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# The Regional Municipality of Durham Report

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To: Community Growth and Economic Development Committee  
From: Commissioner of Community Growth and Economic Development  
Report: 2026-EDT-3  
Date: April 7, 2026

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**Subject:**

Investment Attraction Metrics – Annual Activity Report 2025

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**Recommendation:**

That the Community Growth 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 2025 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) in 2025.
- 1.2 This report also summarizes major commercial and industrial investments of economic significance across the Region in 2025, as reported by the eight area municipalities through the Durham Economic Development Partnership (DEDP).
- 1.3 This report will be accompanied by a presentation to Committee by the Region's Manager of Business Development and Investment, Maylene Broderick.

## 2. Background

2.1 Invest Durham's investment attraction activities in 2025 were focused on five areas:

- a. Generate and source leads for potential new investment, including investment attraction missions, in-market lead generation services, and hosting investor tours and delegations.
- b. Respond to investment inquiries and deliver specialized services and advice to prospective investors.
- c. Promote the Region among the real estate and development community.
- d. Cultivate relationships with community partners, post-secondary institutions, and senior government agencies, to promote investment attraction to Durham.
- e. Establish partnerships with international economic development agencies that promote investment mobility between Durham's respective communities and strengthen Durham's resources for investment attraction in priority sectors.

## 3. Previous Reports

- 3.1 [#2022-EDT-15](#) Ready Set Future: Five Year Economic Development and Tourism Strategy and Action Plan.
- 3.2 [#2025-EDT-7](#) Investment Attraction Metrics – Annual Activity Report 2024.
- 3.3 [#2025-EDT-13](#) Hannover Messe 2025 Final Outcomes and Metrics Report
- 3.4 [#2025-EDT-14](#) Executive Summary Invest Durham Investment Attraction Plan 2025 – 2028.

## 4. Investment Attraction Plan and current Investment Attraction Climate

- 4.1 The Invest Durham Investment Attraction Plan (IAP) 2025 – 2028 was endorsed by Regional Council in October 2025. The IAP was developed to attract domestic and foreign direct investment aligned with Durham's future economy and targets the five key priority clusters outlined in the Regional Economic Development Strategy, Ready Set Future. The IAP focuses on the key elements that make Durham Region an attractive destination for a growing array of industries, businesses, and investors, as well as identifying target geographies.
- 4.2 Foreign Direct Investment became particularly challenging in 2025 due to the imposition of US tariffs on various global markets, including many manufactured goods from Canada, and the impending CUSMA negotiations. The impact of US Tariffs on global markets has led to global market uncertainty. Investment efforts led by Invest in Canada at a federal level and Invest Ontario at a provincial level,

continue to position Canada as a top investment destination for global companies seeking a stable, resilient and reliable business partner in markets other than the US.

## 5. Year End Review 2025: Investment Attraction Metrics

5.1 In 2025, Invest Durham handled 139 leads or investment inquiries. An overview of the leads and their status are found in Appendix 1. A summary of Leads by Industry Sector is found in Appendix 2.

Of the 139 leads serviced in 2025:

- a. 24 leads (17 per cent) 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. 11 leads (8 per cent) are Active Investors.
- c. 104 leads (75 per cent) are still open and are in various stages of the sales funnel.

5.2 Due to the concentration of efforts by the team to source new investment primarily from the five priority clusters outlined in Ready Set Future, 83 per cent of new leads are in these priority clusters and industries of interest in the Investment Attraction Plan. The breakdown by priority cluster is shown below and summarized in Appendix 3:

- a. Future Energy: No. of Leads: 45 (32 per cent)
- b. Agri-Food: No. of Leads: 8 (6 per cent)
- c. Next Gen Mobility: No. of Leads: 25 (18 per cent)
- d. Applied Digital Technology: No. of Leads: 27 (19 per cent)
- e. Arts, Culture, and Creative: No. of Leads: 4 (3 per cent)
- f. Life Sciences: No. of leads: 5 (4 per cent)
- g. Electrical Appliance: No. of Leads: 1 (1 per cent)
- h. Other: No. of Leads: 24 (18 per cent)

5.3 Invest Durham's promotional activities, initiatives, and targeted lead generation accounts for 65 percent of the total leads. Invest Durham's relationships and brand messaging to partners and amplifiers, accounts for 35 percent of the total leads. A further breakdown of leads by source is shown in Appendix 4 and is summarized below:

- a. 61 leads (44 per cent) were generated from Invest Durham's investment missions, both virtual and in-person, including through Invest Durham's targeted lead generation efforts.

- b. 18 leads (13 per cent) were generated through participation in events.
- c. 38 leads (27 per cent) came from companies that directly contacted Invest Durham, and other sources.
- d. Four leads (3 per cent) originated from Invest Durham's partnerships with Ontario Manufacturing Communities Alliance (OMCA), Ontario Food Cluster (OFC), and the Durham Economic Development Partnership (DEDP).
- e. Seven leads (5 per cent) came from the Province, including Invest Ontario, and the Ministry of Economic Development, Job Creation, and Trade (MEDJCT).
- f. 11 leads (8 per cent) came through referrals or introductions from intermediaries.

5.4 Invest Durham categorizes potential investors based on level of commitment and planned investment time horizon based on the Invest Durham Sales Funnel. The stages in the funnel, from least to most advanced, are: 'Lead', 'Prospect', 'Opportunity', 'Active Investor', and 'Closed' or 'Win'. A summary of 2025 new leads by stage is found in Appendix 5.

5.5 Annual metrics tracked by the Business Development and Investment Section of Invest Durham for the full year 2025 are below:

<b>Annual Metric</b>	<b>Target</b>	<b>Actual 2025</b>
Prospective Investment Leads	125	139
Personalized Pitch Proposals Sent	35	34
Site Selection Services Delivered	25	33
In-Person Inbound Delegations / Tours	10	10
Number of Investment Missions	6	5
Support or Participate in Other Events	21	31
Touchpoints with Prospective Investors	1000	1301

5.6 In 2025, Invest Durham undertook five investment missions to meet with qualified leads for investment. As part of these activities, Invest Durham led the initiative for Durham and key partners across the Region to exhibit at the Hannover Messe 2025 Trade show (HM25). Metrics of the HM25 Mission are contained in Appendix 6.

5.7 In addition to the investment missions, Invest Durham participated in 31 industry events, conferences, and trade shows in 2025, to identify and meet with prospective investors, develop new relationships with strategic partners, and/or strengthen existing relationships. A summary of these is outlined in Appendix 7.

- 5.8 In 2025, the Business Development and Investment Attraction team hosted 10 inbound delegations and site tours with prospective investors. Details of these are provided in Appendix 8.
- 5.9 In 2025, Invest Durham substantially advanced regional relationships with important partner organizations for investment attraction, particularly with senior government investment attraction agencies both domestically and internationally. These senior agencies, or senior government staff of foreign governments, are critical to successfully attracting investment. Strong relationships result in an awareness of Durham's brand, reputation, and value proposition for investment. Responsiveness to requests from these agencies, and the quality of information provided, leads to an increase in prospective investment referrals to Durham through these agencies. See Appendix 9 for details on the various activities of Invest Durham to advance these critical relationships.
- 5.10 **Wins:** Wins are listed in this report based on the level of involvement of Invest Durham to support the business in making an investment decision:
- a. **Lead Role:** Invest Durham held the primary relationship with the prospective investor, or worked directly with the prospective investor, and materially contributed to their decision to select Durham for a new investment.
  - b. **Supportive Role:** Invest Durham provided services or support throughout the investment process, but the relationship with the business was primarily with another party or level of government.
  - c. **No direct involvement:** Investments for which Invest Durham had no direct relationship with the investor throughout the decision-making process and are not included in the 'Wins' metric. It could be that the investor did not seek government support or worked exclusively with another level of government. It is important to note that in these cases, the Invest Durham marketing activities to promote the Region and showcase Durham's value proposition and development opportunities may have contributed to the investment decision; however, this is usually not quantifiable.
  - d. 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 collected from the area municipalities show their most significant commercial and industrial investments in 2025.

5.11 Invest Durham welcomed two new investment announcements in 2025: GE Vernova Hitachi, and Siemens Energy Canada. Invest Durham has been providing continued support to GE Vernova Hitachi to assist them in the establishing of a new Small Modular Reactor Engineering and Service Centre in Durham Region. The investment was [announced in June, 2025](#). Invest Durham has also been supporting Siemens Energy Canada for over two years, who recently celebrated the opening of an engineering office in Pickering, which will focus on growing sales and engineering expertise in the nuclear energy sector: an area critical to Canada's clean energy future. Successful Investments are listed with greater detail in Appendix 10.

## **6. Durham Economic Development Partnership Investment Successes**

6.1 The DEDP has prepared a list of commercial and industrial investments across the Region throughout 2025, to showcase to the Committee and Council, that are economically significant. This list includes investments which municipal economic development staff may not have had a direct role in supporting. Each Area Municipality provided their most significant investments to showcase in this report. For the purposes of this report, the top five investments in each area municipality are showcased. Appendix 11 of this report shows a list of 34 significant investments in 2025.

## **7. International Economic Development Partnerships**

7.1 Invest Durham's Business Development and Investment team identified a regional economic development agency with whom it would be well suited to form an economic development partnership, based on certain criteria including similarity of economies, post-secondary interests, and areas of mutual interest in two-way trade, investment, and academic collaboration.

7.2 Invest Durham arranged for a targeted networking session co-hosted with one of Durham's European partner geographies, the City of Nuremberg, Germany's Economic Affairs and Science Department and Nuremberg Chamber of Commerce at HM25. The event, '*Smart Solutions for a Common Future*', was primarily a networking event for German and Canadian companies. The objectives of the event were to position Durham as a key investment destination due to its integrated investor ecosystem, and to ensure improved brand recognition and awareness for Durham Region with the German industrial technology business community. Over 100 people registered to attend the networking session, and the digital invite had over 2 million digital impressions.

7.3 Invest Durham continues to nurture the existing partnerships with both Business Tampere, Finland and Necker-Alb, Germany and is planning missions to both areas in 2026.

## **8. Ready, Set, Future**

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

- a. Investment attraction, as guided by the recent Investment Attraction Plan (IAP) 2025 – 2028.
- b. Supporting and strengthening the innovation community (on-going) – Invest Durham works in collaboration with Spark Centre, 1855 Whitby, Ontario Tech University, Trent University, Durham College, and other key members of Durham's Innovation Community.
- c. Invest Durham, in partnership with the DEDP, developed a Key Accounts Program that identifies a network of the region's largest employers that are innovating to solve global challenges. The program seeks to connect with the Region's largest businesses, providing tailored support to encourage the development of new business lines and/or support significant investments by foreign owners.
- d. Invest Durham, in partnership with key stakeholders including post-secondary institutions, school boards, Durham Employment Services, Durham Workforce Authority, Invest Ontario, Ministry of Skills, Labour, Trade and Development, and key regional Employers, is in the process of developing a Workforce Development Strategy and Action Plan, 2027– 2031.
- e. Invest Durham will continue to assess and advance initiatives to improve investment readiness of the Region (on-going), by working with other internal Divisions to develop a comprehensive industry value proposition for hydrogen energy, that identifies strategic opportunities, competitive advantages, and pathways for investment attraction and growth by assessing and documenting relevant assets in the region.

## **9. Trade Diversification Program**

9.1 In 2025, the United States implemented new tariffs on industrial goods from certain trading partners, including Canada. As a result, after consultation with the Durham Economic Task Force (DETF), Invest Durham commenced with the implementation of a Tariff Diversification Program. This included the following initiatives to assist businesses in the Region to mitigate adverse impacts of the newly imposed tariffs:

- a. Tariff Response webpage - Tariff Response - Invest Durham
- b. Series of webinars - Navigating the uncertainty of Tariffs; How to Diversify Export Markets, and Tariff Supports available to Businesses.
- c. Invest Durham submitted a grant funding application to the Trade Impacted Communities Program Grant Fund – Export Development Program, for up to 40 Durham Businesses over two years. Durham is currently awaiting a response from the provincial funder.

## **10. Conclusion**

10.1 Despite a challenging global investment climate in 2025, including the onset of U.S. tariffs, Invest Durham achieved stronger lead advancement and investment likelihood than in 2024, exceeding targets for site selection services, investor engagement, and events. Five missions were completed, with one deferred to reallocate resources to tariff-related business support.

10.2 Invest Durham strengthened partnerships with federal and provincial agencies, advancing investment attraction and trade strategies, and positioning Durham as Canada's Clean Energy Capital.

10.3 Collaboration with area municipalities and DEDP partners supported 139 investor leads, five missions, 31 events, 10 inbound delegations, and two successful new investments.

10.4 A major highlight was the planning and delivery of a mission to showcase Durham to the international industrial technology community at the Hannover Messe 2025 Trade show (HM25), alongside key partners across the Region, generating significant international engagement and R&D partnership discussions.

10.5 The team also finalized the 2025–2028 Investment Attraction Plan, launched a regional large employer support initiative, delivered tariff-response support to local businesses, and initiated the development of the Regional Workforce Development Strategy and Action Plan.

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

Respectfully submitted,

Original signed by

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Sandra Austin  
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

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**Appendix 1: Investment Leads Generated in 2025**

<b>#</b>	<b>Investment Lead</b>	<b>Priority Sector (or Industry if N/A)</b>	<b>Stage in Funnel</b>	<b>Company Source</b>
1	MRI Software enhancement Tech company	Applied Digital Technology	Lead	Event
2	Land Intelligence data company	Applied Digital Technology	Lead	Event
3	Greenhouse Gas Waste Capture Technology	Future Energy	Lead	Event
4	Food Logistics Solution	Agri-Food	Lead	Event
5	Venture Capitalist Start-Up focus	Other	Lead	Event
6	Precision Machinist Facility	Next Gen Mobility	Lead	Event
7	Automation and Robotics Solution	Next Gen Mobility	Lead	Event
8	Helicopter Manufacturer	Next Gen Mobility	Lead	Event
9	Public Energy Facility	Future Energy	Opportunity	Event
10	Nuclear engineering company expansion into Durham Region	Future Energy	Active Investor	Referral
11	Italian Ball and Valve Manufacturer	Next Gen Mobility	Closed lost	event
12	Hydrogen Partnership	Future Energy	Lead	Event
13	Abu Dhabi - ADIO	Next Gen Mobility	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
14	Embassy of Brussels Investment Attraction	Future Energy	Closed lost	Lead Generation
15	Medi-Tech Lab	Applied Digital Technology	Closed lost	Event
16	Concrete Mix & Asphalt Manufacturing Facility	Future Energy	Opportunity	Partner
17	German Aircraft Tug Manufacturer - North American Expansion	Next Gen Mobility	Lead	Lead Generation
18	Land for Large Vessels	Next Gen Mobility	Closed lost	Referral
19	Canadian Industrial Valve Manufacturing Office	Future Energy	Active Investor	Lead Generation
20	Sport / Recreational Facility	Other	Opportunity	Direct Inbound
21	Singaporean Film and Game Co-Development - Bring a Major Gaming Developer into DR	Applied Digital Technology	Lead	Event
22	Taiwanese Whisky - Canadian Market Entry	Agri-Food	Lead	Event
23	Ballistic and EnerStar Window Manufacturer - Facility in DR	Agri-Food	Prospect	Referral
24	Toronto Distillery - Expansion into Durham Region	Agri-Food	Prospect	Referral
25	Italian Tile Manufacturer Location in DR	Other	Lead	Event

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
26	Toronto Global - Site Database for AI Data Centre	Applied Digital Technology	Active Investor	Referral
27	Largest NA Hydrogen Producer - Gas Facility and HQ in DR	Future Energy	Prospect	Event
28	Laminate Flooring Manufacturer	Other	Opportunity	Referral
29	French Building Materials Manufacturer - Future Operations Site Review	Other	Prospect	Partner
30	GTA Power Producer - Hydrogen Peaker Plant for IESO [Multiple Locations]	Future Energy	Active Investor	Referral
31	Dutch Manufacturer of Hydrogen Catalyst Materials - Canadian Market Entry	Future Energy	Lead	Referral
32	Canadian Owned Nordic Spa - GTA Expansion	Arts, Culture, and Creative	Opportunity	Lead Generation
33	Singaporean Advanced Manufacturing Software Solutions - Canadian Market Expansion	Applied Digital Technology	Lead	Lead Generation
34	Singaporean Advanced Manufacturing Integrator - Canadian Expansion	Applied Digital Technology	Lead	Lead Generation
35	Singaporean Autonomous Driving Solutions Company	Next Gen Mobility	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
36	Taiwanese Tech Co. - Sales and R&D Office in Canada	Applied Digital Technology	Lead	Lead Generation
37	Taiwanese Fabless Magnetic Sensor Design - Canadian Expansion	Applied Digital Technology	Lead	Lead Generation
38	Taiwanese Photovoltaic Solutions Manufacturer - Pilot Projects	Future Energy	Lead	Lead Generation
39	Taiwan Cybersecurity in Chips Solutions - Canadian Partnerships	Applied Digital Technology	Lead	Lead Generation
40	Taiwanese EV Charger Manufacturers - NA Investment	Next Gen Mobility	Lead	Lead Generation
41	Project Cardinal	Next Gen Mobility	Prospect	Province
42	Taiwanese Adv Manufacturing Eng Services - Educational Program Partnership	Applied Digital Technology	Lead	Lead Generation
43	Taiwanese Li+ Battery Manufacturer - Distribution into Canada	Future Energy	Lead	Lead Generation
44	Polish Digital Development for Manufacturing - Collaboration	Applied Digital Technology	Lead	Event
45	European Metal Processing of Ultra Pure Metals - Canadian Supply Chain Development	Applied Digital Technology	Lead	Event

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
46	Korean Robot Industry Association - Partnership Discussion	Applied Digital Technology	Closed lost	Other
47	Metal Processing Company	Next Gen Mobility	Lead	Referral
48	German Lightweight Transport Manufacturing - Canadian Facility	Next Gen Mobility	Prospect	Lead Generation
49	Digital Solutions Company	Applied Digital Technology	Lead	Referral
50	Dutch Compressors - Distribution / Acquisition in Canada	Future Energy	Lead	Lead Generation
51	Danish Hydrogen Electrolyzer Manufacturer - Pilot Project	Future Energy	Lead	Lead Generation
52	Ice Cleaning Company	Next Gen Mobility	Lead	Referral
53	German Hydrogen Refuelling Station Manufacturer - Partnership Discussion	Future Energy	Lead	Lead Generation
54	German Autonomous Work Robots - Manufacturing in Canada	Applied Digital Technology	Prospect	Lead Generation
55	Saxony Hydrogen Innovation Cluster - Collaboration Opportunities	Future Energy	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
56	German H2 Gas Monitoring Lab and Service	Future Energy	Lead	Lead Generation
57	Local Air Compressor Business - Manufacturing Facility in DR	Future Energy	Prospect	Direct Inbound
58	Electronic component manufacturer	Next Gen Mobility	Lead	Lead Generation
59	French EV and Hybrid Tier 1 - Canadian Market Overview	Next Gen Mobility	Prospect	Lead Generation
60	Leading NA Technology - Solid State LiDar - Canadian Operation Expansion	Applied Digital Technology	Prospect	Lead Generation
61	Japanese Toilet Manufacturer in MedTech - Cdn Operations for NA Expansion	Life Sciences	Prospect	Lead Generation
62	French Health AI - NA Operations Location	Life Sciences	Prospect	Lead Generation
63	US Solid State Batteries for EVs - Manufacturing Expansion	Next Gen Mobility	Prospect	Lead Generation
64	EV Location Intelligence - Canadian Pilots for Office Expansion	Next Gen Mobility	Prospect	Lead Generation
65	US Leader in HardTech for Defence and Mobility - Canadian Expansion	Next Gen Mobility	Prospect	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
66	NA manufacturer of Heavy Duty Buses seeking to expand service centre - specializing in electric, zero-emission, hybrid, CNG bus technologies	Next Gen Mobility	Opportunity	Direct Inbound
67	DEDP-0198: Project HI-BEAM.	Future Energy	Opportunity	Province
68	Manufactures of advanced lifting and handling systems for critical industrial environments - interest in Canada	Future Energy	Lead	Lead Generation
69	Leader in engineering and technology solutions, providing mission-critical services in defense, intelligence, energy, and environmental sectors - Interest in Canada/North America nuclear projects	Future Energy	Lead	Lead Generation
70	STEM education and collaboration with post-secondaries (Supporting education for power generation)	Applied Digital Technology	Prospect	Lead Generation
71	Consulting firm delivering product and process engineering, industrial installation, and digital transformation solutions - in Canada, expansion into Durham Region	Future Energy	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
72	Global nuclear services company - interest in Canada	Future Energy	Lead	Other
73	T1/2 supplier for nuclear projects interested in supplier	Future Energy	Lead	Lead Generation
74	Global technology leader in electrification and power grid solutions - interest to supply to local supplier	Future Energy	Opportunity	Lead Generation
75	Energy Sector - Supporting supplier	Future Energy	Opportunity	Lead Generation
76	Company servicing pumps, valves, seals, and automation systems - interest to supply local power producer projects and expand into Ontario	Future Energy	Prospect	Lead Generation
77	Manufacturer of advanced turbine island technologies and lifecycle services for nuclear power plants - expansion planning to Durham Region/North America	Future Energy	Opportunity	Lead Generation
78	Engineering and project management firm specializing in energy transition and infrastructure seeking to expand into Durham Region	Future Energy	Opportunity	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
79	DEDP-0189: Site w/ Rail Access	Other	Closed lost	Direct Inbound
80	DEDP-0195: Independent School expansion	Other	Opportunity	Direct Inbound
81	DEDP-0194: Life science biologics manufacturer	Life Sciences	Active Investor	Province
82	DEDP-0193: Teachers' Federation seeking new office build in the Durham Region.	Other	Opportunity	Direct Inbound
83	DEDP-0192: National telecom provider to source all suitable land or building options	Other	Prospect	Direct Inbound
84	Project Trident: NA manufacturer of eco-friendly products seeking to build innovation manufacturing and production campus	Future Energy	Active Investor	Direct Inbound
85	Project Apex ref: Invest Ontario	Future Energy	Lead	Province
86	Quebec Chemical Manufacturer Seeking 70k-150k Site	Other	Lead	Direct Inbound
87	DEDP-0186 Pigment Chemical Manufacturer Seeking Greenfield	Other	Closed lost	Direct Inbound
88	Developer interested in CEBP	Future Energy	Lead	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
89	Group seeking 35 acre site	Other	Lead	Province
90	Manufacture of cosmetics seeking relocation in Durham Region	Other	Prospect	Direct Inbound
91	Undisclosed 22 acre - Pickering Innovation Corridor	Other	Active Investor	Direct Inbound
92	Nuclear engineering/project management company seeking site and office expansion	Future Energy	Opportunity	Direct Inbound
93	Canadian department store seeking corporate store site	Other	Active Investor	Direct Inbound
94	OEM automotive importer seeking sites in Durham Region	Next Gen Mobility	Active Investor	Direct Inbound
95	Nuclear supply chain company specializing in engineering services and nuclear facility/waste management seeking sites in Durham Region	Future Energy	Opportunity	Direct Inbound
96	German compressor company interest in Durham Region	Future Energy	Active Investor	Direct Inbound

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
97	Energy engineering company (nuclear/isotopes) seeking relocation in Durham Region	Future Energy	Active Investor	Direct Inbound
98	Inquiring on Durham Region on Smart City collaboration	Future Energy	Closed lost	Lead Generation
99	German post-secondary interest in collaboration	Future Energy	Closed lost	Lead Generation
100	Advanced energy solution and energy storage company exploring Durham Region	Future Energy	Closed lost	Lead Generation
101	Turkish manufacturer of transformers - exploring NA expansion	Future Energy	Prospect	Lead Generation
102	French manufacturer of electrical control cabinets and enclosures - opportunities in Durham Region	Future Energy	Prospect	Lead Generation
103	German boiler manufacturer seeking opportunities in Ontario	Future Energy	Prospect	Lead Generation
104	Turkish pulley manufacturer	Other	Closed lost	Lead Generation
105	Global rail solutions company	Next Gen Mobility	Closed lost	Lead Generation
106	Austrian drive and lifting technology	Other	Closed lost	Lead Generation

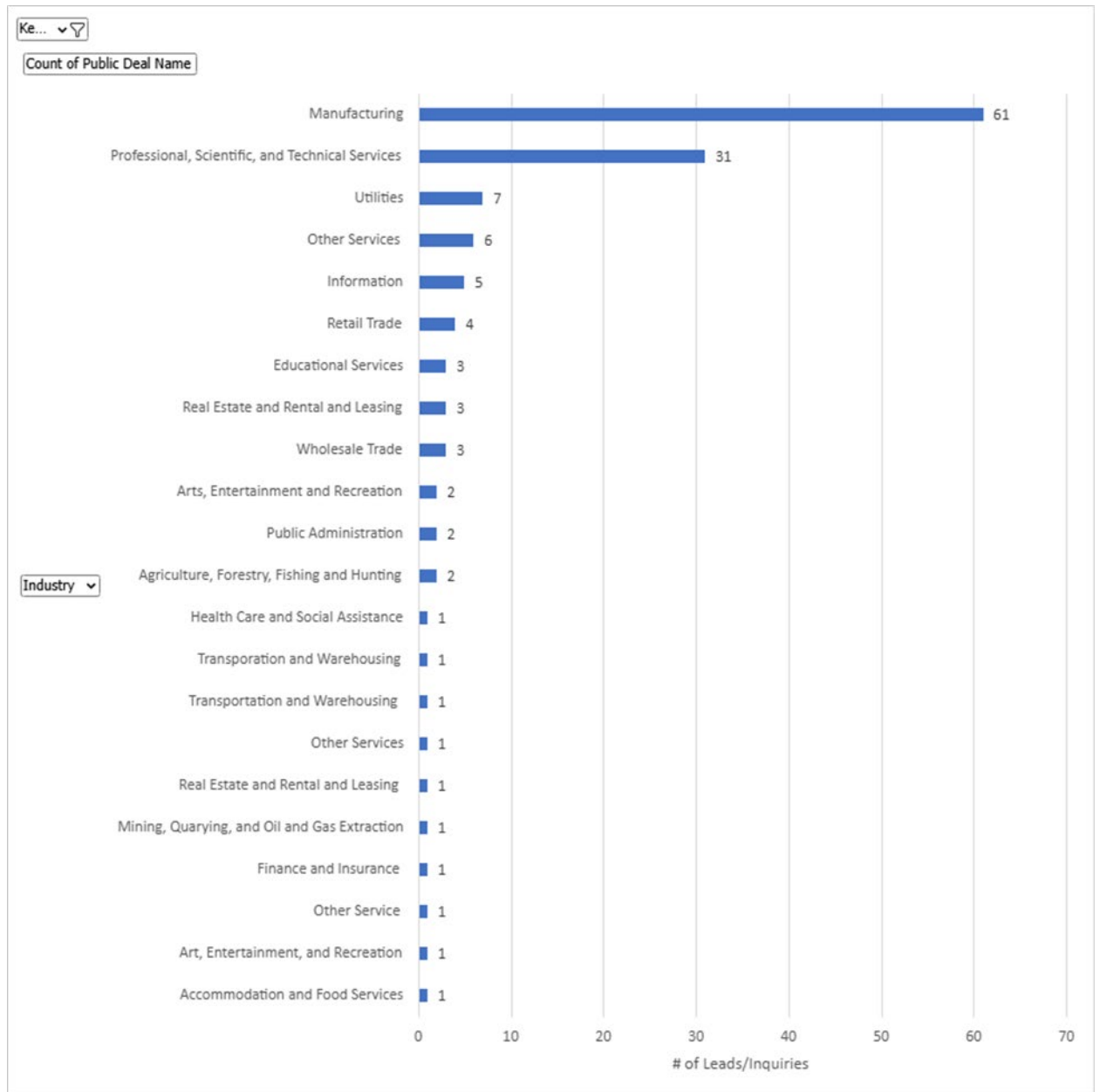
#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
107	Turkish manufacturer of industrial compressors seeking opportunities in Durham Region	Future Energy	Prospect	Lead Generation
108	AI research company seeking opportunities in Durham Region	Applied Digital Technology	Closed lost	Lead Generation
109	Advanced surface treatments for light metals - interest in NA market	Next Gen Mobility	Lead	Lead Generation
110	DEDP-0172: Project Yeti US based Energy Company	Future Energy	Closed lost	Province
111	DEDP-0196: Aerospace Manufacturer DR Site Review	Next Gen Mobility	Opportunity	Province
112	Ventilation Solutions Company expansion into Durham Region	Other	Opportunity	DEDP Member
113	DEDP-0197 Wood Coating Manufacturer Durham Region site	Other	Opportunity	Direct Inbound
114	Abattoir Expansion into Durham Region	Agri-Food	Opportunity	Partner
115	Value-Added Meat Processing Plant Expansion	Agri-Food	Closed lost	Other
116	IT Consulting and Service Company interested in partnership and workforce opportunities	Applied Digital Technology	Closed lost	Other

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
117	Industrial solutions provider expansion into North America	Applied Digital Technology	Closed lost	Other
118	Appliances, Electrical, Electronics Manufacturing NA Expansion	Electronic Appliances	Closed lost	Other
119	Headseat and AI Software Manufacturing NA Expansion	Applied Digital Technology	Closed lost	Lead Generation
120	Turkish AI Financial Software Company NA Expansion	Applied Digital Technology	Closed lost	Lead Generation
121	Food and Beverage Distributor expansion into Durham Region	Agri-Food	Closed lost	Direct Inbound
122	Clinic Expansion Project	Life Sciences	Prospect	Direct Inbound
123	Wholesale Grocery Center & Warehouse	Agri-Food	Lead	Direct Inbound
124	Animal health company Expansion	Life Sciences	Prospect	Direct Inbound
125	Gift Shop in Downtown Uxbridge	Arts, Culture, and Creative	Lead	Direct Inbound
126	Community Pottery Studio	Arts, Culture, and Creative	Prospect	Direct Inbound
127	Sporting Goods Store Relocation in Uxbridge	Other	Prospect	Direct Inbound

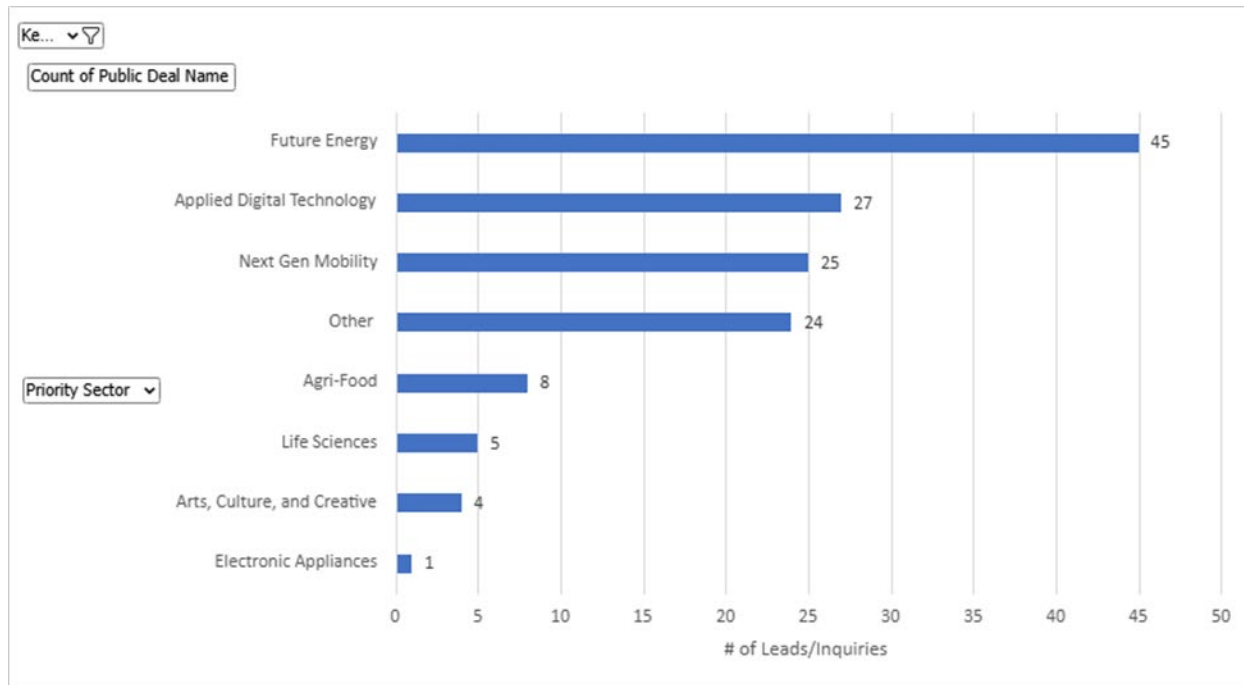
#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
128	New Gym Seeking Location in North Durham	Other	Prospect	Direct Inbound
129	Steel Manufacturing Company Relocating to North Durham	Other	Prospect	Direct Inbound
130	Green Homes Project	Other	Prospect	Direct Inbound
131	Automotive sector Distributor Expansion	Next Gen Mobility	Prospect	Direct Inbound
132	Distillery Expanding into North Durham	Arts, Culture, and Creative	Prospect	Direct Inbound
133	AI SME Network in Baden-Württemberg	Applied Digital Technology	Closed lost	Lead Generation
134	German Research Center for Artificial Intelligence	Applied Digital Technology	Lead	Lead Generation
135	Venture Capitalist Organization - Clean Technology	Other	Lead	Lead Generation
136	Trading/Financing Renewable Infrastructure Co Expansion	Future Energy	Closed lost	Lead Generation
137	Next Gen Mobility Association in Baden- Württemberg	Next Gen Mobility	Lead	Lead Generation
138	Technology Business Association in Baden- Württemberg	Applied Digital Technology	Lead	Lead Generation

#	Investment Lead	Priority Sector (or Industry if N/A)	Stage in Funnel	Company Source
139	Monitoring Software for Food Production - Expansion	Applied Digital Technology	Lead	Lead Generation

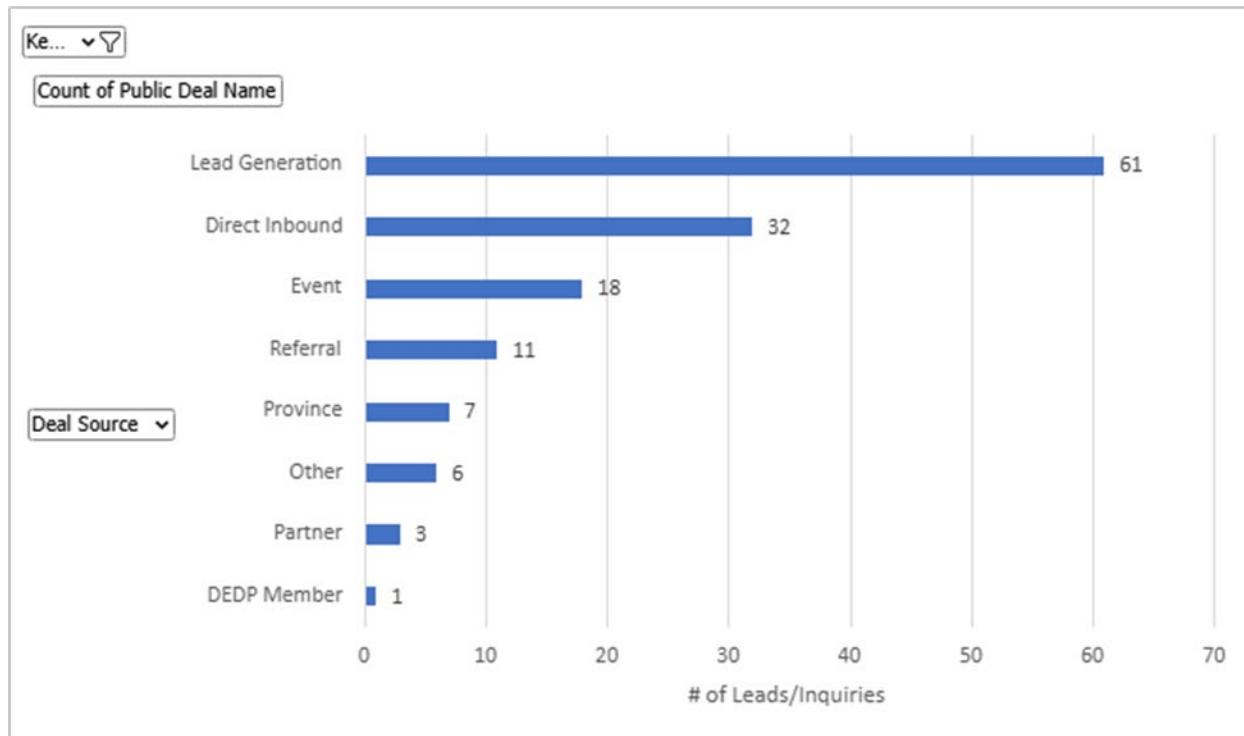
**Appendix 2: Investment Leads/Inquiries by Industry, 2025**



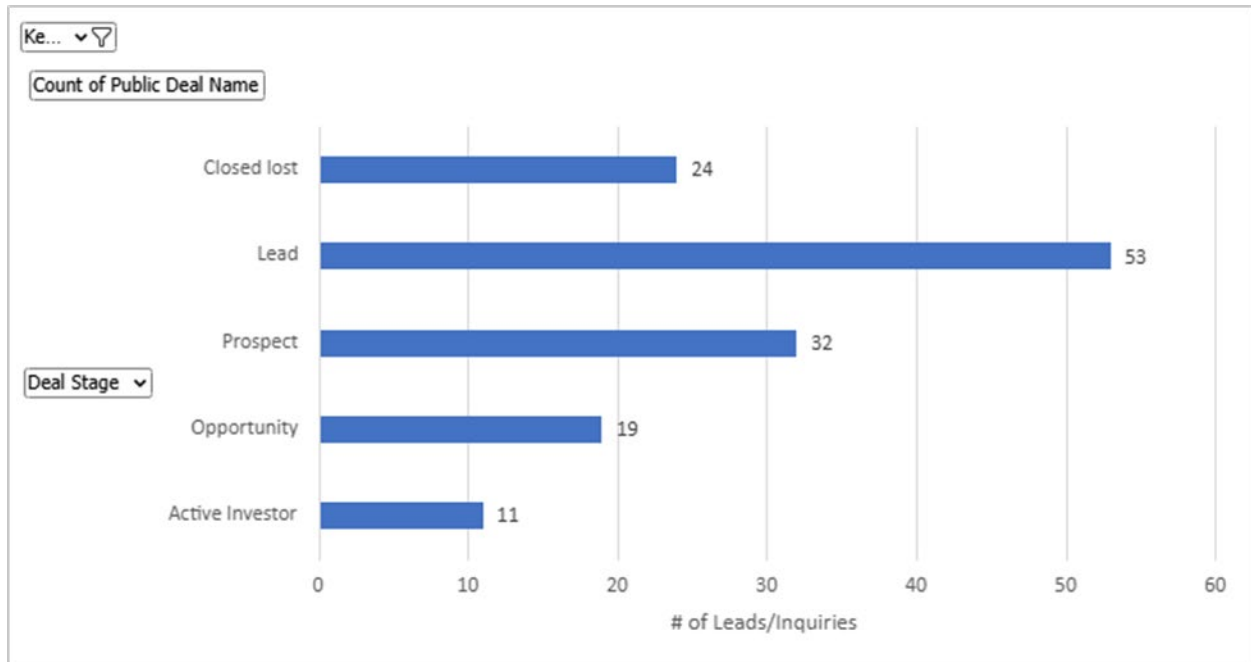
### Appendix 3: Investment Lead/Inquiries by Priority Cluster, 2025



### Appendix 4: Investment Leads/Inquiries by Source, 2025



**Appendix 5: Investment Leads/Inquiries by Stages, 2025**



**Appendix 6: Hannover Messe Summary Report, 2025**

<b>Target Outcome</b>	<b>Target</b>	<b>Outcome</b>
Number of new connections with individuals	500	Approx. 1,300*
Number of qualified new Leads for prospective investment in Durham Region	50	59
Number of resulting requests by prospective investors for site selection support within 3 months	5	6
Number of relationships advanced with staff from senior investment attraction agencies in Ontario and Canada	20	28
Percentage of Durham and partner participants surveyed that felt the booth was very effective or effective at representing Durham Region as a whole	90% or higher	100%
Percentage of Durham and partner participants surveyed that felt exhibiting at Hannover Messe 2025 was somewhat to very valuable to achieving their organization's goals	80% or higher	100%
Number of domestic or international federal or provincial/state Ministers that visited the booth to learn about Durham Region	5	8
Paid and organic digital impressions for the dedicated promotional campaign	350,000	2,843,566
Deeper engagements (click-throughs) to website content	4,000	10,296
Mentions in major media	5	17

\*Note: Total new connections were estimated based on daily booth visits

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## **Appendix 7: Business Development and Investment Events, 2025**

### **1. 1855 Masterclass – Leadership, Don Lovisa (January)**

Presentation and networking event.

### **2. European Chambers Networking Night (January)**

European Chambers networking night is a bi-monthly event hosted by various Canadian European Chambers of Commerce based in Toronto. The event provides an opportunity to meet consulate representatives from target geographies for investment and many companies representing foreign organizations ready to expand to Canada are in attendance of these events.

### **3. Regional Chair's Luncheon (February)**

Annual address to the members of the Oshawa, Whitby, Clarington, Ajax-Pickering Board of Trades and Chambers of Commerce.

### **4. Barret Center Conference (February)**

The Barrett Centre of Innovation in Sustainable Urban Agriculture's 2nd annual Urban Agriculture Conference, bringing leaders from across policy, education, food security, and innovation sectors to discuss reimagining urban spaces to strengthen urban agriculture in communities.

### **5. Whitby Chamber of Commerce – Address by Mayor Roy (March)**

Annual address from the Mayor of Whitby to members of the Whitby Chamber of Commerce.

### **6. GOCC Innovators Exchange Networking Event (March)**

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

### **7. APBOT Mayors' Breakfast (March)**

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

### **8. CBOT Mayor's Breakfast (March)**

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

## **9. Durham College and Chambers Gala Event (April)**

Durham College Faculty of Business & IT – an inspiring evening celebrating innovation, collaboration, and the future of business. This event brings students, educators, and industry leaders together to build meaningful connections.

## **10. GOCC AGM and Keynote Speaker (April)**

Daniel Tisch, President and CEO, Ontario Chamber of Commerce shares key insights from the Ontario Economic Report and what they mean for business. Explore Ontario's shifting political and economic landscape, including renewed U.S. trade tensions.

## **11. CBOT AGM and Business Awards (April)**

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

## **12. Invest Pickering Economic Update (May)**

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

## **13. AI in Action (May)**

Invest Durham sponsored the event that took place at Durham College. Participants learned about AI software, usage advice, current trends and developments, as well as celebrated local business accomplishments for those who worked with the AI Hub.

## **14. BURSA Chamber of Commerce (May)**

Durham Region value proposition and focus sector presentation to the Bursa Chamber of Commerce, ten businesses in attendance.

## **15. Clarington Energy Summit (May)**

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

## **16. GOCC Economic Update event (May)**

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

## **17. HOPA Ports Report to Community Event (June)**

This event included HOPA highlights from 2024 and what's ahead in 2025, financial highlights, infrastructure investment updates, and economic, social and environmental actions in the port community.

**18. Automotive Parts Manufacturing Association (APMA) Annual Conference (June)**

Also known as the Canadian Automotive Summit, Canadian automotive manufacturers networked and provided keynote speeches on the current state and outlook of the automotive market. A particular emphasis was placed on the impact of tariffs and CUSMA re-negotiations on the auto sector in Ontario.

**19. WCC/RBC Economic Update (June)**

Quarterly economic update co-hosted by the Whitby Chamber of Commerce and Royal Bank of Canada. Invest Durham provided a presentation on target markets and sectors.

**20. PACE Digital Delivery Innovation Demonstration (June)**

PACE Digital Twinning & Adaptive Learning presentation and hands-on demos of their work: Design & Planning Station, Training Simulation, Construction Assist Station, Education Pathway Demo.

**21. 2024 DAAC Farm Tour (September)**

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

**22. OCNi Nuclear Industry Supplier Days (September)**

Invest Durham participated in the OCNi Nuclear Industry Supplier Days two-day event. Invest Durham sponsored the business breakfast where staff provided welcoming remarks underscoring Durham Region's position as the Clean Energy Capital of Canada. The event featured a supplier trade show showcasing organizations that support Ontario's power generators, along with workshops and expert panel discussions focused on strengthening supply chain resiliency, expanding industry capacity, and enabling meaningful networking across the nuclear supply chain. During the opening remarks, Minister of Environment, Conservation and Parks, Todd McCarthy, highlighted Durham Region's leadership as Canada's Clean Energy Capital and noted that Ontario Tech University is the leading postsecondary institution supporting Ontario's nuclear economy.

**23. OCC – Smart Growth Summit (September)**

This event focused on sustainable finance, emerging technologies, smart mobility, workforce development, and smart agrifood. Symposium featured keynote speeches, interactive sessions, fireside chats, and expert panel discussions, aiming to explore the transformative use of technology for a sustainable and resilient future.

**24. Skills Bridge Summit (September)**

This event is dedicated to the future of Ontario's SME workforce. Sessions explored the evolving talent landscape, emerging megatrends impacting SMEs, the role of AI and new technologies in the workforce, and practical strategies for upskilling and talent development.

**25. GOCC RBC Economic Forecast Event (September)**

RBC's annual economic forecast event delivered to the members of the Greater Oshawa Chamber of Commerce.

**26. CBOT Mayor's Address & Dinner (September)**

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

**27. APBOT Business Excellence Awards (October)**

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

**28. The Isotope Advantage: How Canada's Nuclear Sector is Shaping Global Health (October)**

Invest Durham attended this event that highlighted Ontario's growing isotope leadership to explore investment, collaboration, regulation, safety, resilient supply chains, infrastructure to meet demand, and talent essential for advancing global cancer care and future health innovation in Canada.

**29. Whitby Economic Development Advanced Manufacturing Roundtable (November)**

An event that brings together industry leaders, innovators, and stakeholders to explore emerging trends, challenges, and opportunities within Whitby's advanced manufacturing sector. The Region's Manager of Business Development & Investment moderated the panel.

**30. WCC Business Excellence Awards (November)**

Invest Durham joined the Whitby Chamber of Commerce (WCC) to celebrate business achievements in Whitby.

**31. EMC Eastern Ontario Manufacturing Excellence Forum (November)**

A gathering of industry leaders, innovators, and decision makers in the manufacturing sector from across Canada. This event was focused on the impact of US tariffs and opportunities for trade outside of the US.

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## Appendix 8: Inbound Delegations to Durham Region, 2025

### 1. **Project Evergreen - Site Selection Tour**

Month: January

Purpose: Site Selection

Partner: City of Oshawa

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

### 2. **Project Ivy Executive Tour**

Month: February

Purpose: Investment Attraction

Partner: Durham Region

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

### 3. **Consular General Belgium: Durham Region Tour**

Month: May

Purpose: Partnership Building

Partner: Invest Durham

Invest Durham hosted the Consular General of Belgium to a tour of the Region. The Consular delegation was introduced to regional leadership, shown prime employment ready sites and visited the Darlington Power Plant Visitor Centre. The Consular General of Belgium was also introduced to the Ontario Tech University Partnership Team to discuss possible R&D collaboration.

### 4. **BURSA Chamber of Commerce**

Month: May

Purpose: Investment Attraction

Partner: Whitby Chamber of Commerce

Business members and staff of the Bursa Chamber of Commerce (Turkey) visited the Whitby Chamber of Commerce to explore synergies and collaboration opportunities. Invest Durham presented the Region's value proposition for business, and our sectors of focus.

## **5. Korean Delegation Nuclear Tour**

Month: June

Purpose: Investment Attraction

Partner: Ontario Tech University & Durham College

Attendees from the energy and nuclear sector of Korea—in various business categories i.e., suppliers, associations, EPCs—toured OPG Pickering, received a clean energy ecosystem presentation from Durham College, and toured the nuclear simulation lab at Ontario Tech University. Attendees were all members of KOTRA (Korea Trade-Investment Promotion Agency).

## **6. Invest Ontario visit to Durham College**

Month: June

Purpose: Partnership Building

Partner: Durham College

Invest Ontario's Senior Regional Advisor toured Durham College to assess its training capacity, corporate training development, and industry partnerships in support of prospective investment opportunities. The visit focused on understanding the College's ability to develop and scale talent pipelines (particularly in critical skilled trades, cybersecurity, and AI) to meet employer needs. Strengthening this relationship will help Invest Ontario evaluate how Durham College can de-risk labour supply, accelerate workforce readiness, and enhance investor confidence. Invest Durham will support future investor visits as needed.

## **7. Netherlands Zeeland Province visit to Ontario Tech University**

Month: September

Purpose: Partnership Building

Partner: Ontario Tech University

In October 2025, Invest Durham partnered with Ontario Tech University in hosting a Dutch delegation from the Province of Zeeland, Netherlands. The delegation was chaired by the Kings Commissioner (equivalent to a Provincial Premier in Canada), provincial cabinet members, mayors, councilors, academics, public officials and business representatives from the Zeeland Province who visited Durham to learn about the "Clean Energy Capital of Canada".

## **8. Global Affairs Canada Visit to Durham Region**

Month: October

Purpose: Partnership Building & Investment Attraction

Partner: Durham Region

Invest Durham hosted two senior investment officers, from Global Affairs Canada's Investment Promotion and Governance Division, following the Economic Development Association of Canada's annual conference. Durham Region's value proposition for business investment was presented and discussed, followed by continued conversation at a local business.

## **9. France Canada Chamber of Commerce and Consular General of France**

Month: October

Purpose: Partnership Building

Partner: Invest Durham

Invest Durham hosted the Consular General of France, staff from Business France and the CEO and Chairman of the France Canada Chamber of Commerce to a tour of SAFRAN Landing Systems, a French company operating in Ajax, Durham Region. The delegation was welcomed by Chair Henry and Deputy Mayor of Ajax, Councilor Sterling Lee.

## **10. Netherlands Delegation – Nuclear Power (November)**

Invest Durham attended the event hosted by the Consulate General of the Kingdom of the Netherlands in Toronto. A delegation of Dutch companies visited Durham Region to assess Canada's capacity for nuclear innovation, including small modular reactors, advanced fuels, R&D, and workforce development. The mission brought together Dutch industry leaders, supply chain, research institutions, and government representatives with Canadian counterparts to explore opportunities for joint R&D, accelerate demonstration projects, and scale next generation nuclear solutions in both regions.

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## Appendix 9: **Advancing** Relationships with Senior Agencies in 2025

### **FEDERAL**

#### **1. Government of Canada Trade Commissioner Services (Global Affairs Canada)**

- 1.1 A greater and more strategic utilization of federal trade and investment partners located internationally, resulting in connection with federal trade commissioners focused on clean energy, advanced automotive, advanced manufacturing to identify significant investment opportunities.
- 1.2 Met with TCS representatives from USA: New York and Philadelphia, Germany, Taiwan, Singapore, China, United Kingdom, Switzerland, Netherlands, Italy and Spain.
- 1.3 Met with TCS Germany, Munich and Berlin offices, in preparation for Hannover Messe 2025.
- 1.4 Met with TCS: Beijing office as part of due diligence on a prospective investor exploring setting up a pre-fabrication housing factory in Durham.
- 1.5 Hosted federal trade commissioners from New York City and Philadelphia and co-hosted a delegation of US Energy executives in partnership with Invest Ontario.
- 1.6 Met with the Chief Trade Commissioner, TCS European Chief and TCS Nordics, TCS Netherlands at Hannover Messe 2025 to begin planning for mission visits in 2026.

#### **2. Invest in Canada**

- 2.1 Various meetings held with Invest in Canada staff to discuss investment attraction and promotion of Durham Region.
- 2.2 Met with Invest in Canada CEO, Laurel Broten and her team at Hannover Messe 2025, to discuss investment prospects in Durham and position the region as the Clean Energy Capital of Canada.

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

- 3.1 Partnered with NGen, an agency of ISED to exhibit at Hannover Messe 2025, where Canada was the partner country.

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

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

## **5. Immigration, Refugees and Citizenship Canada (IRCC)**

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

## **6. Business Council of Canada**

- 6.1 Invest Durham organized a meeting with the COE of the Business Council of Canada, Mr. Goldy Hyder at Hannover Messe 2025 where he discussed the important role of municipalities to enabling business growth and development with the Durham delegation.

## **PROVINCIAL**

## **7. Ontario Trade and Investment**

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

## **8. Invest in Ontario**

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

## **9. Ministry of Economic Development, Job Creation and Trade (MEDJCT)**

- 9.1 Various meetings were held with senior MEDJCT officials to build relationships and promote Durham Region's automotive, energy, and advanced manufacturing clusters.
- 9.2 Collaborating with project leaders for various inbound delegations interested in Ontario's and Durham Region's sector ecosystems.
- 9.3 Attended MEDJCT led trade missions to international delegations, including Korea and Japan.
- 9.4 Met with Toronto Regional Board of Trade-World Trade Centre representatives at HM25 and submitted joint grant application to the Trade Impacted Communities Program to support up to 40 Durham-based businesses to develop export plans to markets outside of the US.

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

- 10.1 Regularly connecting with MLITSD to understand provincial level skilled labour and immigration program support mechanisms, as well as obtain information on skills development for companies in key target sectors, including existing businesses within Durham Region as well as prospective investors who are evaluating the labour market for interested areas of investment.
- 10.2 Working with MLITSD on their referral program to support companies who would like to apply for the Dedicated Service channel with IRCC.
- 10.3 This is a program for companies who have a significant economic impact on the Canadian economy that need to rapidly navigate skilled labour immigration and work permit programs. This channel is beneficial to both local businesses and potential investors.
- 10.4 Invest Durham became a member of the Ontario Chamber of Commerce in 2025. This provides networking opportunities with key large businesses and key supply chain partners in the province. In addition, Invest Durham was invited to present the progress on the development of the Workforce Strategy and Action Plan at the OCC Workforce Committee.

**INTERNATIONAL****11. Canadian German Chamber of Industry and Commerce (CGCIC)**

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

**12. Canada Finland Chamber of Commerce (CFCC)**

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

**13. Business Finland**

- 13.1 Worked with the Toronto-based office who provides support for market-ready Finnish companies who are serious about investing into Canada.
- 13.2 Collaborated with Business Finland to meet with key partners during the Finnish Partnership Mission and identify activities to promote investment attraction from

Finnish companies into Durham Region through mutually shared key target segments.

#### **14. Italian-Canadian Chamber of Commerce**

14.1 Invest Durham became a member of the Italian-Canadian Chamber of Commerce (ICCO) in 2025 to begin exploring two-way trade and investment opportunities and network with businesses interested in investing in Canada, with a focus on agri-processing and next generation mobility.

#### **15. Canada China Business Council**

15.1 Invest Durham became a member of the Canada China Business Council (CCBC) in late 2025 to begin exploring two-way trade and investment opportunities and network with businesses interested in investing in Canada.

#### **16. France Canada Chamber**

16.1 Invest Durham became a member of the France Canada Chamber in 2025 to begin exploring two-way trade and investment opportunities and network with businesses interested in investing in Canada, with a focus on Clean Energy and Advanced Manufacturing.

### **Industrial Policy/Organizations**

#### **17. Ontario Canadian Nuclear Industries (OCNI)**

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

#### **18. Ontario Vehicle Innovation Network (OVIN)**

- 18.1 Invest Durham works very closely with OVIN through our various automotive ecosystem partners (Ontario Tech Automotive Centre of Excellence and Durham College) and through other initiatives on the regional level that require matched provincial funding.
- 18.2 Invest Durham has referred automotive investors to OVIN and vice versa.
- 18.3 Other ongoing activities include partnership renewals and Durham Region Technology Development Site (DRTDS) challenge statements, and smart cities, including support for the City of Oshawa as lead for DRIVE (Durham's OVIN technology development site).

- 18.4 Durham Region is a member of Automotive Parts Manufacturing Association (APMA) and connects potential investors and current automotive businesses with APMA to be part of the Canadian-wide automotive manufacturing ecosystem.
- 18.5 Invest Durham participates in the APMA Canadian Automotive Summit, inviting investors and partners to attend.
- 18.6 Invest Durham and City of Oshawa Economic Development co-hosted an APMA member event. Flavio Volpe shared updates on the CUSMA negotiations and the impact on the auto-sector.
- 18.7 Invest Durham is a member of the Ontario Manufacturing Communities Alliance (OMCA). The Ontario Manufacturing Communities Alliance (OMCA) is a partnership of economic development organizations, committed to bringing new business opportunities to the Ontario (Canada) manufacturing sector.
- 18.8 Invest Durham is also a member of Ontario Food Cluster (OFC). OFC is made up of several economic development entities that work in collaboration to support agri-food development and inbound investment attraction, in Ontario. The work done by OFC included research, identification of incentives, etc. to support agri-business growth and development in Ontario.

**Appendix 10: Successful Investments (“Wins”), 2025****1. Siemens Energy Canada**

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

Invest Durham began discussions with Siemens Energy Canada to locate an office in Durham in 2023. In January 2026, Siemens Energy Canada announced the recent opening of an office in Pickering, Durham Region. The office will accommodate engineering professionals and was opened to support Siemens Energy Canada’s involvement in the Nuclear Refurbishment Project.

**2. GE-Vernova-Hitachi (GVH)**

Regional Role: Supporting role in investment attraction and lead facilitation  
Partner: Real Estate Broker

Invest Durham has been supporting GVH for the prior two years, and more actively during the prior year with their expansion aspirations and identifying suitable sites. The project will be located in Durham. GVH will be building an office complex and a state-of-the-art training centre.

## Appendix 11: Significant Investment Highlights by Area Municipality 2025

### Notes

N/A – Not available

TBD – To be determined

### Ajax: 5

<b>Company</b>	<b>Jobs Created</b>	<b>Building Size / New Floor Space Added (sq ft)</b>	<b>Comments</b>
<b>Triforest Manufacturing Inc.</b>	20	N/A	Underway with Phase II of their expansion and is expected to generate over 80 new full-time jobs and contribute approximately CAD 100 million in annual output.
<b>Warehousing Facility</b>	50	750,000	Completed
<b>Shandex Warehouse</b>	N/A	97,927	Completed
<b>Creekside Ajax Campus</b>	N/A	Building A: 290,780  Building B: 250,643  Building C: 419,012	Earthworks completed. Three phases totaling in just under 1 million square feet of Class A industrial space.
<b>1120, 1130, 1140, 1150, 1160, 1190, and 1200 Salem Road North</b>	N/A	76,907	Under construction

**Clarington: 5**

<b>Company</b>	<b>Jobs Created</b>	<b>Building Size / New Floor Space Added (sq ft)</b>	<b>Comments</b>
<b>Action Car &amp; Truck</b>	80	141,000	Action Car & Truck is developing a 141,000 sq. ft. Eastern Ontario headquarters that will create 80 jobs, featuring warehouse, assembly, office, and retail space. The company specializes in automotive accessories and commercial vehicle upfitting.
<b>D&amp;R Custom Steel</b>	60	66,000	D&R Custom Steel is constructing a 66,000 sq. ft. manufacturing and warehouse facility with office space, supporting 60 new jobs. The firm specializes in custom steel fabrication for water, air, mining, and material-handling industries.
<b>Marriot Hotel</b>	30	55,000	Marriott Hotel is developing a 55,000 sq. ft. hotel and event venue that will create 30 jobs, offering full-service accommodations and flexible meeting and event spaces.
<b>GEMTEC</b>	50	10,000	GEMTEC is retrofitting 10,000 sq. ft. into a modern office space to support 50 jobs. The company specializes in engineering services including civil, geotechnical, environmental, and materials testing.
<b>Hatch</b>	10	4,000	Hatch is converting 4,000 sq. ft. into a modern office space, supporting 10 jobs. Hatch specializes in engineering and consulting across the metals and minerals, energy, and infrastructure sectors.

**Oshawa: 4**

<b>Company</b>	<b>Jobs Created</b>	<b>Building Size / New Floor Space Added (sq ft)</b>	<b>Comments</b>
<b>GEODIS</b>	270	370,000 sq. ft.	GEODIS is a leading worldwide provider of customized transportation, warehousing, global logistics, and supply chain solutions. GEODIS opened their second home in Oshawa via industrial expansion at 1565 Thornton Rd. N. in Northwood Business Park, occupying 74% of the building space.
<b>OPG</b>	~2,000	285,000 sq. ft.	OPG officially moved into their new corporate headquarters at 1908 Colonel Sam Dr., adding to their existing regional presence at the Pickering and Darlington Nuclear Generating Stations.
<b>Tru by Hilton</b>	~50	~55,000 sq. ft.	The Tru by Hilton Oshawa is a newly built 97-room midscale hotel located across from the Oshawa Executive Airport, offering a contemporary new lodging option that reflects Oshawa's growing appeal as a destination for both business and leisure travelers.
<b>Durham Creative Arts Centre (DCAC)</b>	1	3,100 sq. ft.	DCACentre is a for-profit organization offering coworking and rental spaces for artists, entrepreneurs, and creative professionals at 2 Simcoe St. S. Unit 500. Their mission is to build sustainable, inclusive, and collaborative spaces that support the growth of individual artists and the broader creative community throughout Durham.

**Pickering: 6**

<b>Company</b>	<b>Jobs Created</b>	<b>Building Size / New Floor Space Added (sq ft)</b>	<b>Comments</b>
<b>Bay Ridges Industrial Centre (1575 Clements Road)</b>	TBD	270,163 sq ft	State-of-the-art industrial development. Strategically located minutes from Hwy 401; major new industrial capacity added to Pickering.
<b>1635 Bayly Street (Retail Plaza Expansion)</b>	TBD	Government office: ~50,000 sq ft; Daycare: ~8,000 sq ft	Continued build-out of the Brock/Bayly retail node with government office expansion and new daycare under construction. Adds significant commercial service space to South Pickering.
<b>1030 Salk Road – Pickering Corporate Centre / Business Point</b>	TBD	50,000 sq ft	Major addition of small-bay industrial condo space, supporting manufacturing, trades, and logistics users. Modern units with full mezzanine and drive-in doors.
<b>Porsche Experience Centre Toronto (Pickering)</b>	50+ (approx. 65 jobs)	45,000 SF	Opened June 2025, Canada's first Porsche Experience Centre and third in North America. Features a 2-km handling circuit, simulators, café, and visitor centre; major tourism and innovation investment.
<b>Lee Valley Tools – New Flagship Store (1755 Pickering Parkway)</b>	40	~17,000 SF (not net new)	Lee Valley's largest flagship store in Canada, Grand opening September 20, 2025. Featuring extensive product displays, workshops, and live demonstrations. Significant retail and employment investment in Pickering.
<b>HiTech Bay 1851 Sandstone Manor</b>	50+/-	56,000 sq ft	Officially moved to Pickering in 2025, a new and improved facility. They process, refurbish, and recycle IT assets and ensure secure data destruction and environmentally responsible disposal.

**Whitby: 5**

<b>Company</b>	<b>Jobs Created</b>	<b>Building Size / New Floor Space Added (sq ft)</b>	<b>Comments</b>
<b>North American Steel</b>	11-15	10,000 – 15,000	Extending the rear of the building to accommodate increased production
<b>Toromont</b>	Estimated 100+ jobs	48,000 sq ft	New branch scheduled to open in 2026, will offer equipment sales, rentals, parts, and service
<b>Soft Moc</b>	120-150	145,000 sq ft	Consolidation of two warehouses in Ajax and Pickering
<b>PPFD</b>	40	147,000 sq ft	Third facility at Whitby location
<b>Mazda Distribution</b>	36	279,000 sq ft	New Parts Distribution Centre located on Ashburn Road in Whitby, Ontario, designed to serve 127 dealerships across Canada and nearly 800 in the U.S.

**Northern Municipalities (Brock, Scugog, Uxbridge): 9**

<b>Company</b>	<b>Jobs Created</b>	<b>Building Size / New Floor Space Added (sq ft)</b>	<b>Comments</b>
<b>Brock: 4</b>			
<b>Underwood</b>	N/A	13,993	Added a new storage shed
<b>Alieh Farms</b>	N/A	22,604 sq ft	Added a new robotic dairy barn
<b>Southpoint Equipment</b>	N/A		New business – agricultural equipment repair and sales (Kubota)
<b>Liang</b>	N/A	3,840 sq ft	Added new machine Storage
<b>Scugog: 2</b>			
<b>Windmill Farms</b>	N/A	N/A	Merger with Heartee Foods and expansion of existing mushroom growing and processing facility
<b>Port Royal Mills</b>			Custom seed and grain blending as well as whole grain milling
<b>Uxbridge: 3</b>			
<b>Rob-Don Properties</b>	N/A	26,996	Dry goods warehouse and distribution operation plus office component)

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<b>Company</b>	<b>Jobs Created</b>	<b>Building Size / New Floor Space Added (sq ft)</b>	<b>Comments</b>
<b>UCEL</b>	TBD	18,951	Industrial Building - Office and manufacturing space for Construction Hoists
<b>Zano-Con Environmental Inc.</b>	TBD	13,950	Construction of Industrial Building (Repair Garage and Office Component)

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