Mission - Channel Partner
83	Indoor play area for children	Entertainment	Lead	Direct Inbound
84	Sustainable metal packaging company - expansion to Canada	Packaging and Containers	Lead	Mission - Channel Partner
85	Bavarian brewery - expansion into Canada	Food & Beverages	Lead	Mission - Channel Partner
86	Keg management solutions for beverages - expansion into Canada	Food & Beverages	Lead	Mission - Channel Partner
87	PET packaging solutions company - GTA expansion	Machinery	Lead	Mission - Channel Partner
88	Sustainable process optimization company - expansion to Canada	Food Production	Lead	Mission - Channel Partner
89	Labelling machine production facility and sales - expansion to Canada	Machinery	Lead	Mission - Channel Partner
90	Hydrogen technology - engineering office in Canada	Renewables & Environment	Lead	Mission - Channel Partner
91	Hydrogen production technology company	Renewables & Environment	Lead	Mission - Channel Partner



#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
92	Regenerative packaging solutions - Canadian expansion	Plastics	Lead	Mission - Channel Partner
93	Pasteurizing with UV-light technology - Canadian expansion	Food Production	Lead	Mission - Channel Partner
94	Specialized electrical and electronics products manufacturing - Canadian expansion	Electrical/Electronic Manufacturing	Lead	Mission - Channel Partner
95	Fusion energy pilot for 2027	Renewables & Environment	Lead	Mission - Channel Partner
96	Biotechnology company - Canadian expansion	Biotechnology	Lead	Mission - Channel Partner
97	Quality control and testing equipment for metal packaging industry - Canadian expansion	Machinery	Lead	Mission - Channel Partner
98	Dispensing and branding machinery manufacturer - Canadian expansion	Machinery	Lead	Mission - Channel Partner
99	AI-based technology company - hybrid office in Canada	Information Technology and Services	Lead	Mission - Channel Partner
100	Metaverse technology web 3.0 - Canadian expansion	Think Tanks	Lead	Referral
101	International technology and engineering company - Canadian expansion	Machinery	Lead	Mission - Channel Partner
102	Silicon anodes manufacturing for batteries - Canadian expansion	Electrical/Electronic Manufacturing	Lead	Mission - Channel Partner
103	Medical devices manufacturing - Canadian expansion	Medical Devices	Lead	Mission - Channel Partner

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
104	Brewing machines technology company - Canadian expansion	Food Production	Lead	Mission - Channel Partner
105	Manufacturing of renewable energy semiconductors - Expansion into Canada	Electrical/Electronic Manufacturing	Lead	Mission - Channel Partner
106	Blow moulding manufacturing - Canadian expansion from India	Plastics	Lead	Mission - Channel Partner
107	Industrial automation products manufacturing	Industrial Automation	Lead	Mission - Channel Partner
108	Measurement technology solutions for research and industry	Chemicals	Lead	Mission - Channel Partner
109	Solid-state battery solutions for automotive industry	Oil & Energy	Lead	Mission - Channel Partner
110	Healthcare products for elderly - expansion to Canada	Hospital & Health Care	Lead	Mission - Channel Partner
111	Construction implementation and service provider	Construction	Lead	Mission - Channel Partner
112	Industrial solutions for food production industry	Machinery	Lead	Mission - Channel Partner
113	Biotechnology in food production industry - Canadian expansion	Machinery	Lead	Mission - Channel Partner
114	High-pressure technology for hydrogen testing - expansion into Canada	Oil & Energy	Lead	Mission - Channel Partner
115	Rebar manufacturing facility in Canada	Construction	Lead	Realtor/Site Selector

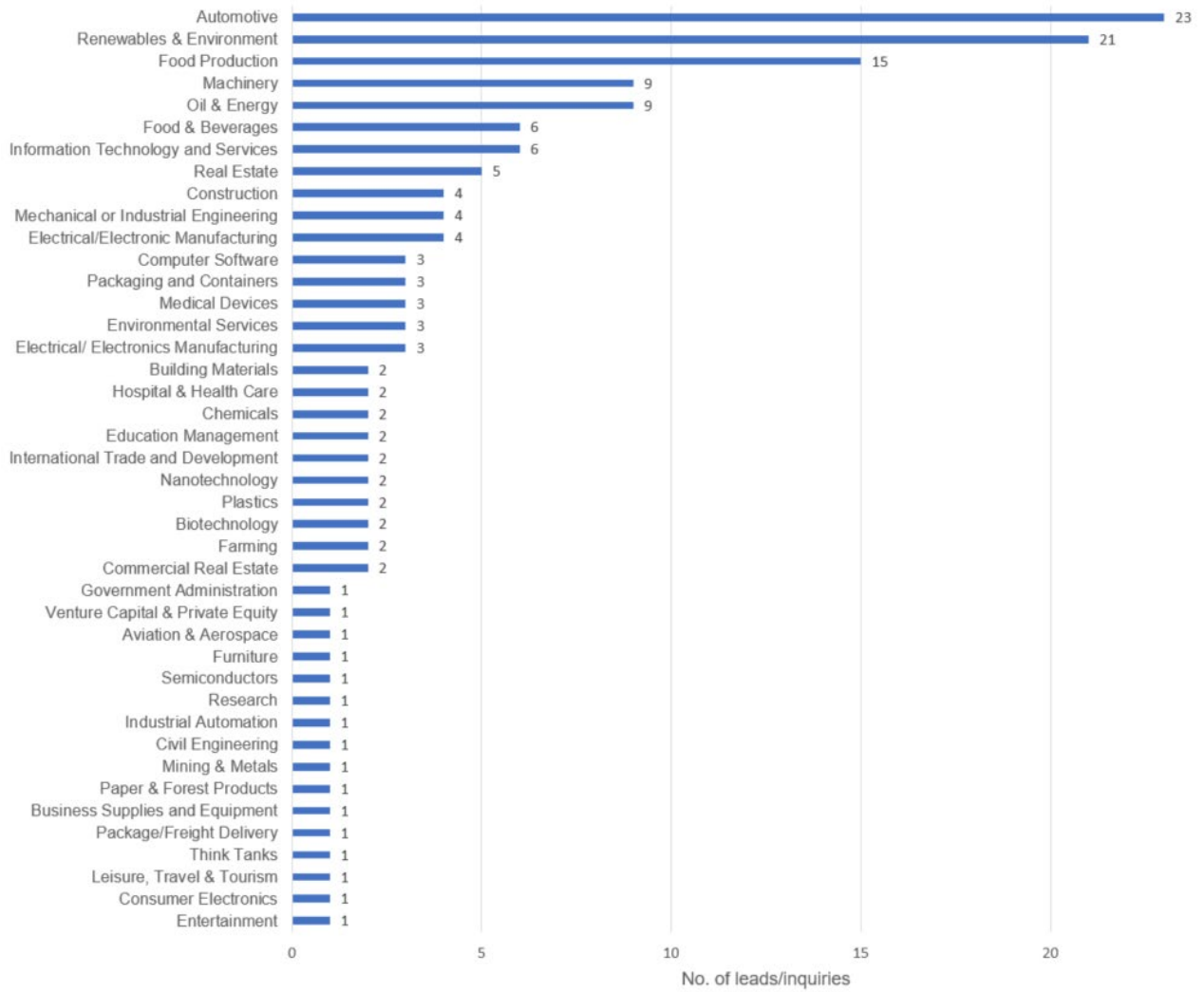
#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
116	Rubber manufacturing & recycling facility	Real Estate	Lead	Realtor/Site Selector
117	Aluminum parts manufacturing - Canadian expansion	Mining & Metals	Lead	Mission - Channel Partner
118	Algorithms and scientific computing company	Research	Lead	Mission - Channel Partner
119	Battery manufacturing facility - expansion to Canada	Renewables & Environment	Lead	Mission - Channel Partner
120	Soybean based food production	Food Production	Lead	Province
121	Artificial Intelligence and spectral sensing solutions - Canadian expansion	Information Technology and Services	Lead	Mission - Channel Partner
122	Labelling company for the beverage industry	Paper & Forest Products	Lead	Mission - Channel Partner
123	Clean cement production facility	Building Materials	Lead	Toronto Global
124	Sprinkles food production industrial facility	Food & Beverages	Lead	Marketing
125	Automotive battery production plant and warehousing facility	Automotive	Lead	Province
126	Powder coating treatment	Chemicals	Lead	Referral
127	Soil testing & analysis - research & development facility	Computer Software	Lead	Mission - Channel Partner
128	EV charging software platform & application for various electric vehicles	Automotive	Lead	Mission - Channel Partner
129	Safe networked computing platforms - North American expansion	Machinery	Lead	Mission - Channel Partner

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
130	IoT (Internet of Things) and smart products for the energy industry	Oil & Energy	Lead	Mission - Channel Partner
131	Industrial space for a pre-built home manufacturer	Construction	Lead	Realtor/Site Selector
132	E-mobility, C2X communication and autonomous driving	Electrical/Electronic Manufacturing	Lead	Mission - Channel Partner
133	AI technology for driverless driving - business development in Canada	Automotive	Lead	Referral
134	Custom IT solutions provider - set up a North American HQ	Information Technology and Services	Lead	Mission - Channel Partner
135	Automotive battery pack manufacturing - FDI in Canada	Automotive	Lead	Province
136	Mealworm production vertical farming - protein from insects	Biotechnology	Lead	Mission - Channel Partner
137	Engineering and automation services for the beverage and packaging	Food Production	Lead	Mission - Channel Partner
138	Green hydrogen electrolyzers manufacturer	Oil & Energy	Target	Mission - Channel Partner
139	Agriculture soil analysis environmental services	Environmental Services	Target	Mission - Channel Partner
140	Food and beverage processing and machinery supply	Food Production	Target	Mission - Channel Partner
141	Thermal battery from residual industrial heat	Oil & Energy	Target	Mission - Channel Partner
142	Agri-food protein products	Food Production	Target	Mission - Channel Partner

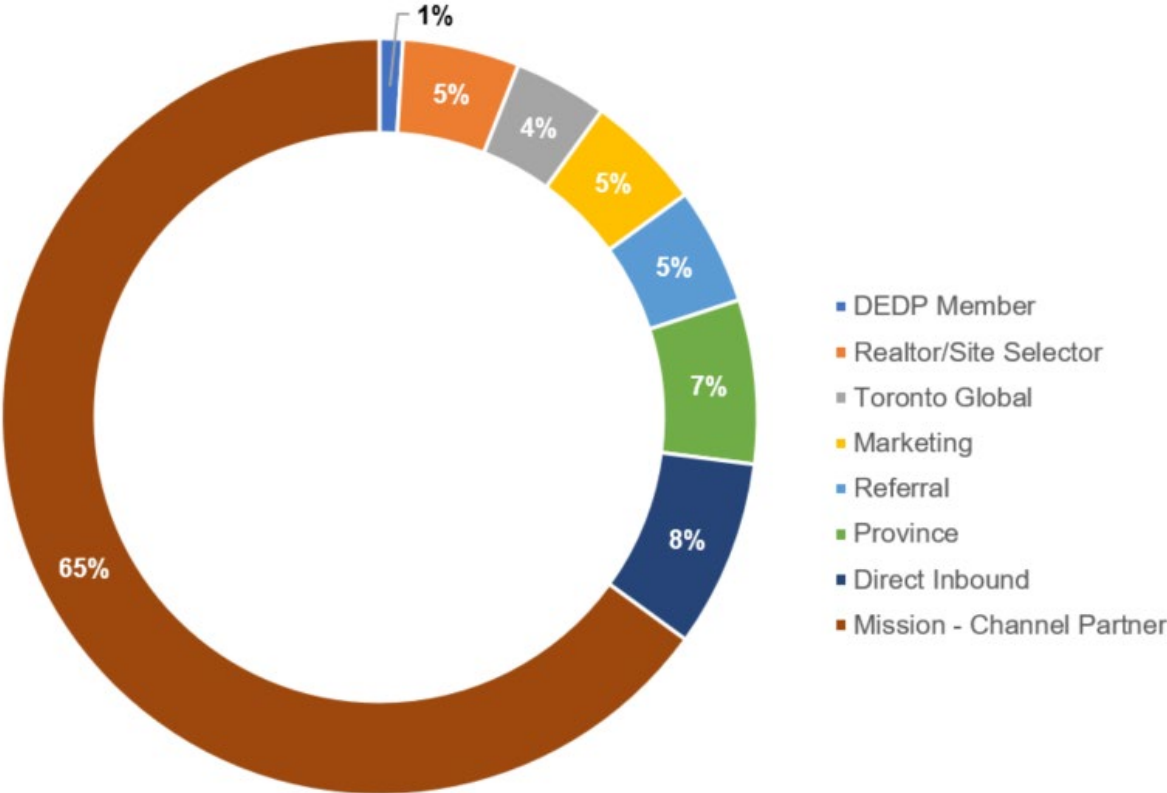
#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
143	Dumpling company from Saskatchewan - expansion to Ontario	Real Estate	Target	Realtor/Site Selector
144	EV manufacturer seeking light automotive assembly for North American market	Automotive	Target	Mission - Channel Partner
145	Organic waste into animal feed production	Food Production	Target	Mission - Channel Partner
146	Protein technology plant-based meat production	Food Production	Target	Mission - Channel Partner
147	Hydrogen electrolizer equipment supplier and manufacturer	Oil & Energy	Target	Mission - Channel Partner
148	Research & development partnership for niche automotive manufacturing	Automotive	Target	Referral
149	Bio inputs for agriculture - decarbonization	Environmental Services	Target	Mission - Channel Partner
150	Bio-inhibitor sticker for produce preservation	Nanotechnology	Target	Mission - Channel Partner
151	AI-based data labelling technology company - office in GTA	Automotive	Closed hold	Toronto Global
152	German automotive parts supplier - industrial space in GTA	Real Estate	Closed hold	Referral
153	Recycling of roofing shingles - facility in GTA	Renewables & Environment	Closed hold	Toronto Global
154	EV battery manufacturing company from Asia - industrial space in Canada	International Trade and Development	Closed Lost	Toronto Global
155	Mixed use land development - 30+ acres	Real Estate	Closed Lost	Direct Inbound

#	Investment Lead/Inquiry	Industry	Stage in Funnel	Company Source
156	Manufacturing of building products - industrial space in North America	Real Estate	Closed Lost	Realtor/Site Selector
157	Semiconductor manufacturing facility - industrial space in Ontario	Government Administration	Closed Lost	Province

**Appendix 3: Investment Leads/Inquiries by Industry, 2022**



**Appendix 4: Investment Leads/Inquiries by source, 2022**





**Appendix 5: Missions, 2022**

<b>#</b>	<b>Mission</b>	<b>Month</b>	<b>Partner</b>	<b>Leads</b>	<b>Notes</b>
1	Virtual lead generation (due to pandemic)	Ongoing	Third-party Consultant	28	203 target companies contacted
2	CNA (Canadian Nuclear Association) 2022	April	Durham Region Partners, and third-party Consultant	0	Investment Promotion activity to showcase Durham Region as the Clean Energy Capital of Canada  Advanced existing leads and relationships in energy sector. Co-hosted a reception for Durham Region and ecosystem partners including new investor landing in Canada supported by the investment team
3	Reuters SMR (Small Modular Reactor) and Advanced Reactor	May	None	1	Industry leading conference on nuclear energy regulatory agenda  Investment Promotion activity to showcase Durham Region as the Clean Energy Capital of Canada  Presentation of OPG and GE Hitachi

#	Mission	Month	Partner	Leads	Notes
					<p>updates on SMR in Darlington</p> <p>10 company meetings during the event</p>
4	Hannover Messe	May	Third-party consultant	25	<p>Europe's leading trade fair for industrial technology companies in manufacturing, robotics, automotive, ICT, and energy</p> <p>Investment Promotion activity to showcase Durham Region for advanced manufacturing, advanced mobility and clean energy</p> <p>63 company meetings during the event</p>
5	Automate and AutoTech USA	June	Ministry of Economic Development, Job Creation and Trade – Ontario Mission	1	<p>Automate is USA's largest advanced manufacturing and robotics trade show. AutoTech USA is an advanced mobility trade show and Ontario trade mission event</p> <p>Attended events for investment promotion and attraction</p>

#	Mission	Month	Partner	Leads	Notes
					47 company meetings during the event
6	Reuters Automotive Europe AND The Battery Show Europe	June	None	2	Automotive Conference featuring OEMS and Tier 1 suppliers in EV/automotive battery manufacturing  Attended events for investment promotion and attraction  21 company meetings during the event
7	Drinktec	September	Third-party consultant	30	World's leading trade fair for the beverage and liquid food industry  Attended events for investment promotion and attraction for food processing and agriculture  44 company meetings during the event
8	Reuters Automotive USA AND APMA (Automotive Parts Manufacturers	October	None	1	Partnership meetings held to establish ongoing partnerships with Advanced Automotive sector partners and

#	Mission	Month	Partner	Leads	Notes
	Association) conference				investment attraction agencies  21 company meetings during the Reuters event
9	Canada – UAE Trade Mission 2022	November	Mission organized by a partner organization in the Region. Invest Durham attended as a participant	6	Mission to Dubai and Abu Dhabi to expand trade, export, and FDI prospects for Durham businesses with UAE  Staff held meetings with 11 senior officials to establish bilateral investment attraction & trade relationships in a target geography
10	Cleantech Forum, Clean-Tech Trade Commissioner Annual Meeting, AND Multi-City Mission to Germany (Munich, Stuttgart, Nuremberg, and Neckar-Alb)	November	A third-party consultant handled a portion of the mission.	8	The multi-city mission was undertaken to strengthen our Economic Development Partnerships with Nuremberg and Neckar-Alb, and to strengthen relationships with the Canada foreign trade commissioner service  33 company meetings during the event

**Appendix 6: Business Development & Investment Events, 2022**

#	Event	Month	Notes
1	Globe Forum 2022 (Virtual)	March	<p>Globe Forum is focused on solutions, sustainability, innovation, and policy for achieving Canada's net-zero agenda. A leading Canada bi-annual sustainability and climate policy conference</p> <p>Investment promotion and research for Canada's latest policy. Connected to Cleantech Trade Commissioner services. Investment team attended virtually</p>
2	Advanced Transportation and Manufacturing Summit (ATMS)	May	<p>ATMS focuses on latest trends in Industry 4.0 for Aerospace, Automotive, and Defense sectors</p> <p>Investment promotion and investment initiative to connect with industry associations, partners in the advanced manufacturing, advanced mobility, and aerospace sector</p>
3	SiberX Women in Cyber	May	<p>The 2022 Canadian Women in Cybersecurity conference celebrated the diversity of thought, experience, ability, and background of women who are leading cybersecurity</p> <p>Investment promotion initiative for Durham Region's campaign 'Tap into Talent' and strength in ICT, cybersecurity, and artificial intelligence. Collaborated with Ontario Tech University and Durham College as co-exhibitors</p>

#	Event	Month	Notes
4	FDI Forum Montreal	May	The FDI Forum brought together thought leaders in economic development in North America. Invest Durham participated to build relationships with leading site-selectors and generated one investment lead from the forum
5	Collision 2022	June	<p>Canada's largest international startup tech conference</p> <p>Invest Durham planned and organized a booth at the event along with its partners - the DEDP, Post-Secondary Institutions, Spark Centre, and 1855 Whitby</p> <p>Investment promotion and investment attraction for Durham Region to technology companies in Canada and international attendees. Announced two companies landing in Durham Region. Three leads were generated</p>
6	Canada's Innovation Corridor Summit	June	<p>Canada's Innovation Corridor Summit (CICS) is a regional connectivity and collaboration event within the regional economic development agencies in the Greater Golden Horseshoe</p> <p>OPG Sponsored a Durham Region panel moderated by Simon Gill and panelists were executives from OPG, Elexicon, Ontario Tech University and Durham Region</p>

#	Event	Month	Notes
			The panel is an investment promotion initiative for Durham Region as the Clean Energy Capital of Canada
7	OPG/OCNI Supplier's Day and Workshop	September	In-person workshop to discuss the future of OPG and steps towards Net-Zero. Invest Durham participated and generated 1 lead
8	OREA's Reality+ Conference	November	Reality+ conference focusses on the emerging trends in real estate in Canada. Invest Durham participated to connect with realtors and industrial developers and promote Durham Region's value proposition for development

**Appendix 7: Inbound Delegations to Durham Region, 2022**

#	Delegation	Purpose	Partner	Outcome
1	Company: battery production for electric vehicles	Site Selection	Toronto Global	Invest Durham hosted a company delegation in the EV battery manufacturing industry. Regional staff, along with a team from Toronto Global, arranged a visit to a large suitable investment site. The company is exploring all sites, including Durham.
2	Company: AI based data labelling technology company	Investment Attraction	Toronto Global	Invest Durham hosted senior leadership from a South Korean technology company seeking to establish an office in Greater Toronto Area. Invest Durham presented the Durham Region and arranged a meeting with 1855 Technology Accelerator in Whitby. The project is currently on hold.
3	Company: Entertainment Park in Oshawa, Durham Region	Site Selection	City of Oshawa	At the request of the prospective investor, Regional staff arranged an introductory meeting with the City of Oshawa to discuss the Northwood Business Park as a potential site. Staff provided information



#	Delegation	Purpose	Partner	Outcome
				needed by the site selector and is continuing to remain in contact. The lead is active.
4	Company: Parts manufacturing plant for electric vehicles	Investment Attraction	1855 Whitby Technology Accelerator, Ontario Tech, and Durham College.	Invest Durham hosted senior leadership from an automotive company interested in setting up a plant in Canada. The staff hosted the meeting at 1855 Whitby and introduced the Regional Chair, Ontario Tech University, Durham College, and Elexicon, followed by a tour of Ontario Tech. The lead is active.
5	Company: A Dublin-based developer and manufacturer of the next generation autonomous mobility technology	Investment Attraction	Ontario Tech University and Durham College	Invest Durham staff hosted an international autonomous mobility company to promote the technology ecosystem in Durham Region. The lead is currently active.
6	Political: Consulate-General of Japan in Toronto	Relationship building	Ontario Power Generation and Eastern Canada Toyota	Invest Durham team hosted the delegation at 1855 Whitby and arranged meetings with the Regional Chair, Regional Commissioner of Planning and

#	Delegation	Purpose	Partner	Outcome
			Parts Distribution Centre	Economic Development, Ontario Power Generation and GE-Hitachi, and Eastern Canada Toyota Parts Distribution Centre. The meetings were to highlight the ongoing work happening on SMRs (Small Modular Reactors) in Durham Region.
7	Company: US Publicly Traded LiDAR company	Investment Attraction	Reuters Automotive Europe Munich	Staff hosted an investor seeking an opportunity to deploy smart-city projects with partners in the GTA. The lead is active.
8	Company: MedTech company light assembly	Investment Attraction	A third-party Accounting Firm	Staff hosted an investor that is planning to establish a light assembly and manufacturing facility in 2023. The lead is active.
9	Company: US health-tech start-up company	Investment Attraction	Ontario Shores Centre for Mental Health Sciences	Staff met with the investor in Ontario Shores Centre in Whitby. The investor is seeking to establish a presence and build their product in Canada. The lead is active.

**Appendix 8: Successful Investments, 2022**

#	Company	Regional Role	Partner	Outcome
1	<b>Key2Enable</b>	Lead role in investment attraction and lead facilitation	1855 Whitby Technology Accelerator	<p>Key2Enable is a Brazil-originated technology company currently based in Abu Dhabi, UAE. Key2Enable designs and develops assistive technology for people with disabilities to learn.</p> <p>In 2021, Invest Durham made the initial pitch to the company and made introductions with 1855 Accelerator for a landing pad and Durham College for a potential R&amp;D collaboration. Invest Durham hosted a delegation from Key2Enable in 2022, and co-arranged meetings with the Abilities Centre.</p> <p>Key2Enable has become a member of 1855 Technology Accelerator and is working on arranging resources for its entry in the Canadian market.</p> <p><a href="#">Key2Enable: Assistive Technology for Accessibility and (R)evolution</a></p>

#	Company	Regional Role	Partner	Outcome
2	<b>Excelencia</b>	Support role in investment attraction and facilitation	1855 Technology Accelerator and Toronto Global	<p>Excelencia is a fast-growing IT solutions company with presence in the U.S and clientele across the globe. The company was initially contacted by Toronto Global and included Invest Durham to pitch Durham Region in 2021.</p> <p>Invest Durham handled the initial pitch and delivered customer service to the investor.</p> <p>Excelencia became a member of 1855 Technology Accelerator in 2022 and brings excellent employment opportunities to Durham.</p> <p><a href="#">About our company   Excelencia Consulting</a></p>
3	<b>Vegan Delights – Commercial Kitchen and Bistro</b>	Lead role in helping the company with site selection	DEDP	<p>Vegan Delights reached out to Invest Durham to receive support to launch its commercial kitchen and bistro in Durham. Invest Durham handled the site search through DEDP and presented viable options to the company, which finally secured a place in Whitby.</p> <p><a href="#">Vegan Delights by Lisa-Ann (vegan-delights.ca)</a></p>

**Appendix 9: Advancing Relationships with Senior Agencies in 2022**

<b>Organization/Partner/Ecosystem Player</b>	<b>Outcome</b>
<b>Government of Canada Trade Commissioner Service</b>	Introduction to 22 trade commissioners focused on clean energy, advanced automotive, and advanced manufacturing. TCS representatives: Germany, Belgium, USA, Korea, Italy, Finland, Norway, Austria, France, Romania, Spain, Norway, Iceland. Singapore, Malaysia, and Thailand – Focusing on Monthly meetings with key markets in Germany, Korea, USA.
<b>Government of Canada</b>	Meeting in market with European market Federal Trade Commissioner 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.
<b>Ontario Trade and Investment</b>	Introduction – activities for investment attraction with markets: Chicago, New York, Detroit, Austin, Munich, Seoul. Focus of promotion for Durham Region in advanced mobility, advanced manufacturing, and clean energy.  Focusing on trade and promotion activities.
<b>Ontario Canadian Nuclear Industries (OCNI)</b>	OCNI hosts events and foreign delegations to promote domestic and international trade in Ontario’s nuclear sector.  Meeting with CEO of OCNI to discuss Durham Region’s SMR and nuclear strategy and objectives for investment promotion in nuclear and clean energy.

<b>Organization/Partner/Ecosystem Player</b>	<b>Outcome</b>
	Investment team will support events, delegations, and foreign companies seeking to invest and support Canada's nuclear energy sector.
<b>Canadian German Chamber of Industry and Commerce</b>	<p>Future delegations and collaboration in Durham Region. Attending German-Canada industry events in trade and investment.</p> <p>Connecting with potential investors seeking to invest in Canada.</p>
<b>Business Finland</b>	<p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Focused on promotion of B2B engagement and market research. Interest in Finland businesses engaging with clean energy sector in Canada.</p>
<b>Business Sweden</b>	<p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Focused on promotion of B2B engagement and market research.</p>
<b>Baden-Württemberg International</b>	<p>German State Agency for International Economic &amp; Scientific Cooperation.</p> <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p>
<b>E-Mobil Baden-Württemberg</b>	Automotive cluster development organisation in Baden-Württemberg.

<b>Organization/Partner/Ecosystem Player</b>	<b>Outcome</b>
	<p>Promotion of Durham Region for trade and investment opportunities in advanced mobility.</p> <p>Discussion for future delegations of German company visits.</p>
<b>Bayern Innovative (Automotive Cluster)</b>	<p>Bayern Innovative is organization for state supported initiatives in innovative management for entrepreneurs, start-ups, and SMEs in energy, automotive, advanced manufacturing and advanced materials, digitization, and health.</p> <p>Promotion of Durham Region for trade and investment opportunities. Discussions on future delegations of Germany innovation ecosystem and SME partnerships.</p>
<b>Invest Bavaria</b>	<p>Invest Bavaria is the state of Bavaria's investment promotion and attraction arm.</p> <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Collaborator on future delegations to Germany.</p>
<b>Bavarian Ministry of Economic Affairs and Energy</b>	<p>The Bavarian Ministry of Economic Affairs promotes and supports Bavarian trade.</p> <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Collaborator on future delegations to Germany.</p>
<b>IHK Reutlingen,</b>	<p>Chamber of Commerce for the Region of Reutlingen.</p>

<b>Organization/Partner/Ecosystem Player</b>	<b>Outcome</b>
	<p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Discussions for future delegations of German company visits to Durham Region.</p> <p>Advancement of formal Economic Development Partnership between Durham Region and Region of Neckar-Alb.</p>
<b>IHK Nuremburg,</b>	<p>Chamber of Commerce for the Region of Nuremburg.</p> <p>Promotion of Durham Region for trade and investment opportunities in advanced mobility, advanced manufacturing, and clean energy.</p> <p>Advancement of formal Economic Development Partnership between Durham Region and Metropolitan Region of Nuremburg.</p>
<b>Cleantech Flanders</b>	<p>Flanders Cleantech is a clean energy, technology, and innovation organization to promote trade, investment, and international cooperation in Belgium.</p> <p>Promotion of Durham Region for investment, research, and trade opportunities for Benelux companies in Canada for clean energy and decarbonization projects.</p>
<b>Invest in Ontario</b>	<p>Various meetings held to discuss investment attraction and promotion of Durham region.</p>
<b>Ministry of Economic Development, Job Creation and Trade (MEDJCT)</b>	<p>Various meetings held with senior MEDJCT officials to build relationships and promote</p>



<b>Organization/Partner/Ecosystem Player</b>	<b>Outcome</b>
	Durham Region's Advanced Automotive and Energy clusters.
<b>Toronto Global</b>	Various meetings held to discuss investment attraction opportunities and promotion of Durham Region.
<b>Invest in Canada</b>	Various meetings held to discuss investment attraction and promotion of Durham Region.
<b>Metropolitan Region of Nuremberg</b>	Met with Deputy Mayor and head of Economic Development to advance Economic Development Partnership between Durham Region and the Metropolitan Region of Nuremberg.